

VCU

Procurement Services

COMMONWEALTH OF VIRGINIA STANDARD CONTRACT

Contract Number: 7412542JC

This contract executed on the last date below entered into by Liaison International, hereinafter called the "Contractor" and Commonwealth of Virginia, Virginia Commonwealth University VCU, called the "Purchasing Agency".

WITNESSETH that the Contractor and the Purchasing Agency, in consideration of the mutual covenants, promises and agreements herein contained, agree as follows:

PERIOD OF THE PERFORMANCE: From the execution of the contract by both parties through implementation of the system to go live on March 1, 2018 through February 28, 2023.

SCOPE OF CONTRACT: The Contractor shall provide the goods/services to the Purchasing Agency as set forth in the Contract Documents.

The contract documents shall consist of:

- (1) This signed form;
- (2) The Request for Proposals #7412542JC dated March 9, 2017 including Addendum 1 dated March 10, 2017 and Addendum 2 dated March 23, 2017;
- (3) The Contractor's Proposal dated April 4, 2017; and
- (4) The Negotiated Modification dated July 14, 2017 and the Best and Final Pricing dated July 17, 2017.

All of which documents are incorporated herein by reference.

IN WITNESS WHEREOF, the parties have caused this Contract to be duly executed intending to be bound thereby.

CONTRACTOR:

Liaison International

By: _____	Name Printed: <u>Jim Pluntze</u>
Date: <u>8/3/2017</u>	Title: <u>CFO</u>

PURCHASING AGENCY:

Virginia Commonwealth University

By: <u>Karol Kain Gray</u>	Name Printed: <u>Karol Kain Gray</u>
Date: <u>8/23/17</u>	Title: <u>VP of Finance and Budget</u>



VCU

Request for Proposals

RFP #: 7412542JC

RFP Title #: Online Graduate Admissions
Application

Issuing Agency: Virginia Commonwealth University

Using Dept.: Graduate Admissions

Issue Date: March 9, 2017

Closing Date: April 5, 2017 at 11:00 AM



A VASCUPP Member Institution

Request for Proposals RFP #7412542JC

Issue Date: March 9, 2017

Title: Online Graduate Admissions Application

Send all Proposals To: Virginia Commonwealth University
RFP #7412542JC
Attention: Jackie Colbert
912 W Grace St, 5th floor
Richmond, Virginia 23284

Proposals Shall Be Received Until: April 5, 2017 at 11:00 AM

Direct ALL inquiries concerning this RFP to: Jackie Colbert, Information Technology Category Manager
jcolbert@vcu.edu

Questions concerning this RFP must be received via email no later than March 21, 2017 at 2:00 PM EDT.

This Request for Proposals & any Addenda are posted on the eVA website at: <http://www.eva.virginia.gov>

HARD-COPY, ORIGINAL PROPOSALS MUST BE RECEIVED IN VIRGINIA COMMONWEALTH UNIVERSITY'S DEPARTMENT OF PROCUREMENT SERVICES ON OR BEFORE THE DATE AND TIME DESIGNATED ON THIS SOLICITATION. ELECTRONIC SUBMISSIONS AND FACSIMILE SUBMISSIONS WILL NOT BE ACCEPTED IN LIEU OF THE HARD-COPY, ORIGINAL PROPOSAL. VENDORS ARE RESPONSIBLE FOR THE DELIVERY OF THEIR PROPOSAL. PROPOSALS RECEIVED AFTER THE OFFICIAL DATE AND TIME WILL BE REJECTED. THE OFFICIAL DATE AND TIME USED IN RECEIPT OF RESPONSES IS THAT TIME ON THE CLOCK OR AUTOMATIC TIME STAMP IN THE DEPARTMENT OF PROCUREMENT SERVICES.

IF PROPOSALS ARE HAND DELIVERED OR SENT BY FEDEX, UPS, OR ANY OTHER PRIVATE COURIER, DELIVER TO THE ADDRESS NOTED ABOVE: VIRGINIA COMMONWEALTH UNIVERSITY, RFP #7412542JC, ATTENTION: Jackie Colbert, 912 W. GRACE ST., 5TH FLOOR, RICHMOND, VA 23298-0327. IF USING US MAIL (NOT RECOMMENDED): IF PROPOSALS ARE MAILED VIA US MAIL ONLY, MAIL TO VIRGINIA COMMONWEALTH UNIVERSITY, RFP#7412542JC, ATTN: Jackie Colbert, PO BOX 980327, RICHMOND, VA 23298-0327. THE RFP NUMBER, DATE AND TIME OF PROPOSAL SUBMISSION DEADLINE, AS REFLECTED ABOVE, MUST CLEARLY APPEAR ON THE FACE OF THE RETURNED PROPOSAL PACKAGE.

In Compliance With This Request for Proposals And To All Conditions Imposed Therein and Hereby Incorporated By Reference, The Undersigned Offers And Agrees To Furnish The Goods/Services Described Herein In Accordance With The Attached Signed Proposal Or As Mutually Agreed Upon By Subsequent Negotiation. Furthermore, The Undersigned Agrees Not To Start Any Work Relative To This Particular Solicitation Until A Resulting Formal Signed Purchase Order Is Received By The Contractor From University's Department of Procurement Services. Any Work Relative To This Request for Proposals Performed By The Contractor Prior To Receiving A Formal Signed Purchase Order Shall Be At The Contractor's Own Risk And Shall Not Be Subject To Reimbursement By The University.

Signature below constitutes acknowledgement of all information contained through links referenced herein.

NAME AND ADDRESS OF COMPANY:

_____	Date: _____
_____	By (<i>Signature In Ink</i>): _____
_____ Zip Code _____	Name Typed: _____
E-Mail Address: _____	Title: _____
Telephone: (____) _____	Fax Number: (____) _____
Toll free, if available	Toll free, if available
DUNS NO.: _____	FEI/FIN NO.: _____

REGISTERED WITH eVA: () YES () NO	SMALL BUSINESS: () YES () NO
VIRGINIA DSBSD CERTIFIED: () YES () NO	MINORITY-OWNED: () YES () NO
DSBSD CERTIFICATION #: _____	WOMEN-OWNED: () YES () NO

THIS SOLICITATION CONTAINS 36 PAGES.

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I. **PURPOSE:**

The intent and purpose of this Request for Proposals (RFP) is to solicit proposals from qualified firms to establish a cooperative term contract for an online Graduate admissions application. Virginia Commonwealth University (VCU), the lead issuing institution, is an agency of the Commonwealth of Virginia.

The period of the initial contract term shall be from the award through implementation of the system then continuing until the system is fully installed and operational for use at VCU. After system implementation the initial contract term may continue for one year. There are four (4) one year renewal options.

It is the intent of this solicitation and resulting contract(s) to allow for cooperative procurement. Accordingly, any public body, public or private health or educational institution or lead-issuing institution's affiliated foundations may access any resulting contract(s) if authorized by the Contractor.

Participation in this cooperative procurement is strictly voluntary. If authorized by the Contractor(s), the resultant contract(s) may be extended to the entities indicated above to purchase at contract prices in accordance with contract terms. The Contractor shall notify the lead-issuing institution in writing of any entities accessing the contract. No modification of this contract or execution of a separate contract is required to participate. The Contractor shall provide usage reports for all entities accessing the Contract upon request. Participating entities shall place their own orders directly with the Contractor(s) and shall fully and independently administer their use of the contract(s) to include contractual disputes, invoicing and payments without direct administration from the lead-issuing institution. The lead-issuing institution shall not be held liable for any costs or damages incurred by any other participating entity as a result of any authorization by the Contractor to extend the contract. It is understood and agreed that the lead-issuing institution is not responsible for the acts or omissions of any entity, and will not be considered in default of the Agreement no matter the circumstances.

Use of this contract(s) does not preclude any participating entity from using other contracts or competitive processes.

II. **GOVERNING RULES:**

This solicitations is issued in accordance with the provisions of:

- A. Purchasing Manual for Institution of Higher Education and their Vendors (<https://vascupp.org>)
- B. Rules Governing Procurement of goods, Services, Insurance, and Construction by a Public Institution of Higher Education of the commonwealth of Virginia (<https://vascupp.org>)

III. **OPTIONAL USE CONTRACT:**

The resulting contract(s) will be an optional use contract. VCU is in no way required to make purchases from the Contractor and may in its sole discretion purchase the identical and/or similar goods/services from other sources. Any estimates/quantities contained herein do not represent a purchase commitment by VCU.

IV. **THE UNIVERSITY:**

Virginia Commonwealth University (VCU) is a large urban University located in Richmond, Virginia. The University has 13 schools and 1 college offering over 220 undergraduate, graduate, doctoral and certificate programs, and conducted over \$270 million in sponsored research in fiscal year 2016. With more than 31,000 students and 21,000 full- and part-time employees in both VCU and VCU Health, the University is recognized as both one of the largest Universities in Virginia, and the largest employer in Richmond.

Additional information is available at:

http://documents.procurement.vcu.edu/purchasing/pdf_docs/forms/RFP_Website_Link_The_University.pdf

V. **OFFEROR INFORMATION REQUESTS:**

The opportunity for potential Offerors to present questions and obtain clarification relative to any facet of this solicitation is from the issue date of the RFP until March 1, 2017 at 5:00 PM EST. Submit all questions to Jackie Colbert, jcolbert@vcu.edu. The questions and clarifications will be issued in an addendum to the RFP.

VI. **STATEMENT OF NEEDS:**

A. Business Purpose

1. The Virginia Commonwealth University (VCU) Office of Admissions requires an online admissions application system to support the receipt and processing of more than 7,000 applications annually to graduate certificate, master's and doctoral programs. Currently the Office of Admissions uses a number of information systems (BANNER, ImageNow, Perceptive DataTransfer, Microsoft Excel, and SAS Enterprise Guide, for example) for gathering, retaining, and retrieving information about applicants. The Office of Admissions utilizes a variety of methods for collecting applications including:
 - a) Third-party online admission application
 - b) Third-party centralized application systems
 - c) SIS self-service application
2. The application systems employed support:
 - a) Collection of biographic/demographic information for both domestic and International applicants
 - b) Collection of application credential materials, some official and some unofficial, including data and images
 - c) Collection of program specific information
 - d) Collection of University-specific requirements such as data to support determination of residency for tuition purposes
 - e) Collection of references from recommenders both waiving/not waiving right to review
 - f) Collection of application fees
 - g) Fee waiver options
3. The application product should provide all of the above functionalities in a manner which meets applicants' 21st century technology expectations and enhances the application experience for prospective applicants and applicants.

B. Applicant Experience

1. The Contractor shall provide a state-of-the-art online admission application solution that offers a cohesive, consistent and comprehensive applicant experience; allows for efficient collection and management of applicant data and materials, as well as a seamless interface with current VCU systems; communication with applicants; and data access as needed for reporting, tracking of trends, and customized data analysis. The application should be designed with the higher education prospective applicant and applications as the main function. It should be user-friendly, easily navigated and intuitive. The product must support the use of VCU branding.
2. The product must allow applicants to apply to multiple programs while creating only one system identity and should provide the ability to check the status of their applications. Applicants must be able to upload documents and the product should accept documents in varying sizes. The product should provide real-time reporting features. The application must be able to provide detailed tracking of all application materials. The product must provide the ability to list and email desired recommenders for both waived (right to review) and not waived references submitted on behalf of the applicant. The interaction with recommenders by the product on behalf of the applicant should be user-friendly and intuitive. The product should also provide for the use of e-mail, direct mail, social media and text messages to interact and engage with prospective applicants and applicants. The product must be configurable for the needs of international applicants including world-wide accessibility. The product must be able to collect and transfer application fees to VCU and allow for the submission of fee waiver requests. The application should be based on a platform that will allow for rapid changes in technology and be able to respond to the heightened technology expectations of prospective students, including accessibility on mobile devices and demonstrated commitment to and development of online tools to meet the next generation of students (communications, Facebook, Twitter, texting, etc.)

C. Administrative Features and Use

1. The application must provide the capability for the Office of Admissions to build, automate and implement admissions applications for numerous academic programs allowing for dynamic hierarchies based on applicant responses and conditional logic in a single administrative interface. The system should provide the ability for multiple administrative units and academic units with differing needs (for example, the University recruiting office, departmental-level recruitment offices, the graduate program faculty from over 200 programs, admission processing staff) to access the system. This capability must be supported by rules-based management controls embedded in the software product that support this methodology/philosophy and specifically address security rights and jurisdictional issues of applicant records by different administrative departments. The system should be able to track user logins, accounts accessed and administrator actions. Administrative use should be assigned in a role-based manner to accommodate multiple departments and schools, e.g. read-only access or update-specific-fields-only access.
2. The application must be able to provide detailed tracking reports of all applications and references submitted on behalf of the applicant. The system should be able to store (in an active and retrievable state) several application cycles of application data. Data must be exportable in standard formats (e.g. Excel, .csv, html, etc...)
3. The application must provide the ability for administrative staff to create custom fields, modify existing fields, create parameter driven queries, and create custom queries and reports. The application must allow for on-demand, ad-hoc, detailed reports, preferably parameter driven and standardized ongoing reports and data exports.

4. The system workflow process must have tools that provide for data export and analysis at each stage of the admissions process including, but not limited to, basic prospect, target candidate, applicant and admit processing.
5. The software should be able to create and track all forms of communication sent to applicants and prospective applicants; both direct mail and email functions and should include ability to automate email responses. Product must be able to track in-progress applications. The application must be able to provide detailed tracking reports of all applications and references submitted on behalf of the applicant. Product should allow for communication from applicants to the University. The application administrative interface and back-end data should be securely accessible both on-campus and off-campus.

D. Level of Integration with the VCU Banner ERP and ImageNow

1. VCU uses the Ellucian Banner ERP as the administrative system of record and Lexmark/Perceptive ImageNow product for the storage and dissemination of credentials and other application materials, provided either directly or indirectly by the student, or created in-house. The level of integration with Banner and ImageNow will be a significant factor in the selection process. It is expected that data should move in both directions between Banner and the application system and documents must be able to be integrated into ImageNow.
2. The application must provide for the secure storage, tracking, and querying of core data attributes related to all aspects of admissions process.

E. Customer Support and Maintenance

1. The Contractor must provide managed customer support and ongoing technical support either directly from the software developer or from company technicians certified by the software developer to provide maintenance and support.
2. The Contractor should provide the following service requirements:
 - a) System training for end users and with an on-site solution for VCU support personnel
 - b) Ongoing customer and technical support/troubleshooting should include a dedicated account manager with direct phone number through the life of the contract
 - c) Support should be provided to applicants 24/7, and VCU administrative users during VCU normal operating hours.
 - d) Waived registration costs for user conferences, if applicable
 - e) Support should be included in an ongoing maintenance agreement; not incurring charges on a per incident basis

F. Application Implementation

1. The Contractor should provide all implementation and installation services including any necessary data conversion and customization to provide a turnkey solution for VCU and at a level commensurate with the product complexity.
2. Implementation services should include product training for select Admissions administrative staff at a sufficient level of detail and scope that they, in turn can provide first level support to other university faculty and staff users.

G. Future Development

1. The product proposed must have planned future support and development continuing to keep pace with emerging technologies.

H. Technical Considerations

1. The Office of Admissions will consider offers for a hosted solution or a software installed at VCU solution with the following technical considerations:
 - a) Technical Requirements for a hosted, Web-based, Software as a Service (SaaS) solution:
 - 1) All hardware and software required for the solution must be housed in a secure site, and the Contractor must provide a SAS 70 style security report from a third-party reviewer.
 - 2) Solution must include the services required for installation, integration, testing, and maintenance.
 - 3) Solution must support Secure Socket Layer (SSL), data encryption during transmission, and security protection features that prevent unauthorized access to VCU data.
 - 4) Solution must provide at minimum daily backups of VCU data with restoration capability to point-in-time or current as required by VCU.
 - 5) Solution must run on redundant servers with failover capability.
 - 6) Solution must be monitored by the Contractor 24X7 with any outages reported to VCU upon discovery.
 - 7) Solution must provide Web-based remote and mobile access to all members of VCU community using any industry standard device and browser combination.
 - 8) Solution must provide administrator-level security access suitable to monitor and manage VCU users, data, workflow, and internal processes.
 - 9) System outages for maintenance must not be scheduled during normal working hours (Monday – Friday, 8 am – 8 pm, local time).
 - 10) Solution must provide scalability and adaptability to changing business needs. Customization methodology must be specified.
 - 11) User authentication must be LDAP compatible and ideally CAS for VCU administrative access; prospective applicants should have a means to securely retrieve ID/password if necessary.
 2. Technical Requirements for software installed at VCU:
 - a) Solution must conform to the VCU architectural standards for operating system, database, server platforms, and user authentication.
 - b) User authentication must be LDAP compatible and ideally CAS for VCU administrative access; prospective students/parents should be able to authenticate to the system and to retrieve ID/password when they forget them.
 - c) Solution should be capable of running in a virtual server environment.

- d) Solution must provide VCU the capability to install, integrate with existing systems and data, and manage end-users and data.
- e) Response time must not exceed 5 seconds on average to load any system form or display on the VCU main network (10 Gb/sec)
- f) The Contractor must identify the IT skill-sets required to support the solution.
- g) Solution must provide VCU the scalability, adaptability, and customization ability needed to match evolving business needs and processes. Customization capabilities must be robust and flexible.
- h) Solution must provide Web-based remote and mobile access to all members of VCU community using any industry standard device and browser combination.
- i) Solution must be Web-based and provide access via any industry standard device and browser combination.
- j) Solution must support Secure Socket Layer (SSL), data encryption during transmission, and security protection features that prevent unauthorized access to VCU data.
- k) Solution should include the services required for installation, integration, testing, and maintenance.

I. Essential Procurement Needs

- 1. Freight terms shall be F.O.B. Destination/Prepaid with inside delivery; additional charges shall not be allowed.
- 2. The terms and conditions of the RFP govern the resulting contract and not the Contractor terms and conditions or license agreement.
- 3. The proposal prices shall include all costs for the equipment and services including all applicable freight and travel and living expenses; extra charges will not be allowed.
- 4. The period of the initial contract term shall be from the award through implementation of the system then continuing until the system is fully installed and operational for use at VCU. After system implementation the initial contract term may continue for one year. There are four (4) one year renewal options.
- 5. The Contractor shall comply with all VCU policies and industry standards including Payment Card Industry Data Security Standards (“PCI Standards” and or PA DSS standards) when collecting and transferring application fees by credit card to VCU.

VII. PROPOSAL PREPARATION AND SUBMISSION INSTRUCTIONS:

A. Proposal Submission Instructions:

- 1. Complete and return Page 2 of the RFP. Proposals shall be signed by an authorized representative of the Offeror.
- 2. Complete and return signed addenda acknowledgments (if applicable).
- 3. Submit **one (1) original hard copy (paper)** of the entire proposal, including all attachments and proprietary information. The original proposal must be clearly marked on the outside of the proposal. Submit one (1) unsecured, electronic copy (on a disc or flash drive) of the entire proposal including all attachments and **INCLUDING ANY PROPRIETARY INFORMATION** and one (1) unsecured, electronic copy (on a disc or flash drive) of the entire proposal including all attachments and **EXCLUDING ANY PROPRIETARY INFORMATION**. These discs or flash drives must be clearly marked on the outside whether it includes or excludes proprietary information.
- 4. Proposal Presentation:

- a. All information requested must be submitted. Failure to submit all information requested may result in the Purchasing Agency requiring prompt submission of missing information and/or giving a lowered evaluation of the proposal. Proposals which are substantially incomplete or lack key information may be rejected by the purchasing agency. Mandatory requirements are those required by law or regulation or are such that they cannot be waived and are not subject to negotiation.
 - b. All information requested by this Request for Proposals on the ownership, utilization and planned involvement of small businesses, women-owned businesses and minority-owned businesses must be submitted. If an Offeror fails to submit all information requested, the Purchasing Agency may require prompt submission of missing information after the receipt of Contractors proposals.
 - c. Proposals should be prepared simply and economically, providing a straightforward, concise description of capabilities to satisfy the requirements of the RFP. Emphasis should be placed on completeness and clarity of content.
 - d. Proposals should be organized as specified in the RFP. All pages of the proposal should be numbered. The proposal should contain a table of contents, which cross-references the RFP requirements. Information which the offeror desires to present that does not fall within any of the requirements of the RFP should be inserted at an appropriate place or be attached at the end of the proposal and designated as additional material. Proposals that are not organized in this manner risk elimination from consideration if the evaluators are unable to find the RFP requirements are specifically addressed.
 - e. Each copy of the proposal should be bound or contained in a single volume where practical. All documentation submitted with the proposal should be contained in that single volume.
5. If applicable, the outside of the Proposal must be marked to clearly denote proprietary information is contained in the documents. **Written notice of proprietary information must be submitted as the first page of the Offeror's Proposal.** Notice must specifically identify the applicable portions of the Offeror's Proposal that contain data or materials to be protected and shall state the reasons why protection is necessary. In addition, the specific (i.e. specific words, figures or paragraphs) proprietary or trade secret material submitted must be identified on the applicable page(s) within the Offeror's Proposal, by some distinct method, such as highlighting, underlining, etc. **The classification of an entire Proposal document, line item prices and/or total Proposal prices as proprietary or trade secrets is not acceptable and may result in rejection and return of the Proposal.** Ownership of all data, materials and documentation originated and prepared for VCU pursuant to the RFP shall belong exclusively to the University and be subject to public inspection in accordance with the Virginia Freedom of Information Act. Trade secrets or proprietary information submitted by an Offeror shall not be subject to public disclosure under the Virginia Freedom of Information Act; however, the Offeror must invoke the protections of Section 43F of The Governing Rules, in writing, either before or at the time the data or other material is submitted.
6. Communications regarding this Request for Proposals (RFP) shall be formal from the date of the issuance for this RFP, until either a Contractor has been selected or the University Procurement Services Department rejects all proposals. Formal communications shall be directed to the University Procurement Department only. Informal communications including but not limited to, request for information, comments or speculations, regarding this RFP to any University employee other than Procurement Services Department representative may result in the offending Offeror's Proposal being rejected.
7. Oral Presentation: Offerors who submit a proposal in response to this RFP may be required to conduct an oral presentation of their proposal to VCU. Oral presentations are an option and may or may not be required. Should an oral presentation be required, VCU will designate the date and location for the presentation; the date is critical and alternative dates will not be available.

Offerors who are invited to conduct an oral presentation shall include the individual(s) who would be the primary point of contact for VCU, on the Offerors presentation team. VCU reserves the right to re-score proposals following oral presentations.

8. The version of the solicitation issued by the Virginia Commonwealth University Purchasing Department as amended by any addenda is the mandatory controlling version of the document. Any modification of or additions to the solicitation by the Offeror shall not modify the official version of the solicitation issued by the Virginia Commonwealth University Purchasing Department unless accepted in writing by the University. Such modifications or additions to the solicitation by the Offeror may be cause for rejection of the proposal; however, Virginia Commonwealth University reserves the right to decide, on a case by case basis, in its sole discretion, whether to reject such a proposal. If the modifications or additions are not identified until after the award of the contract, the controlling version of the solicitation document shall still be the official state form issued by the Purchasing Department.
9. Additional information is available at:
<http://go.vcu.edu/procurement-purchasing>

B. SPECIFIC PROPOSAL REQUIREMENTS:

Proposals should be as thorough and detailed as possible so that VCU may properly evaluate your capabilities to provide the required goods/services. Offerors are required to submit the following items as a complete proposal:

1. The return of the entire RFP cover sheet and all addenda acknowledgments, if any, signed and filled out as required.
2. Proposed Price. Describe in detail the proposed license model for the application vulnerability scanner. Indicate in the Pricing Schedule, Section VIII of the RFP the proposed price to include all costs associated with the proposed Online Graduate Admissions Application to include but not limited to license(s), any hardware, implementation, hosting, maintenance, and **training** to include all proposed products and services. Additional charges shall not be allowed.
3. Describe the proposed plans and approach for providing the products and services as specified in the RFP. Consider the technical requirements in Section VI, Statement of Needs, Items A through H in the context of the system, implementation and ongoing support, costs of upgrade, implementation timeline expectations, and costs of warranty and maintenance. Specifically indicate what is included in the offer to provide the required products and services by responding to all Items in Section VI, Statement of Needs, Items A through H. In addition, provide information for the Items listed below, but do not limit necessarily information to these Items:
 - a) a. Utilization of the words “shall” or “must” in Section VI, Statement of Needs, Items A through H indicates mandatory technical requirements:

Does / Shall your company comply with the mandatory technical requirements as presented in Section IV, Statement of Needs, Items A through H?

Yes ____ No ____

If “NO,” identify the specific requirement and the reason for non-compliance.

Utilization of the words “should” or “may” in Section VI, Statement of Needs, Items A through H indicates a non-mandatory requirement.

Does / Shall your company comply with the non-mandatory technical requirements as presented in Section VI, Statement of Needs, Items A through H (i.e. “should” becomes “shall”)?

Yes ____ No ____

If “NO,” identify the specific requirement and the reason for non-compliance.

- b) Describe the System proposed to include but not limited to the name, functionality, modules and scalability. Reference Section VI, Item A: Explain how the proposed system provides the requirements specified in this section in particular an enhanced student experience.
- c) Specific questions about Section VI, Item B:
 - 1) Describe in detail how the proposed product meets the expectations of 21st century technology users. Explain how the user navigates through the product, the responsiveness of data refresh, how the product provides a user-friendly, intuitive experience. Provide current customer testimonials if available.
 - 2) Describe how the product provides a seamless, cohesive experience for applicants.
 - 3) Can either the customer end and/or the administrative end of the product be accessed from a mobile device?
 - 4) How and at what level is the use of University-specific branding incorporated?
 - 5) What document types and document sizes can be accepted by the product for upload from applicants?
 - 6) How do applicants check the status of their application materials after submission?
 - 7) What type of assistance is provided to applicants who encounter difficulty with the product? Does the product provide an “FAQ” system? Please provide examples.
 - 8) Does the product allow for embedded links in the labels/instructions? Does the product allow for University customized instructions?
- d) Specific questions about Section VI, Item C.
 - 1) Provide documentation that indicates how the proposed product has been successfully implemented by current clients, increased or improved the client’s operations and/or number of applications, and/or improved enrollment after implementation of the system.
 - 2) Does the product have the ability to automatically send emails to applicants based on trigger events? Does the product have the ability to automatically send emails to administrative users based on trigger events? Explain in detail how these capabilities function.
 - 3) Does the product have the ability to collect application fees? Describe how are these fees typically transferred to the University? Does the product have the ability for applicants to submit applications while requesting a wavier of the application fee?
 - 4) Does the product provide a method to collect the contact information of applicants’ desired recommenders and the ability to automatically notify recommenders that the University is awaiting a recommendation from them for the applicant? Does the product provide a means for recommenders to securely provide a recommendation? Can the recommendation system be tailored to be by passed for certain applicants? Describe in detail how the recommendation process functions.
 - 5) Describe in detail the level of customization available to the University. Specifically address the ability to create custom fields, modify product supplied fields, create custom forms. Additionally describe the ability of the product to support the use of dynamic questions, hierarchies and conditional logic.

- 6) Describe how custom queries are created. Describe how custom reports are created.
- 7) Describe the line of demarcation between the technical tasks that can/would be expected to be performed by University staff and what tasks vendor staff would typically perform as it relates to administrative use of the system, regular maintenance tasks, and cyclical updates.
- 8) Do you provide a hosted solution or a University-based solution?
- 9) Describe how security is assigned to administrative users.
- 10) Describe the line of demarcation between the technical tasks that your implementation team will perform and what tasks you expect VCU in-house technology teams to perform as it relates to inter-operating with the Banner and Imaging systems.
- 11) Does the system's security framework allow administrators to grant different layers of security to each individual user depending on a user's particular role? Provide an example.
- 12) Does the system allow for customized views based on administrative user role and preference?
- 13) Can the product assign role-based access to accommodate multiple departments and schools (e.g., read-only access, update-to-specific-fields only access)?
- 14) What features does the product have for organizing detailed reports?
- 15) Does the system have a dashboard for instant view of trends, outcomes and success rates?
- 16) Does the software have the ability to enable standardized reports that can be set to run automatically?
- 17) Is there capability to run audit reports for security review (access logs, anomaly reports, listing of access levels for review and update, etc.)?
- 18) Does the software have the ability to cross-reference information by various offices, populations and cohorts using relational tables?
- 19) Does the product have the ability to download/integrate data and reports into standard MS-Office formats (e.g., Word, Access and Excel) as well as PDF documents?
- 20) Can changes be made to the data fields on a continuous basis or are such changes limited to annual update schedules?
- 21) Does the product allow users to select and manipulate data (select, sort, filter) based on individual data elements, categories, statuses, workflow, etc?
- 22) Does the software allow for all data fields, including user-defined fields, to be retrieved via query?
- 23) Does the proposed solution provide the ability to share customized queries with other departments within the University?
- 24) Describe in detail how non-standard or non-delivered reports are created and integrated into the operation of your product without exporting data out of your system or to an external report-writing tool. Does the user of your product have the capability to perform this report writing integration without vendor assistance or does it require intervention by the vendor staff?
- 25) Can an external report writing tool access the data housed in the proposed system without exporting that data? If so, identify the report-writing tool(s) and the data access methodology.
- 26) Does the system deliver a report writing tool for writing ad hoc reports? If so, describe it.
- 27) Describe product's communication capabilities for e-mail and direct mail.
- 28) Does product allow for storage of email messages between applicants and University staff? Does product automatically record sent and received e-mails? Does product have capability to generate admission decision letters and/or e-mails? Describe that process.

e) Specific Questions about Section VI, Item D:

- 1) In what manner and how frequently can data be extracted and in what formats? Can data be automatically delivered to the University? How is this accomplished and how frequently? Can images automatically be delivered to the University? How is this accomplished and how frequently. Can the filenames of data and image files be customized with unique identifiers to allow for automated integration with both the Banner and ImageNow systems?
- 2) What is the methodology either provided or suggested for moving data between Banner and your system and back into Banner again. (If this approach differs from the way that you operate with other Banner clients, describe the integration methodology used with your other Banner clients. What is the methodology either provided or suggested for moving images to the ImageNow system?
- 3) Can the product accept uploaded data from the University's SIS - Banner and how is this typically accomplished?

f) Specific Questions about Section VI, Item E:

- 1) Detail your customer support and maintenance schedule.
- 2) Is there a support function for both front-end users (our prospective students) and our back-end users (admissions administrators)?
- 3) What is the annual maintenance need for the application? Are there scheduled updates and adjustments offered each year to keep product up-to-date or are changes limited to the implementation time only?
- 4) What is the rate for maintenance renewal among your current client base?
 - (a) Will your company provide ongoing customer and technical support/troubleshooting including a dedicated account manager with direct phone number through the life of the contract?
 - (b) Maintenance and updates — support as needed. Explain in detail the software maintenance and support proposed. Clarify whether maintenance is included with the price of the software for the first year or whether support costs are in addition to the cost of the licenses.
 - (c) Describe any professional services such as consulting services, waived registration costs for user conferences, if applicable or other services provided.

g) Specific Questions about Section VI, Item F:

- 1) Describe the plan and suggested schedule for project completion including expected timeframes for interim milestones or project phases. Provide samples of project performance scorecards. Include anticipated time to create the technical environment (database management systems and/or applications) customized or set-up application and data variables, and training. Include information about how long after the award of the contract it shall take your company to implement and install the software before the "go-live" date.
- 2) Describe the professional IT services offered for implementation, and rollout for the installation of the system and for future requirements. Provide information about any different competency levels. Explain how the determination is made about which competency level is assigned to a specific project. How will your company provide verification for the number of services hours provided? Are the services fees proposed on an hourly, daily rate or project basis?
- 3) Please describe the training you provide and whether it is continual or one time.

h) Specific Questions about Section VI, Item H.

- 1) Clarify whether your company is proposing a hosted solution or a software installed at VCU solution. Explain how the technical considerations listed in Section VI, Item H are met for the proposed software access solution.
 - 2) Does the solution expose APIs and Web Services so that it can be extended? Which functions are exposed? Which functions are not exposed?
 - 3) Does the solution provide pass-through authentication, leveraging existing authentication mechanisms to authenticate users?
 - 4) Please describe the systems Enterprise Single Sign-On (SSO) and Federated Identity capabilities. Please include Supported Technologies (i.e. SAML V2, OAUTH, etc.) as well as specific vendor integration partnerships and capabilities. Please note any known instances where your product DOES NOT integrate with SSO or Federated Identity Technologies or vendors.
 - 5) Describe the role-based authorization capabilities of the proposed solution. Does it support definition of user roles and assignment of internal access rights based on roles?
 - 6) What is the standard SLA for each level of support? What are the defined incident severity levels and the corresponding SLAs? Please describe your escalation process.
 - 7) How many revisions from current product are you still supporting?
 - 8) Do you have a 3rd party attestation of controls or certification such as an SSAE-16, ISO 2700X or a penetration test? Please provide any additional details that would demonstrate system controls.
 - 9) Please describe the capabilities to encrypt data at rest and in transit.
 - 10) Please provide documented configuration, end-user, administrative and support guides.
 - 11) For an on-premise solution if offered: Please provide implementation procedures that describe the activities required to deploy or promote the configurations and customizations into a higher-level environment (i.e. non-production to production), including a rollback plan, and criteria used to confirm successful deployment (i.e. implementation checklist).
 - 12) Please describe your backup and recovery process. Attach or reference additional documents as necessary. Please include standard recovery time SLA's.
 - 13) Please provide an overview of your disaster recovery plan (DRP) including measures such as offsite backup storage, RTO/RPO, warm/hot site availability, etc.
- i) Does your company accept the terms and conditions as presented in Section XI, General Terms and Conditions, Section XII, Special Terms and Conditions, and Section XIII, Special Terms and Conditions Information Technology?

Yes ____ No ____

If "NO," identify the specific term and condition(s) and the reason for non-compliance.

- j) Submit a copy of the warranty. State the start of the warranty period and the end of the warranty period.
- k) Provide an implementation schedule indicating how long after the award of the contract it shall take your company to allocate the resources and deliver and install the system for use at VCU.
- l) Describe the process for problem resolution for the proposed products and services.
- m) Does your company agree with the Procurement Requirements in Section VI.I.?

Yes ____ No ____

If "NO," identify the specific term and condition(s) and the reason for non-compliance.

4. Submit information about the qualifications and experience that your company has to provide the Application Vulnerability Scanner products and services.
 - a. Describe the firm's qualifications and experience providing the required products and services during the last three (3) years. Information provided should include, but is not limited to, comparable accounts in higher education and the scope of the services. Include information for a minimum of three (3) similar accounts, describing the types of projects and the scope of the services provided. Please include contact information with the name, address, email address and current phone number.
 - b. Specify the proposed personnel your company intends to assign to the project and provide proof of the expertise for the proposed system. Information needed includes but is not limited to the names, qualifications, and experience of professional IT services technicians to be assigned to the project. Resumes of staff to be assigned to the project may be used.
 - c. Does the offer include a single primary point of contact for the VASCUPP institutions for sales, support and problem resolution? If so, please provide the name and contact information.
 - d. Information demonstrating the Contractor's financial stability to include:
 - 1) Full name, address, and telephone number of the organization;
 - 2) Date the firm was established;
 - 3) Ownership (e.g. public company, partnership, subsidiary, etc.);
 - 4) If incorporated, provide the state of incorporation;
 - 5) Number of full-time employees on January 1st for the last three (3) years or for the duration the firm has been in business, whichever is less.
 - e. Provide a list of institutions of higher education with which the firm has a signed term contract.
 - f. Provide the amount of annual sales the firm has with each VASCUPP Member Institution. A list of VASCUPP Members can be found at:
<http://www.vcu.edu/procurement/coopcon.htm>.

5. Small, Women-Owned and Minority-Owned Business Commitment:

Firm must complete and submit Appendix I unless the firm is a Department of Small business and Supplier Diversity (DSBSD) certified small business. DSBSD certified small businesses must include their certification number on the coversheet of this RFP, but are not required to complete Appendix I.

6. Invoicing and Payment:

Firm must complete and submit Appendix II.

VIII. PRICING SCHEDULE:

- A. Offerors shall provide all costs associated with license price, set-up, implementation, hosting, training and maintenance to include all items described in Section VI. STATEMENT OF NEEDS for the proposed solution. Offerors shall provide additional costs associated with the STATEMENT OF NEEDS, as appropriate. Offerors shall complete and submit the Pricing Schedule below.
- B. Project Price Proposal: In paragraph form describe the proposed Total Price for the Online Graduate Admissions Application to include details about how the software is licensed (named user, concurrent user, site license, a hosted solution, etc...), rates and job titles for professional IT services for implementation, upgrades, customization or training, maintenance and support to

include Help Desk assistance, and any hardware costs. The Total Price shall be for complete implementation and installation ready for the use at VCU. Extra charges shall not be allowed. Pricing shall include inside delivery (e.g. freight, transportation) charges, F.O.B. Destination/Prepaid.

C. Pricing Schedule

<u>Description</u>	<u>Price</u>
1. Online Graduate Admissions Application	\$ _____
2. Total hardware, if applicable	\$ _____
a. individual hardware price	
\$ _____	
b. discount for hardware	
_____ %	
3. Fixed price for implementation and installation	\$ _____
a. List the job titles and hourly rates that total to the fixed price for implementation	
4. Hosting price for the first year, if applicable	\$ _____
5. Maintenance and support for the first year	\$ _____
6. Training	\$ _____
7. Total Price for Section VIII.C.	\$ _____

IX. EVALUATION AND AWARD CRITERIA:

Proposals will be evaluated based upon the information provided in the Offeror’s Proposal using the following criteria: Offeror’s qualifications and experience (20 points); methodology/approach to providing the requirements stated herein (50 points); pricing (25 points); and the Offeror’s status as a Virginia certified SWaM Business or the Offeror’s plans to utilize Virginia DSBSD-certified SWaM Businesses in the Offeror’s performance of the contract (5 points). Negotiations shall be conducted with Offerors so selected. After negotiations have been conducted with each Offeror so selected, the VCU shall select the Offeror which, in its opinion, has made the best offer, and shall award the contract to that Offeror. VCU reserves the right to make multiple awards from the solicitation. The University may cancel this Request for Proposals or reject Proposals at any time prior to an award, and is not required to furnish a statement of the reason why a particular Proposal was not deemed to be the most advantageous (Governing Rules Section 49.D). Should the University determine in writing and in its

sole discretion that only one Offeror has made the best proposal, a Contract may be negotiated and awarded to that Offeror. The award document will be a Contract incorporating by reference all the requirements, terms and conditions of the RFP, and the Offeror's response thereto. VCU reserves the right to award to multiple offerors, should such an award benefit the University.

Notice of Award(s) or Notice of Intent to Award may be accessed electronically at <http://www.eva.virginia.gov>.

X. **REPORTING AND DELIVERY REQUIREMENTS:**

By submitting a Proposal, Offerors certify that all information provided in response to the Request for Proposals is true and accurate. Failure to provide information required by this Request for Proposals will ultimately result in rejection of the Proposal.

It is the policy of the Commonwealth of Virginia that 42% of its purchases be made from small businesses to contribute to the establishment, preservation, and strengthening of small businesses, and businesses owned by women and minorities, and to encourage their participation in VCU procurement activities. The Commonwealth encourages Contractors to provide for the participation of small businesses and businesses owned by women and minorities through partnerships, joint ventures, subcontracts or other contractual opportunities.

Use of Subcontractors: If the Offeror intends to use subcontractors to perform any portion of the work described in this RFP, the Offeror must clearly so state. VCU is placing an increased emphasis on its SWaM (Small, Women, and Minority Owned) business program and is interested in identifying any potential opportunities that may be available to engage SWaM vendors to be certified by the Virginia Department of Small Business and Supplier Diversity (DSBSD) through new or existing contracts. **Identify and list any such opportunities that your firm would commit to if awarded this Contract in Appendix 1- Participation in VCU Procurement Transactions Small Businesses and Businesses Owned by Women and Minority.** The Offeror's response must include a description of which portion(s) of the work will be sub-contracted out and the names and addresses of potential Subcontractor(s) under the Contract.

**REPORT ON THE PARTICIPATION OF SMALL BUSINESSES AND BUSINESSES
OWNED
BY WOMEN AND MINORITIES**

Unless the Contractor is a DSBSD certified small business, the Contractor shall submit quarterly reports on the direct involvement of Department of Small Business and Supplier Diversity (DSBSD) certified SWaM Businesses in the performance of the Contract. The report shall specify the actual dollars spent to date with Small Businesses, Women-Owned Businesses, and Minority-Owned Businesses based upon the Contractor's commitment for utilization of DSBSD SWaM Businesses.

The Contractor shall provide this information to:

Virginia Commonwealth University
Procurement Services Office
Attn: SWaM Coordinator
912 W. Grace Street, POB 980327
Richmond, VA 23284
Email: swamreporting@vcu.edu

Failure to submit the required information will be considered a contract compliance issue and will be addressed accordingly. In addition, failure to submit the required information will result in invoices being returned without payment.

XI. GENERAL TERMS AND CONDITIONS:

- A. PURCHASING MANUAL: This RFP is subject to the provisions of the Commonwealth of Virginia's Purchasing Manual for Institutions of Higher Education and their Vendors and any revisions thereto, which are hereby incorporated into this contract in their entirety. A copy of the manual is available for review at the VCU Procurement Services Office. In addition, the manual may be accessed electronically at <http://procurement.vcu.edu/> or a copy can be obtained by calling VCU Procurement Services at (804) 828-1077.
- B. APPLICABLE LAW AND COURTS: This RFP and any resulting Contract shall be governed in all respects by the laws of the Commonwealth of Virginia and any litigation with respect thereto shall be brought in the courts of the Commonwealth. The Contractor shall comply with all applicable federal, state and local laws, rules and regulations.
- C. ANTI-DISCRIMINATION: By submitting their Proposals, Offerors certify to the Commonwealth and to VCU that they will conform to the provisions of the Federal Civil Rights Act of 1964, as amended, as well as the Virginia Fair Employment Contracting Act of 1975, as amended, where applicable, the Virginians With Disabilities Act, the Americans With Disabilities Act and Section 2.2-4311 of the *Virginia Public Procurement Act*. If the award is made to a faith-based organization, the organization shall not discriminate against any recipient of goods, services, or disbursements made pursuant to the contract on the basis of the recipient's religion, religious belief, refusal to participate in a religious practice, or on the basis of race, age, color, gender or national origin and shall be subject to the same rules as other organizations that contract with public bodies to account for the use of the funds provided; however, if the faith-based organization segregates public funds into separate accounts, only the accounts and programs funded with public funds shall be subject to audit by the public body. (*Code of Virginia*, § 2.2-4343.1).

In every Contract over \$10,000 the provisions in 1. and 2. below apply:

- 1. During the performance of this Contract, the Contractor agrees as follows:
 - a) Virginia Commonwealth University is an equal opportunity/affirmative action institution providing access to education and employment without regard to age, race, color, national origin, gender, religion, sexual orientation, veteran's status, political affiliation or disability. As such, the Contractor will not discriminate against any employee or applicant for employment because of age, race, color, national origin, gender, religion, sexual orientation, veteran's status, political affiliation or disability or any other basis prohibited by state law related to discrimination in employment, except where there is a bona fide occupational qualification reasonably necessary to the normal operation of the Contractor. The Contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices setting forth the provisions of this nondiscrimination clause.
 - b) The Contractor, in all solicitations or advertisements for employees placed by or on behalf of the Contractor, will state that such Contractor is an equal opportunity employer.

- c) Notices, advertisements and solicitations placed in accordance with federal law, rule or regulation shall be deemed sufficient for the purpose of meeting these requirements.
2. The Contractor will include the provisions of 1. above in every subcontract or purchase order over \$10,000, so that the provisions will be binding upon each subcontractor or vendor.
- D. ETHICS IN PUBLIC CONTRACTING: By submitting their Proposals, Offerors certify that their Proposals are made without collusion or fraud and that they have not offered or received any kickbacks or inducements from any other Offeror, supplier, manufacturer or subcontractor in connection with their Proposal, and that they have not conferred on any public employee having official responsibility for this procurement transaction any payment, loan, subscription, advance, deposit of money, services or anything of more than nominal value, present or promised, unless consideration of substantially equal or greater value was exchanged.
- E. IMMIGRATION REFORM AND CONTROL ACT OF 1986: By submitting their Proposals, Offerors certify that they do not and will not during the performance of this Contract employ illegal alien workers or otherwise violate the provisions of the Federal Immigration Reform and Control Act of 1986.
- F. DEBARMENT STATUS: By submitting their Proposals, Offerors certify that they are not currently debarred by the Commonwealth of Virginia from submitting proposals on contracts for the type of goods and/or services covered by this solicitation, nor are they an agent of any person or entity that is currently so debarred.
- G. ANTITRUST: By entering into a Contract, the Contractor conveys, sells, assigns, and transfers to the Commonwealth of Virginia all rights, title and interest in and to all causes of the action it may now have or hereafter acquire under the antitrust laws of the United States and the Commonwealth of Virginia, relating to the particular goods or services purchased or acquired by the Commonwealth of Virginia under said contract.
- H. MANDATORY USE OF STATE FORM AND TERMS AND CONDITIONS: Failure to submit a Proposal on the official VCU Form provided for that purpose may be a cause for rejection of the Proposal. Modification of, or additions to, the General Terms and Conditions of the solicitation may be cause for rejection of the Proposal; however, the Commonwealth reserves the right to decide, on a case by case basis, in its sole discretion, whether to reject such a Proposal.
- I. PAYMENT:
- 1. To Prime Contractor:
 - a) Invoices for items ordered, delivered and accepted shall be submitted by the Contractor directly to the payment address shown on the purchase order/Contract. All invoices shall show the VCU Contract number and/or purchase order number; social security number (for individual Contractors) or the federal employer identification number (for proprietorships, partnerships, and corporations).
 - b) Any payment terms requiring payment in less than thirty (30) days will be regarded as requiring payment thirty (30) days after invoice or delivery, whichever occurs last. This shall not affect offers of discounts for payment in less than thirty (30) days, however.

- c) All goods or services provided under this Contract or purchase order, that are to be paid for with public funds, shall be billed by the Contractor at the contract price, regardless of which public institution is being billed.
- d) The following shall be deemed to be the date of payment: the date of postmark in all cases where payment is made by mail, or the date of offset when offset proceedings have been instituted as authorized under the Virginia Debt Collection Act.
- e) Unreasonable Charges. Under certain emergency procurements and for most time and material purchases, final job costs cannot be accurately determined at the time orders are placed. In such cases, contractors should be put on notice that final payment in full is contingent on a determination of reasonableness with respect to all invoiced charges. Charges which appear to be unreasonable will be researched and challenged, and that portion of the invoice held in abeyance until a settlement can be reached. Upon determining that invoiced charges are not reasonable, VCU shall promptly notify the contractor, in writing, as to those charges which it considers unreasonable and the basis for the determination. A Contractor may not institute legal action unless a settlement cannot be reached within thirty (30) days of notification. The provisions of this Section do not relieve VCU of its prompt payment obligations with respect to those charges that are not in dispute (Code of Virginia, § 2.2-4363).

2. To Subcontractors:

- a) Contractor awarded a contract under this RFP is hereby obligated:
 - i. To pay the Subcontractor(s) within seven (7) days of the Contractor's receipt of payment from VCU for the proportionate share of the payment received for work performed by the Subcontractor(s) under the contract; or
 - ii. To notify VCU and the Subcontractor(s), in writing, of the Contractor's intention to withhold payment and the reason.
- b) The Contractor is obligated to pay the Subcontractor(s) interest at the rate of one percent per month (unless otherwise provided under the terms of the contract) on all amounts owed by the Contractor that remain unpaid seven (7) days following receipt of payment from VCU, except for amounts withheld as stated in 2. above. The date of mailing of any payment by U.S. Mail is deemed to be payment to the addressee. These provisions apply to each sub-tier Contractor performing under the primary contract. A Contractor's obligation to pay an interest charge to a Subcontractor may not be construed to be an obligation of VCU.

J. PRECEDENCE OF TERMS: Paragraphs A-J of these General Terms and Conditions shall apply in all instances. In the event there is a conflict between any of the other General Terms and Conditions and any Special Terms and Conditions in this solicitation, the Special Terms and Conditions shall apply.

K. QUALIFICATIONS OF OFFERORS: VCU may make such reasonable investigations as deemed proper and necessary to determine the ability of the Offeror to perform the services/furnish the goods and the Offeror shall furnish to VCU all such information and data for this purpose as may be requested. VCU reserves the right to inspect Offeror's physical facilities prior to award to satisfy questions regarding the Offeror's capabilities. VCU further reserves the right to reject any Proposal if the evidence submitted by, or investigations of, such Offeror fails to satisfy VCU that such Offeror is properly qualified to carry out the obligations of the Contract and to provide the services and/or furnish the goods contemplated therein.

- L. TESTING AND INSPECTION: VCU reserves the right to conduct any test/inspection it may deem advisable to assure goods and services conform to the specifications.
- M. ASSIGNMENT OF CONTRACT: A Contract shall not be assignable by the Contractor in whole or in part without the written consent of the VCU Director of Procurement Services.
- N. CHANGES TO THE CONTRACT: Changes can be made to the Contract in any one of the following ways:
1. The parties may agree in writing to modify the scope of the Contract. An increase or decrease in the price of the Contract resulting from such modification shall be agreed to by the parties as a part of their written agreement to modify the scope of the Contract.
 2. The VCU Procurement Services Department may order changes within the general scope of the Contract at any time by written notice to the Contractor. Changes within the scope of the contract include, but are not limited to, things such as services to be performed, the method of packing or shipment, and the place of delivery or installation. The Contractor shall comply with the notice upon receipt. The Contractor shall be compensated for any additional costs incurred as the result of such order and shall give VCU a credit for any savings. Said compensation shall be determined by one of the following methods:
 - a) By mutual agreement between the parties in writing; or
 - b) By agreeing upon a unit price or using a unit price set forth in the Contract, if the work to be done can be expressed in units, and the Contractor accounts for the number of units of work performed, subject to the VCU's right to audit the Contractor's records and/or to determine the correct number of units independently; or
 - c) By ordering the Contractor to proceed with the work and keep a record of all costs incurred and savings realized. A markup for overhead and profit may be allowed if provided by the Contract. The same markup shall be used for determining a decrease in price as the result of savings realized. The Contractor shall present VCU with all vouchers and records of expenses incurred and savings realized. VCU shall have the right to audit the records of the Contractor as it deems necessary to determine costs or savings. Any claim for an adjustment in price under this provision must be asserted by written notice to VCU within thirty (30) days from the date of receipt of the written order from VCU. If the parties fail to agree on an amount of adjustment, the question of an increase or decrease in the Contract price or time for performance shall be resolved in accordance with the procedures for resolving disputes provided by the Disputes Clause of this Contract or, if there is none, in accordance with the disputes provisions of the Commonwealth of Virginia's Purchasing Manual for Institutions of Higher Education and Their Vendors. Neither the existence of a claim or a dispute resolution process, litigation or any other provision of this Contract shall excuse the Contractor from promptly complying with the changes ordered by the VCU Procurement Service Office or with the performance of the Contract generally.
- O. DEFAULT: In case of failure to deliver goods or services in accordance with the Contract terms and conditions, VCU after due oral or written notice, may procure them from other sources and hold the Contractor responsible for any resulting additional purchase and administrative costs. This remedy shall be in addition to any other remedies which VCU may have in law or equity.

- P. USE OF BRAND NAMES: Unless otherwise provided in this RFP, the name of a certain brand, make or manufacturer does not restrict Offerors to the specific brand, make or manufacturer named, but conveys the general style, type, character, and quality of the article desired. Any article, which the public body, in its sole discretion, determines to be the equal of that specified, considering quality, workmanship, economy of operation, and suitability for the purpose intended, shall be accepted. The Offeror is responsible to clearly and specifically identify the product being offered and to provide sufficient descriptive literature, catalog cuts and technical detail to enable VCU to determine if the product offered meets the requirements of the solicitation. This is required even if offering the exact brand, make or manufacturer specified. Unless the Offeror clearly indicates in its proposal that the product offered is an "equal" product, such proposal will be considered to offer the brand name product referenced in the RFP.
- Q. TRANSPORTATION AND PACKAGING: By submitting their Proposals, all Offerors certify and warrant that the price offered for FOB Destination includes only the actual freight rate costs at the lowest and best rate and is based upon the actual weight of the goods to be shipped. Except as otherwise specified herein, standard commercial packaging, packing and shipping containers shall be used. All shipping containers shall be legibly marked or labeled on the outside with purchase order number, commodity description, and quantity. Further, Offeror shall bear the risk of loss until the goods and equipment until VCU accepts Delivery of them.
- R. INSURANCE: By signing and submitting a Proposal under this RFP, the Offeror certifies that if awarded the Contract, it will have the following insurance coverages at the time the Contract is awarded. For construction contracts, if any Subcontractors are involved, the subcontractor will have workers' compensation insurance in accordance with §§ 2.2-4332 and 65.2-800 et seq. of the *Code of Virginia*. The Offeror further certifies that the Contractor and any Subcontractors will maintain these insurance coverages during the entire term of the Contract and that all insurance coverage will be provided by insurance companies authorized to sell insurance in Virginia by the Virginia State Corporation Commission.

Minimum Insurance Coverages and Limits Required for Most Contracts:

1. Worker's Compensation - Statutory requirements and benefits. Coverage is compulsory for employers of three or more employees, to include the employer. Contractors who fail to notify VCU of increases in the number of employees that change their workers' compensation requirements under the *Code of Virginia* during the course of the Contract shall be in noncompliance with the Contract.
 2. Employers Liability - \$100,000.
 3. Commercial General Liability - \$1,000,000 per occurrence. Commercial General Liability is to include bodily injury and property damage, personal injury and advertising injury, products and completed operations coverage. VCU must be named as an additional insured and so endorsed on the policy.
 4. Automobile Liability - \$1,000,000 per occurrence. (Only used if motor vehicle is to be used in the contract.)
- S. ANNOUNCEMENT OF AWARD: Upon the award or the announcement of the decision to award a contract as a result of this RFP, VCU will publicly post such notice electronically at <http://www.eva.virginia.gov> for a minimum of ten (10) days.

- T. DRUG-FREE WORKPLACE: During the performance of this Contract, the Contractor agrees to (i) provide a drug-free workplace for the Contractor's employees; (ii) post in conspicuous places, available to employees and applicants for employment, a statement notifying employees that the unlawful manufacture, sale, distribution, dispensation, possession, or use of a controlled substance or marijuana is prohibited in the contractor's workplace and specifying the actions that will be taken against employees for violation of such prohibition; (iii) state in all solicitations or advertisements for employees placed by or on behalf of the Contractor that the Contractor maintains a drug-free workplace; and (iv) include the provisions of the foregoing clauses in every Subcontract or purchase order of over \$10,000, so that the provisions will be binding upon each Subcontractor and/ or Vendor.

For the purposes of this section, "*drug-free workplace*" means a site for the performance of work done in connection with a specific Contract awarded to a Contractor, the employees of whom are prohibited from engaging in the unlawful manufacture, sale, distribution, dispensation, possession or use of any controlled substance or marijuana during the performance of the Contract.

- U. NONDISCRIMINATION OF CONTRACTORS: A Bidder, Offeror, or Contractor shall not be discriminated against in the solicitation or award of this Contract because of race, religion, color, sex, national origin, age, disability, or against faith-based organizations or any other basis prohibited by state law relating to discrimination in employment. If the award of this Contract is made to a faith-based organization and an individual, who applies for or receives goods, services, or disbursements provided pursuant to this Contract objects to the religious character of the faith-based organization from which the individual receives or would receive the goods, services, or disbursements, the public body shall offer the individual, within a reasonable period of time after the date of his objection, access to equivalent goods, services, or disbursements from an alternative provider.
- V. eVA BUSINESS-TO-GOVERNMENT VENDOR REGISTRATION, CONTRACTS, AND ORDERS: The eVA Internet electronic procurement solution, website portal www.eVA.virginia.gov, streamlines and automates government purchasing activities in VCU. The eVA portal is the gateway for vendors to conduct business with VCU Institution and other public bodies. All Vendors desiring to provide goods and/or services to VCU shall participate in the eVA Internet e-procurement solution by completing the free eVA Vendor Registration. All Bidders or Offerors must register in eVA and pay the Vendor Transaction Fees specified below; failure to register will result in the bid/proposal being rejected.

Vendor Transaction Fees are determined by the date the original purchase order is issued and are as follows:

1. For orders issued July 1, 2014 and after, the Vendor Transaction Fee is:
 - a) DSBSD-certified Small Businesses: 1%, capped at \$500 per order.
 - b) Businesses that are not DSBSD-certified Small Businesses: 1%, capped at \$1,500 per order.
2. For orders issued July 1, 2014 the vendor transaction fees can be found at www.eVA.virginia.gov

The specified vendor transaction fee will be invoiced, by the Commonwealth of Virginia Department of General Services, approximately thirty (30) days after the corresponding purchase order is issued and payable thirty (30) days after the invoice date. Any adjustments (increases/decreases) will be handled through purchase order changes.

W. FAMILY EDUCATIONAL RIGHTS AND PRIVACY ACT (FERPA). The Selected Offeror/Vendor acknowledges that for the purposes of this Contract it will be designated as a “school official” with “legitimate educational interests” in the University education records, as those terms have been defined under FERPA and its implementing regulations, and the Selected Firm/Vendor agrees to abide by the limitations and requirements imposed on school officials. Selected Firm/Vendor will use the education records only for the purpose of fulfilling its duties under this Contract for University’s and its students’ benefit, and will not share such data with or disclose it to any third party except as provided for in this Contract, required by law, or authorized in writing by the University.

XII. SPECIAL TERMS AND CONDITIONS:

- A. ADVERTISING: In the event a contract is awarded for supplies, equipment, or services resulting from this proposal, no indication of such sales or services to Virginia Commonwealth University will be used in product literature or advertising. The Contractor shall not state in any of the advertising or product literature that the Commonwealth of Virginia or any agency or institution of the Commonwealth has purchased or uses its products or services.
- B. AUDIT: The Contractor shall retain all books, records, and other documents relative to this contract for five (5) years after final payment, or until audited by the Commonwealth of Virginia, whichever is sooner. The agency, its authorized agents, and/or State auditors shall have full access to and the right to examine any of said materials during said period.
- C. AVAILABILITY OF FUNDS: It is understood and agreed between the parties herein that the agency shall be bound hereunder only to the extent of the funds available or which may hereafter become available for the purpose of this agreement.
- D. PROPOSAL ACCEPTANCE PERIOD: Any proposal in response to this solicitation shall be valid for sixty (60) days. At the end of the sixty (60) days, the proposal may be withdrawn at the written request of the Offeror. If the proposal is not withdrawn at that time it remains in effect until an award is made or the solicitation is cancelled.
- E. PROPOSAL PRICES: Proposal prices shall be in the form of a firm unit price for each item during the contract period.
- F. CANCELLATION OF CONTRACT: The purchasing agency reserves the right to cancel and terminate any resulting contract, in part or in whole, without penalty, upon sixty (60) days written notice to the Contractor. In the event the initial contract period is for more than twelve (12) months, the resulting contract may be terminated by either party, without penalty, after the initial twelve (12) months of the contract period upon 60 days written notice to the other party. Any contract cancellation notice shall not relieve the Contractor of the obligation to deliver and/or perform on all outstanding orders issued prior to the effective date of cancellation.
- G. SPECIAL EDUCATIONAL OR PROMOTIONAL DISCOUNTS: The Contractor shall extend any special educational or promotional sale prices or discounts immediately to the Commonwealth during the term of the contract. Such notice shall also advise the duration of the specific sale or discount price.
- H. DRUG FREE WORKPLACE: The Contractor acknowledges and certifies that it understands that the following acts by the Contractor, its employees and/or agents performing services on state property are prohibited:
 - 1. The unlawful manufacture, distribution, dispensing, possession or use of alcohol or other drugs; and
 - 2. Any impairment or incapacitation from the use of alcohol or other drugs (except the use of drugs for legitimate medical purposes).

3. The Contractor further acknowledges and certifies that it understands that a violation of these prohibitions constitutes a breach of contract and may result in default action being taken by the Commonwealth in addition to any criminal penalties that may result from such conduct.
- I. **EXTRA CHARGES NOT ALLOWED:** The proposal price shall be for complete installation ready for Commonwealth's use, and shall include all applicable freight and installation charges; extra charges will not be allowed.
- J. **FINAL INSPECTION:** At the conclusion of the work, the Contractor shall demonstrate to the authorized owners representative that the work is fully operational and in compliance with contract specifications and codes. Any deficiencies shall be promptly and permanently corrected by the Contractor at the Contractor's sole expense prior to final acceptance of the work.
- K. **IDENTIFICATION OF PROPOSAL:** The proposal package should be identified as follows:

From: _____

Name of Offeror	Due Date	Time
Street or Box Number	RFP No.	
City, State, Zip Code +4	RFP Title	

Name of Contract / Purchase Officer or Buyer: Jackie Colbert

The package should be addressed as directed on Page 2 of the solicitation.

If a proposal is not clearly identified, the Offeror takes the risk that the proposal may be inadvertently opened and the information compromised which may cause the proposal to be disqualified. Proposals may be hand delivered to the designated location in the office issuing the solicitation. No other correspondence or other proposals should be placed in the envelope.

LATE PROPOSALS: To be considered for selection, proposals must be received by the issuing office by the designated date and hour. The official time used in the receipt of proposals is that time on the automatic time stamp machine in the issuing office. Proposals received in the issuing office after the date and hour designated are automatically disqualified and will not be considered. The University is not responsible for delays in the delivery of mail by the U.S. Postal Service, private couriers, or the intrauniversity mail system. It is the sole responsibility of the Offeror to insure that its proposal reaches the issuing office by the designated date and hour.

- L. **INDEMNIFICATION:** Contractor agrees to indemnify, defend and hold harmless the Commonwealth of Virginia, its officers, agents, and employees from any claims, damages and actions of any kind or nature, whether at law or in equity, arising from or caused by the use of any materials, goods, or equipment of any kind or nature furnished by the Contractor/any services of any kind or nature furnished by the Contractor, provided that such liability is not attributable to the sole negligence of the using agency or to failure of the using agency to use the materials, goods, or equipment in the manner already and permanently described by the Contractor on the materials, goods, or equipment delivered.
- M. **LIMITATION OF LIABILITY:** To the maximum extent permitted by applicable law, the Contractor will not be liable under this contract for any indirect, incidental, special or consequential damages, or damages from loss profits, revenue, data or use of the supplies, equipment and/or services delivered under this contract. This limitation of liability will not apply, however, to liability arising from: (a) personal injury or death; (b) defect or deficiency caused by willful misconduct or negligence on the part of the Contractor; or (c) circumstances where the contract expressly provides a right to damages, indemnification or reimbursement.

- N. PRIME CONTRACTOR RESPONSIBILITIES: The Contractor shall be responsible for completely supervising and directing the work under this contract and all subcontractors that he may utilize, using his best skill and attention. Subcontractors who perform work under this contract shall be responsible to the prime Contractor. The Contractor agrees that he is as fully responsible for the acts and omissions of his subcontractors and of persons employed by them as he is for the acts and omissions of his own employees.
- O. RENEWAL OF CONTRACT: This contract may be renewed by the Commonwealth for four (4) successive one (1) year periods under the terms and conditions of the original contract except as stated in 1. below. Price increases may be negotiated only at the time of renewal. Written notice of the Commonwealth's intention to renew should be provided approximately 60 days prior to the expiration date of each contract period:
1. If the Commonwealth elects to exercise the option to renew the contract for an additional one (1) - year period, the contract price(s) for the additional one (1) year shall not exceed the contract price(s) of the previous contract period increased/decreased by more than the percentage increase/decrease of the All Items category of the CPI-W section of the Consumer Price Index of the United States Bureau of Labor Statistics for the latest twelve months for which statistics are available.
- P. SUBCONTRACTS: No portion of the work shall be subcontracted without prior written consent of the purchasing agency. In the event that the Contractor desires to subcontract some part of the work specified herein, the Contractor shall furnish the purchasing agency the names, qualifications and experience of their proposed subcontractors. The Contractor shall, however, remain fully liable and responsible for the work to be done by its subcontractor(s) and shall assure compliance with all requirements of the contract.
- Q. WARRANTY (COMMERCIAL): The Contractor agrees that the supplies or services furnished under any award resulting from this solicitation shall be covered by the most favorable commercial warranties the Contractor gives any customer for such supplies or services and that the rights and remedies provided therein are in addition to and do not limit those available to the Commonwealth by any other clause of this solicitation. A copy of this warranty should be furnished with the proposal.
- R. POLICY OF EQUAL EMPLOYMENT: Virginia Commonwealth University is an equal opportunity/affirmative action employer. Women, Minorities, persons with disabilities are encouraged to apply. The University encourages all vendors to establish and maintain a policy to insure equal opportunity employment. To that end, Offerors should submit along with their proposals, their policy of equal employment.
- S. eVA BUSINESS-TO-GOVERNMENT CONTRACTS AND ORDERS: The solicitation/contract will result in purchase order(s) with the eVA transaction fee specified below assessed for each order.
1. For orders issued July 1, 2011 thru June 30, 2013, the Vendor Transaction Fee is:
 - a) DSBSD-certified Small Businesses: 0.75%, Capped at \$500 per order.
 - b) Businesses that are not DSBSD-certified Small Businesses: 0.75%, Capped at \$1,500 per order.
 2. For orders issued July 1, 2013, and after, the Vendor Transaction Fee is:
 - a) DSBSD-certified Small Businesses: 1%, Capped at \$500 per order.
 - b) Businesses that are not DSBSD-certified Small Businesses: 1%, Capped at \$1,500 per order.
- The specified vendor transaction fee will be invoiced, by the Commonwealth of Virginia Department of General Services, approximately 30 days after the corresponding purchase order is issued and payable 30 days after the invoice date. Any adjustments (increases/decreases) will be handled through purchase order changes.

The eVA Internet electronic procurement solution, website portal www.eva.virginia.gov, streamlines and automates government purchasing activities in the Commonwealth. The portal is the gateway for vendors to conduct business with state agencies and public bodies.

Vendors desiring to provide goods and/or services to the Commonwealth shall participate in the eVA Internet e-procurement solution and agree to comply with the following: If this solicitation is for a term contract, may provide an electronic catalog (price list) or index page catalog for items awarded. The format of this electronic catalog shall conform to the eVA Catalog Interchange Format (CIF) Specification that can be accessed and downloaded from www.eVA.virginia.gov. Contractors should email Catalog or Index Page information to eVA-catalog-manager@dgs.virginia.gov.

- T. GRAMM-LEACH-BLILEY ACT: The Contractor shall comply with the Act by implementing and maintaining appropriate safeguards to protect and prevent unauthorized release of student, faculty and staff nonpublic information. Nonpublic information is defined as social security numbers, or financial transactions, bank, credit and tax information.
- U. DETERMINATION OF RESPONSIBILITY: The Contract will be awarded to the responsive and responsible Offeror with a Proposal, conforming to the RFP, will be most advantageous to VCU, technical and financial factors considered. A responsible Offeror is one who affirmatively demonstrates to VCU that it has adequate financial resources and the requisite capacity, capability, and facilities to perform the Contract, has a satisfactory record of performance on other comparable projects, has a satisfactory record of integrity and business ethics, and is otherwise qualified and eligible to receive award under the solicitation and laws and regulations applicable to the procurement. VCU reserves the right to investigate the capabilities of Offeror, confirm any part of the information furnished by an Offeror, and require other evidence to determine that the Offeror is responsible.
- V. REJECTION OF PROPOSALS & WAIVER OF MINOR INFORMALITIES/IRREGULARITIES: VCU reserves the right to reject any or all Proposals in part or in total for any reason, to accept any Proposal if considered best for its interest, and to waive informalities and minor irregularities in Proposals received, commensurate with best public procurement practices.
- W. PROTEST: Any Offeror who desires to protest the award or decision to award a Contract shall submit the protest in writing to:

Director of Procurement Services
Virginia Commonwealth University
912 West Grace, 5th Floor
Richmond, VA 23284

VCU will announce the award utilizing the Commonwealth of Virginia's e-Procurement system (eVA). The protest must be received no later than ten (10) days after the award or the announcement of the decision to award, whichever occurs first. However, if the protest of any actual or potential Offeror depends in whole or in part upon information contained in public records pertaining to the procurement transaction that are subject to inspection under the Rules Governing Procurement of Goods, Services, Insurance, and Construction by a Public Institution of Higher Education of the Commonwealth of Virginia Governed by Subchapter 3 of the Restricted Higher Education Financial and Administrative Operations Act,, Chapter 4.10 (§23-38.88 et seq) of Title 23 of the Code of Virginia, §34, then the time within which the protest shall be submitted shall expire ten (10) days after those records are available for inspection by such Offeror under §34, or at such later time as provided in this section.

VCU Notices of Award(s) or Notices of Intent to Award may be accessed electronically at <http://www.eva.virginia.gov>.

No protest shall lie for a claim that the selected Offeror is not a responsible Offeror.

The written protest shall include the basis for the protest and relief sought.

The VCU Director of Procurement Services shall issue a decision in writing within ten (10) days of receipt stating the reasons for the action taken. This decision shall be final unless the Offeror appeals within ten (10) days of receipt of the written decision by instituting legal action as provided in Section 54 of the Governing Rules.

Nothing in this paragraph shall be construed to permit a proposer to challenge the validity of the terms or conditions of the RFP.

"Days" as used in this paragraph refer to calendar days. If a deadline falls on a Saturday or Sunday, the next business day shall be considered to be the deadline.

XIII. SPECIAL TERMS AND CONDITIONS INFORMATION TECHNOLOGY:

- A. **QUALIFIED REPAIR PERSONNEL:** All warranty or maintenance services to be performed on the items specified in this solicitation as well as any associated hardware or software shall be performed by qualified technicians properly authorized by the manufacturer to perform such services. The Commonwealth reserves the right to require proof of certification prior to award and at any time during the term of the contract.
- B. **SOURCE CODE:** In the event the contractor ceases to maintain experienced staff and the resources needed to provide required software maintenance, the Commonwealth shall be entitled to have use, and duplicate for its own use, a copy of the source code and associated documentation for the software products covered by the contract. Until such time as a complete copy of such material is provided, the Commonwealth shall have exclusive right to possess all physical embodiments of such contractor owned materials. The rights of the Commonwealth in this respect shall survive for a period of twenty years after the expiration or termination of the contract. All lease and royalty fees necessary to support this right are included in the initial license fee as contained in the pricing schedule.
- C. **SOFTWARE UPGRADES:** The Commonwealth shall be entitled to any and all upgraded versions of the software covered in the contract that becomes available from the contractor. The maximum charge for upgrade shall not exceed the total difference between the cost of the Commonwealth's current version and the price the contractor sells or licenses the upgraded software under similar circumstances.
- D. **THIRD PARTY ACQUISITION OF SOFTWARE:** The contractor shall notify the procuring agency in writing should the intellectual property, associated business, or all of its assets be acquired by a third party. The contractor further agrees that the contract's terms and conditions, including any and all license rights and related services, shall not be affected by the acquisition. Prior to completion of the acquisition, the contractor shall obtain, for the Commonwealth's benefit and deliver thereto, the assignee's agreement to fully honor the terms of the contract.
- E. **TITLE OF SOFTWARE:** By submitting a bid, the bidder represents and warrants that it is the sole owner of the software or, if not the owner, that it has received all legally required authorizations from the owner to license the software, has the full power to grant the rights required by this solicitation, and that neither the software nor its use in accordance with the contract will violate or infringe upon any patent, copyright, trade secret, or any other property rights of another person or organization.

- F. WARRANTY AGAINST SHUTDOWN DEVICES: The contractor warrants that the equipment and software provided under the contract shall not contain any lock, counter, CPU references, virus, worm, or other device capable of halting operations or erasing or altering data or programs. Contractor further warrants that neither it, nor its agents, employees, or subcontractors shall insert any shutdown device following delivery of the equipment and software.
- G. SECTION 508 COMPLIANCE: All information technology which, pursuant to this Contract, is purchased or upgraded by or for the use of any Commonwealth agency or institution or political subdivision of the Commonwealth (the "Technology") shall comply with Section 508 of the Rehabilitation Act (29 U.S.C. 794d), as amended. If requested, the Contractor must provide a detailed explanation of how compliance with Section 508 of the Rehabilitation Act is achieved and a validation of concept demonstration. The requirements of this Paragraph along with the Non-Visual Access to Technology Clause shall be construed to achieve full compliance with the Information Technology Access Act, §§ 2.2-3500 through 2.2-3504 of the *Code of Virginia*.
- H. NONVISUAL ACCESS TO TECHNOLOGY: All information technology which, pursuant to this Agreement, is purchased or upgraded by or for the use of any State agency or institution or political subdivision of the Commonwealth (the "Technology") shall comply with the following nonvisual access standards from the date of purchase or upgrade until the expiration of this Agreement:
1. effective, interactive control and use of the Technology shall be readily achievable by nonvisual means;
 2. the Technology equipped for nonvisual access shall be compatible with information technology used by other individuals with whom any blind or visually impaired user of the Technology interacts;
 3. nonvisual access technology shall be integrated into any networks used to share communications among employees, program participants or the public; and
 4. the technology for nonvisual access shall have the capability of providing equivalent access by nonvisual means to telecommunications or other interconnected network services used by persons who are not blind or visually impaired.

Compliance with the foregoing nonvisual access standards shall not be required if the head of the using agency, institution or political subdivision determines that (i) the Technology is not available with nonvisual access because the essential elements of the Technology are visual and (ii) nonvisual equivalence is not available.

Installation of hardware, software, or peripheral devices used for nonvisual access is not required when the Technology is being used exclusively by individuals who are not blind or visually impaired, but applications programs and underlying operating systems (including the format of the data) used for the manipulation and presentation of information shall permit the installation and effective use of nonvisual access software and peripheral devices.

If requested, the Contractor must provide a detailed explanation of how compliance with the foregoing nonvisual access standards is achieved and a validation of concept demonstration.

The requirements of this Paragraph shall be construed to achieve full compliance with the Information Technology Access Act, §§ 2.1-807 through 2.1-811 of the Code of Virginia.

I. DATA AND INTELLECTUAL PROPERTY PROTECTION:

1. Definitions
 - a. "End User" means the individuals authorized by the University to access and use the Services provided by the Selected Firm/Vendor under this agreement.

- b. "Personally Identifiable Information" includes but is not limited to: personal identifiers such as name, address, phone number, date of birth, Social Security number, and student or personnel identification number; "personal information" as defined in Virginia Code section 18.2-186.6 and/or any successor laws of the Commonwealth of Virginia; personally identifiable information contained in student education records as that term is defined in the Family Educational Rights and Privacy Act, 20 USC 1232g; "medical information" as defined in Virginia Code Section 32.1-127.1:05; "protected health information" as that term is defined in the Health Insurance Portability and Accountability Act, 45 CFR Part 160.103; nonpublic personal information as that term is defined in the Gramm-Leach-Bliley Financial Modernization Act of 1999, 15 USC 6809; credit and debit card numbers and/or access codes and other cardholder data and sensitive authentication data as those terms are defined in the Payment Card Industry Data Security Standards; other financial account numbers, access codes, driver's license numbers; and state- or federal-identification numbers such as passport, visa or state identity card numbers.
 - c. "Securely Destroy" means taking actions that render data written on physical (e.g., hardcopy, microfiche, etc.) or electronic media unrecoverable by both ordinary and extraordinary means. These actions must meet or exceed those sections of the National Institute of Standards and Technology (NIST) SP 800-88 guidelines relevant to data categorized as high security.
 - d. "Security Breach" means a security-relevant event in which the security of a system or procedure used to create, obtain, transmit, maintain, use, process, store or dispose of data is breached, and in which University Data is exposed to unauthorized disclosure, access, alteration, or use.
 - e. "Services" means any goods or services acquired by the University from the Selected Firm/Vendor.
 - f. "University Data" includes all Personally Identifiable Information and other information that is not intentionally made generally available by the University on public websites or publications, including but not limited to business, administrative and financial data, intellectual property, and patient, student and personnel data.
2. Rights and License in and to the University Data

The parties agree that as between them, all rights including all intellectual property rights in and to University Data shall remain the exclusive property of the University, and Selected Firm/Vendor has a limited, nonexclusive license to use these data as provided in this agreement solely for the purpose of performing its obligations hereunder. This agreement does not give a party any rights, implied or otherwise, to the other's data, content, or intellectual property, except as expressly stated in the agreement.

3. Intellectual Property Disclosure/Rights

- a. Unless expressly agreed to the contrary in writing, all goods, products, materials, documents, reports, writings, video images, photographs or papers of any nature including software or computer images prepared by Selected Firm/Vendor (or its subcontractors) for the University will not be disclosed to any other person or entity without the written permission of the University.
- b. Selected Firm/Vendor warrants to the University that the University will own all rights, title and interest in any intellectual property created for the University as part of the performance of this agreement and will have full ownership and beneficial use thereof, free and clear of claims of any nature by any third party including, without limitation, copyright or patent infringement claims. Selected Firm/Vendor agrees to assign and hereby assigns all rights, title, and interest in any and all intellectual property created for the University as part of the performance of this agreement to the University, and will

execute any future assignments or other documents needed for the University to document, register, or otherwise perfect such rights. Nothing in this section is, however, intended to or shall be construed to apply to existing intellectual property created or owned by the vendor that the University is licensing under this agreement. For avoidance of doubt, the University asserts no intellectual property ownership under this clause to any pre-existing intellectual property of the vendor, and seeks ownership rights only to the extent Vendor is being engaged to develop certain intellectual property as part of its services for the University.

- c. Notwithstanding the foregoing, for research collaboration pursuant to subcontracts under sponsored research agreements administered by the University's Office of Sponsored Programs, intellectual property rights will be governed by the terms of the grant or contract to the University to the extent such grant or contract requires intellectual property terms to apply to subcontractors.

4. Data Privacy

- a. Selected Firm/Vendor will use University Data only for the purpose of fulfilling its duties under this agreement and will not share such data with or disclose it to any third party without the prior written consent of the University, except as required by this agreement or as otherwise required by law.
- b. University Data will not be stored outside the United States without prior written consent from the University.
- c. Selected Firm/Vendor will provide access to University Data only to its employees and subcontractors who need to access the data to fulfill Selected Firm/Vendor obligations under this agreement. Selected Firm/Vendor will ensure that employees who perform work under this agreement have read, understood, and received appropriate instruction as to how to comply with the data protection provisions of this agreement.
- d. The following provision applies only if Selected Firm/Vendor will have access to the University's education records as defined under the Family Educational Rights and Privacy Act (FERPA): The Selected Firm/Vendor acknowledges that for the purposes of this agreement it will be designated as a "school official" with "legitimate educational interests" in the University education records, as those terms have been defined under FERPA and its implementing regulations, and the Selected Firm/Vendor agrees to abide by the limitations and requirements imposed on school officials. Selected Firm/Vendor will use the education records only for the purpose of fulfilling its duties under this agreement for University's and its End User's benefit, and will not share such data with or disclose it to any third party except as provided for in this agreement, required by law, or authorized in writing by the University.

5. Data Security

- a. Selected Firm/Vendor will store and process University Data in accordance with commercial best practices, including appropriate administrative, physical, and technical safeguards, to secure such data from unauthorized access, disclosure, alteration, and use. Such measures will be no less protective than those used to secure Selected Firm/Vendor's own data of a similar type, and in no event less than reasonable in view of the type and nature of the data involved. Without limiting the foregoing, Selected Firm/Vendor warrants that all electronic University Data will be encrypted in transmission (including via web interface) in accordance with industry best practices commensurate to the sensitivity of the information; such as controls outlined in the Moderate or High control baselines in the latest version of National Institute of Standards and Technology Special Publication 800-53.

- b. If the Selected Firm/Vendor stores Personally Identifiable Information as part of this agreement, the Selected Firm/Vendor warrants that the information will be stored in accordance with industry best practices commensurate to the sensitivity of the information; such as controls outlined in the Moderate or High control baselines in the latest version of National Institute of Standards and Technology Special Publication 800-53.
 - c. Selected Firm/Vendor will use industry-standard and up-to-date security tools and technologies such as anti-virus protections and intrusion detection methods in providing Services under this agreement.
- 6. Employee Background Checks and Qualifications

Selected Firm/Vendor shall ensure that its employees who will have potential access to University Data have passed appropriate, industry standard, background screening and possess the qualifications and training to comply with the terms of this agreement.
- 7. Data Authenticity and Integrity

Selected Firm/Vendor will take reasonable measures, including audit trails, to protect University Data against deterioration or degradation of data quality and authenticity. The Selected Firm will be responsible during the terms of this agreement, unless otherwise specified elsewhere in this agreement, for converting and migrating electronic data as often as necessary so that information is not lost due to hardware, software, or media obsolescence or deterioration.
- 8. Security Breach
 - a. Response. Upon becoming aware of a Security Breach, or of circumstances that are reasonably understood to suggest a likely Security Breach, Selected Firm/Vendor will timely notify the University consistent with applicable state or federal laws, fully investigate the incident, and cooperate fully with the University's investigation of and response to the incident. Except as otherwise required by law, Selected Firm/Vendor will not provide notice of the incident directly to individuals whose Personally Identifiable Information was involved, regulatory agencies, or other entities, without prior written permission from the University.
 - b. Liability.
 - 1) If Selected Firm/Vendor must under this agreement create, obtain, transmit, use, maintain, process, or dispose of the subset of University Data known as Personally Identifiable Information, the following provisions apply. In addition to any other remedies available to the University under law or equity, Selected Firm/Vendor will reimburse the University in full for all costs incurred by the University in investigation and remediation of any Security Breach caused by Selected Firm/vendor, including but not limited to providing notification to individuals whose Personally Identifiable Information was compromised and to regulatory agencies or other entities as required by law or contract; providing one year's credit monitoring to the affected individuals if the Personally Identifiable Information exposed during the breach could be used to commit financial identity theft; and the payment of legal fees, audit costs, fines, and other fees imposed by regulatory agencies or contracting partners as a result of the Security Breach.
 - 2) If Selected Firm/Vendor will NOT under this agreement create, obtain, transmit, use, maintain, process, or dispose of the subset of University Data known as Personally Identifiable Information, the following provisions apply. In addition to any other remedies available to the University under law or equity, Selected Firm/Vendor will reimburse the University in full for all costs reasonably incurred by the University in

investigation and remediation of any Security Breach caused by Selected Firm/vendor.

9. Response to Legal Orders, Demands or Requests for Data

- a. Except as otherwise expressly prohibited by law, Selected Firm/Vendor will:
 - immediately notify the University of any subpoenas, warrants, or other legal orders, demands or requests received by Selected Firm/Vendor seeking University Data;
 - consult with the University regarding its response;
 - cooperate with the University's reasonable requests in connection with efforts by the University to intervene and quash or modify the legal order, demand or request; and
 - upon the University's request, provide the University with a copy of its response.
- b. If the University receives a subpoena, warrant, or other legal order, demand (including request pursuant to the Virginia Freedom of Information Act) or request seeking University Data maintained by Selected Firm/Vendor, the University will promptly provide a copy to Selected Firm/Vendor. Selected Firm/Vendor will promptly supply the University with copies of data required for the University to respond, and will cooperate with the University's reasonable requests in connection with its response.

10. Data Transfer Upon Termination or Expiration

- a. Upon termination or expiration of this agreement, Selected Firm/Vendor will ensure that all University Data are securely returned or destroyed as directed by the University in its sole discretion. Transfer to the University or a third party designated by the University shall occur within a reasonable period of time, and without significant interruption in service. Selected Firm/Vendor shall ensure that such transfer/migration uses facilities and methods that are compatible with the relevant systems of the University or its transferee, and to the extent technologically feasible, that the University will have reasonable access to University Data during the transition. In the event that the University requests destruction of its data, Selected Firm/Vendor agrees to Securely Destroy all data in its possession and in the possession of any subcontractors or agents to which the Selected Firm/Vendor might have transferred University data. The Selected Firm/Vendor agrees to provide documentation of data destruction to the University.
- b. Selected Firm/Vendor will notify the University of impending cessation of its business and any contingency plans. This includes immediate transfer of any previously escrowed assets and data and providing the University access to Selected Firm/Vendor's facilities to remove and destroy University-owned assets and data. Selected Firm/Vendor shall implement its exit plan and take all necessary actions to ensure a smooth transition of service with minimal disruption to the University. Selected Firm/Vendor will also provide a full inventory and configuration of servers, routers, other hardware, and software involved in service delivery along with supporting documentation, indicating which if any of these are owned by or dedicated to the University. Selected Firm/Vendor will work closely with its successor to ensure a successful transition to the new equipment, with minimal downtime and effect on the University, all such work to be coordinated and performed in advance of the formal, final transition date.

11. Audits

- a. The University reserves the right in its sole discretion to perform audits of Selected Firm/Vendor at the University's expense to ensure compliance with the terms of this agreement. The Selected Firm/Vendor shall reasonably cooperate in the performance of such audits. This provision applies to all agreements under which the Selected

Firm/Vendor must create, obtain, transmit, use, maintain, process, or dispose of University Data.

- b. If the Selected Firm/Vendor must under this agreement create, obtain, transmit, use, maintain, process, or dispose of the subset of University Data known as Personally Identifiable Information or financial or business data which has been identified to the Selected Firm/Vendor as having the potential to affect the accuracy of the University's financial statements, Selected Firm/Vendor will at its expense conduct or have conducted at least annually a:
- American Institute of CPAs Service Organization Controls (SOC 2) Type II audit, or other security audit with audit objectives deemed sufficient by the University, which attests the Selected Firm/Vendor's security policies, procedures and controls;
 - vulnerability scan of Selected Firm/Vendor's electronic systems and facilities that are used in any way to deliver electronic services under this agreement; and
 - formal penetration test of Selected Firm/Vendor's electronic systems and facilities that are used in any way to deliver electronic services under this agreement.

Additionally, the Selected Firm/Vendor will provide the University upon request the results of the above audits, scans and tests, and will promptly modify its security measures as needed based on those results in order to meet its obligations under this agreement. The University may require, at University expense, the Selected Firm/Vendor to perform additional audits and tests, the results of which will be provided promptly to the University.

12. Compliance

- a. Selected Firm/Vendor will comply with all applicable laws and industry standards in performing services under this agreement. Any Selected Firm/Vendor personnel visiting the University's facilities will comply with all applicable University policies regarding access to, use of, and conduct within such facilities. The University will provide copies of such policies to Selected Firm/Vendor upon request.
- b. Selected Firm/Vendor warrants that the service it will provide to the University is fully compliant with relevant laws, regulations, and guidance that may be applicable to the service, such as: the Family Educational Rights and Privacy Act (FERPA), Health Insurance Portability and Accountability Act (HIPAA) and Health Information Technology for Economic and Clinical Health Act (HITECH), Gramm-Leach-Bliley Financial Modernization Act (GLB), Payment Card Industry Data Security Standards (PCI-DSS), Americans with Disabilities Act (ADA), Federal Export Administration Regulations, and Defense Federal Acquisitions Regulations.
- c. If the Payment Card Industry Data Security Standards (PCI-DSS) are applicable to the Selected Firm/Vendor service provided to the University, the Selected Firm/Vendor will, upon written request, furnish proof of compliance with PCI-DSS within 10 business days of the request.

13. No End User agreements

This agreement is the entire agreement between the University (including University employees and other End Users) and the Selected Firm/Vendor. In the event that the Selected Firm/Vendor enters into terms of use agreements or other agreements or understandings, whether electronic, click-through, verbal or in writing, with University employees or other End Users, such agreements shall be null, void and without effect, and the terms of this agreement shall apply.

14. Survival

The Selected Firm/Vendor's obligations under Section XIII (DATA AND INTELLECTUAL PROPERTY PROTECTION) shall survive termination of this agreement until all University Data has been returned or securely destroyed.

XIV. CONTRACT ADMINISTRATION:

Upon award of the contract VCU shall designate, in writing, the name(s) of the Contract Administrator(s) who shall work with the contractor in formulating mutually acceptable plans and standards for the delivery, installation and on-going service and/or maintenance that may be required.

- A. The Contract Administrator shall use all powers under the contract to enforce its faithful performance. The Contract Administrator shall determine the amount, quality and acceptability of work and shall decide all other questions in connection with the work.
- B. All direction and orders from VCU shall be transmitted through the Contract Administrator, or his designee. However the Contract Administrator shall have no authority to order changes in the work which alter the concept or scope of the work or change the basis for compensation to the contractor.

XV. ATTACHMENTS:

- A: Appendix I – Participation In State Procurement Transactions Small Businesses and Businesses Owned By Women and Minorities:

http://procurement.vcu.edu/media/procurement/pdf/document-library/RFP_Website_Link_Appendix_1.pdf

- B: Appendix II – Invoicing and Payment

http://procurement.vcu.edu/media/procurement/pdf/document-library/RFP_Website_Link_Appendix_2.pdf



RFP - Addendum

DATE: March 10, 2017

ADDENDUM NO. 01 TO ALL OFFERORS:

Reference - Request for Proposals: RFP# 7412542JC

Commodity/Title:	Online Graduate Admissions Application
Issue Date:	March 9, 2017
Proposal Due:	April 5, 2017 at 11:00 AM

The above is hereby changed to read: **See Attached.**

NOTE: A signed acknowledgment of this addendum must be received by this office either prior to the proposal due date and hour or attached to your proposal. Signature of this addendum does not constitute your signature on the original proposal document. The original proposal document must also be signed.

Very truly yours,

Jackie Colbert

Name of Firm

Signature/Title

Date

Reference Page 5, Section V.: Replace the date and time for submission of questions to the following:

OFFEROR INFORMATION REQUESTS:

The opportunity for potential Offerors to present questions and obtain clarification relative to any facet of this solicitation is from the issue date of the RFP until March 21, 2017 at 2:00 PM EDT. Submit all questions to Jackie Colbert, jcolbert@vcu.edu. The questions and clarifications will be issued in an addendum to the RFP.

Reference Page 11, Section VII.B.2.: In the first sentence replace application vulnerability scanner with Online Graduate Admission Application as follows:

Describe in detail the proposed license model for the Online Graduate Admissions Application.

Reference Page 16, Section VII.B.4.: Replace Application Vulnerability Scanner with Online Graduate Admission Application as follows:

Submit information about the qualifications and experience that your company has to provide the Online Graduate Admissions Application products and services.



RFP - Addendum

DATE: March 23, 2017

ADDENDUM NO. 02 TO ALL OFFERORS:

Reference - Request for Proposals: RFP# 7412542JC

Commodity/Title:	Online Graduate Admissions Application
Issue Date:	March 9, 2017
Proposal Due:	April 5, 2017 at 11:00 AM

The above is hereby changed to read: **See Attached.**

NOTE: A signed acknowledgment of this addendum must be received by this office either prior to the proposal due date and hour or attached to your proposal. Signature of this addendum does not constitute your signature on the original proposal document. The original proposal document must also be signed.

Very truly yours,

Jackie Colbert

Name of Firm

Signature/Title

Date

Questions for Clarification Submitted By Potential Offerors for RFP# 7412542JC

The questions submitted by potential proposers and the answers from VCU are below. The clarifications are in bold and italics.

1. Section VI – B – Configurable for the needs of international applicants – Can you elaborate on what you are looking for in regards to supporting international applicant needs? For example, does the application need to have multi-lingual support?

Must accommodate foreign address and telephone number entry and must have a means to separate confidential immigration documents and data not required for decision review from those data and documents that are required for decision review. As an example - uploaded Visa's should not be able to be viewed by academic programs.

2. Section VI – D – Integration with Banner and ImageNow – What version of Banner do you currently employ? What version of ImageNow do you currently employ?

Our current BANNER versions are General 8.8.9, Student 8.11, and Financial Aid 8.28. It is expected that we will upgrade to BANNER 9 prior to deployment of a new online graduate application. Our current ImageNow/Perceptive Content version is 7.1.5.

3. Can you list out all the 3rd party centralized application systems where you would want the data to be pulled into the application system?

In Section VI. A.1.a), Statement of Needs, Business Purpose, Third-party online admission application information was informational only about the products we currently use. VCU does not expect the proposed online application to receive data from all of our other application products.

4. Can you provide the FTE for the Graduate Population at VCU?

Fall 2016 our FTE for the Graduate population was - 3,835

5. For the requirement:

- “Does the system allow for customized views based on administrative user role and preference?”

Can you please specify what kind of views are being requested here? Does this mean different administrators need to see different and specific data elements, or is this referring to a dashboard view?

Administrators and faculty from multiple programs should only be able to see data and documents specific to applicants to their specific program so this must be configurable in the user permissions. As an example, the Department of Chemistry should be prevented from viewing data and documents for applicants to the School of Business. Within the School of Business, faculty who are assigned to review Masters of Accountancy applicants should be excluded from viewing Master of Information Systems applicants.

6. For the requirements on page 6 and page 12:

- “Applicants must be able to upload documents and the product should accept documents in varying sizes.”
- “What document types and document sizes can be accepted by the product for upload from applicants?”

Do you have preferred quota (maximum total storage size) per each applicant? Is there an expected time when the documents are allowed to expire remaining on the system (e.g. after files are uploaded/downloaded, after the application is closed, etc.)?

We do not have a preferred maximum total storage size per applicant but expect that the vendors will indicate if their product has a maximum and what that maximum is. It is preferred that documents should remain available on the system for 3 admission terms, or 1 year.

7. For the requirement on page 7:

- “It is expected that data should move in both directions between Banner and the application system and documents must be able to be integrated into ImageNow.”

Can you please specify what kind of data (and/or data formats) does VCU expect to be integrated into the application solution?

This question is dependent upon the proposed solutions capabilities, but at minimum the data the solution should expect to receive standard text delimited file uploads and .pdf images.

8. What image file types are currently being collected aside from PDFs? Are there any other file types required that are not currently being collected?

VCU currently collects .pdf documents which are subsequently converted to a tif file upon import into ImageNow. This is the minimum requirement. Other additional options may be proposed by the vendor.

9. How much control does VCU need for being able to create/add/edit questions on the application? In other words, do you expect to have this need for all questions on the application, or just certain ones?

VCU prefers the ability to create/add/edit all questions on the application.

10. Does VCU need its applicants to have the ability to submit multiple applications to a single program, or is it one application per program and the applicant can then submit to multiple programs at once?

Applicants must be able to apply to multiple programs for the same term of entry. There is a core set of university required data but each program may have individualized requirements, as well.

Request for Proposals RFP #7412542JC

Issue Date: March 9, 2017

Title: Online Graduate Admissions Application

Send all Proposals To: Virginia Commonwealth University
RFP #7412542JC
Attention: Jackie Colbert
912 W Grace St, 5th floor
Richmond, Virginia 23284

Proposals Shall Be Received Until: April 5, 2017 at 11:00 AM

Direct ALL inquiries concerning this RFP to: Jackie Colbert, Information Technology Category Manager
jcolbert@vcu.edu

Questions concerning this RFP must be received via email no later than March 21, 2017 at 2:00 PM EDT.

This Request for Proposals & any Addenda are posted on the eVA website at: http://www.eva.virginia.gov

HARD-COPY, ORIGINAL PROPOSALS MUST BE RECEIVED IN VIRGINIA COMMONWEALTH UNIVERSITY'S DEPARTMENT OF PROCUREMENT SERVICES ON OR BEFORE THE DATE AND TIME DESIGNATED ON THIS SOLICITATION. ELECTRONIC SUBMISSIONS AND FACSIMILE SUBMISSIONS WILL NOT BE ACCEPTED IN LIEU OF THE HARD-COPY, ORIGINAL PROPOSAL. VENDORS ARE RESPONSIBLE FOR THE DELIVERY OF THEIR PROPOSAL. PROPOSALS RECEIVED AFTER THE OFFICIAL DATE AND TIME WILL BE REJECTED. THE OFFICIAL DATE AND TIME USED IN RECEIPT OF RESPONSES IS THAT TIME ON THE CLOCK OR AUTOMATIC TIME STAMP IN THE DEPARTMENT OF PROCUREMENT SERVICES.

IF PROPOSALS ARE HAND DELIVERED OR SENT BY FEDEX, UPS, OR ANY OTHER PRIVATE COURIER, DELIVER TO THE ADDRESS NOTED ABOVE: VIRGINIA COMMONWEALTH UNIVERSITY, RFP #7412542JC, ATTENTION: Jackie Colbert, 912 W. GRACE ST., 5TH FLOOR, RICHMOND, VA 23298-0327. IF USING US MAIL (NOT RECOMMENDED): IF PROPOSALS ARE MAILED VIA US MAIL ONLY, MAIL TO VIRGINIA COMMONWEALTH UNIVERSITY, RFP#7412542JC, ATTN: Jackie Colbert, PO BOX 980327, RICHMOND, VA 23298-0327. THE RFP NUMBER, DATE AND TIME OF PROPOSAL SUBMISSION DEADLINE, AS REFLECTED ABOVE, MUST CLEARLY APPEAR ON THE FACE OF THE RETURNED PROPOSAL PACKAGE.

In Compliance With This Request for Proposals And To All Conditions Imposed Therein and Hereby Incorporated By Reference, The Undersigned Offers And Agrees To Furnish The Goods/Services Described Herein In Accordance With The Attached Signed Proposal Or As Mutually Agreed Upon By Subsequent Negotiation. Furthermore, The Undersigned Agrees Not To Start Any Work Relative To This Particular Solicitation Until A Resulting Formal Signed Purchase Order Is Received By The Contractor From University's Department of Procurement Services. Any Work Relative To This Request for Proposals Performed By The Contractor Prior To Receiving A Formal Signed Purchase Order Shall Be At The Contractor's Own Risk And Shall Not Be Subject To Reimbursement By The University.

Signature below constitutes acknowledgement of all information contained through links referenced herein.

NAME AND ADDRESS OF COMPANY:

Liaison International
311 Arsenal Street, Suite 15
Watertown, MA Zip Code 02472

E-Mail Address: moconnor@liaisonedu.com

Telephone: (757) 675-5169

Toll free, if available

DUNS NO.: 78-114-0827

Date: April 4, 2017

By (Signature In Ink): [Handwritten Signature]

Name Typed: Mike O'Connor

Title: Regional Vice President

Fax Number: (617) 926-0341

Toll free, if available

FEI/FIN NO.: 27-1203484

REGISTERED WITH eVA: (X) YES () NO SMALL BUSINESS: () YES (X) NO
VIRGINIA DSBSD CERTIFIED: () YES (X) NO MINORITY-OWNED: () YES (X) NO
DSBSD CERTIFICATION #: WOMEN-OWNED: () YES (X) NO

THIS SOLICITATION CONTAINS 36 PAGES.

Virginia Commonwealth University
Date Issued: March 9, 2017

REQUEST FOR PROPOSAL RESPONSE
Online Graduate Admissions Application
RFP# 7412542JC



Prepared by:

Michael O'Connor
Liaison International
311 Arsenal Street
Watertown, MA 02472
(757) 675-5169
moconnor@liaisonedu.com



Jackie Colbert
Information and Technology Category Manager
Virginia Commonwealth University
912 W. Grace Street, 5th Floor
Richmond, VA 23284

RE: RFP #741252JC

Dear Ms. Colbert:

It is with great pleasure that Liaison International (Liaison) provides our response to RFP #741252JC issued by Virginia Commonwealth University for an Online Graduate Admissions Application.

Liaison is uniquely positioned and highly qualified to completely fulfill the complexity of requirements identified within your RFP. We have an extremely rich, twenty-five-year history, of providing configurable enrollment solutions for many types of institutions, ranging from small private colleges, to large public systems. Today, Liaison helps power undergraduate and graduate admissions offices on over 900 traditional campuses across the United States including Virginia Commonwealth University. Currently Liaison processes over 5,646 graduate admissions applications annually for VCU's dental, healthcare administration, occupational therapy, pharmacy, nursing and physical therapy programs via our national centralized application services. It is this same solution that you are already familiar with that we are presenting to be used in service to the rest of your graduate programs that do not have a national centralized application service to participate in.

As a testament to our ability to deliver large scale-projects, we will be going live in June 2017 at the California State University System, managing over 1.1 million undergraduate and graduate applications within the 23-campus system (this will more than double Liaison's current application annual processing volume).

Rest assured, Liaison has both the internal proficiency and the market-leading experience required to meet Virginia Commonwealth University's primary objectives:

- Deploy an online admissions application system to support the receipt and processing of more than 7,000 applications annually
- The online admissions application system needs to be deployed in a manner which meets applicants' 21st Century technology expectations and enhances the application experience
- Interface with campus based technology systems (i.e. Banner, ImageNow, perceptive DataTransfer, and either replace or interface with other 3rd party and SIS based admissions applications.

Liaison's capabilities go beyond simply providing a more modern and functional admissions application and review system. We also provide the robust, multi-channel communication capabilities necessary to engage inquiries and keep those prospective students advancing through your enrollment funnel, to ensure they ultimately deposit and yield. While not part of this RFP response, VCU should consider this module for the future for without effective, proactive communications, VCU may risk meeting their objectives, as students currently face many barriers preventing them from completing the enrollment process. Effective outreach, immediate response to inquiries and timely, proactive, outbound communication is facilitated through our multi-medium approach, which includes email, text and voice messaging, and print-on-demand capabilities.

In addition to award winning software, Liaison is the only best-of-breed vendor capable of providing VCU with highly trained back-office services, to round out what is truly a "comprehensive solution." These include dedicated Strategic Enrollment Consultants, with in-depth knowledge of communication planning and campaign execution, as well as staff dedicated to application scanning, verification and processing.

Additionally, we're the only potential enrollment partner who can provide your student applicants with timely support, via phone, email and live chat. Liaison's 300+ professionals are informed by more than two decades of both experience and

critical data, resulting in our market-leading best practices. Enrollment management is all we do. Our entire staff is dedicated solely to supporting enrollment on campuses like yours.

Liaison's solution is different in many ways:

1. Our admissions application is fully mobile enabled and only needs to be configured to the needs and requirements of the VCU's programs (no customizations) – each program can maintain their own requirements, decisions making workflows and application needs while the university balances its needs for better reporting and oversight – a complete solution allowing for centralized control and decentralized needs.
2. Liaison staff can support VCU by performing the pre-decision-making tasks currently completed by various departments on campus freeing such staff to provide more effective services to VCU such as engaging students.
3. Liaison's solution will create a truly paperless admissions environment for VCU.
4. The configurability of our proposed solution will allow each of your graduate programs to manage their own unique requirements, decision making workflows and processes independently of each other to meet their individual needs while aggregating student data into your student information system and fueling business reporting and centralizing analytics.
5. Our proposed solution accounts for data integrations between UniCAS, WebAdMIT, and Banner independently or in cooperation with system integrators.
6. Liaison **guarantees** your implementation will be on time and on budget. If you are not fully satisfied, we will re-implement the solution at our expense.

The entire solution is housed under one roof at Liaison without need for 3rd party plug-ins, relationships or sub-contracting. This helps to make adoption for VCU simpler without negative impact on resources, and make management, integrity and flow of data simpler.

Here's what our clients are saying about Liaison and the UniCAS solution:

"UniCAS helps deliver an excellent applicant experience while allowing each program to maintain its unique brand identity and application requirements. Best of all, with UniCAS, our programs can be more self-sufficient when configuring their applications and review process." - Tim Brunold, Dean of Admissions, The University of Southern California

"We've seen vast improvements in our admissions process with UniCAS, and the numbers prove it: our applicant pool has risen to 12% due in part to our new application, and our application review time has been reduced from over 8 days to 1-2 days. The speed with which we've been able to realize these results is all thanks to Liaison's impressive implementation and account management team. Their level of attention to detail makes it clear that Liaison values each of their clients' unique goals and is committed to making solutions that work for them. We implemented is just 1- weeks!" - Matthew Cipriano, Manager, Enrollment and Education Operations, Weill Cornell Graduate School of Medical Sciences

"We made a strategic decision to modernize our approach toward application management. UniCAS helped my team stay laser-focused on strategic, high touch admissions. Some of our colleagues at other colleges are still waiting on their application portals from other vendors. We are extremely thankful for the prompt attention, and I will not be bashful about stating my satisfaction with the process." - Don Thomason, Dean, College of Graduate Health Sciences, The University of Tennessee Health Science Center

"If your goal is to increase staff efficiency, and/or eliminate campus-based processing of manual administrative tasks, UniCAS and its supportive services will help meet either of these goals. Our time to process an application shifted from weeks to days." - Jim Barrett, Director of Admissions; Northeast Ohio Medical University



"We reduced decision making time by 50% by allowing Liaison to recalculate GPAs (overall and subject area), eliminating transcript processing and filing, and becoming completely paperless." - *Tamara Cardin, Academic & Student Affairs Specialist, University of Nebraska Medical Center*

"Remarkable! This year, as the number of applications doubled, processing them took less time than manually processing half as many the year before." - *Jonathan Parker, Assistant Director of Pharmacy Admissions, Stamford University*

Lastly, enclosed within our response to your RFP, is a detailed cost proposal. We pride ourselves on our flexibility in meeting the needs of your procurement requirements and procedures. As such, we have provided a cost and payment structure as you have detailed in your request. However, we have also provided additional options that may be of interest to support your enrollment efforts. These include additional modular options for software and services. For example, many of our partners opt to procure our solution, but defer payment to be collected proportionately as a "processing fee." The processing fee is collected, along with your existing application fee, from the applicant at their time of submission. We would be happy to discuss this budget neutral option, along with some of the associated benefits, as we continue in this exploration together.

As a longstanding partner to higher education, Liaison can point to hundreds of successful, on time implementations as evidence of our commitment to our clients' success. Liaison has the comprehensive software, service and support resources, under one roof, necessary to meet your stated RFP requirements. We stand ready to roll up our sleeves, to ensure you meet your goals.

We look forward to partnering with Virginia Commonwealth University on this project, and to a long-term relationship.
Warmest regards,

Michael O'Connor
Regional Vice President
Enrollment Management Solutions
moconnor@liaisonedu.com
(757) 675-5169

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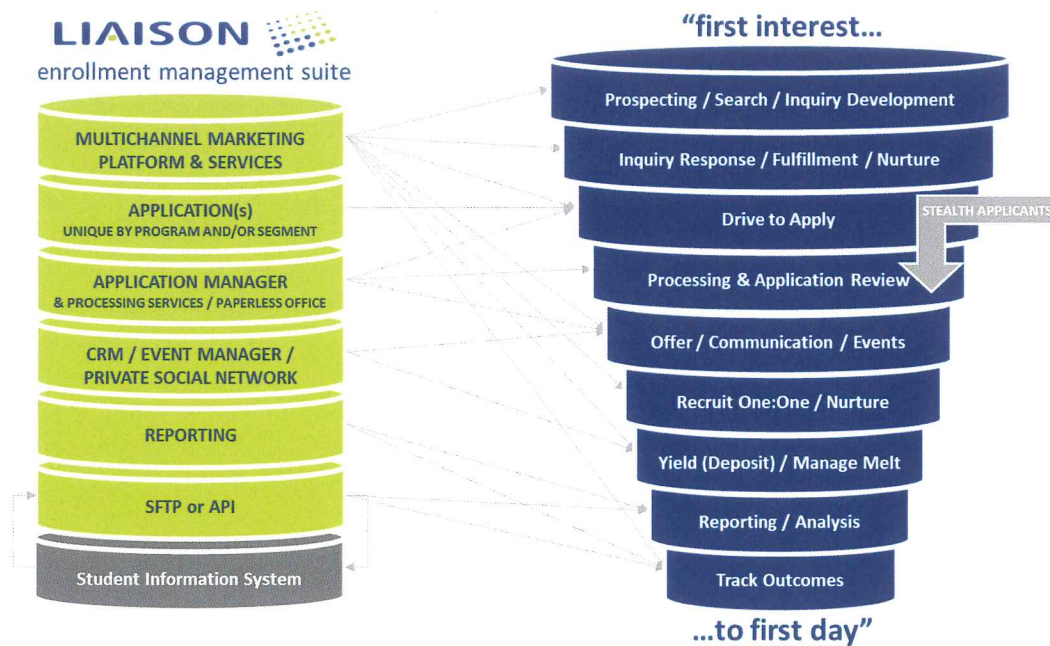
Executive Summary

The Solution – Liaison’s Enrollment Management Suite

Liaison’s experience in providing configurable, scalable and centralized enrollment management solutions that address large, complex application and enrollment requirements is unsurpassed. Liaison has been a pioneer and the innovation leader in centralized application software and services for higher education admissions for more than two decades. Going back to the mid-90s, Liaison identified the need and value for a single application platform that could support disparate admissions offices across numerous departments and campuses. In response, Liaison designed its Centralized Application Services (CAS™) platform, specifically to balance the application objectives of larger more complex entities (systems, associations, large institutions) as well as their smaller, more simplified counterparts (campuses, member schools, programs), in a single SaaS-based solution. Standing behind our modern, intuitive student facing application for enrollment, CAS provides enrollment managers with a robust application review module, which can be configured to address the unique data collection and workflow requirements, for each individual program. CAS is complimented with robust communication capabilities and optional dedicated staff, who can act as an extension of your own, for the times you need additional headcount skilled in enrollment management best practices.

Currently Liaison processes over 5,646 graduate admissions applications annually for VCU’s dental, healthcare administration, occupational therapy, pharmacy, nursing and physical therapy programs via our national centralized application services. The solution presented in this response, UniCAS, is the direct to campus module that utilizes the same technology and services to support those graduate programs that do not have a national CAS to participate in. Additionally, Liaison can address VCU’s marketing efforts to grow enrollment and effectively communicate with students from their first interest to their first day on campus with our optional CRM module (not part of this proposal).

Aggregated, Liaison stands alone in offering the most comprehensive solution available to enrollment managers. Our combination of software and services help you throughout the entirety of the enrollment management cycle, from generating a student’s first interest, all the way through their first day on campus.

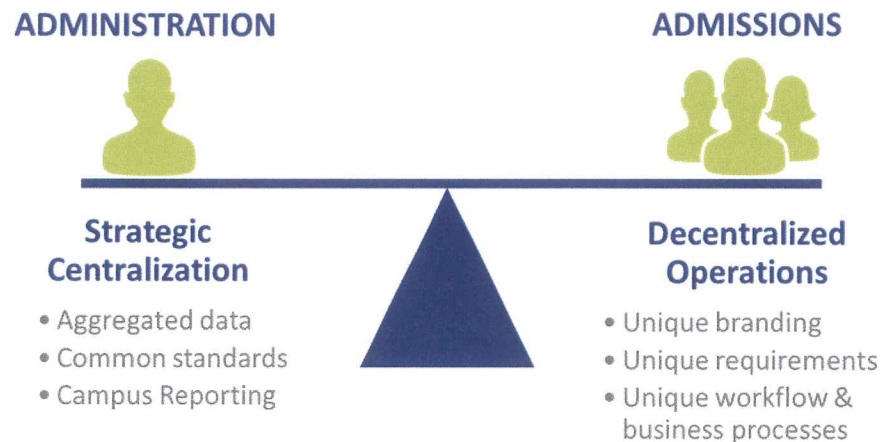


The resulting benefits experienced by our clients include:

- **We Make You Faster.** Our solutions allow you to engage and respond to inquiries and applicants at a speed that demonstrates their importance to your institution, which is critical in your success to enroll more “best-fit” students.
- **We Make It Easy.** Comprehensive doesn’t have to mean complicated. On the contrary, everything we do is with ease-of-use for our customer in mind. This allows your users to be up and running more quickly, which helps promote user adoption.
- **We Can Manage It for You.** Often college campuses don’t have the skilled resources for specific activities, like campaign creation, copy writing or peak hour applicant support. We do. We employ more than 300 highly trained professionals, dedicated to enrollment management. We can fill the gaps.
- **We Guarantee It.** Quite simply, if you’re not satisfied with your deployment at the end of your first cycle, we will redeploy your solution at no cost to Virginia Commonwealth University.
- **We Provide You with the Best Value.** Our combination of software and services is unmatched in terms of breadth and depth. This is very important when comparing total cost of a solution. See more in the “Apples to Apples” section below.
- Net, what sets Liaison apart is that **we set you apart from your competition** ... from a student’s first interest, to their first day on campus.

The importance of Configurability

As it turns out, you can have it both ways -- receive the strategic data and cost saving benefits of a “centralized” solution, while maintaining the ability to manage departments, even individual programs, in a “decentralized” manner.



Our solutions facilitate managing the needs of programs separately through “configuration,” including the design of fully customizable applications, while drawing from a centralized database of prebuilt questions and fields. Each program can set up their own workflow and operate separately, based on individual roles and permissions. Programs level access and configurability avoids the reliance on the vendor, or the institution’s IT resources, to make changes and updates. Conversely, other solutions available in the market still require customization by means of writing or editing software code. This is expensive, in addition to being a time-consuming approach. Still others offer no flexibility at all. Liaison believes that VCU should have complete control of all aspects of your admissions applications to make updates, changes, and edits, whenever the institution chooses to do so.

Numerous configuration options are available, including creating custom fields, implementing custom workflows and scoring models/rubrics, managing program-specific supplemental questions, and unique branding of each program’s Applicant Portal(s).

A Modular Approach

Your needs are unique and consistently evolving. Because Liaison’s Enrollment Management Suite is modular, we can start small, and expand with your changing requirements. This is applicable across our software and service offerings. That means that as our partner, you will only pay for those services that you utilize. You can start by engaging with Liaison for your most critical needs and add (or subtract) additional elements over time. Our primary RFP response offering includes:

- Centralized Application, Application Review and Services
- Application and application management software
- Applicant support (expanding to 24/7 in October 2017)
- Optional processing services
 - Transcript scanning
 - Coursework verification
 - Custom GPA calculations

Comparing Apples to Apples

At this point in your selection process, we hope you have concluded that not all solutions are created equal. The breadth and depth of our offering is unparalleled by any other vendor. None offer the comprehensive suite of technology, coupled with back-office services to fill-in where you may be currently stretched or lacking staff. For this reason, we feel it important to perform a cost-offset analysis of your true enrollment costs, including staff. In doing so for many clients, we find quite a wide range of associated costs incurred to process an application,

generally determined based on the complexity of the requirements and the associated workflow. For example, a basic undergraduate application may only cost a few dollars apiece, where a more sophisticated graduate level application and review process can cost more than \$75 each, when considering total cost of software, labor and occasional temporary help.

We would be happy to assist Virginia Commonwealth University in building a cost-offset analysis as part of your discovery process. Doing so will help evaluate those costs against our multitude of optional services to determine your best value. While comparing costs, we will also discuss the importance of speed of response to inquiries and speed to communicate your enrollment decision, along with input accuracy and data integrity in areas like GPA calculations and scoring rubrics.

Regarding how to procure (pay for) your solution, do consider options we believe to be only available through Liaison. Some institutions elect to fund the cost of the solution annually in the form of a lump sum payment, while others choose to add a "processing fee" to be collected with their application fee. In doing so, VCU may find that this project could be budget neutral, or potentially budget positive, when considering recouping current expenditures for your current application. In addition to the cost consideration, also consider that only Liaison can allow you to reclaim and re-appropriate headcount currently involved with processing and packaging applications and applicant support. Since we can complete a significant portion of the "heavy lifting" for VCU, you can reclaim valuable hours in the day, without having to battle for the budget to hire new human resources.

About Liaison

Privately owned and Boston based, Liaison International was founded in 1990 and has been in the business of providing admissions solutions to public and private higher education institutions for over 25 years. Today, Liaison provides admissions and enrollment management solutions to more than 5,200 Higher Education programs at more than 900 institutions processing over 1,200,000 applications annually (this will more than double once the California State University goes live in June 2017). Throughout our history, we have built strong relationships with colleges, universities and with educational associations, powering some of the most admired admissions offices in the country, through our Centralized Application Service (CAS) and direct to campus UniCAS™ solutions. In partnership with our client-based advisory boards, Liaison is committed to continually improving and maintaining superior product offerings, based on your input and feedback, for both software and back-office enrollment services.

From your students' first interest to their first day on campus, Liaison's comprehensive Enrollment Management Suite, integrated services, student and client support, and data analytics platform are proven to remove administrative burdens, facilitate more powerful analysis of applicant pools, and enable experienced admissions staff to focus on the core responsibilities of recruitment and enrollment, while reducing processing time, effort and resources required by the institution.

Included within our suite, Liaison's Enrollment Marketing Platform (EMP™) is the best-of-breed solution and integrated marketing platform for higher education, as recognized by *University Business* as a "Top Product" in 2015 and 2016. Campaign management combined with the optional Event module, results in the most comprehensive SaaS based recruiting solution available in higher education. This effective combination provides an institution with the ability to manage the entire multi-channel recruitment lifecycle. Its ease of use and ease of configuration allow institutional staff to elevate their capabilities, most often without the assistance of central IT or technical staff.

Liaison is the only vendor who provides clients with an application, application management and communication capabilities, who also offers to perform the back-office processing services, such as transcript scanning and GPA calculation, in addition to offering optional in-house marketing services, all under one roof.

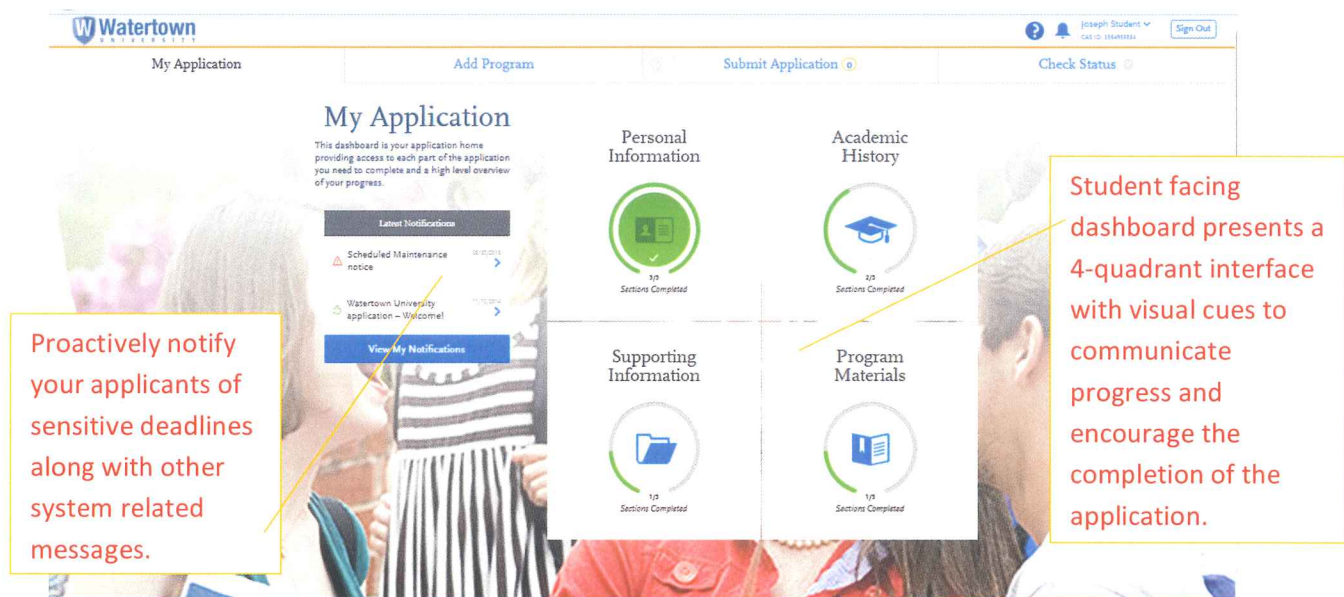
Solution Overview

What is UniCAS™?

UniCAS is the genesis of Liaison's over 25 years of experience, dedicated to serving college and university admissions departments, as well as educational associations. Today, our original offering, national Centralized Application Service (CAS), a convenient way for prospective graduate students to research and apply to multiple schools and programs within a field of study using a single online application, serves more than 38 associations, over 5,200 colleges and programs, at more than 900 college campuses across the country. Currently Liaison processes over 5,646 graduate admissions applications annually for VCU's dental, healthcare administration, occupational therapy, pharmacy, nursing and physical therapy programs via our national centralized application services. In total, Liaison processes over 1,200,000 applications annually. Through the years, many of our CAS clients proposed having Liaison provide a centralized application service for their individual institutional use, as we have done for our association clients, to manage all graduate and undergraduate admissions applications within one solution. **UniCAS** is the answer to that request.

The importance of Options: It is important to note that VCU has complete control, and what is presented below represents "options" available for the university within the UniCAS solution, provided so that VCU can configure the application and back-end decision making for its specific needs and desires. VCU can select globally or by individual program which options they want to deploy. This RFP response presents all the options available to VCU. Options are easily configured by turning selections on or off (please more details below regarding configuration versus other more expensive vendor solutions that require customization to deliver what the VCU desires.

The Importance of an Enhanced User Experience: The online application put forth by an institution says a lot about itself. Universities should care deeply about their prospective students' experiences throughout the admissions process and often, the application serves as the applicant's first impression. UniCAS provides a modern, intuitive, and highly attractive experience for applicants. UniCAS delivers a streamlined, modern look and feel as well as visual cues and intuitive design, each contributing to guiding applicants through a multi-step and sometimes complex admissions process. The design is the result of expert internal talent, student focus groups and partnerships with specialized user experience design firms. VCU can brand the application including use of logos, fonts, colors, pictures and more.

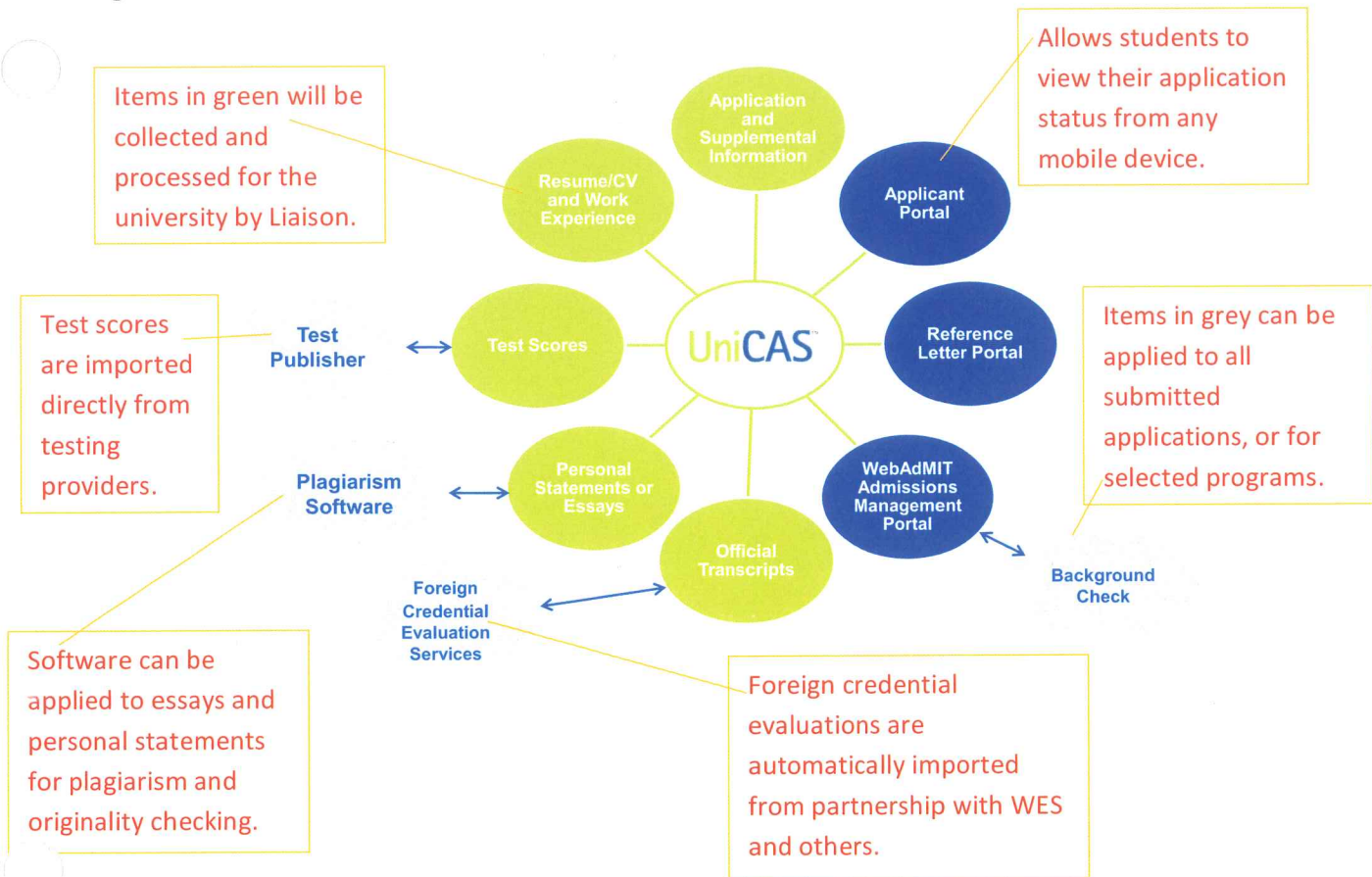


The fourth quadrant, Program Materials, provides the unique requirements for each program the student has chosen to apply to. If a student is applying to multiple programs, and if VCU rules allow them to do so, their application for each can be sent once they've met the requirements for an individual program (i.e. they don't have to wait to complete all requirements for all selected programs before applying to any one program).

UniCAS is the most comprehensive admissions management solution, combining software and Web technologies with operational expertise and application services, much like the CAS already in service at VCU's dental, healthcare administration, occupational therapy, pharmacy and physical therapy programs. The UniCAS solution will facilitate a truly paperless environment, reducing the administrative burden of application processing (we will collect all requirements, documents and data for all the graduate programs along with international credentials), increase efficiencies and improve data accuracy. As a web-based program, the system allows multiple stakeholders appropriate levels of access to manage individual program requirements and keep or expand their current way of evaluating applicants. Most importantly, it **improves the student application experience** and gives administrators the analytical tools to gain critical insight into an applicant pool across all levels, programs and stages.

In short, UniCAS is a single comprehensive solution built to meet the multiple complex graduate application requirements facing VCU.

VCU controls the branding of all applications to include language, pictures, fonts, university logos and marks, and colors.



UniCAS includes the following components:

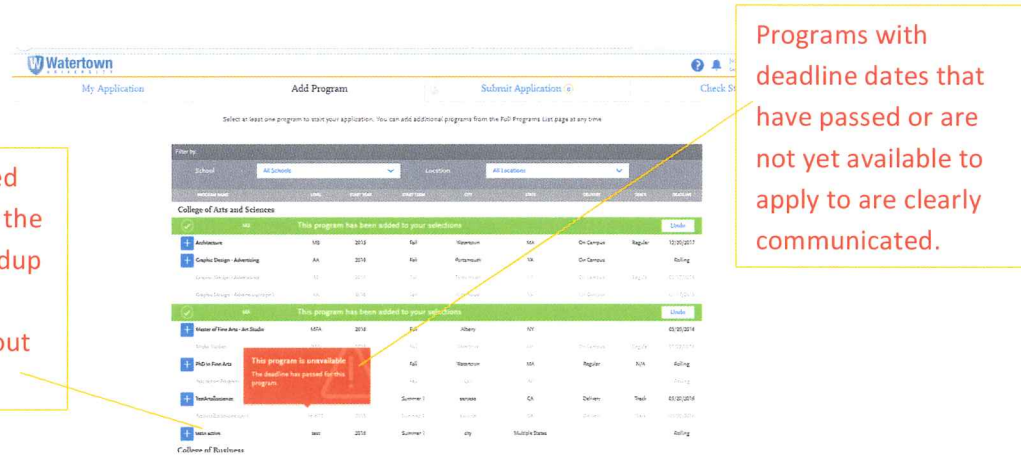
Application: Prospective students use this module to complete and apply to one or many programs at VCU, completing the unique requirements for each within a single application. As the above graphic illustrates, the UniCAS application includes all the unique requirements, documents and data that are required for each program.

Some highlights of a Liaison’s UniCAS Application include:

- Progressive indicators, visual cues, and intuitive design guide applicants through the multi-step process
- Responsive design enables optimal viewing and completion of the application from any tablet or mobile device
- Personalized applicant roadmap reflects next steps, status, and requirements completion
- Unique branding for each program
- Easily configurable for program-specific content
- Students will be informed of any dependencies (such as lack of payment processing) that prevent any further processing
- Within the solution, an applicant need only create one single account within the Applicant Module. That account and all its information can be re-used to apply to other programs, or to re-apply year-over-year. Our re-applicant process allows students to carry forward data from prior application periods and provides a “Deferred” decision status, which allows colleges to bring prior applicants forward into the current period.
- Application fees are collected directly through the Applicant Module, via secure and PCI-Compliant credit card transactions.

Program List: VCU controls the listing of programs. Programs can be listed for all upcoming terms along with deadline dates, location where program will be taught, method of delivery (i.e. on campus, on line, distance offered) and track (i.e. regular, concentration, certificate, cohort), and these can overlap with one another. Programs can be listed by type (i.e. masters, certificate, doctoral, internship, post-doc). There are several organizational and filtering methods available. Flexibility is key within UniCAS, and VCU has control of what they decide to employ throughout the application.

Self-administrated interface affords the flexibility to standup new programs effortlessly without IT involvement.

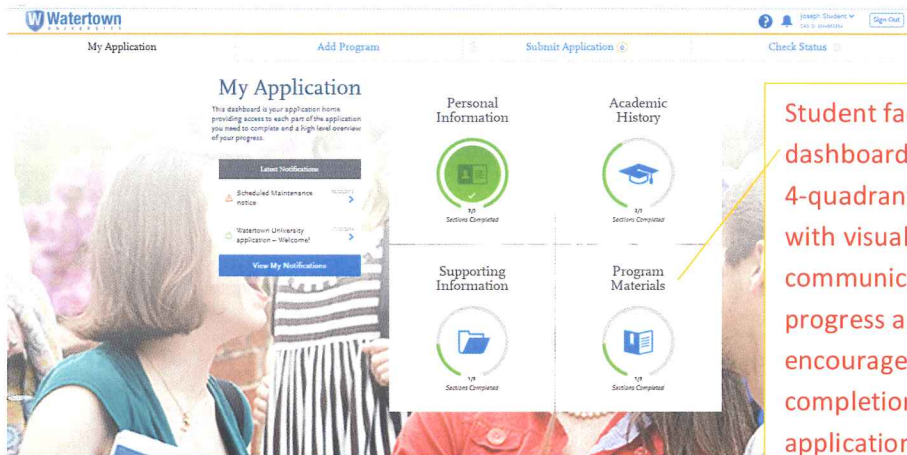


The application allows prospective students to:

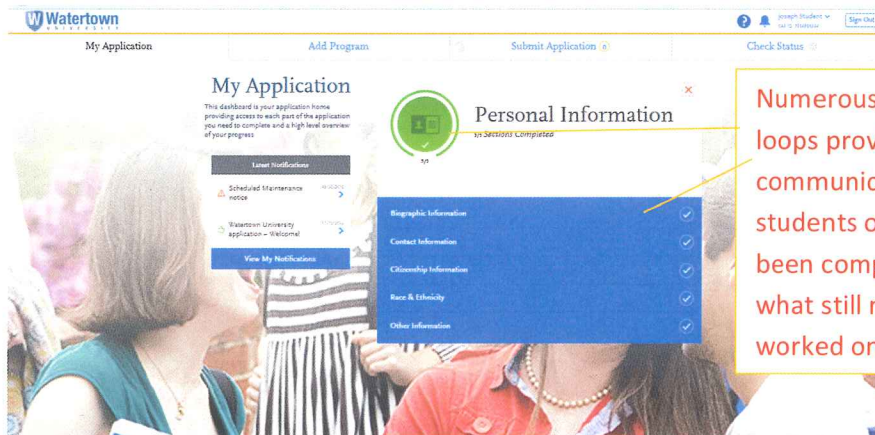
- Complete one single application for an unlimited number of programs, within university rules, allowing them to save time and reduce abandonment, including supplemental applications.
- Return to complete the application in multiple visits and can navigate to either quadrant or items within each to complete the application at their pace. Reminders can be sent at various intervals to encourage application completion using email, text and voice messaging, and if desired, personalized print-on-demand letters, postcards and brochures managed within the optional CRM module. Messaging can become more urgent and frequent as program deadlines approach.
- Upload all relevant completion documents required by multiple programs one-time, rather than multiple uploads of the same documents for multiple applications.
- Respond to individual questions and requirements that are unique to each program, allowing each program to gather information specific to their decision-making process.
- Request official transcripts and letters of recommendation within the application, providing VCU with a complete "actionable" application upon its receipt in your office via WebAdMIT (see below), or allow students to upload unofficial transcripts for expedited processing and decision-making.
- Re-visit their account through the associated Applicant Portal to check the status of their applications, reducing calls and emails currently handled by campus based staff. This portal enables the submission of primary and supplemental applications, related materials and other program specific requirements, the scheduling of interviews, and facilitates ongoing communication with admissions officers.

Application Quadrants: Each quadrant of the application is designed to group "like" questions into one area. Liaison has found that by organizing questions in this format facilitates the completion of the application for

students as they can focus on one area, collect the needed information in advance and complete the required information more easily. This efficiency results in more completed applications and less application abandonment. Application abandonment is a critical factor affecting our clients and Liaison has engineered our application to address this providing more completed, and on time, applications for our clients.



Student facing dashboard presents a 4-quadrant interface with visual cues to communicate progress and encourage the completion of the application.



Numerous feedback loops provide clear communication to students on what has been completed and what still needs to be worked on.

Citizenship Information

You may update this information at any time prior to submission. Once you have submitted, the information on this page cannot be edited.

Sections Completed

- Biographic Information
- Contact Information
- Citizenship Information
- Home & Ethnicity
- Other Information

United States Citizenship Details

US Citizenship Status: **U.S. Citizen**

Country of Citizenship: **United States**

Do you have dual citizenship?
 Yes No

Second Country of Citizenship: **Select Country**

Residency Information

Legal State of Residence: **New York**

Legal Country of Residence: **Suffolk County**

How long have you been a resident of your state?
More than 10 years

Visa Information

Additional questions are dynamically presented to a student based on answers to previous questions, appearing to students only when needed.

My Application

This dashboard is your application home providing access to their state of the application you need to complete and a high level overview of your program.

Program Materials

10 Sections Completed

- Completed & Instruction Letter
- Homebound Security Certificate
- Business Administration
- Finance
- Advertising
- Master of Arts in Fine Arts
- College of Arts and Sciences

In Quadrant 4 each program is presented with the unique requirements for that program organized within each. When the student completes all the program requirements it is clearly indicated.

College of Education - Curriculum and Instruction

Curriculum & Instruction | Deadline: 10/0

This is the College of Education's Curriculum and Instruction homepage.

You can do the following from here:

- Ask questions and an admissions officer will reply back to you shortly
- Complete your application
- Request additional program information

Have a nice day and thank you for considering Curriculum and Instruction as your graduate program!

We are a great program! You should apply here!

Program Details

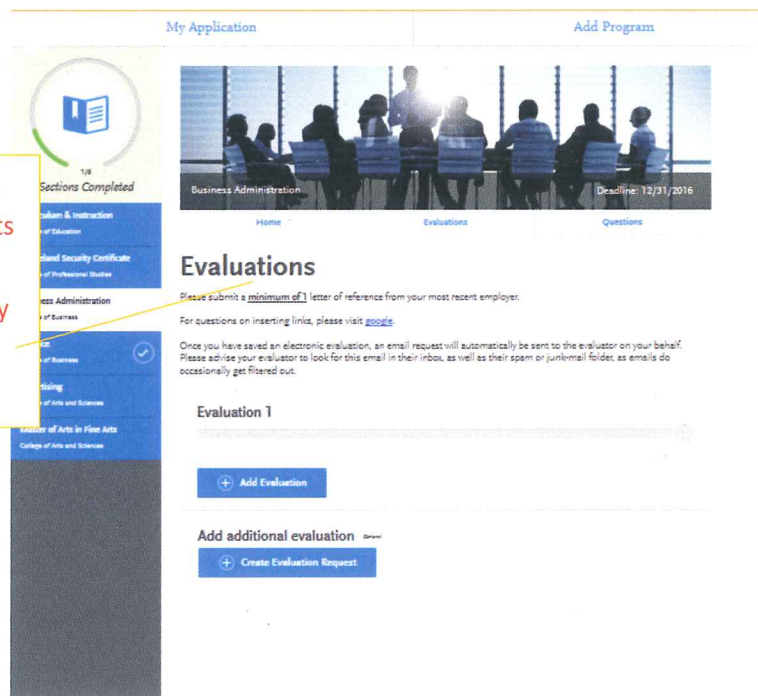
App Type: US Applicants	Concentration: Not Applicable	Deadline: October 1, 2015
Delivery: On Campus	Department: Education	Level: MS
Start Term: Spring	Start Year: 2016	Track: Regular

Each program can have additional unique requirements by requesting additional documents, evaluations, prerequisites and questions.

Branding is extended to the program within Quadrant 4 along with additional programs details. We find many students "think" they know which programs they want to apply to, but may need more guidance to determine if they qualify or if the program is truly the right one for them. Program details allow for this further exploration.

Evaluator Module: Reference requests by students are facilitated directly within the application itself. The responding reference then uses the Evaluator Module to easily upload letters of recommendation to support the candidacy of the applicant. It is a flexible and dynamic gateway to reference functions, such as enabling references to log in to one destination, with a single set of credentials, regardless of how many applicants have requested recommendations from them. In addition, VCU's programs can add questions to the reference request that provide deeper insight into students. Evaluators can be instructed to rate students on Likert scales, select multi-variable responses regarding student attributes, and answer any assortment of questions. This allows programs to go beyond mere letters of recommendation. Applicants who request an evaluation are alerted when the email to the evaluator has been received, and when the evaluator has completed and submitted the evaluation.

Programs can provide directions to applicants and make specific requests (i.e. who they want evaluations from).



Programs can require additional documents and make specific requests for each.

Prerequisites for this program	Credits	Grade	Description
Curriculum Development	3	2.3	course work that taught you how to develop curriculum
Instructional Design	3	2.33	course work that taught you how to design instructional
Lesson planning	3	2.75	course work that taught you how to design lesson p

Programs can have any number of pre-requisites, which can be general or as specific as the program needs.

Students enter transcript information and completed pre-requisites (see below). The entered course work is verified by Liaison by tracking the entered course and related information (i.e. course name, grade, credits) back to the original, source document (i.e. official transcripts). If there are discrepancies, Liaison will work with the student to resolve them and document this in the student record within WebAdMIT (see below).

Transcript Entry

Professional Transcript Entry

What is this?
Save time completing your application by having us enter coursework on your behalf.

How long does it take?
Professional Transcript Entry will begin as soon as you submit your application and we receive all of your official transcripts.
After you submit your application and we receive all of your official transcripts, please allow up to fifteen business days for us to complete your order.

Why should I use it?
Entering coursework from multiple institutions can be a time-consuming and error-prone task.
Professional Transcript Entry frees you to focus on more strategic tasks, like writing your essay or gathering letters of recommendation.
Professional Transcript Entry also improves the accuracy of coursework entry, so you can avoid any processing delays.
And don't worry, you'll be able to approve all entries before they're finalized.

How much does it cost?
It's just \$55 for up to 3 transcripts, \$100 for 4-6 transcripts, or \$130 for 7 or more transcripts.

Would you like to use Professional Transcript Entry?
Yes, I'd like to have my transcripts entered No thanks, I'll handle it myself

Continue

Students have the option to enter the transcript data themselves or have Liaison's processing team to do it for them for a fee (the student will review and accept Liaison's work prior to application submission).

Students who decide to enter the transcript data themselves are guided through the process step-by-step.

Watertown

My Application Add Program

Transcript Entry

CALIFORNIA STATE UNIVERSITY - LONG BEACH Transcript
Fall August 2008 - Spring May 2012 Semester System

Save and Exit

Alright, start by adding a semester.
Add Semester

Is entering your coursework taking too long? **Save Time**
Is entering your coursework taking too long? Save a significant time and ensure accuracy by having our professionals do it for you. **Tell me more**

Prerequisites Information:
Some programs to which you are applying have prerequisites. Please enter coursework that fulfills these prerequisites.

College of Education Curriculum & Instruction

Prerequisites: Curriculum Development Instructional Design Lesson planning

Transcript Entry

Enter transcript information exactly as it appears on your transcript. Your transcript details will be reviewed by a quality assurance team. If there are inaccuracies, your application will be sent back to you, and this will result in delays in submitting your application. All courses must be included, even if you did poorly or later repeated the course. If you have transfer credits, enter these credits from the institution where you originally took the course.

After you enter transcript information for all colleges attended, you will complete Transcript Review. In Transcript Review you will be asked to identify additional attributes about your coursework including Primary College and courses that are Repeated, Advanced Placement, Other Tests, Honors, and Study Abroad.

UNIVERSITY AT BUFFALO

CALIFORNIA STATE UNIVERSITY - LONG BEACH

is entering your coursework taking too long? **Save Time**

Program Requirements

NEEDS TRANSCRIPT ENTRY: To submit to these programs you will need to complete the Transcript Entry section.

College of Arts and Sciences	Master of Arts in Fine Arts	Term: Fall	Year: 2017	Deadline: 06/01/2017
College of Professional Studies	Homeland Security Certificate	Term: Fall	Year: 2015	Deadline: 09/15/2015

NEEDS TRANSCRIPT ENTRY FOR PREREQUISITES ONLY: To submit to these programs you will need to enter prerequisite course information only in the Transcript Entry section.

College of Arts and Sciences	Advertising	Term: Fall	Year: 2015	Deadline: 12/31/2016
College of Education	Curriculum & Instruction	Term: Spring	Year: 2016	Deadline: 10/01/2015

Students are provided clear feedback on their progress.

Watertown Community College

My Application **Add Program**

Sections Completed 1/8

COLLEGE OF PROFESSIONAL STUDIES
Homeland Security Program
Homeland Security Certificate | Deadline: 09/15/2015

Questions

The responsibility of Homeland Security is a collective exercise. A few questions that will allow us to collectively move forward.

Background

Have you ever been convicted of a felony?
Have you ever been convicted of a felony? If so, please explain.

Have you ever failed a personal background check?

Do you have any family members in the security field? If so, please describe their background in detail.

Programs can ask any number of additional questions that can be in any format (i.e. multi-variable, multiple choice, open ended, true/false).

The screenshot displays the WebAdMIT interface. At the top, there are navigation tabs: "My Application", "Add Program", "Submit Application", and "Check Status". Below these is a "PROGRAM STATUS" section with the instruction "Review the status of your Programs." The main content area is titled "Application Materials" and lists several programs with their respective statuses:

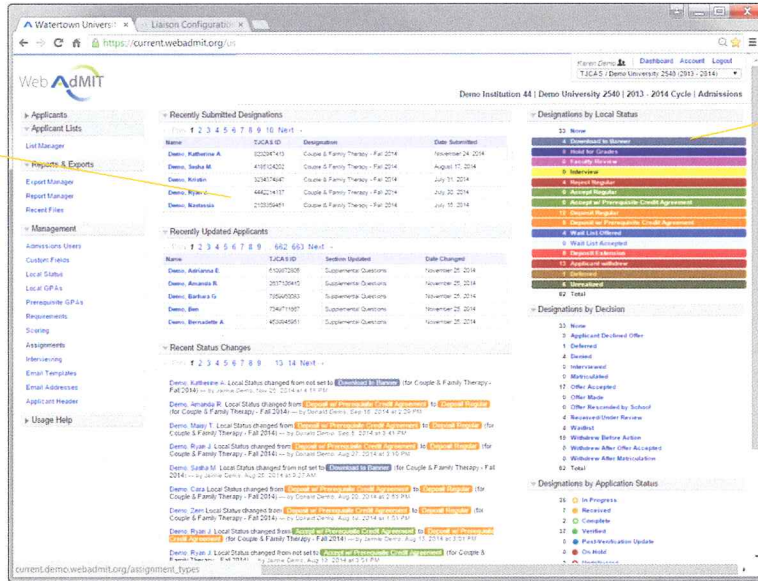
- Transcripts: Arrived 0 of 1
- Evaluations: Requested, Accepted 0 of 1
- PhD in Fine Arts, College of Arts and Sciences: In Progress
- Special Education, College of Education: Received, Awaiting Materials
- Master of Science of Health-System Pharmacy Administration, College of Pharmaceutical Sciences: In Progress
- Master of Arts in Teaching, College of Education: In Progress
- Graphic Design - Advertising, College of Arts and Sciences: In Progress

A yellow box highlights the text: "Clear progress is communicated to the student in the Applicant Portal." A yellow arrow points from this box to the "In Progress" status indicators for the PhD in Fine Arts and Master of Arts in Teaching programs.

Admissions Management (WebAdMIT): WebAdMIT is the administrative interface, accessed by admissions officers and stakeholders across campus. More than 5,200 programs across the county, including VCU, use this solution to manage their unique branding, program descriptions, pre-requisites, specific questions and documents. WebAdMIT is used to:

- Configure individual program pages within the application, and the quadrants for VCU.
- Calculate any number of customized GPAs (i.e. by subject, pre-requisite, major, STEM)
- Run individual or customized queries
- Access a 360-degree view of each student including all materials, requirements and documents
- Review and score applicants with the academic program's rubric that can have weighted items, and provide the means that all reviewers evaluate each applicant using the same method
- Outline and score interviews of students for programs requiring students to do so
- Configure funnel and processing/decision making workflows to match the program's current environment to facilitate decision making
- The analytical power in WebAdMIT is extensive - supporting searches, native or customized report-building and benchmarking, based on a user's permissions.

Reviewers only see what they are permitted to down to the field level along with recent status changes to easily see students who are ready to be reviewed, evaluate and render decisions.



WebAdMIT dashboard enables multiple applicant status' to be managed at the local level while rolling up into standard institutional decision types.

WebAdMIT offers a "List Manager" that grants users the ability to create custom queries of their applicant pool with a simple interface. It supports:

- The ability to quickly find sets of applicants that meet various criteria.
- Tools that link lists to workflow tools such as batch processing to increase office efficiency.
- Connections between query creation and reporting so admissions directors can zero in on specific applicant groups.

Minimum Requirements
14 applicants

Name	Email	DemoCAS ID	Designation	Appl. Status	Local Status	Decision
Amanda Doe	donotreply@webadmit.org	20112113096	Entry-Level Masters Degree Programs	Verified	Ready for Review	None
Allison Doe	donotreply@webadmit.org	20112117795	Entry-Level Masters Degree Programs	Verified	Ready for Review	None
Leanna L. Doe	donotreply@webadmit.org	20112115185	Entry-Level Masters Degree Programs	Verified	Ready for Review	None

This list, named Minimum Requirements, can be seen by only myself and will appear on the toolbar. Included applicants will match all of the following rules:

Overall GPA less than 2.50

Natural Sciences GPA less than 3.00

Application Last Updated On less than or equal to 05/01/2010

Submit Return to List Manager

May 2010

Su	Mo	Tu	We	Th	Fr	Sa
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

Applicant Review: Give faculty the ability to complete their reviews online in WebAdMIT with tools that give you the ability to tailor the software to your existing review process:

- Create review forms custom to your admissions process in moments
- Track which faculty have completed their reviews and which have assignments nearing (or past) their deadline
- Limit faculty access to specific applicants, software functions, programs, or even applicant data points depending upon the rules in your admissions office
- Create scoring rubrics: departments can combine GPAs, standardized tests, application reads, interviews, experiences and other applicant data in a rubric to score and rank each applicant.
- Weight quantitative criteria with simple multipliers and included qualitative assessments with the use of point-tables
- Set your own rules to handle applicants with older coursework, multiple standardized tests, and round-robin committee reviews
- Programs can set up multiple rubrics to score different cohorts with the criteria most important to them
- Faculty reviewers are presented the applicants they need to review using queries that can be set to display upon log in

When reviewing students: clear indication of completed verification of student transcript data by Liaison, and access to all documents that can be exported to campus based imaging solutions.

The screenshot displays the WebAdMIT interface for Watertown University. The top navigation bar includes the university logo, user name 'Sarah Demo', and links for 'Dashboard', 'Account', and 'Logout'. The main header shows 'Demo Institution 44 | Demo University 2540 | 2013 - 2014 Cycle | Admissions' and navigation links for 'William Demo', 'All Applicants', and 'Zemi S. Demo'. The central content area is titled 'Zem Demo' and shows a 'Verified' status for TJCAS ID 4927668827. A table lists application details for Program 6227, including Date Submitted (Mar 12 2014), Complete Date (Mar 12 2014), Verified Date (Mar 17 2014), Local Status (Download to Banner), and Decision Code (Received Under Review). A 'Documents' section lists various files such as 'Full Application PDF - Program 6227', 'Transcript' from Community College Of Philadelphia, Lawrence University, and Missoula Area Technical College, along with 'CV Resume', 'Personal Statement', and 'Electronically Submitted Evaluation'.

A student's answers for program specific questions.

Application Number	Application Status	User Submitted	Complete Date	Verified User	User Status	User Email
Program 6027	Verified	Mar 12 2014	Mar 12 2014	Mar 17 2014	Download to Banner	Received Under Review

Supplemental Question	Answer	Answer Date
I understand that students who are offered admission to Jefferson may be required to have a criminal background check, child abuse clearance, drug test and/or FBI fingerprinting and information will be provided to me on how to obtain them if needed.	Yes	Nov 7, 2013 at 12:00 AM
I am aware of both the academic and the technical standards required for completion my academic program at Thomas Jefferson University (Jefferson). Technical standards are listed in the catalog.	Yes	Nov 7, 2013 at 12:00 AM
I understand that clinical rotation and fieldwork sites that require a criminal background check, child abuse clearance, drug test and/or FBI fingerprinting clearance may deny my participation in the clinical experience, rotation or fieldwork because of a felony or misdemeanor conviction or a record of child abuse. Clinical sites may also deny participation in clinical experiences for other reasons, such as failure of a required drug test, or inability to produce an appropriate health clearance.	Yes	Nov 7, 2013 at 12:00 AM
I understand that regardless of whether or not a student graduates from Jefferson, individuals who have been convicted of a felony or misdemeanor may be denied certification or licensure as a health professional, and that information regarding individual eligibility may be obtained from the appropriate credentialing bodies.	Yes	Nov 7, 2013 at 12:00 AM
I certify that the information I have provided on this application is complete and accurate. I understand that falsification, misrepresentation, or omission of information on this application or my credentials may result in the denial or revocation of admission and, if enrolled, will result in disciplinary action including dismissal from Jefferson.	Yes	Nov 7, 2013 at 12:00 AM
I understand that because participation in clinical experiences, rotations or fieldwork is a required part of the curriculum and a requirement for graduation, denial of participation by a clinical site may result in delay of graduation or the inability to graduate from the program.	Yes	Nov 7, 2013 at 12:00 AM
List any relatives who attend TJU or who are TJU alumni	None.	Nov 7, 2013 at 12:00 AM
How did you find out about TJU?	I have a friend who is currently in the MFT program.	Nov 7, 2013 at 12:00 AM
Please choose one area of concentration		
What is your favorite color?		

Student's response/compliance with program specific requirements.

Requirement	Description	Due Date	Date Fulfilled	Force Fulfill	Notes	Comments	Fulfilled By
Essay	Essay	N/A	Mar 3, 2015 at 9:21 AM	Yes		N/A	Evelyn Janick
Recommendation Letters	Recommendation Letter 1	N/A	Mar 3, 2015 at 9:21 AM	Yes		N/A	Evelyn Janick
Recommendation Letters	Recommendation Letter 2	N/A	Mar 3, 2015 at 9:21 AM	Yes		N/A	Evelyn Janick
Supplemental Application	Supplemental Application	N/A	Mar 9, 2015 at 10:17 AM	Yes		N/A	Evelyn Janick
TOEFL	TOEFL	N/A	Mar 3, 2015 at 9:21 AM	N/A		Select Comment	Evelyn Janick

Application Name	Designation	Application Status	User Submitted	Complete Date	Verify Date	Local Status	Decision Date
Program 6227		Verified	Mar 12 2014	Mar 12 2014	Mar 17 2014	Download to Banner	Received Under Review

Subject	Total Credits	Total GPA	Total Quality Points
Math	3.33	3.00	9.99
Science	6.66	3.70	24.84
Social Science	51.99	2.99	155.80

These GPAs have been calculated by TUCAS. Unofficial coursework was not included.

Program's specific GPA calculations and pre-requisites.

	9:00 AM	11:00 AM	1:00 PM
03/19/2014	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
03/20/2014	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Locations: Use locations

Name	Active	+
Admissions Office - 5th Floor	<input checked="" type="checkbox"/>	
Student Center - 123 Main Street	<input checked="" type="checkbox"/>	

Questions: Use questions

Name	Scores	Comments	Active	+
Please assess this applicant's likeliness to accept an offer	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Please rate this applicant's overall academic potential	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	

Overall Scores: Average of Questions

Overall Comments: Allow overall comments

Overall Remarks: Allow overall remarks

Name	Active	+
Recommend Deny	<input checked="" type="checkbox"/>	
Recommend 2nd Round	<input checked="" type="checkbox"/>	

Interview manager allows departments and programs to easily manage interviews and create a scoring rubrics to be used by reviewers.

Local Status Manager

Title	Decision	Color Code	Description	Actions
Download to Banner	Received Under Review	color		✎ ✕
Hold Regular		color		✎ ✕
Hold for Grades	Received Under Review	color	Complete: ready for review	✎ ✕
Faculty Review	Received Under Review	color		✎ ✕
Interview	Received Under Review	color		✎ ✕
Reject Regular	Denial	color		✎ ✕
Accept Regular	Offer Made	color		✎ ✕
Accept w/ Prerequisite Credit Agreement	Offer Made	color		✎ ✕
Deposit Regular	Offer Accepted	color		✎ ✕
Deposit w/ Prerequisite Credit Agreement	Offer Accepted	color		✎ ✕
Wait List Offered	Waitlist	color		✎ ✕
Wait List Accepted	Waitlist	color		✎ ✕
Deposit Extension		color		✎ ✕
Applicant withdrew	Withdraw Before Action	color		✎ ✕
Withdraw- Institutional	Withdraw Before Action	color		✎ ✕
Deferred	Deferred	color		✎ ✕
Unrealized	Withdraw Before Action	color		✎ ✕
Default	Withdraw After Offer Accepted	color		✎ ✕

Management of the entire application and review system is located within WebAdMIT. For each task, there is a help section with links to videos that walk users through the process for each specific task allowing for easy campus management without the need to engage Liaison. User help and FAQs are also available.

Scoring and Ranking Applicants: WebAdMIT offers a robust scoring system for analyzing, reporting, and ranking an applicant pool. Admissions officers can create and configure customized scoring models based upon predictive indicators of success, enabling colleges to build a model that scores every applicant in their applicant pool based on individual criteria. For example, if a program has found success with applicants that are in-state, have medium-to-high GPAs, and scored well in the Leadership component of the interview process, the scoring model can run those attributes against a collective applicant pool and assign a score based on those results.

Scoring

Scoring Model	Score	Details
Prescreening Interview	9.63	Details
Interview	4.75	Details
Applicant Total Score	14.38	Details

Assignments

Complete	Remark	Score	Comments	Assignment Type
Aug 21 2014	Yes- Interview	5.88	—	Evaluation Review
Sep 08 2014	Yes- Interview	5.88	—	Evaluation Review

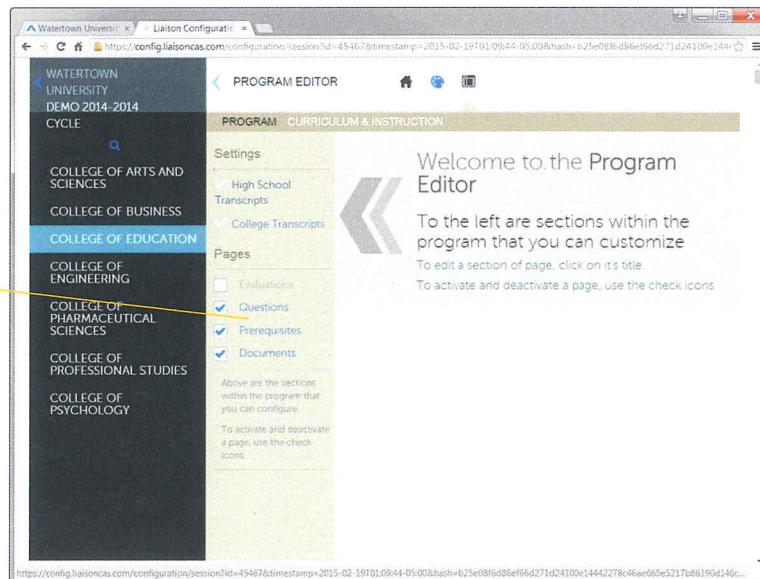
Applicant Total Score Details

Scorable Field	Input	Point Table	Multiplier	Component Score
BCP GPA (minus online) GPA	3.78	SciOverall GPA	(None)	0.75
Interview Score	4.75	(None)	1.0	4.75
DAT Official Total Science	19	DAT	(None)	1.0
DAT Official Academic Average	19	DAT	(None)	1.0
Total Undergraduate GPA	3.85	SciOverall GPA	(None)	1.0
Evaluation Review Score	5.88	(None)	1.0	5.88

Scorable Item	Multiple Values?	Point Table	Multiplier	
Application Essay Review Score ▾	Average ▾	(None) ▾	1.000	✘
Science & Math GPA ▾	(None) ▾	Sample Point Table ▾	1.0	✘
Overall Total GPA ▾	(None) ▾	Sample Point Table ▾	1.0	✘
Interview Score ▾	Average ▾	(None) ▾	1.000	✘
GRE Quantitative Result (Percentile) ▾	Most Recent ▾	(None) ▾	0.250	✘
GRE Verbal Result (Percentile) ▾	Most Recent ▾	(None) ▾	0.250	✘

Configuration Manager: Within WebAdMIT, the Configuration Manager is the interface used to manage the content for each separate program. This includes the design of fully configurable applications, while drawing from a centralized database of questions and fields, and allowing for the creation of program specific questions and requirements. In the UniCAS solution, each program can set up its own workflow and is operated separately, avoiding reliance on the vendor or IT resources to make changes and updates.

Web hosted configuration manager enables non-technical resources to simply configure and edit application pages in a very intuitive way turning on and off sections without customizations provided by a vendor.



Numerous configuration options are available for both WebAdMIT and the Applicant Portal, including creating custom fields, implementing custom workflows and scoring models, managing program-specific supplemental questions, and unique branding of each program's Applicant Portal(s).

Application Processing Services: A popular feature for Liaison clients over the last 25+ years is our processing services. Colleges and programs benefit by outsourcing their routine, administrative functions to Liaison's Applicant/Customer Assistance group, to streamline their admissions process and reduce time spent on mundane administrative tasks. This allows for institution staff to refocus on higher-level interaction with applicants.

Services that complement the Liaison technology offering (and keep admissions offices paperless) are described as follows:

- Assign dedicated, branded phone, email and live chat queues to respond to basic applicant questions about the completion or receipt of the application, related materials, and other inquiries that are technical in nature.
 - In January 2017, our peak month due to application cycle deadlines, Liaison handled 44,990 phone calls and 28,643 emails from student applicants.
 - In 2016, Liaison managed a combined total of 695,727 applicant support communications (427,086 support calls and 268,641 support emails) with a 99% first-call resolution.
- Documents and data received are scanned, indexed and matched to individual applicant records the same day they are received, and available to clients within WebAdMIT as completed. Liaison processed over 1,000,000 documents during the 2016-17 admissions cycle not including those we receive electronically.
- Verification of all academic transcripts and coursework entered by applicants against their official transcripts, including degree verification and specific GPA calculations for applications received.
 - The average is 3.52 days from receipt of final official transcript. This is a reduction of 1.48 days from the prior year and continues to decrease with each application cycle.
- Load applicants' official test scores and integrate them in the final layout of the application.
- Load electronic documents to student application files.
- Store documents.

Liaison ramps FTEs during peak times of the year, with staff working extended daily hours, weekends and holidays to meet the demand. Some relevant metrics regarding Liaison's performance in 2016*:

- Average wait time for students contacting Liaison was 1:25 (85 seconds).
- Students have the option of requesting a call-back versus remaining on hold. Call backs are returned within 4 hours.
- Average student satisfaction rating for Liaison's service were 4.63 on a 5.0 scale, exceeding typical call center support metrics.

Support for campus based users of WebAdMIT (Liaison's support for our clients):

- Phone calls were answered in less than 1 minute (average wait time was 21 seconds)
- First-call resolution of issues was 86% with all others resolved within 1 day
- Resolution of submitted tickets was less than 1 day – Median average of closed tickets is 0.9 days
- Satisfaction rating for client support is 4.69 on a 5.0 scale, exceeding typical call center support metrics

**Seasonality variances do occur*

UniCAS Reporting: Having a single data structure for applications, UniCAS, allows for streamlined data access for cross-program or cross-campus analysis. Based on a user's permissions, UniCAS allows a user to access program

level reports, compare reports over periods of time and most beneficially, compare programs to benchmark against one another and roll-up all your programs into single, comprehensive reports. Application data for VCU's current national CAS usage (5,646 graduate applications annually for your dental, healthcare administration, occupational therapy, pharmacy, nursing and physical therapy programs) is included when you deploy UniCAS.

In addition to eliminating disparate reporting, a single data structure and management source for applications improves the experience for your prospective students. Rather than complete three disparate applications for each of three programs, common data (such as biographical data) is shared from a centralized application, and is then linked to unique requirements by program, such as specific questions or prerequisites. All data captured within an application can easily be exported or integrated to other systems on campus, as well as shared for visual reporting through Tableau™, which is built into the solution.

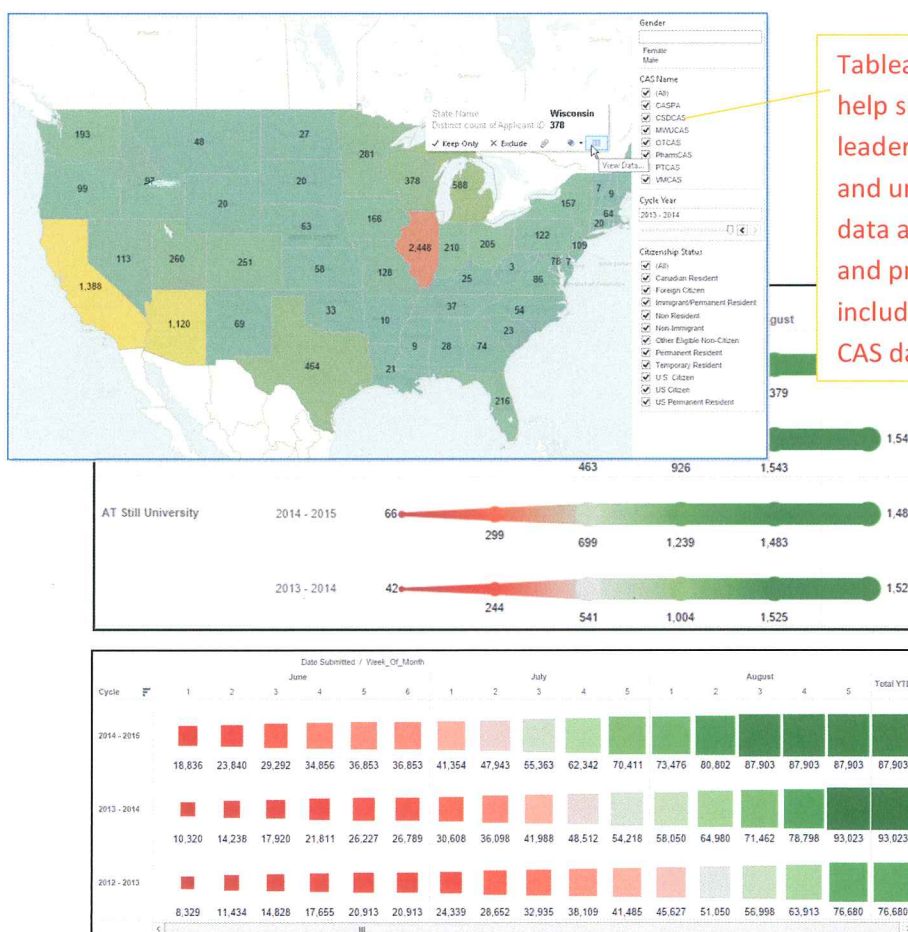
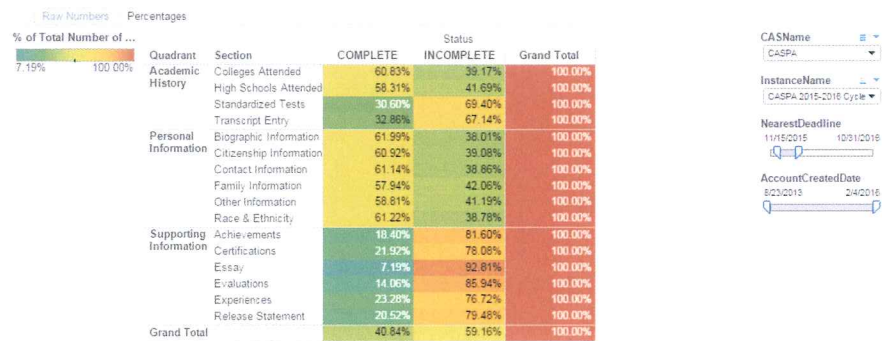


Tableau Software will help senior leadership visualize and understand their data across all levels and programs, including national CAS data.



Benefits of UniCAS Reporting:

- All exports can be limited to a user-created “List,” or dynamic query. This means only applicants on the list (e.g. “all in-state applicants with a GPA higher than 3.5 who also received an average interview score of 4.5 or above”) are included in the export, allowing users to report and export various segments of their applicant pool.
- Users can select any fields that they wish to include. The set of available fields include all (any) data collected by the application, as well as all (any) data created using WebAdMIT.
- Users can easily change the order of fields by dragging them to the position they desire.
- Once a custom export is created, the formatting is saved so users can easily run the report again in the future without having to recreate it. Additionally, these exports can be accessed via API, so your institution’s IT departments can configure periodic data pulls to run unattended.
- WebAdMIT also provides a large library of approximately 75 (and counting as we create additional reports that our clients desire and are then shared with all clients) canned reports that can be run on any segment of your applicant pool, as defined by lists created in the List Manager. These include breakdowns by gender, race, ethnicity, geographic location, and numerous academic metrics.
- All application data, along with all uploaded supporting documents (transcripts, references, CVs, etc.), can be printed, either individually or as a complete package in bookmarked PDF form, via the Documents Panel in WebAdMIT.
- Beyond the customization available for native reports, WebAdMIT allows users to create their own MS Excel or comma-delimited reports on any data collected or created by the university with its Export Manager for use offline, Banner or other systems.

UniCAS Campus Based Management: All UniCAS components can be set-up/configured without campus IT resources, are seamlessly integrated with one another, and function in real-time. Applicant data is accessible from all components of WebAdMIT to users with appropriate permissions. Permissions are controlled by the configuring options and are at the discretion of each institution based on each user’s role and responsibility.

The UniCAS components detailed above are all seamlessly integrated among each other and updated in real-time. Applicant data is accessible from all components of WebAdMIT to users with permissions consistent with viewing that data. Permissions are controlled, down to the field level, based on a user’s role and responsibility, via the configuration options in WebAdMIT. Groups can be created to have all the users within the group have the same permissions, or on an individual basis.

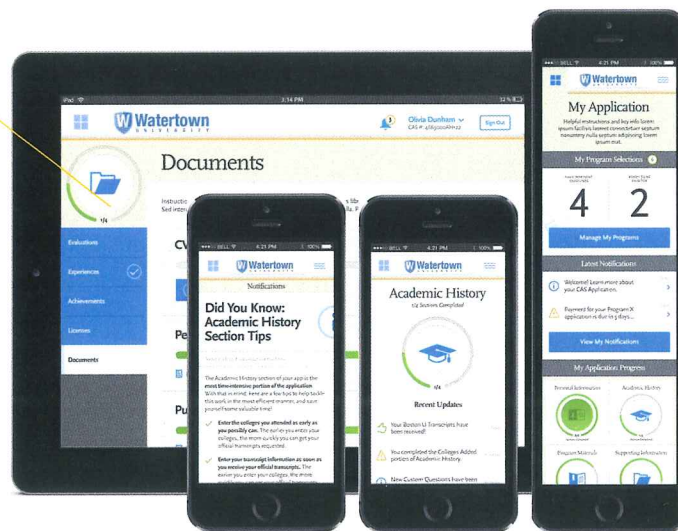
Over the course of many years, we have successfully integrated our solution – with custom local fields generated by individual programs – with various SIS systems including Banner. In response to the seemingly endless list of

variables that impact each individual implementation - the wide variety of vendor and homegrown systems in place at universities, the varying degrees of complexity of SIS implementations, and the availability of internal IT support available to clients at their own sites to name a few - we provide universities with a vast toolkit of integration options including APIs.

Additionally, Liaison has created APIs to simplify the movement of data into student information systems and other solutions. Details regarding our APIs can be found at <https://developer.webadmit.org>.

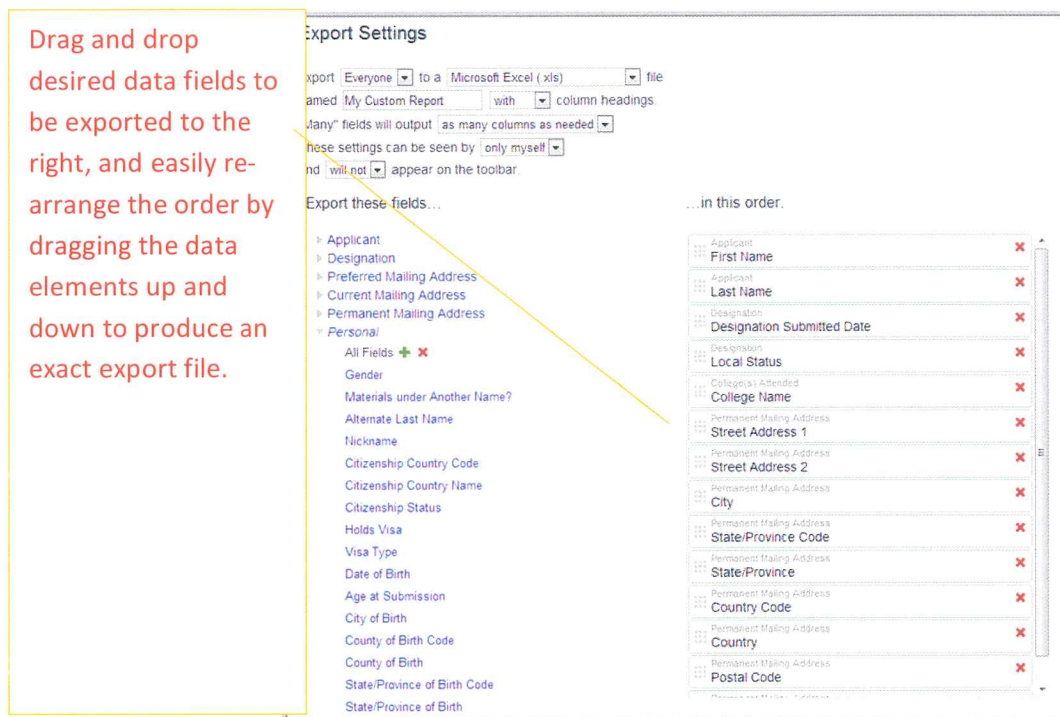
Mobile Design: UniCAS is fully optimized for mobile devices, using responsive design to ensure applicants can be truly mobile. Because of responsive design, applicants will enjoy optimal experiences viewing along with the ability to complete their applications on handheld devices and tablets. Given the ever-increasing use of mobile, this increased focus on mobile accessibility is critical. In addition to the use case of prospective students filling out applications online, applicants will also benefit from mobile status alerts on-the-go. Our application's responsive design is the product of our deep focus on the user experience, particularly for those applicants in parts of the world where mobile access may be their only option.

Responsive design re-positions the application presentation to take advantage of the available screen-space on each mobile device.



Permissions and Access: WebAdMIT's roles and rights management is extensive, and allows administrators to permission users by role, function, and by school/program. Additionally, users can be permissioned by individual program assignments within a college, and can be given rights to a specific subset of applicants or functionality via role assignments. WebAdMIT allows users to hide certain data elements from users based upon their roles, a useful tool to manage compliance with the laws of certain states regarding sensitive information or the practices of a centralized admissions office. For ease of configuration, WebAdMIT treats roles as packages of rights that users may acquire, based on commonly grouped functions. Individual users can have any combination of roles, providing admissions administrators with several hundred combinations to ensure that the users have the correct roles.

Export Manager: WebAdMIT provides VCU with a powerful Export Manager that allows the export of all an application's fields (including custom, scoring, and reviewers' information) to a variety of data formats. This highly configurable tool enables a user to set a custom order for how fields export, and choose between several export formats, including .csv and Excel.



Many programs use WebAdMIT's Export Manager to simply extract data based on given parameters into a file and load that file into their university's SIS. Once a custom export is created, its formatting is saved, so that users can easily run the report again in the future, without having to recreate it. Additionally, these exports can be accessed via API, so that VCU's IT departments can configure periodic data pulls that can run unattended.

Configurability versus Customization: UniCAS easily facilitates managing programs separately through "configuration," including the design of fully customizable applications, while drawing from a centralized database of questions and fields. In the UniCAS solution, each program can set up its own workflow and is operated separately. This avoids the reliance on the vendor or the university's IT resources to make changes and updates. Conversely, other systems available in the market require customization by means of writing or editing new software code. This is expensive, in addition to being a time-consuming approach.

Numerous configuration options are available for both WebAdMIT and the online application, including creating custom fields, implementing custom workflows and scoring models, managing program-specific supplemental questions, and unique branding of each program's application(s).

The UniCAS application supports extensive configuration via the WebAdMIT interface by users with appropriate permissions and access rights, including the modification of tables and fields, or the ability to re-arrange, move, hide, or show any fields on any form, as well as building and saving lists and reports by means of a query builder.

A two-tiered configured UniCAS achieves the centralized quality control elements of the admissions process - despite the complex and decentralized nature of a multi-school and multi-program admissions environment. A configured UniCAS enables participating programs and other stakeholders to establish central admissions standards. For instance, "Administrator" and "Departmental" views prevent users from performing actions that fall outside centralized policies, while allowing colleges/schools, departments, and programs an appropriate

amount of latitude, such as building an application that accommodates admissions questions unique to individual programs.

Security: Liaison performs regular security maintenance on all our production servers. Key components of our security practices are provided below:

- We use modern, industry-standard Web development frameworks such as Ruby on Rails and Java Spring, along with all their associated security libraries and utilities to ensure the integrity of user sessions and proper authorizations.
- We leverage two static code analysis tools integrated with our continuous integration environment that highlight any potential security vulnerabilities immediately when code is checked in so that they can be remediated.
- We undergo regular security testing of our environment, including penetration testing, application-level testing (XSS, etc.), and PCI Compliance testing. Reports of the results of these tests are available upon request.
- We encrypt all data in flight via HTTPS encryption, and we never store cardholder data (full credit card #s, etc.) on our servers, when collecting payments.
- All software and storage is hosted in our state-of-the-art, secure, SSAE16 SOC 2 certified AT&T data center. Reports from independent evaluators regarding penetration tests and data security are available in the Appendix.

VI Statements of Needs

A. Business Purpose

1. The Virginia Commonwealth University (VCU) Office of Admissions requires an online admissions application system to support the receipt and processing of more than 7,000 applications annually to graduate certificate, master's and doctoral programs. Currently the Office of Admissions uses a number of information systems (BANNER, ImageNow, Perceptive DataTransfer, Microsoft Excel, and SAS Enterprise Guide, for example) for gathering, retaining, and retrieving information about applicants. The Office of Admissions utilizes a variety of methods for collecting applications including:

- a. Third-party online admission application**
- b. Third-party centralized application systems**
- c. SIS self-service application**

2. The application systems employed support:

- a. Collection of biographic/demographic information for both domestic and International applicants**

Supported. The application supports the dynamic collection of centralized application information of both domestic and international applicants as well as supporting documentation, integration with foreign credential evaluation services like WES and ECE, etc. that automatically send their results to Liaison to be added to the student application record for review by campus staff. This is done at no additional cost to the student above what those services charge, and at no charge to VCU. Please see the Solution Overview above for screen shots and greater details regarding this feature set.

b. Collection of application credential materials, some official and some unofficial, including data and images

Supported. The flexibility of Liaison's configuration tools allows each program to elect to receive any combination of official and unofficial materials (e.g. transcripts or other documents) from applicants. Unofficial transcripts can be uploaded by the student directly into the application, and official transcripts are received by our processing center and automatically matched to applications if VCU decides to use that service. This model enables the support of wide variability in business rules across the applicant experience.

Overall, there are no restrictions – the types/number of documents that can be attached are completely up to VCU and up to each program. For large files typically found in arts related programs, UniCAS integrates with Slideroom.

Additionally, Liaison will be incorporating KIRRA interviewing into UniCAS during the summer of 2017 for programs that desire a controlled applicant interview.

c. Collection of program specific information

Supported. The ability to use a single profile to apply to a core application as well as multiple programs at VCU while providing each program with the ability to ask for program-specific materials in a single, unified user experience is a core competency of UniCAS. Applicants will be able to submit universally-required applicant data while providing program-driven, supplemental application data all within a single account--a tenet of the centralized application model that Liaison has successfully deployed across a variety of associations and programs throughout the US. The applicant will be able to both view program-specific content and instructions as well as being able to remit program-specific requirements including additional questions, recommendations, documents, references, etc. Each program is then able to use the centralized back-end tool (WebAdMIT) to export data to their system of choice or can leverage the solution's included tools to review their pools of applicants separately from all other programs and apply their own review processes & criteria. Please see the Solution Overview above for screen shots and other details.

d. Collection of University-specific requirements such as data to support determination of residency for tuition purposes

Supported. This is the core scenario that the UniCAS application is designed to address. The application is oriented to collect both centralized admission information required of all students regardless of program AND program-specific requirements including unique questions, document uploads, recommendations, etc. Additionally, Liaison will work with VCU to configure business process-specific questions on your application which can include the ability to solicit residency-specific qualification questions and the upload of supporting documents for students to prove their residency.

e. Collection of references from recommenders both waiving/not waiving right to review

Supported. Providing applicants with the ability to waive their right to review recommendations (and respecting that and enforcing it in the portals) is a core competency within our electronic letter of recommendation/evaluation module. Please see the Solution Overview above for screen shots and more details.

Below is a screen shot of a typical waiver statement used within UniCAS when students are requesting references. VCU can force this waiver if it so chooses.

Waiver of Evaluation

I waive my right of access to this evaluation.

Yes

No

Permission to Contact Reference

I hereby give permission to contact this reference via email to request the completion of the reference form and letter of reference. If my reference does not submit an online reference form in response to the email request, it is my sole responsibility to contact the reference directly to ensure all references required by my designated schools are received by the deadline.

Permission for Schools to Contact Reference

I understand that the schools to which I am applying may contact the reference either to verify the information provided and/or for further clarification of the information provided, and I hereby give permission for the schools to do so.

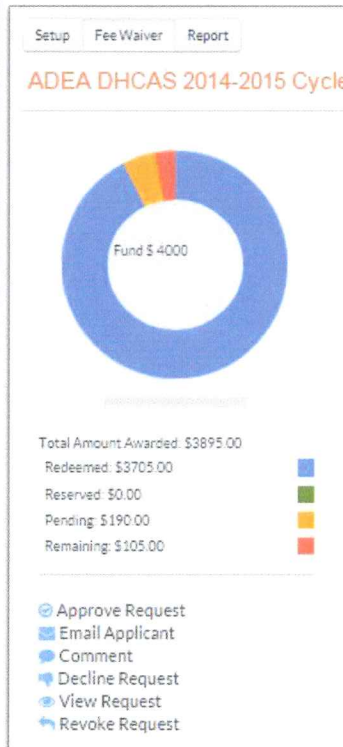
f. Collection of application fees

Supported. The proposed online application solution includes full support for online payment and processing of application fees via PCI-compliant means. Liaison will provide documentation of independent testing of the UniCAS PCI-compliance upon request.

g. Fee waiver options

Supported. The proposed UniCAS solution can support variable fee structures by program. Many of our clients allow applicants to apply for and use fee waivers to reduce their application fees if they demonstrate financial hardship or meet other client-specific criteria. We're happy to work with you to discuss your requirements on this topic, but it is well within the product's capabilities. UniCAS has robust fee waiver functionality that can handle a variety of waiver types including need-based and many others. An example of UniCAS fee waiver reporting is illustrated below:

Fee Waiver Dashboard



Fee Assistance Program

You have submitted your Fee Assistance request.

We have received your Fee Assistance request. You will be notified via email when a decision is reached.

Test Tester
2777475783
My Profile

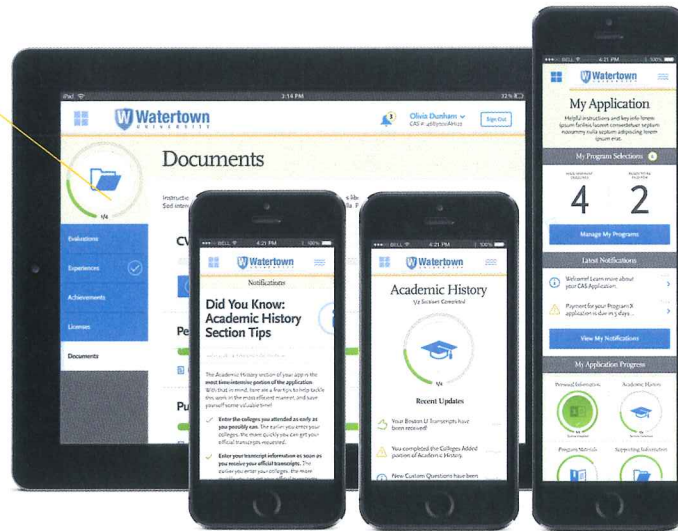
3. The application product should provide all of the above functionalities in a manner which meets applicants' 21st century technology expectations and enhances the application experience for prospective applicants and applicants.

In addition to the information provided in the Solution Overview above, and the more detailed response to Question B.1 below, Liaison's solution meets 508/ADA compliance (current VPAT available to VCU upon request; this will be updated in summer 2017). UniCAS has been developed using modern design criteria to support full mobile capabilities. Please see the further discussion below regarding mobile design and the illustration that shows how the application is displayed and accessed on varying devices.

Mobile Design: UniCAS is fully optimized for mobile devices, using responsive design to ensure applicants can be truly mobile. Because of responsive design, applicants will enjoy optimal experiences viewing along with the ability to complete their applications on handheld devices and tablets. Given the ever-increasing use of mobile, this increased focus on mobile accessibility is critical. In addition to the use case of prospective students filling out applications online, applicants will also benefit from mobile status alerts on-the-go. Our application's responsive

design is the product of our deep focus on the user experience, particularly for those applicants in parts of the world where mobile access may be their only option.

Responsive design re-positions the application presentation to take advantage of the available screen-space on each mobile device.



B. Applicant Experience

1. The Contractor shall provide a state-of-the-art online admission application solution that offers a cohesive, consistent and comprehensive applicant experience; allows for efficient collection and management of applicant data and materials, as well as a seamless interface with current VCU systems; communication with applicants; and data access as needed for reporting, tracking of trends, and customized data analysis. The application should be designed with the higher education prospective applicant and applications as the main function. It should be user-friendly, easily navigated and intuitive. The product must support the use of VCU branding.

UniCAS™ is the culmination of Liaison's more than two-decades of experience partnering with leading college and university graduate admissions departments, as well as educational associations.

Today, our solution serves more than 38 educational associations, encompassing more than 5,200 graduate programs and 900+ colleges, and processes over 1,200,000 graduate applications annually including Virginia Commonwealth University. Currently Liaison processes over 5,646 graduate admissions applications annually for VCU's dental, healthcare administration, occupational therapy, pharmacy, nursing and physical therapy programs via our national centralized application services.

Many of our CAS clients asked us to provide a centralized application service that could be used across their entire university and its individual graduate programs, just as we have done for our association clients and their member programs.

UniCAS is that extension – a comprehensive admissions solution that combines software and Web technologies with operational expertise and applicant services. It includes native analytics capabilities that achieve critical

insight into an applicant pool, while managing individual program requirements for flexibility. In short, UniCAS is a single, comprehensive solution, built to meet VCU'S complex requirements.

Please see the related discussion along with various screen shots and details in the Solution Overview above.

2. The product must allow applicants to apply to multiple programs while creating only one system identity and should provide the ability to check the status of their applications. Applicants must be able to upload documents and the product should accept documents in varying sizes. The product should provide real-time reporting features. The application must be able to provide detailed tracking of all application materials. The product must provide the ability to list and email desired recommenders for both waived (right to review) and not waived references submitted on behalf of the applicant. The interaction with recommenders by the product on behalf of the applicant should be user-friendly and intuitive. The product should also provide for the use of e-mail, direct mail, social media and text messages to interact and engage with prospective applicants and applicants. The product must be configurable for the needs of international applicants including world-wide accessibility. The product must be able to collect and transfer application fees to VCU and allow for the submission of fee waiver requests. The application should be based on a platform that will allow for rapid changes in technology and be able to respond to the heightened technology expectations of prospective students, including accessibility on mobile devices and demonstrated commitment to and development of online tools to meet the next generation of students (communications, Facebook, Twitter, texting, etc.)

Supported. Much of the response regarding the Applicant Experience has been covered above in the response to specific RFP questions and in the details provided in the Solution Overview above. Further information follows.

The proposed solution (UniCAS) is a robust, flexible, and dynamic centralized application offering. This enables the ability of an applicant to apply to multiple campuses/programs within a single application, provided VCU allows them to, using a single ID--thus eliminating the need to repeatedly input the same information.

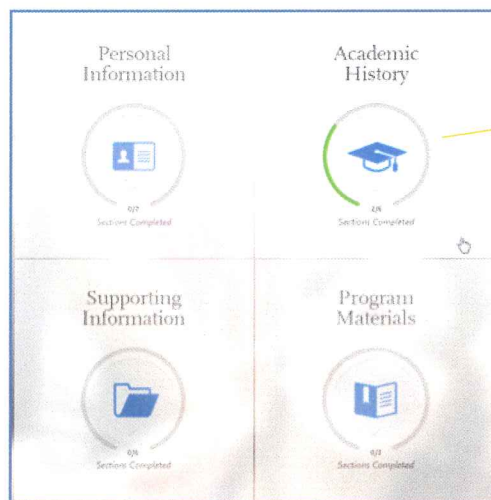
The online application supports a variety of file upload types and we work with our college and university partners to determine the number and type of documents needed for their applications. Additionally, each individual program can also determine how many and what type of documents they require or would like to request--all configurable within the administrative solution's configuration manager. Applicants may also post hyperlinks to audio, video and other large document types hosted on existing ePortfolio services like Slideroom, or to videos hosted on sites like YouTube, etc.

Each UniCAS application and its data flows into our centralized admissions platform, WebAdMIT, and from there VCU can securely report on and export all admissions data across all their applications, or program by program--including point in time reporting. This is a key distinguishing factor in the UniCAS solution -- while each campus unit can run their own application and admissions processes on their cohorts of applicants, institution-wide reporting is enabled via the use of WebAdMIT as the consolidated back-end for this process. Additionally, using the WebAdMIT, VCU personnel can view their rich application data using our Tableau-powered Visual Analytics module as described in the Solution Overview. Sample report outputs are below and in the Solution Overview.



The UniCAS solution includes the ability to support a unified (single fee for multiple programs) or variable fee structure by program. Liaison will work with VCU to configure a fee structure based on desired business processes.

The UniCAS solution includes clear instructions (including application progress indicators such as those seen below), error messaging and field validation throughout the entirety of the application portal. The portal will present applicants with an intuitive checklist of materials still needed before their application is ready to be submitted. Their dashboard lays out the main sections of the application and how far the applicant has progressed through each one. Within each section, visual indicators of completeness for each sub-section guide applicants through the process. In addition to automatic emails that applicants receive from the platform informing them of key stages in the application, from their Status Center screen, applicants have a real-time view of all the programs they have applied to, and whether any documents (e.g. transcripts, letters of reference) that are required for their application are still pending. VCU can easily set up richly-formatted and mail-merged email templates in WebAdMIT that will allow them to notify applicants of missing materials as well.



Numerous feedback loops provide clear communication to students on what has been completed and what still needs to be worked on.

Numerous feedback loops provide clear communication to students on what has been completed and what still needs to be worked on.

The administrative back-end of the UniCAS solution, WebAdMIT, enables VCU staff to view and sort application records in a variety of ways. Applications can be viewed based on configurable criteria, based on updates, and can be restricted based on record access to departments, programs and users. Applications can be sorted by concentration, department or any other application data captured. Applicant lists and dashboard configuration can be modified by individual users based on assigned permissions. Please see the Solution Overview for greater details and additional screen shots.

Each program can fully configure their recommendation requirements by number or by type and can include their own applicant instructions. The programs can set minimum and maximum recommendation counts and can decide if recommendations must be completed prior to application submission. Liaison's letter of recommendation/evaluations portal has been in use for many years to support the online recommendation

process for hundreds of universities. Applicants may request recommendations electronically directly from within their application, can complete all required waivers, and are kept apprised of status in real-time regarding when the recommender submits their evaluation. Recommendation forms can be configurable by each organizational unit at VCU, and can consist of a series of questions, a scoring rubric, and/or a file upload. All recommendation information flows seamlessly into the WebAdMIT back end admissions and review tool. Recommenders will have a single account where each linked applicant request for evaluation/reference is available to them. Additionally, applicants can be given the option to upload a letter directly in addition to any other documents required by the institution or the program(s) based on VCU rules.

An option available to VCU is Liaison's CRM module (not included as part of this RFP response per direction from VCU's procurement office, but worth mentioning herein – Liaison is pleased to provide additional information and pricing upon VCU's request). Liaison provides a full-service marketing firm engagement from consultation to creative to design to acceptance to printing and mailing. All print materials, emails, text and voice messages will be designed from conceptualization through approval with the appropriate university staff. Final direction and approval are up to VCU. However, Liaison has a wealth of experience and more than 100 current clients from which "best practices" have been identified and history has informed to be effective. Liaison is prepared to provide recommendations for consideration based on this experience.

All outreach, including print, can target specific groups determined by the university. Print pieces in the CRM module system are all pre-configured. Liaison will work with VCU to develop several different print pieces. We can also include sending pre-printed material. We will then load these print pieces into the CRM system to be used in any campaign.

Communications can be sent via multiple mediums: email, sms/text messages, personalized print, and voice messages from the CRM. Each can be sent on an individual level or as part of an integrated marketing campaign. By utilizing the segmentation options available, the types of communications a prospect receives can vary based upon their data or their interactions. For example, a high-cost variable brochure can be sent to only certain segments of the population.

Various timings and automation can be achieved for marketing campaigns using the CRM module. There are distinct timing and automation options for nurture campaigns (where an action triggers a series of communications), blast campaigns (where a specific date and time are chosen), and event related campaigns (that are dependent on event dates).

The communications campaigns can be configured to go out to a group of students based on nearly any type of data. This includes program, GPA, geographic location, and others. Additionally, these groups can include interaction data. Interaction data includes items such as email opens, email link clicks, form submissions, page hits, and event data among others. Tracking and reporting of communication campaigns (emails, texts, print, and voice) can be done at multiple levels. Performance is tracked and reported at an individual level (to see exact open/click rates), track level (multiple related communications), and campaign level (multiple tracks).

All of Liaison's solutions are supported on all major browsers and across a variety of device types which will ensure wide-ranging access for students.

UniCAS also includes the ability to support a unified (single fee for multiple programs) or variable fee structure by program. Liaison will work with VCU to configure a fee structure based on desired business processes and can support fee waiver request functionality as well.

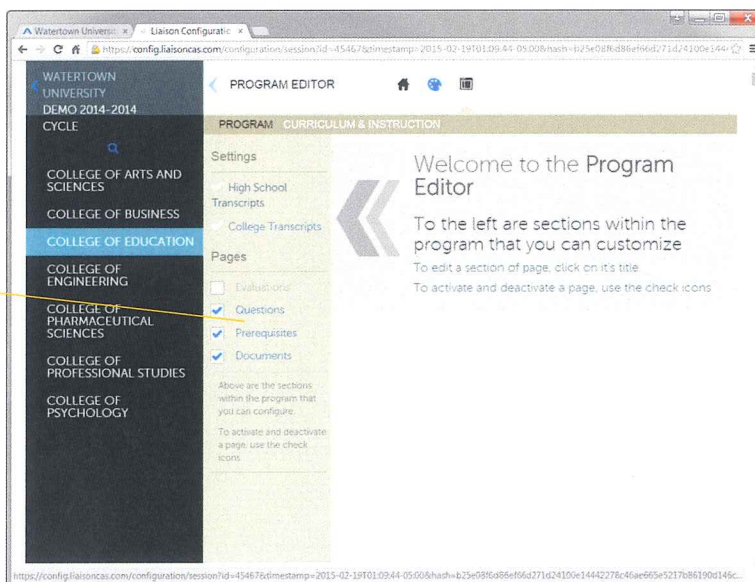
C. Administrative Features and Use

Admissions Management (WebAdMIT): WebAdMIT is the administrative interface, accessed by admissions officers and stakeholders across campus. More than 5,200 programs across the county, including VCU, use this solution to manage their unique branding, program descriptions, pre-requisites, specific questions and documents. WebAdMIT is used to:

- Configure individual program pages within the application, and the application quadrants
- Calculate any number of customized GPAs (i.e. by subject, pre-requisite, major, STEM)
- Run individual or customized queries
- Access a 360-degree view of each student including all materials, requirements and documents
- Review and score applicants with the academic program's rubric that can have weighted items, and provide the means that all reviewers evaluate each applicant using the same method
- Outline and score interviews of students for programs requiring students to do so
- Configure funnel and processing/decision making workflows to match the program's current environment to facilitate decision making
- Provide permissions based access to the features and functions of the solution
- The analytical power in WebAdMIT is extensive - supporting searches, native or customized report-building and benchmarking, based on a user's permissions.

Configuration Manager: Within WebAdMIT, the Configuration Manager is the interface used to manage the content for each separate program. This includes the design of fully configurable applications, while drawing from a centralized database of questions and fields, and allowing for the creation of program specific questions and requirements. In the UniCAS solution, each program can set up its own workflow and is operated separately, avoiding reliance on the vendor or IT resources to make changes and updates.

Web hosted configuration manager enables non-technical resources to simply configure and edit application pages in a very intuitive way turning on and off sections without customizations provided by a vendor.



Numerous configuration options are available for both WebAdMIT and the Applicant Portal, including creating custom fields, implementing custom workflows and scoring models, managing program-specific supplemental questions, and unique branding of each program's Applicant Portal(s).

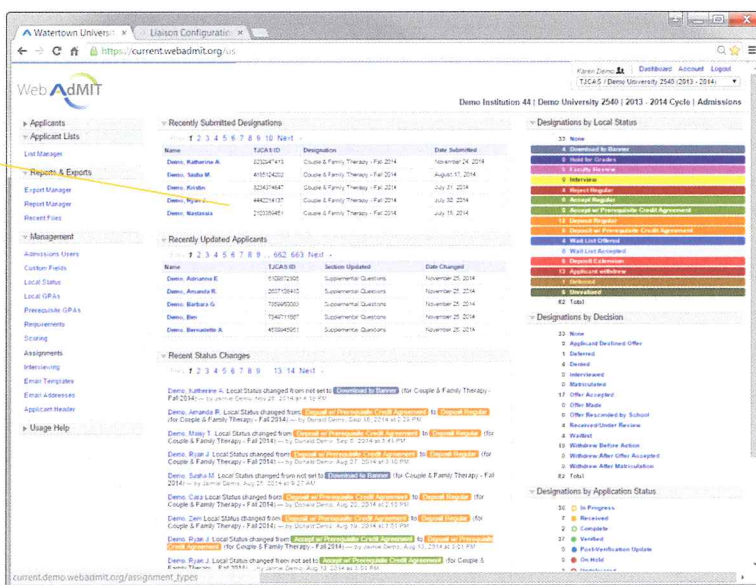
Access is granted to campus based staff on a permission basis that can be determined for everyone that belongs to a "group" or "role", or done on an individual basis. This permission based approach is true for all aspects of the solution from those who can create and edit admissions application items (i.e. questions, program requirements) to those who need access to set up and edit program decision-making workflows to those who make the decisions.

Permissioned access for decision-makers and reviewers can be to the field level. That is, reviewers and decision-makers can be provided access or limited in what they see of an applicant down to the field level. This also includes read-only capabilities and limits on which fields can be updated. There is also an audit trail, so administrators can see who has done what and when.

The robust permissioned/access tool set within WebAdMIT makes it easy to parse access, or conversely limit access, based on each user or role so that those using the solution only see the information they can see (i.e. applicants from their program area).

UniCAS is a SaaS based model that does not include seat licenses, so VCU can provide access to an unlimited number of university personnel.

Reviewers only see what they are permitted to down to the field level along with recent status changes to easily see students who are ready to be reviewed, evaluate and render decisions.



Applicant Review: Give faculty the ability to complete their reviews online in WebAdMIT with tools that give you the ability to tailor the software to VCU's existing review process:

- Create review forms configured to your admissions process in moments

- Track which faculty have completed their reviews and which have assignments nearing (or past) their deadline
- Limit faculty access to specific applicants, software functions, programs, or even applicant data points depending upon the rules in your admissions office
- Create scoring rubrics: departments can combine GPAs, standardized tests, application reads, interviews, experiences and other applicant data in a rubric to score and rank each applicant.
- Weight quantitative criteria with simple multipliers and included qualitative assessments with the use of point-tables
- Set your own rules to handle applicants with older coursework, multiple standardized tests, and round-robin committee reviews
- Programs can set up multiple rubrics to score different cohorts with the criteria most important to them
- Faculty reviewers are presented the applicants they need to review using queries that can be set to display upon log in
- Support any number of decision workflows by program

2. The application must be able to provide detailed tracking reports of all applications and references submitted on behalf of the applicant. The system should be able to store (in an active and retrievable state) several application cycles of application data. Data must be exportable in standard formats (e.g. Excel, .csv, html, etc...)

Supported. The solution tracks all application records and associated data for each contact in the system – including applications to multiple programs over the span of multiple cycles. All prior cycles remain active and online for stakeholders to access at any time. This includes all applicant data, documents, and other information collected during the application cycle. If VCU has data retention rules that we must implement, we can easily deactivate prior cycles from some or all university staff as needed. All captured data can be exported manually in standard formats or via the robust APIs included as part of the solution. Additional information on data movement via the solution's APIs can be found at <https://developer.webadmit.org>.

3. The application must provide the ability for administrative staff to create custom fields, modify existing fields, create parameter driven queries, and create custom queries and reports. The application must allow for on-demand, ad-hoc, detailed reports, preferably parameter driven and standardized ongoing reports and data exports.

Supported. The solution supports the ability to create and manage custom fields on an ongoing basis. WebAdMIT's dashboards offered per department offer a real-time view into the meta information about the application process, including information on applicants at every stage of the process (including in-progress applicants), as seen in this sample screenshot. Additionally, WebAdMIT's List Manager, Export Manager, and Report Manager, (discussed in other sections of this RFP response) allow for targeted reporting on specific populations. Powerful record access functionality will enable VCU to ensure that each campus has access to their specific set of applicant data. Users from each campus can leverage the included solution tools to configure triggered communications to applicants at various stages of their process.

Using the WebAdMIT List Manager (a simple, drag and drop ad-hoc query builder) VCU's admissions staff can easily query for applicants on any field provided by either the applicant in their application or generated by your admissions office (e.g. interview scores, custom fields, etc.) and combines those with other criteria to produce ad-hoc reports. These lists can be easily exported into CSV, XLS, or TXT formats. VCU can also run a large library of

canned reports out of the box on their entire applicant pool, or a filtered subset of that pool. Lists can be configured for viewing across the distributed users with proper access as desired.

New Applicant Field List

This list, named 'High GRE Scores', can be seen by **only myself** and **will not** appear on the toolbar.

Included applicants will match **all** of the following rules

GRE Quantitative Percentile greater than or equal to

Select Field for Query

- Applicant
- Designation
- Preferred Mailing Address
- Current Mailing Address
- Permanent Mailing Address
- Personal

Report Settings

My report will be named: **GRE Scores**

Create a **Applicant** report using the **GRE General Official** report format.

This report will be generated using **Everyone** for my applicant pool.

This template can be seen by **only myself** and **will not** appear on the toolbar.

Save and Run Report **Save Report Settings** **Return to Report Manager**

4. The system workflow process must have tools that provide for data export and analysis at each stage of the admissions process including, but not limited to, basic prospect, target candidate, applicant and admit processing.

Supported. As previously referenced, and detailed in the Solution Overview above, VCU staff can view applicants and related data at each stage of the admissions process. Additionally, the application backend tools enable robust export of data as desired on both an ad hoc and automated basis.

5. The software should be able to create and track all forms of communication sent to applicants and prospective applicants; both direct mail and email functions and should include ability to automate email responses. Product must be able to track in-progress applications. The application must be able to provide detailed tracking reports of all applications and references submitted on behalf of the applicant. Product should allow for communication from applicants to the University. The application administrative interface and back-end data should be securely accessible both on-campus and off-campus.

Supported. The proposed solution presents a wide variety of configurable, personalized, triggered e-mail options. An unlimited number of e-mail templates can be created and stored and each template can be associated with a program status update so that triggered communications can be automatically sent to applicants at each relevant stage of the process--including applicants in progress. As referenced previously, all captured data (including submitted applicant and reference data) is available for reporting. The administrative interface for the application (WebAdMIT) is securely accessible both on and off campus via a variety of web-enabled devices.

D. Level of Integration with the VCU Banner ERP and ImageNow

1. VCU uses the Ellucian Banner ERP as the administrative system of record and Lexmark/Perceptive ImageNow product for the storage and dissemination of credentials and other application materials, provided either directly or indirectly by the student, or created in-house. The level of integration with Banner and ImageNow will be a significant factor in the selection process. It is expected that data should move in both directions between Banner and the application system and documents must be able to be integrated into ImageNow.

In general, Liaison focuses on making the data and document export process from WebAdMIT as seamless as possible by using user- and IT-friendly formats and APIs (VCU can access the APIs at <https://developer.webadmit.org>) — so developing an individualized integration with VCU's ERP or SIS system, ImageNow and others should be relatively straightforward.

Liaison's WebAdMIT admissions toolkit provides several utilities and data formats that can be used to build an export process to your system. These tools give institutions the ability to:

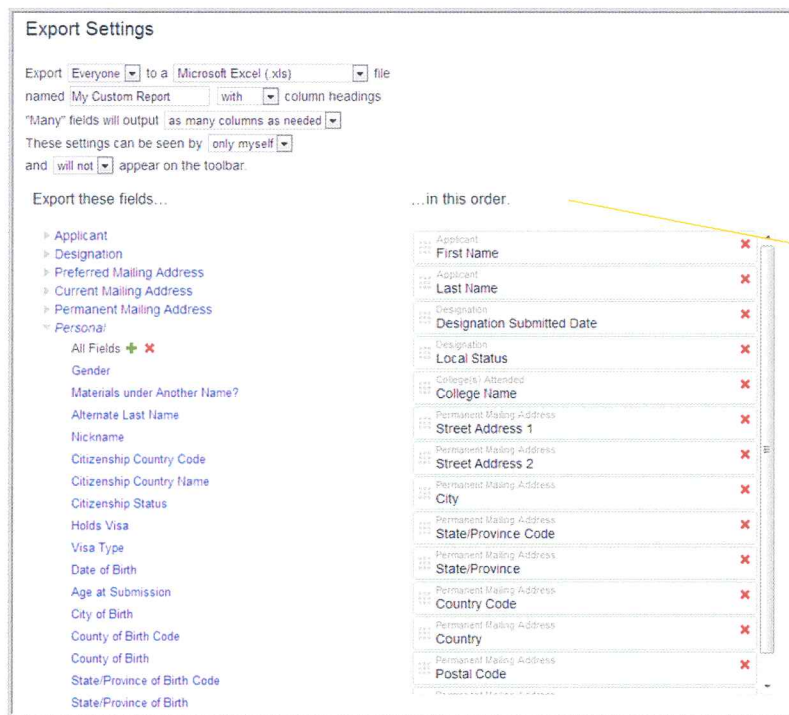
- Create files with only the fields required for use in their integration, rather than adapting to an obscure proprietary data format.
- Sequence fields exactly as demanded by the ERP system's tools.
- Apply several commonly used transformations (e.g. date formats) on data to simplify importing.
- Limit the applicants included in the integration by any criteria required.
- Run the export as frequently or infrequently as needed.
- Output the files into numerous formats, such as comma-delimited, fixed-width, and Excel.
- Run and access these exports for download via API.

VCU's IT team can use the data definitions in the Custom Export Layout file provided within WebAdMIT to configure your Banner system to import our data. Our WebAdMIT Support Team has helped many universities in performing data integration between our systems and a variety of ERP or SIS systems, and they are more than happy to work with VCU's IT staff. For institutions that would prefer a turnkey solution, Liaison works with SSD Technology Partners/ Axiom, who are specialists in performing Banner integrations of Liaison's data. We are happy to make an introduction if your IT team does not wish to perform this "last mile" integration from our exported files into Banner.

These are the primary tools you will use in our system to build your integration:

WebAdMIT Export Manager: This tool allows VCU to determine which applicants are needed to export (for example, only those whose data has changed in the last 7 days or only those who have a decision of "accepted" - or it could be all applicants).

- As illustrated earlier in this RFP response, VCU will need to indicate which of the data fields you'll want to export in a simple drag and drop interface to craft the file format that your SIS or other systems require.
- The Export Manager has an accompanying API which is designed to allow permissioned users to look up, run, and retrieve export files designed in WebAdMIT's Export Manager from a direct back-end API, allowing technically-savvy users of WebAdMIT to automate the retrieval of data from WebAdMIT for integration into other on-campus systems. This includes the data for applicants that VCU currently receives from Liaison's national centralized application services. APIs can be viewed at <https://developer.webadmit.org>.



Drag and drop desired data fields to be exported to the right, and easily re-arrange the order by dragging the data elements up and down to produce an exact export file.

WebAdMIT PDF Manager: This tool allows for the batch download of PDF documents that are part of an applicant's application (letters, transcripts, and so on) for archival or for import into on-campus document management systems.

- The PDF Manager has an accompanying API which allows the batch download of documents to be automated, including the ability to customize file naming conventions to ease import into on-campus systems.

The following APIs are available and documented on <https://developer.webadmit.org> :

- Export Manager API— Run, download, and process user-created data exports from the Export Manager programmatically, enabling true automation no longer dependent upon manually running export files.
- Document Export Manager API— Automate batch downloads and indexing of applicant documents (such as the full application PDF) for university record keeping and integration.
- Custom Fields API – Enable 2-way integration with an SIS by automating the writing of data from an outside source back into WebAdMIT's custom fields.

2. The application must provide for the secure storage, tracking, and querying of core data attributes related to all aspects of admissions process.

Supported. All data elements in the core application, program materials, as well as any fields or forms generated by the admissions team (WebAdMIT Custom Fields, faculty review assignments, interview questions, etc.) are all made available as query-able / reportable items in the Exporting and Reporting tools available in the proposed solution.

E. Customer Support and Maintenance

1. The Contractor must provide managed customer support and ongoing technical support either directly from the software developer or from company technicians certified by the software developer to provide maintenance and support.

Most technical support will go through your dedicated Liaison Account Manager. The Account Manager will then escalate if needed to engineering. There is also a support ticketing system that may be used that is managed by Liaison engineering support staff. The support staff at Liaison consists of a VP of Client Success and several dedicated Support teams covering our solutions. Live support is available from 9 AM to 8:00 PM EST, Monday - Friday. Emails can also be sent at any time to our support teams and they will generally be returned the following business day.

Liaison uses the following severity levels to categorize reported problems:

1. Severity 1 –Critical Outage Incident:

An S1 incident is an incident the effect of which is that (i) 20% or more of the Association’s Users are unable to access the System, or (ii) a critical function within the production instance ceases to operate, or its operation is severely degraded, affecting at least 20% of the Association’s Users, and there is no available workaround.

2. Severity 2 – High Priority Incident:

An S2 incident is an incident the effect of which is that (i) a subset of the Association’s Users is unable to access the System, or (ii) a critical function within the production instance ceases to operate, or its operation is severely degraded, and there is no available workaround, but the issue impacts less than 20% of the Users.

3. Severity 3 – Limited Business Impact Incident:

An S3 incident is an incident the effect of which is that an important feature is unavailable or severely degraded, but an alternative solution is available, or a non-essential feature is unavailable or severely degraded with no alternative solution. The impact on Users is limited loss of operational functionality.

4. Severity 4 – Minimal Business Impact Incident:

INCIDENT SEVERITY LEVEL	RESPONSE TIME	TARGET RESOLUTION TIME
S1 – Critical Outrage Incident	Two Hours	Liaison will engage its staff during business and non-business hours and shall attempt to resolve the problem within the next 8 hours. If the problem cannot be resolved in this time, Liaison shall provide a resolution time estimate. Liaison shall provide progress updates to the Association’s designated contact person at least twice daily, unless alternative reporting on any particular issue is agreed to between the Parties, until the problem is resolved.

S2 – High Priority Incident	Two (2) Business Day hours	Liaison shall commence work on resolving the deficiency within two (2) working hours during Business Days and shall engage staff during regular working hours until an acceptable resolution is achieved. Liaison shall provide progress updates to the Association’s designated contact person at least daily, unless alternative reporting on any particular issue is agreed to between the parties, until the problem is resolved.
S3 – Limited Business Impact Incident	Two (2) Business Days	Liaison shall commence work on resolving the deficiency within two (2) business days of notification and shall engage staff during business hours until an acceptable resolution is achieved. Liaison shall provide progress updates to the Association’s designated contact person at least every other day, unless alternative reporting on any particular issue is agreed to between the parties, until the problem is resolved.
S4 – Minimal Business Impact Incident	Within three (3) Business days	Liaison will commence work on resolving the deficiency and corrective steps will be considered for a future release. The frequency of progress updates will be determined by support.

2. The Contractor should provide the following service requirements:

a. System training for end users and with an on-site solution for VCU support personnel

Our training consists of both online and onsite training of administrators, admissions staff, and all users of the proposed solution. Liaison hosted solutions also provide a HELP section with recordings of past online training classes and a printable users guides. Additionally, Liaison will work with VCU's IT personnel on the best possible data transfer to meet the needs of the institution's processes. Best Practice is for Liaison to do the initial configuration (question blocks, forms, microsities, marketing groups, etc.) so that the training can be done using actual institutional data and current assets (photos, video, copy, etc.). This also provides for successful implementation, in that Liaison personnel will do the initial set up and configuration based upon our expertise and best practices, which allows the program to be implemented quickly.

Training related to all elements of the proposed solution is included in the pricing. The amount of on-site and remote training will be set by the contract terms. Once the included training is completed, additional on-site or remote training can be purchased.

b. Ongoing customer and technical support/troubleshooting should include a dedicated account manager with direct phone number through the life of the contract

Support services are provided as part of the standard contract, and without additional cost. Most technical support will be provided by a dedicated Liaison Account Manager. The Account Manager will then escalate if needed to engineering. There is also a support ticketing system that may be used that is managed by Liaison engineering support staff. The support staff at Liaison consists of a VP of Client Success and several dedicated

Support teams covering our solution. VCU's Account Manager will be part of the implementation team. This provides for seamless transition at go-live where the assigned Account Manager is intimately familiar with the decisions made during implementation and why, and eliminates the possibility of lost in transition items of importance to the project and on-going support. This is one of several key differentiators of the Liaison approach.

c. Support should be provided to applicants 24/7, and VCU administrative users during VCU normal operating hours.

Supported. The proposed UniCAS solution includes full applicant support if VCU elects to utilize that service. Applicant Support is provided via Email, Phone and Live Chat for applicants during their application process. This service is branded for VCU (Liaison is transparent to the student applicant). Liaison Customer Service Representatives (CSRs) respond to applicants about application procedures, technical difficulties or questions, forgotten log in credentials, status checks, but refer advising questions (such as fit or chances for enrollment) back to enrollment staff at VCU. Applicant support hours are extended during peak application periods and Liaison will work with VCU to determine when extended support may be required. Beginning in October 2017, applicant support will be moving to a 24/7 model with all support staff U.S. based in either our Watertown, MA or Buffalo, NY offices.

Clients and university staff can access support in the form of both online (request support online via a web form which will generate a ticket number) and offline support (support by phone with the assigned Liaison account manager as described above and support staff). Our support team tracks all client issues using our internal ticketing systems and will communicate status as issues are resolved.

For administrative users, we provide 24/7 technical support through our ticketing system - a ticket can be logged at any time. The support desk is staffed during business hours. Live support is available from 9 AM to 5:30 PM EST, Monday - Friday. Emails can also be sent at any time to our support teams and they will generally be returned the following business day.

d. Waived registration costs for user conferences, if applicable

Liaison will waive any user conference registration costs for two attendees to attend user conferences the first year after VCU goes live. Travel costs to the user conference are the responsibility of VCU.

e. Support should be included in an ongoing maintenance agreement; not incurring charges on a per incident basis

Our complete SLA is outlined above. Client support is provided at no cost to VCU.

F. Application Implementation

1. The Contractor should provide all implementation and installation services including any necessary data conversion and customization to provide a turnkey solution for VCU and at a level commensurate with the product complexity.

We have an established, proven implementation timeline that has been developed over a multitude of successful implementations. VCU will be assigned a primary implementation manager for day-to-day communication.

The implementation manager has access to the tools and additional resources necessary to escalate any question or request at the strategic or programming level.

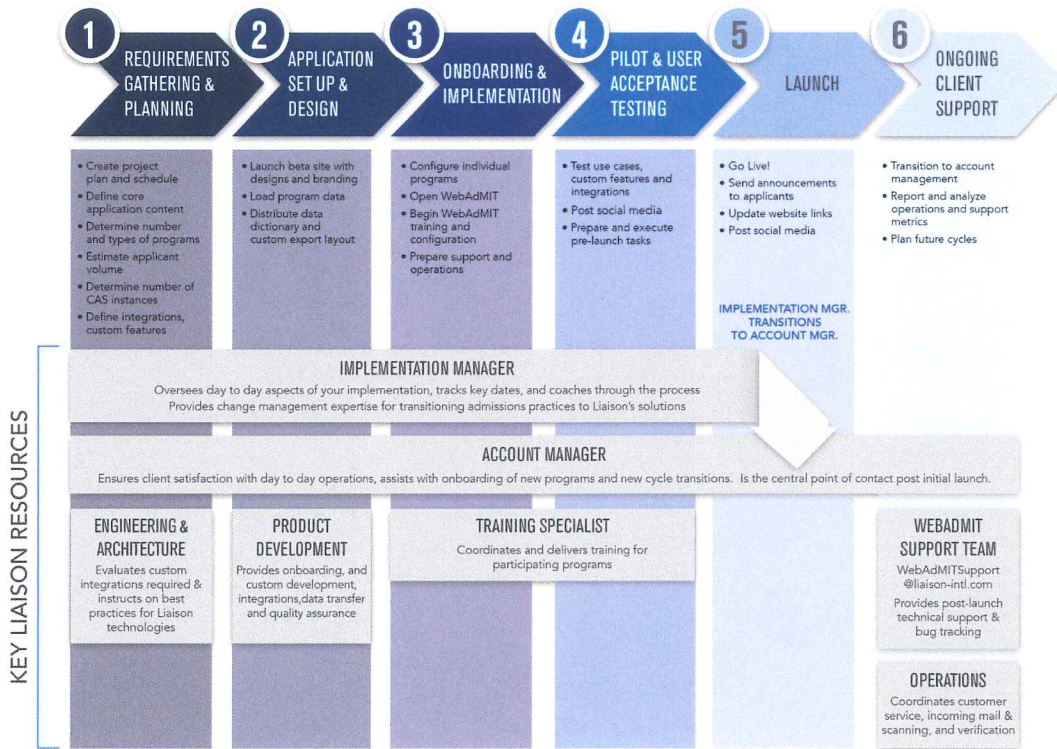
Post go-live, VCU will be assigned a dedicated Account Manager – supported by a highly-trained, experienced staff – who can help establish and maintain best practices as well as provide access to support VCU's day-to-day production. The Account Manager will participate in the implementation process as described above to facilitate a smooth transition after go live.

All implementations, while lineal, are individually produced to address unique requirements. Client specifications will always drive the implementation timeline.

Our implementation timeline has been developed to begin the day following formal contract signature. We will enumerate all implementation & training services that we provide in the UniCAS contract / agreement we will be developing if chosen to partner with VCU on this project.

The traditional UniCAS implementation timeline is defined after a scoping call with the institution. In most cases, implementation is completed in 3-6 months. Liaison has successfully designed, implemented and continues to service over 38 large national CAS and numerous UniCAS deployments. Each of these large national CAS solutions provides a centralized online application that supports the application and admissions process at numerous campuses. Liaison's entire organizational structure is formed around servicing the application and admissions needs of all its higher education clients. With more than 20 years' of experience our Account Management group and CAS Operations group work closely to ensure the highest standard of service and satisfaction for our clients and their students. Lead by two higher education veterans with over 40 combined years of enrollment and admissions experience, these two units are responsible for our 99+% client retention. Likewise, Liaison's Product Development group and Implementation Management group work in tandem to ensure our clients are implemented, trained, and on-boarded by the most effective and efficient means possible. Our certified project management professionals coordinate the efforts of our entire implementation team as referenced in the visual below.

Phases of Implementation



2. Implementation services should include product training for select Admissions administrative staff at a sufficient level of detail and scope that they, in turn can provide first level support to other university faculty and staff users.

Liaison staff will support VCU in creating and configuring its UniCAS Applicant Portal and WebAdMIT Admissions Management Portal. Liaison staff will support VCU in the training of staff and the configuration of software. Liaison staff will assign a project manager to assist VCU with the UniCAS launch. Liaison will provide a general online demonstration of WebAdMIT to all programs prior to launch. Liaison will organize and provide a series of orientation and instructional webinars, outlining basic to advanced features, during the first 8 weeks after the UniCAS launch to VCU staff. Liaison will organize and provide a series of general webinars to all UniCAS clients outlining features and processes that are made broadly available.

Your Liaison implementation manager will work with you to develop a training plan which meets VCU's objectives.

G. Future Development

1. The product proposed must have planned future support and development continuing to keep pace with emerging technologies.

Our product development roadmap incorporates feedback from all our current clients, as well as items incorporated from studying trends in admissions and higher education in general. Roughly quarterly, we introduce a new set of more major features that our clients can choose to take advantage of or turn off. Our focus on developing sophisticated APIs for integration ensures that our solution can interact within a technology ecosystem that is always changing.

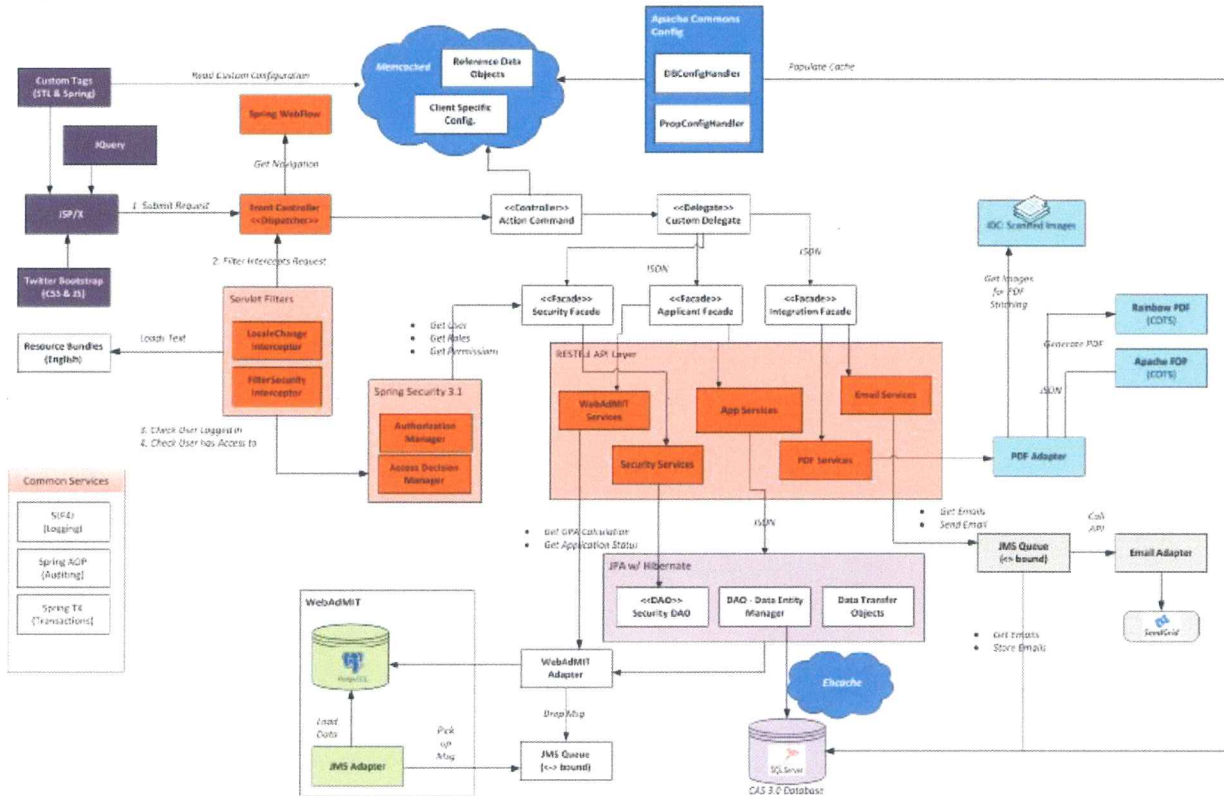
We are also happy to schedule a product roadmap review session for VCU with our VP of Product Management Adam Kenney.

H. Technical Considerations

1. The Office of Admissions will consider offers for a hosted solution or a software installed at VCU solution with the following technical considerations:

a. Technical Requirements for a hosted, Web-based, Software as a Service (SaaS) solution:

As a SaaS platform, UniCAS operates on a large, purely virtualized infrastructure consisting of many components. We are happy to walk VCU through how this architecture is laid out, and have attached a general diagram below of how the core of our application architecture is constructed.



Our platform is delivered as a SaaS offering, fully hosted by Liaison in our SSAE-16 certified datacenter. It is composed of several major modules: an Applicant Portal, an optional Applicant Gateway (for post-submission interaction with the university), an Evaluator (Letter of Recommendation) Portal, a Management Portal (used by Liaison in providing customer service & verification services), a Configuration Portal used by our client partners in setting up their applications, and our Admissions Portal (known as WebAdMIT). These are delivered through a

service-oriented architecture using a combination of enterprise Java and Ruby technologies.

All the servers are virtualized and are configured for High Availability and Fault Tolerance. All DBs are clustered. We have redundant networks in case of any network gear failure. Applications are segregated by different VLANs. Our production environments use layered security and uses 2 factor authentications when any user needs access to any production system.

Overall, UniCAS is an enterprise-grade multi-tenant, Software as a Service (SaaS) platform that is built on standards compliant architecture and infrastructure leveraging Java enterprise edition modules and open source frameworks such as Spring MVC, Hibernate and RESTful Web Services, and modern user interface technologies such as Angular JS, CSS3, JQuery and HTML5 bootstrap frameworks.

UniCAS leverages n-tier, services-oriented architecture that is modular and flexible with clear separation of concerns between the key components and architectural layers. Inter-process/component communication happens via well-defined RESTful Web Services and application data transfer happens over asynchronous, event-driven message queue architecture. All third-party integrations use services that are secure and loosely coupled supporting both SOAP and JSON data-interchange formats.

'Configuration over customization' which is one of the core design principles of the platform provides support for client specific customizations via simple database configurations while features and services that are common to every tenant on the platform are standardized.

UniCAS database architecture is based on Microsoft SQL Server technologies. CAS database is comprised of 2 distinct physical schemas - one that supports configurations that are required to support the multitenancy and the CAS/client specific configurations and the other schema exists in support of online transactions.

Databases are clustered with failover and replication to ensure high availability. A 3-node database cluster configuration currently supports CAS platform with two nodes serving as primary and secondary and a third read-only instance supporting ad hoc reporting and data reconciliation functions. Databases servers are virtualized on EMC. Snapshot backups are taken every 15 mins in addition to nightly backups.

UniCAS server/production architecture is multi-tiered with web, business, and integration components deployed on separate virtualized servers running RedHat Enterprise Linux. Servers within each tier are redundant and load balanced using F5. Servers and server resources are monitored both at the OS level and application using a variety of tools such as New Relic, AlertSite and Illuminate in addition to F5.

1. All hardware and software required for the solution must be housed in a secure site, and the Contractor must provide a SAS 70 style security report from a third-party reviewer.

All our data and applications are hosted in an SSAE-16 certified AT&T datacenter in the Boston area. We have regular security & application vulnerability assessments performed by Cisco / Neohapsis, and we also leverage several static code analysis tools such as Code Climate and Sonar to proactively detect vulnerabilities during the development process.

Please find the latest SSAE-16 report for this AT&T datacenter in the Appendix.

2. Solution must include the services required for installation, integration, testing, and maintenance.

Supported. As a fully SaaS-hosted product, there's no on-campus installation or maintenance required. Liaison takes care of all management of both production and test environments, including patches & upgrades.

As part of VCU's implementation plan with Liaison, your integration goals will be discussed and we will work with you to train you and help you use the APIs and integration tools we publish at <https://developer.webadmit.org>.

3. Solution must support Secure Socket Layer (SSL), data encryption during transmission, and security protection features that prevent unauthorized access to VCU data.

Supported. In general, all data is transmitted securely using HTTPS/TLS or secure FTP. Within our applications, data is secured to users on a need-to-know basis via a comprehensive rights and roles system as discussed previously in this RFP response. Especially sensitive information, such as SSNs, have a comprehensive encryption strategy in place which we can review with VCU.

In broader terms, as a Massachusetts-based business, Liaison maintains a formal Written Information Security Program, which outlines our general data security policy. This can be provided to VCU upon request, and our Director of IT, responsible for all network security, can answer any specific questions you may have.

4. Solution must provide at minimum daily backups of VCU data with restoration capability to point-in-time or current as required by VCU.

Supported. Liaison will provide backup and disaster recovery services.

1. Backups: Liaison will perform a full database backup daily and incremental transactional backups every 15 minutes.
2. Disaster Recovery: Liaison's Recovery Time Objective is four (4) hours, and Liaison's Recovery Point Objective is thirty (30) minutes.

UniCAS runs on a purely virtualized infrastructure, meaning that the failure of any hardware component will not bring down any part of our application. All virtual machines that are part of the UniCAS infrastructure are imaged and backed up daily. This creates excellent high availability for the platform, and protects against unplanned downtime. All the actual data underlying the UniCAS platform is replicated to 4 locations via EMC SAN technology, and is backed up offsite daily. Our primary UniCAS databases are additionally replicated to two highly available standby replicate databases. In the event of a disaster or a hardware failure, not only do we have the actual data replicated in 4 locations via our SAN, but we have two "warm-standby" data servers ready to re-establish service. We have redundancy on all our servers and our primary AT&T datacenter has never experienced a datacenter-wide outage. In the event of such a full datacenter or regional disaster, Liaison's RTO is 4 hours and our RPO is 30 minutes.

5. Solution must run on redundant servers with failover capability.

Supported. UniCAS is delivered as a SaaS-based solution composed of many virtualized hosted servers, storage, and other components. We handle millions of page views per week and support over 5,200 programs and over 900 colleges on our platform. All the servers are virtualized and are configured for High Availability and Fault

Tolerance. All databases are clustered. We have redundant networks in case of any network gear failure. Applications are segregated by different VLANS. Production environment uses layered security and uses 2-factor authentication to control access to any production system.

6. Solution must be monitored by the Contractor 24X7 with any outages reported to VCU upon discovery.

Supported. We currently use several tools to monitor our uptime, including but not limited to the New Relic suite, Nagios, and a proprietary system monitoring technology called Illuminate. We monitor the output of these tools closely and will alert users of the system (including VCU) of any interruption in service.

Our IT staff produces monthly uptime and availability reports that can be distributed to VCU on a regular basis.

7. Solution must provide Web-based remote and mobile access to all members of VCU community using any industry standard device and browser combination.

Supported. The proposed solution is fully web-based and can operate on any standard, internet-enabled desktop or laptop device. Additionally, our solution is mobile-enhanced and supported across a variety of mobile devices including smart phones and tablets as described and illustrated previously in this RFP response.

8. Solution must provide administrator-level security access suitable to monitor and manage VCU users, data, workflow, and internal processes.

Supported. The proposed solution includes highly configurable roles and right management on a per-user basis. While there are a variety of pre-configured roles out of the box, Liaison can work with VCU to configure specific permission sets for your desired user group sets as described previously in this RFP response.

9. System outages for maintenance must not be scheduled during normal working hours (Monday – Friday, 8 am – 8 pm, local time).

We have a comprehensive documented procedure for all scheduled and unscheduled maintenance. It is available upon request.

In general, our brief maintenance windows for our bi-weekly releases fall late on Saturday nights when system usage is lowest based on our statistics. During periods of high demand (deadlines, etc.), we work with our clients to plan maintenance very carefully.

10. Solution must provide scalability and adaptability to changing business needs. Customization methodology must be specified.

Supported. The solution is geared most towards configurability versus customization. This enables greater ease in both implementation and ongoing updates to the solutions and helps to ensure the long-term scalability of the platform. If there are specific customizations (in terms of adding functionality or content not currently supported in the proposed solution) that VCU wishes to discuss, Liaison would be happy to do so as we move forward in the process and perform a more detailed requirements discussion.

Currently servicing over 5,200 programs and more than 900 colleges while processing in excess of 1.2 million applications per year (this will grow to over 2 million annually when the California State University System's 23 colleges go live in June 2017), our platform is built for performance and scalability.

11. User authentication must be LDAP compatible and ideally CAS for VCU administrative access; prospective applicants should have a means to securely retrieve ID/password if necessary.

Currently our application platform natively supports Shibboleth single-sign-on for university staff. Liaison is also a current member of InCommon. LDAP is not currently natively supported, but we would be happy to explore this use case with VCU and scope the work required to achieve support.

Applicants do have the full ability to create secure passwords and reset them securely themselves.

2. Technical Requirements for software installed at VCU:

a. Solution must conform to the VCU architectural standards for operating system, database, server platforms, and user authentication.

Not applicable to the Liaison solution.

b. User authentication must be LDAP compatible and ideally CAS for VCU administrative access; prospective students/parents should be able to authenticate to the system and to retrieve ID/password when they forget them.

Not applicable to the Liaison solution.

c. Solution should be capable of running in a virtual server environment.

Not applicable to the Liaison solution.

d. Solution must provide VCU the capability to install, integrate with existing systems and data, and manage end-users and data.

Not applicable to the Liaison solution.

e. Response time must not exceed 5 seconds on average to load any system form or display on the VCU main network (10 Gb/sec)

Not applicable to the Liaison solution.

f. The Contractor must identify the IT skill-sets required to support the solution.

We recommend that VCU provide a core central UniCAS project team that usually is comprised of:

- Project Stakeholder – Someone with leadership and decision making authority
- Project Manager – Project management experience in an enterprise environment
- 1- 2 IT Technical Resources – Experience with REST based API's and databases will be helpful

- 2 – 3 (or more) Representatives from Admissions Offices that can provide direction voice for participating colleges under the university or represent a central graduate admissions office – Understanding of business process and policies of university and can make decisions on project pertaining to admissions business

g. Solution must provide VCU the scalability, adaptability, and customization ability needed to match evolving business needs and processes. Customization capabilities must be robust and flexible.

Not applicable to the Liaison solution.

h. Solution must provide Web-based remote and mobile access to all members of VCU community using any industry standard device and browser combination.

Not applicable to the Liaison solution.

i. Solution must be Web-based and provide access via any industry standard device and browser combination.

Not applicable to the Liaison solution.

j. Solution must support Secure Socket Layer (SSL), data encryption during transmission, and security protection features that prevent unauthorized access to VCU data.

Not applicable to the Liaison solution.

k. Solution should include the services required for installation, integration, testing, and maintenance.

Not applicable to the Liaison solution.

I. Essential Procurement Needs

1. Freight terms shall be F.O.B. Destination/Prepaid with inside delivery; additional charges shall not be allowed.

This does not apply to the Liaison solution.

2. The terms and conditions of the RFP govern the resulting contract and not the Contractor terms and conditions or license agreement.

Liaison agrees to this in principal, but has noted below the areas that need to be discussed and negotiated.

I. A. For discussion. Liaison does not agree to Termination for Convenience as written on page 28, #3 of the Purchasing Manual, but we are amenable to discuss conditions for termination.

I. R. For further discussion. Liaison is fine with the general insurance coverage request, but cannot agree to open ended liability as written/implied.

II. F. As above, Liaison does not agree to Cancellation of Contract as written, but we are amenable to discuss conditions for cancellation.

III. G. and III. H. In a continuous effort, Liaison develops software to be 508 compliant and expects to be in compliance for VCU at time of roll-out. A copy of our VPAT is available upon Request.

III. I. 11. For further discussion, depending on which hosting providers are used in this deployment, which could include AT&T, AWS and/ or PayPal, each of which can provide SSAE-16 and SOC compliance documentation (The AT&T documentation is located in the Appendix).

3. The proposal prices shall include all costs for the equipment and services including all applicable freight and travel and living expenses; extra charges will not be allowed.

Liaison's pricing agrees with this statement.

4. The period of the initial contract term shall be from the award through implementation of the system then continuing until the system is fully installed and operational for use at VCU. After system implementation the initial contract term may continue for one year. There are four (4) one year renewal options.

The Liaison pricing includes a 5-year contract length.

5. The Contractor shall comply with all VCU policies and industry standards including Payment Card Industry Data Security Standards ("PCI Standards" and or PA DSS standards) when collecting and transferring application fees by credit card to VCU.

The Liaison solution is fully PCI-compliant and we can provide the latest 3rd party validations, and as previously mentioned we can provide supporting documentation upon request.

Specific Proposal Requirements

Proposals should be as thorough and detailed as possible so that VCU may properly evaluate your capabilities to provide the required goods/services. Offerors are required to submit the following items as a complete proposal:

1. The return of the entire RFP cover sheet and all addenda acknowledgments, if any, signed and filled out as required.

All required acknowledgments are attached.

2. Proposed Price. Describe in detail the proposed license model for the application vulnerability scanner. Indicate in the Pricing Schedule, Section VIII of the RFP the proposed price to include all costs associated with

the proposed Online Graduate Admissions Application to include but not limited to license(s), any hardware, implementation, hosting, maintenance, and training to include all proposed products and services. Additional charges shall not be allowed.

Please see the pricing section for this information.

3. Describe the proposed plans and approach for providing the products and services as specified in the RFP. Consider the technical requirements in Section VI, Statement of Needs, Items A through H in the context of the system, implementation and ongoing support, costs of upgrade, implementation timeline expectations, and costs of warranty and maintenance. Specifically indicate what is included in the offer to provide the required products and services by responding to all Items in Section VI, Statement of Needs, Items A through H. In addition, provide information for the Items listed below, but do not limit necessarily information to these Items:

a. Utilization of the words “shall” or “must” in Section VI, Statement of Needs, Items A through H indicates mandatory technical requirements:

Does / Shall your company comply with the mandatory technical requirements as presented in Section IV, Statement of Needs, Items A through H?

We have included specific responses to each requirement above. The only area we have noted that needs further discussion is Section H.1.11 regarding LDAP.

If “NO,” identify the specific requirement and the reason for non-compliance.

In Section H.1.11 Liaison has indicated our approach to single-sign on and provided additional information regarding the use of LDAP.

Utilization of the words “should” or “may” in Section VI, Statement of Needs, Items A through H indicates a non-mandatory requirement.

Does / Shall your company comply with the non-mandatory technical requirements as presented in Section VI, Statement of Needs, Items A through H (i.e. “should” becomes “shall”)?

We have included specific responses to each requirement above, and shall comply with the non-mandatory technical requirements.

If “NO,” identify the specific requirement and the reason for non-compliance.

This is not applicable to the Liaison response.

b. Describe the System proposed to include but not limited to the name, functionality, modules and scalability. Reference Section VI, Item A: Explain how the proposed system provides the requirements specified in this section in particular an enhanced student experience.

Please refer to the Solution Overview provided above, the previous responses to this RFP, and the response to Question C. 1 below for detailed information, screen shots and descriptions of all modules.

c. Specific questions about Section VI, Item B:

1. Describe in detail how the proposed product meets the expectations of 21st century technology users. Explain how the user navigates through the product, the responsiveness of data refresh, how the product provides a user-friendly, intuitive experience. Provide current customer testimonials if available.

Supported.

“UniCAS helps deliver an excellent applicant experience while allowing each program to maintain its unique brand identity and application requirements. Best of all, with UniCAS, our programs can be more self-sufficient when configuring their applications and review process.” - Tim Brunold, Dean of Admissions, The University of Southern California

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“If your goal is to increase staff efficiency, and/or eliminate campus-based processing of manual administrative tasks, UniCAS and its supportive services will help meet either of these goals. Our time to process an application shifted from weeks to days.” - Jim Barrett, Director of Admissions; Northeast Ohio Medical University

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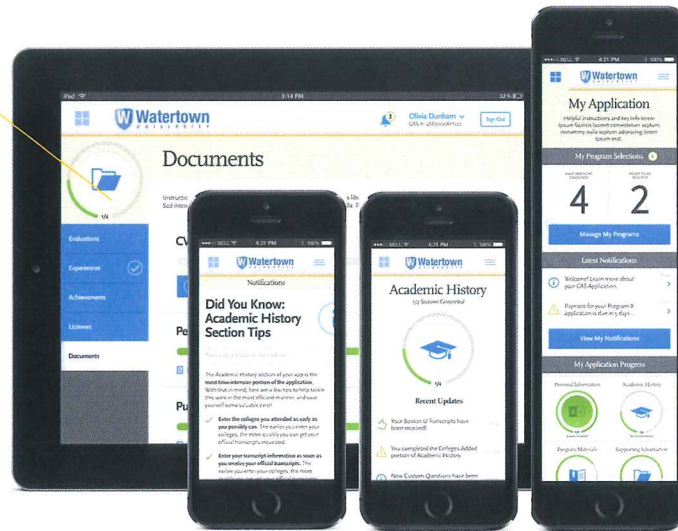
“Remarkable! This year, as the number of applications doubled, processing them took less time than manually processing half as many the year before.” - Jonathan Parker, Assistant Director of Pharmacy Admissions, Stamford University

In addition to the information provided in the Solution Overview above, and the more detailed response to Question B.1 Applicant Experience above, Liaison's solution meets 508/ADA compliance (current VPAT available to VCU upon request; this will be updated in summer 2017). UniCAS has been developed using modern design criteria to support full mobile capabilities. Please see the further discussion below regarding mobile design and the illustration that shows how the application is displayed and accessed on varying devices.

Mobile Design: UniCAS is fully optimized for mobile devices, using responsive design to ensure applicants can be truly mobile. Because of responsive design, applicants will enjoy optimal experiences viewing along with the

ability to complete their applications on handheld devices and tablets. Given the ever-increasing use of mobile, this increased focus on mobile accessibility is critical. In addition to the use case of prospective students filling out applications online, applicants will also benefit from mobile status alerts on-the-go. Our application's responsive design is the product of our deep focus on the user experience, particularly for those applicants in parts of the world where mobile access may be their only option.

Responsive design re-positions the application presentation to take advantage of the available screen-space on each mobile device.



UniCAS™ is the culmination of Liaison's more than two-decades of experience partnering with leading college and university graduate admissions departments, as well as educational associations.

Today, our solution serves more than 38 educational associations, encompassing more than 5,200 graduate programs and 900+ colleges, and processes over 1,200,000 graduate applications annually including Virginia Commonwealth University. Currently Liaison processes over 5,646 graduate admissions applications annually for VCU's dental, healthcare administration, occupational therapy, pharmacy, nursing and physical therapy programs via our national centralized application services.

Many of our CAS clients asked us to provide a centralized application service that could be used across their entire university and its individual graduate programs, just as we have done for our association clients and their member programs.

UniCAS is that extension – a comprehensive admissions solution that combines software and Web technologies with operational expertise and applicant services. It includes native analytics capabilities that achieve critical insight into an applicant pool, while managing individual program requirements for flexibility. In short, UniCAS is a single, comprehensive solution, built to meet VCU'S complex requirements.

Please see the related discussion along with various screen shots and details in the Solution Overview above.

Much of the response regarding the Applicant Experience has been covered above in the response to specific RFP questions and in the details provided in the Solution Overview above. Further information follows.

The proposed solution (UniCAS) is a robust, flexible, and dynamic centralized application offering. This enables the ability of an applicant to apply to multiple campuses/programs within a single application, provided VCU allows them to, using a single ID--thus eliminating the need to repeatedly input the same information.

The online application supports a variety of file upload types and we work with our college and university partners to determine the number and type of documents needed for their applications. Additionally, each individual program can also determine how many and what type of documents they require or would like to request--all configurable within the administrative solution's configuration manager. Applicants may also post hyperlinks to audio, video and other large document types hosted on existing ePortfolio services like Slideroom, or to videos hosted on sites like YouTube, etc.

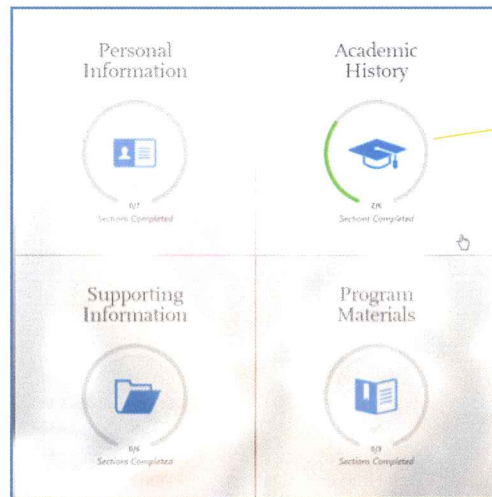
Each UniCAS application and its data flows into our centralized admissions platform, WebAdMIT, and from there VCU can securely report on and export all admissions data across all their applications, or program by program--including point in time reporting. This is a key distinguishing factor in the UniCAS solution – while each campus unit can run their own application and admissions processes on their cohorts of applicants, institution-wide reporting is enabled via the use of WebAdMIT as the consolidated back-end for this process. Additionally, using the WebAdMIT, VCU personnel can view their rich application data using our Tableau-powered Visual Analytics module.



The UniCAS solution includes the ability to support a unified (single fee for multiple programs) or variable fee structure by program. Liaison will work with VCU to configure a fee structure based on desired business processes.

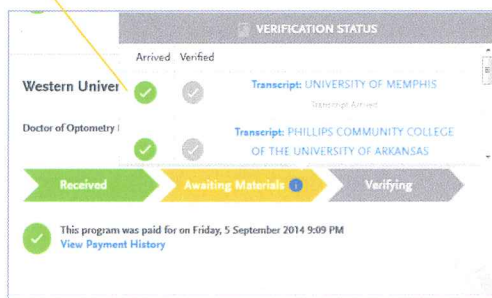
The UniCAS solution includes clear instructions (including application progress indicators such as those seen below), error messaging and field validation throughout the entirety of the application portal. The portal will present applicants with an intuitive checklist of materials still needed before their application is ready to be submitted. Their dashboard lays out the main sections of the application and how far the applicant has progressed through each one. Within each section, visual indicators of completeness for each sub-section guide applicants through the process. In addition to automatic emails that applicants receive from the platform informing them of key stages in the application, from their Status Center screen, applicants have a real-time view of all the programs

they have applied to, and whether any documents (e.g. transcripts, letters of reference) that are required for their application are still pending. VCU can easily set up richly-formatted and mail-merged email templates in WebAdMIT that will allow them to notify applicants of missing materials as well.



Numerous feedback loops provide clear communication to students on what has been completed and what still needs to be worked on.

Numerous feedback loops provide clear communication to students on what has been completed and what still needs to be worked on.



The administrative back-end of the UniCAS solution, WebAdMIT, enables VCU staff to view and sort application records in a variety of ways. Applications can be viewed based on configurable criteria, based on updates, and can be restricted based on record access to departments, programs and users. Applications can be sorted by concentration, department or any other application data captured. Applicant lists and dashboard configuration can be modified by individual users based on assigned permissions. Please see the Solution Overview for greater details and additional screen shots.

The screenshot displays a web application interface for applicant management. It features a left-hand navigation menu with categories like 'Applicants', 'Applicant Lists', 'Reports & Exports', and 'Management'. The main content area is divided into several sections:

- Transfer Settings from Previous Setup**: A sub-section for 'Recently Submitted Designations' with a table listing applicants and their designations.
- Recently Updated Applicants**: A table showing updates to applicant information such as mailing addresses, licenses, and scholarships.
- Recent Status Changes**: A log of status changes for various applicants, including transitions from 'not set' to 'Accepted', 'Interviewed', 'Deferred', or 'Withdrawn'.
- Designations by Local Status**: A vertical bar chart showing the distribution of applicants across different local statuses, such as 'None', 'Downloaded to Banner', 'Initial Review', 'Faculty Review Outstanding Materials', 'Faculty Review Complete Applications', 'Interview', 'Rejected', 'Accept', 'Deposited', 'Waitlist', 'Withdrawn', 'Denial', 'Deferral', 'Matriculated', and 'No action'.
- Designations by Decision**: A vertical bar chart showing the distribution of applicants based on their final decision, including 'None', 'Applicant Declined Offer', 'Deferred', 'Denied', 'Interviewed', 'Matriculated', 'Offer Accepted', 'Offer Made', 'Offer Rescinded by School', 'Received Under Review', 'Waitlist', and 'Withdraw Refuse Action'.

Each program can fully configure their recommendation requirements by number or by type and can include their own applicant instructions. The programs can set minimum and maximum recommendation counts and can decide if recommendations must be completed prior to application submission. Liaison's letter of recommendation/evaluations portal has been in use for many years to support the online recommendation process for hundreds of universities. Applicants may request recommendations electronically directly from within their application, can complete all required waivers, and are kept apprised of status in real-time regarding when the recommender submits their evaluation. Recommendation forms can be configurable by each organizational unit at VCU, and can consist of a series of questions, a scoring rubric, and/or a file upload. All recommendation information flows seamlessly into the WebAdMIT back end admissions and review tool. Recommenders will have a single account where each linked applicant request for evaluation/reference is available to them. Additionally, applicants can be given the option to upload a letter directly in addition to any other documents required by the institution or the program(s) based on VCU rules.

An option available to VCU is Liaison's CRM module (not included as part of this RFP response per direction from VCU's procurement office, but worth mentioning herein – Liaison is pleased to provide additional information and pricing upon VCU's request). Liaison provides a full-service marketing firm engagement from consultation to creative to design to acceptance to printing and mailing. All print materials, emails, text and voice messages will be designed from conceptualization through approval with the appropriate VCU staff. Final direction and approval are up to VCU. However, Liaison has a wealth of experience and more than 100 current clients from which "best practices" have been identified and history has informed to be effective. Liaison is prepared to provide recommendations for consideration based on this experience.

All outreach, including print, can target specific groups determined by VCU. Print pieces in the CRM module system are all pre-configured. Liaison will work with VCU to develop several different print pieces. We can also include sending pre-printed material. We will then load these print pieces into the CRM system to be used in any campaign.

Communications can be sent via multiple mediums: email, sms/text messages, personalized print, and voice messages from the CRM. Each can be sent on an individual level or as part of an integrated marketing campaign. By utilizing the segmentation options available, the types of communications a prospect receives can vary based

upon their data or their interactions. For example, a high-cost variable brochure can be sent to only certain segments of the population.

Various timings and automation can be achieved for marketing campaigns using the CRM module. There are distinct timing and automation options for nurture campaigns (where an action triggers a series of communications), blast campaigns (where a specific date and time are chosen), and event related campaigns (that are dependent on event dates).

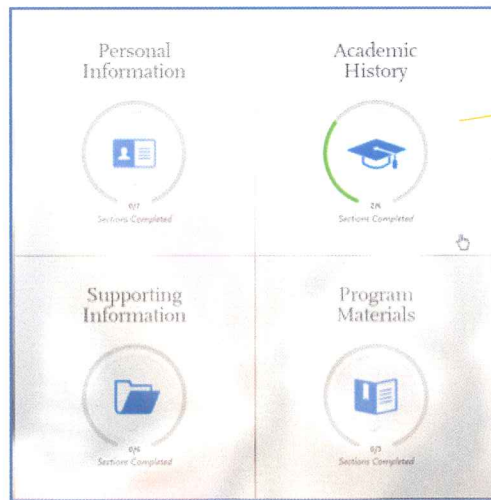
The communications campaigns can be configured to go out to a group of students based on nearly any type of data. This includes program, GPA, geographic location, and others. Additionally, these groups can include interaction data. Interaction data includes items such as email opens, email link clicks, form submissions, page hits, and event data among others. Tracking and reporting of communication campaigns (emails, texts, print, and voice) can be done at multiple levels. Performance is tracked and reported at an individual level (to see exact open/click rates), track level (multiple related communications), and campaign level (multiple tracks).

All of Liaison's solutions are supported on all major browsers and across a variety of device types which will ensure wide-ranging access for students.

UniCAS also includes the ability to support a unified (single fee for multiple programs) or variable fee structure by program. Liaison will work with VCU to configure a fee structure based on desired business processes and can support fee waiver request functionality as well.

2. Describe how the product provides a seamless, cohesive experience for applicants.

As previously detailed in this RFP response, the UniCAS applicant portal will present applicants with an intuitive checklist of materials still needed before their application is ready to be submitted. Their dashboard lays out the main sections of the application and how far the applicant has progressed through each one. Within each section, visual indicators of completeness for each sub-section guide applicants through the process. In addition to automatic emails that applicants receive from the platform informing them of key stages in the application, from their Status Center screen, applicants have a real-time view of all the programs they have applied to, and whether any documents (e.g. transcripts, letters of reference) that are required for their application are still pending. Colleges can easily set up richly-formatted and mail-merged email templates in WebAdMIT that will allow them to notify applicants of missing materials as well.



Numerous feedback loops provide clear communication to students on what has been completed and what still needs to be worked on.

[Add Program](#) [Submit Application](#) [Check Status](#)

Review your program selections here, check on status of individual program tasks, and pay for your programs selections
Once your application is submitted, no changes or refunds can be made.

6 PROGRAMS SELECTED \$1 TOTAL FEES [Pay For My Programs](#)

Sort By **Deadline**

MY PROGRAM SELECTIONS

College of Arts and Sciences	College of Education
PhD in Fine Arts Deadline Rolling	Master of Arts in Teaching Deadline Rolling
College of Arts and Sciences Graphic Design - Advertising Deadline Rolling	College of Pharmaceutical Sciences PSMCAS Test Program Deadline 10/12/2016

The screenshot displays a web application interface for managing programs. At the top, there are navigation tabs: "My Application", "Add Program", "Submit Application", and "Check Status". Below this is a "PROGRAM STATUS" section with a sub-header "Review the status of your Programs." The interface is divided into two main sections: "Application Materials" and "My Programs".

Application Materials:

- Transcripts:** Status: "Arrived 0 of 1" with a dropdown arrow.
- Evaluations:** Status: "Requested" followed by "Accepted 0 of 1" with a dropdown arrow.

My Programs:

- PhD in Fine Arts, College of Arts and Sciences: Status: "In Progress" with a dropdown arrow.
- Special Education, College of Education: Status: "Received" followed by "Awaiting Materials" with a dropdown arrow.
- Master of Science of Health-System Pharmacy Administration, College of Pharmaceutical Sciences: Status: "In Progress" with a dropdown arrow.
- Master of Arts in Teaching, College of Education: Status: "In Progress" with a dropdown arrow.
- Graphic Design - Advertising, College of Arts and Sciences: Status: "In Progress" with a dropdown arrow.

A red text box with a yellow border is overlaid on the "My Programs" section, containing the text: "Numerous feedback loops provide clear communication to students on what has been completed and what still needs to be worked on." A yellow arrow points from this text box to the "Awaiting Materials" status of the Special Education program.

3. Can either the customer end and/or the administrative end of the product be accessed from a mobile device?

Supported. As noted several times earlier in this RFP response, our platforms are all built using responsive design patterns, and are fully accessible from the web, tablets, and other mobile devices. The online application is mobile enhanced and can be completed on any computer, laptop, or tablet. Specific components of the solution are especially optimized for the mobile experience – for example, the section of the application that communicates application status back to your students is optimized for rendering on a smartphone to enable applicants on the go to remain plugged into their application status at all times. On the administrative side, WebAdMIT (the application's back-end interface) is tablet-ready and many of our clients perform application review on tablets today. The solution's mobile accessibility means that a devoted mobile application is not necessary. Please see the previous discussions earlier in this RFP response for greater details and graphics showing the solution accessed by various devices.

4. How and at what level is the use of University-specific branding incorporated?

As previously detailed in this RFP Response, VCU has several opportunities to brand their application in a way that will make it consistent with your local content management system (i.e. website) and/or marketing requirements. We are happy to discuss VCU's specific requirements and/or style guide. VCU may also present links to your university CMS from anywhere within the application or within individual program pages. As previously discussed, VCU controls the branding of all applications to include language, pictures, fonts, university logos and marks, and colors.

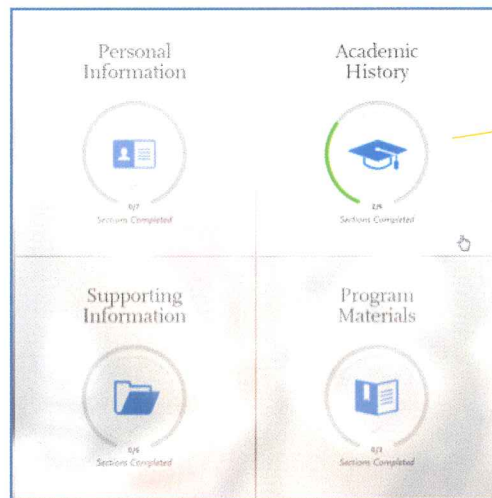
5. What document types and document sizes can be accepted by the product for upload from applicants?

A wide variety of file types are supported (Word, PDF, etc.) and the size limit is controllable by the client. Students may also post links to documents hosted on existing ePortfolio services like Slideroom, videos hosted on YouTube, and so on. Liaison is currently working to build full integration with Slideroom to support more wide-ranging portfolio upload capabilities.

6. How do applicants check the status of their application materials after submission?

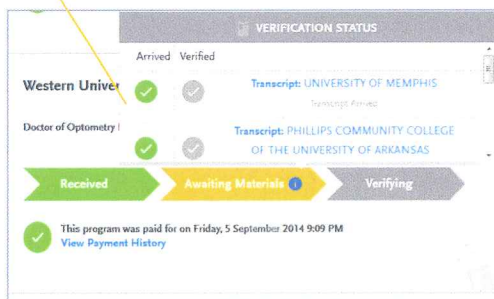
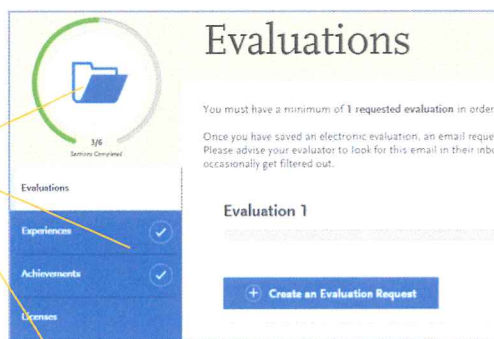
As previously detailed in this RFP response, following the submission of the application, applicants re-visit their account to check the status of their applications, missing items, recommendation status, etc.

The portal will present applicants with an intuitive checklist of materials still needed before their application is ready to be submitted. Their dashboard lays out the main sections of the application and how far the applicant has progressed through each one. Within each section, visual indicators of completeness for each sub-section guide applicants through the process. In addition to automatic emails that applicants receive from the platform informing them of key stages in the application, from their Status Center screen, applicants have a real-time view of all the programs they have applied to, and whether any documents (e.g. transcripts, letters of reference) that are required for their application are still pending. Colleges can easily set up richly-formatted and mail-merged email templates in WebAdMIT that will allow them to notify applicants of missing materials as well.



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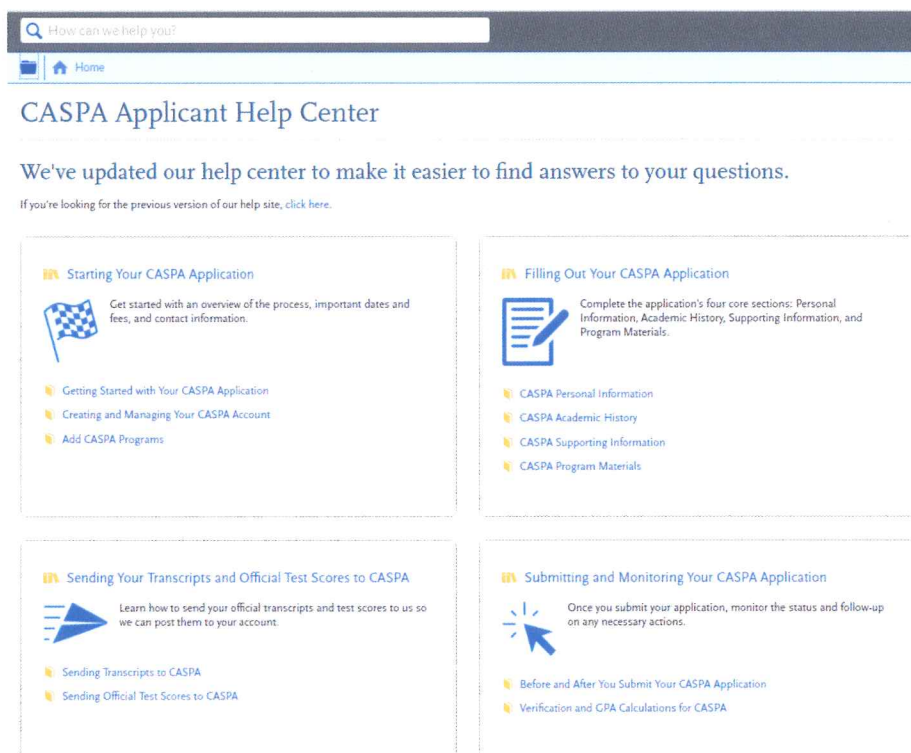
Numerous feedback loops provide clear communication to students on what has been completed and what still needs to be worked on.



7. What type of assistance is provided to applicants who encounter difficulty with the product? Does the product provide an “FAQ” system? Please provide examples.

As previously discussed, the proposed UniCAS solution includes full applicant support if VCU elects to utilize that service. Applicant Support is provided via Email, Phone and Live Chat for applicants during their application process. This service is branded for VCU (Liaison is transparent to the student applicant). Liaison Customer Service Representatives (CSRs) respond to applicants about application procedures, technical difficulties or questions, forgotten log in credentials, status checks, but refer advising questions (such as fit or chances for enrollment) back to enrollment staff at VCU. Applicant support hours are extended during peak application periods and Liaison will work with VCU to determine when extended support may be required. Beginning in October 2017, applicant support will be moving to a 24/7 model with all support staff U.S. based in either our Watertown, MA or Buffalo, NY offices.

FAQs are available to all applicants. Here is an example of one in use with our national centralized application service for physician assistants:



8. Does the product allow for embedded links in the labels/instructions? Does the product allow for University customized instructions?

Yes - custom questions added by VCU can have hyperlinks in the question labels / text, and the application also supports the interleaving of "instructional" question blocks of just text / links. Each program can have their own unique instructions in the 4th quadrant of the application. The main help content for an application service is hosted on our instance of MindTouch and linked to/from the application, and can be customized by VCU.

d. Specific questions about Section VI, Item C.

1. Provide documentation that indicates how the proposed product has been successfully implemented by current clients, increased or improved the client's operations and/or number of applications, and/or improved enrollment after implementation of the system.

We encourage VCU to browse our lists of client testimonials and case studies available on our main website. Case studies can be downloaded from <http://www.liaisonedu.com/resources/case-studies/> . We have also included references below.

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"Remarkable! This year, as the number of applications doubled, processing them took less time than manually processing half as many the year before." - *Jonathan Parker, Assistant Director of Pharmacy Admissions, Stamford University*

We have an established, proven implementation timeline that has been developed over a multitude of successful implementations. VCU will be assigned a primary implementation manager for day-to-day communication. The implementation manager has access to the tools and additional resources necessary to escalate any question or request at the strategic or programming level.

Post go-live, VCU will be assigned a dedicated Account Manager – supported by a highly-trained, experienced staff – who can help establish and maintain best practices as well as provide access to support VCU's day-to-day production. The Account Manager will participate in the implementation process as described above to facilitate a smooth transition after go live.

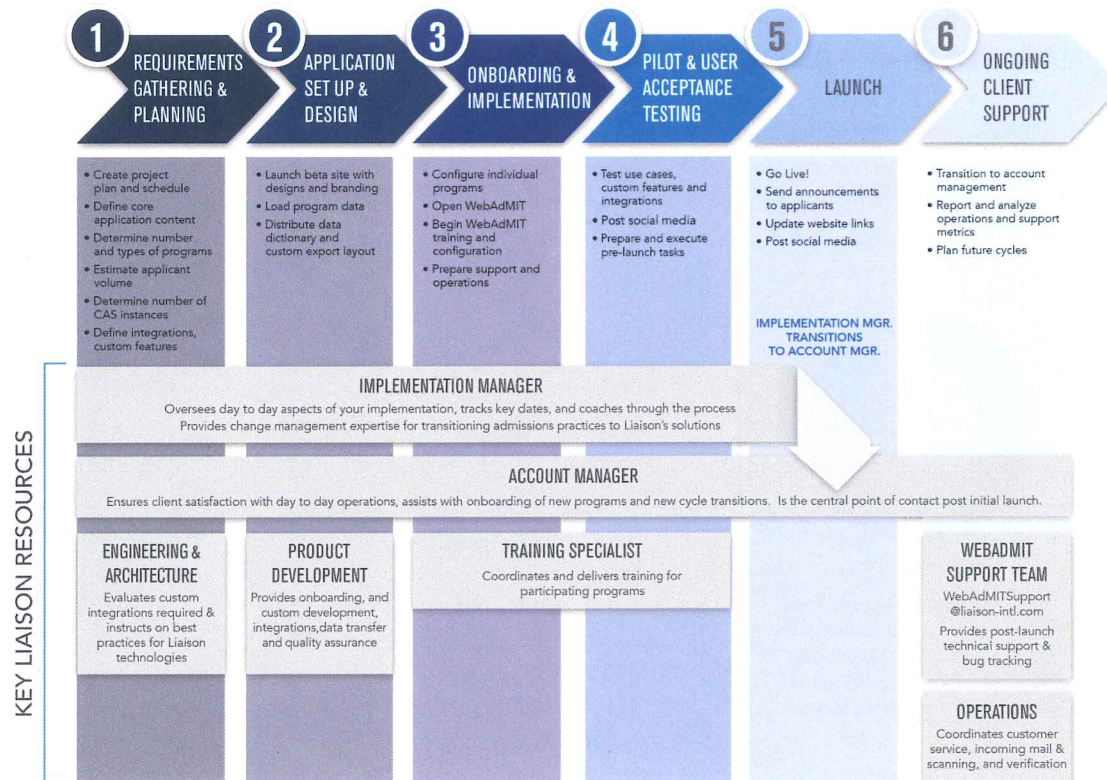
All implementations, while lineal, are individually produced to address unique requirements. Client specifications will always drive the implementation timeline.

Our implementation timeline has been developed to begin the day following formal contract signature. We will enumerate all implementation & training services that we provide in the UniCAS contract / agreement we will be developing if chosen to partner with VCU on this project.

The traditional UniCAS implementation timeline is defined after a scoping call with the institution. In most cases, implementation is completed in 3-6 months. Liaison has successfully designed, implemented and continues to service over 38 large national CAS and numerous UniCAS deployments. Each of these large national CAS solutions provides a centralized online application that supports the application and admissions process at numerous campuses. Liaison's entire organizational structure is formed around servicing the application and admissions needs of all its higher education clients. With more than 20 years' of experience our Account Management group and CAS Operations group work closely to ensure the highest standard of service and

satisfaction for our clients and their students. Lead by two higher education veterans with over 40 combined years of enrollment and admissions experience, these two units are responsible for our 99+% client retention. Likewise, Liaison's Product Development group and Implementation Management group work in tandem to ensure our clients are implemented, trained, and on-boarded by the most effective and efficient means possible. Our certified project management professionals coordinate the efforts of our entire implementation team as referenced in the visual below.

Phases of Implementation



2. Does the product have the ability to automatically send emails to applicants based on trigger events? Does the product have the ability to automatically send emails to administrative users based on trigger events? Explain in detail how these capabilities function.

Supported. As previously discussed in this RFP response, auto-generated emails can be sent to student upon certain trigger-events (i.e. status changes, receipt of required documents). The proposed application solution includes the ability to configure all process-related communications to applicants and staff as needed based on status updates. Additionally, the solution includes full support for the online management of the recommendation process. As recommenders are added by the applicant, the system will automatically trigger an e-mail communication to that evaluator to solicit the recommendation.

4. Does the product provide a method to collect the contact information of applicants' desired recommenders and the ability to automatically notify recommenders that the University is awaiting a recommendation from them for the applicant? Does the product provide a means for recommenders to securely provide a recommendation? Can the recommendation system be tailored to be by passed for certain applicants? Describe in detail how the recommendation process functions.

Supported. As previously discussed in this RFP response, Liaison's letter of recommendation/evaluations portal has been in use for many years to support the online recommendation process for hundreds of universities. Applicants may request recommendations electronically directly from within their application, and are kept apprised of status in real-time regarding when the recommender submits their evaluation. Recommendation forms can be configurable by each organizational unit at VCU, and can consist of a series of questions, a scoring rubric, and/or a file upload. All recommendation information flows seamlessly into the WebAdMIT back end admissions and review tool. Recommenders will be notified by e-mail upon the creation of an applicant request for a reference and will have a single account where each linked applicant request for evaluation/reference is available to them. Additionally, applicants can be given the option to upload a letter directly in addition to any other documents required by VCU or the program(s). Individual programs can elect to leverage the recommendation functionality as desired. This enables programs who do not require references to enable their applicants to bypass this part of the application.

5. Describe in detail the level of customization available to the University. Specifically address the ability to create custom fields, modify product supplied fields, create custom forms. Additionally describe the ability of the product to support the use of dynamic questions, hierarchies and conditional logic.

As previously discussed in in this RFP response, UniCAS easily facilitates managing programs separately through "configuration," including the design of fully customizable applications, while drawing from a centralized database of questions and fields. In the UniCAS solution, each program can set up its own workflow and is operated separately. This avoids the reliance on the vendor or the university's IT resources to make changes and updates. Conversely, other solutions available in the market require customization by means of writing or editing new software code. This is expensive, in addition to being a time-consuming approach.

Numerous configuration options are available for both WebAdMIT and the online application, including creating custom fields, implementing custom workflows and scoring models, managing program-specific supplemental questions, and unique branding of each program's application(s).

The UniCAS applicant portal supports conditional workflows, so that answers to particular questions either show/hide other questions and instructions (example – answering a US Citizenship question with "US Citizen" will hide questions on visas which are unnecessary for the applicant to complete), or enable business logic elsewhere in the application (example – applying to a program that requires entry of applicant coursework will enable that section of the application). Additionally, our intuitive Configuration Manager tool will allow VCU to specify additional, program-specific questions, recommendations, academic information, prerequisite information, or program-specific uploads. This configuration drives the applicant-facing Program Materials pages.

Alternate Name

Do you have any materials under another name (for example a maiden name, middle name or nickname)?

Yes No

Alternate First Name

Alternate Middle Name

Alternate Last Name

6. Describe how custom queries are created. Describe how custom reports are created.

As previously discussed in this RFP response, using the WebAdMIT List Manager (a simple, drag and drop ad-hoc query builder) an admissions office can easily query for applicants on any field provided by either the applicant in their application or generated by your admissions office (e.g. interview scores, custom fields, etc.) and combines those with other criteria to produce ad-hoc reports. These lists can be easily exported into CSV, XLS, or TXT formats. VCU can use custom queries in conjunction with a large library of canned reports out of the box on their entire applicant pool, or a filtered subset of that pool. Lists can be configured for viewing across the distributed users with proper access as desired.

New Applicant Field List

This list, named **High GRE Scores**, can be seen by **only myself** and **will not** appear on the toolbar.

Included applicants will match **all** of the following rules:

- GRE Quantitative Percentile greater than or equal to

Select Field for Query

- Applicant
- Designation
- Prefetred Mailing Address
- Current Mailing Address
- Permanent Mailing Address
- Personal

Report Settings

My report will be named: **GRE Scores**

Create a **Applicant** report using the **GRE General Official** report format.

This report will be generated using **Everyone** for my applicant pool.

This template can be seen by **only myself** and **will not** appear on the toolbar.

Save and Run Report **Save Report Settings** **Return to Report Manager**

7. Describe the line of demarcation between the technical tasks that can/would be expected to be performed by University staff and what tasks vendor staff would typically perform as it relates to administrative use of the system, regular maintenance tasks, and cyclical updates.

As a fully hosted SaaS platform, UniCAS is completely maintained by Liaison and there will be no technical requirements at VCU to maintain our product. There is no software to install or servers to set up / maintain.

The administrative configuration of the application and all participating programs will be handled between VCU and the Liaison implementation management team. Cyclical updates would be handled in a similar way - 99% of all work can be done within the software itself and our team will ensure you have the proper training as well as guidance from us to successfully complete these tasks.

8. Do you provide a hosted solution or a University-based solution?

All of Liaison's solutions--including the proposed solutions--are only offered as web-based, hosted solutions (Software as a Service).

9. Describe how security is assigned to administrative users.

As previously discussed in this RFP response, WebAdMIT's (the UniCAS administrative interface) roles and rights management is extensive, and allows administrators to grant access to an unlimited number of users by role, function, and by campus/program. Additionally, WebAdMIT users can be permissioned by individual program assignments within a department or college/school of the university, and can be given rights to a specific subset of applicants or functionality via role assignments. Included in these available roles and permission sets is the ability to view, download, print or move applicant data as needed. Permissioned access is down to the field level.

10. Describe the line of demarcation between the technical tasks that your implementation team will perform and what tasks you expect VCU in-house technology teams to perform as it relates to inter-operating with the Banner and Imaging systems.

Liaison will provide the APIs, tools, and training for VCU to achieve the integrations required as part of this implementation. While Liaison will assist VCU in developing integrations of UniCAS to other on-campus systems and can help in developing data flow diagrams if needed, we will leverage VCU staff who are the experts in each on-campus system to connect and document the "last mile" of those integrations with systems such as Banner and ImageNow. APIs can be accessed and viewed at <https://developer.webadmit.org>.

Should additional expertise / resources be needed to develop the interfaces and integration itself, Liaison partners with a 3rd party data integration vendor whose services we can explore leveraging jointly with VCU.

11. Does the system's security framework allow administrators to grant different layers of security to each individual user depending on a user's particular role? Provide an example.

Supported. As previously discussed in this RFP response, the proposed solution's roles and rights management is extensive, and allows administrators to permission users by role, function, and by school/program. Additionally, administrative users of the online application can be configured by individual program assignments within a college, school or department, and can be given rights to a specific subset of applicants, applicant data or functionality via role assignments. The "work groups" feature allows users to hide certain data elements from users based upon their roles (e.g. ability to hide questions from reviewers which aren't pertinent to their assessment), a useful tool to manage compliance with the laws of certain states regarding sensitive information or the practices of a centralized admissions office. For ease of configuration, the solution treats roles as packages of rights that users may acquire, based on commonly grouped functions. Individual users can have any combination of roles, providing admissions administrators with several hundred combinations to ensure that the users have the correct roles. Permissioned access is down to the field level.

12. Does the system allow for customized views based on administrative user role and preference?

Supported. The proposed solution includes highly configurable roles and right management on a per-user basis. While there are a variety of pre-configured roles out of the box, Liaison can work with VCU to configure

specific permission sets for your desired user group sets. This will enable configurable views based on role or user type. WebAdMIT's roles and rights management is extensive, and allows administrators to permission users by role, function, and by school/program. Additionally, users can be permissioned by individual program assignments within a college, department or school, and can be given rights to a specific subset of applicants or functionality via role assignments. WebAdMIT allows users to hide certain data elements from users based upon their roles, a useful tool to manage compliance with the laws of certain states regarding sensitive information or the practices of a centralized admissions office. For ease of configuration, WebAdMIT treats roles as packages of rights that users may acquire, based on commonly grouped functions. Individual users can have any combination of roles, providing admissions administrators with several hundred combinations to ensure that the users have the correct roles.

13. Can the product assign role-based access to accommodate multiple departments and schools (e.g., read-only access, update-to-specific-fields only access)?

Supported. As previously discussed in this RFP response, permissions and role based access is extensive and highly configurable. In addition to the previous information provided, via WebAdMIT's extensive roles and rights management VCU can limit access down to the field level, provide read only access, and allow or deny the ability to update fields.

4. What features does the product have for organizing detailed reports?

Supported. As previously discussed in this RFP response, UniCAS includes very robust reporting capabilities. The solution includes a variety of reporting types and options that can span the entire enrollment funnel. This includes the ability to access both configurable and delivered reports, as well as the ability to manage query-driven lists. As previously described, Tableau Visual reporting tool is built into UniCAS at no additional cost to VCU.

15. Does the system have a dashboard for instant view of trends, outcomes and success rates?

Yes. As previously referenced, the WebAdMIT dashboard includes a variety of data regarding applicant progress, status, updates, etc.

16. Does the software have the ability to enable standardized reports that can be set to run automatically?

Supported. As previously discussed in this RFP response, the proposed solution includes a variety of reporting tools and functions that will empower your users to assess your data in a meaningful way.

There are over 20 of-the-box reports that are included in the report builder within the EMP tool. Each of these can be customized to filter for an entry term and for formatting. The Report Builder tool allows VCU to build reports containing professionally formatted charts, graphs and data tables, which can be viewed online or scheduled to send to any recipient via email as a PDF on an automated basis. VCU can work with the implementation team to determine how much of the available setup time should be allocated towards setting up reports.

WebAdMIT provides over 75 out of the box reports on admissions / applicant data, all of which can be configured to run on very specific pools of applicants, or to perform comparisons between applicant pools. This is in addition to the ability to easily create list reports on any available applicant fields in any layout format desired.

Using the WebAdMIT List Manager (a simple, drag and drop ad-hoc query builder) an admissions office can easily query for applicants on any field provided by either the applicant in their application or generated by your admissions office (e.g. interview scores, custom fields, etc.) and combines those with other criteria to produce ad-hoc reports. VCU can also run a large library of canned reports out of the box on their entire applicant pool, or a filtered subset of that pool.

17. Is there capability to run audit reports for security review (access logs, anomaly reports, listing of access levels for review and update, etc.)?

Supported. WebAdMIT provides the ability to run audit reports on permissions and access for all users of the solution. These are accessed from the WebAdMIT Report Manager tool:

The screenshot shows the 'Report Settings' interface. It includes a text field for naming the report, a dropdown for 'Create a User' (set to 'Admissions Users'), a dropdown for 'report using' (set to 'Admissions Users'), and a dropdown for 'report format' (set to 'HTML'). Below these are radio buttons for 'This report will be generated using' with options 'Every Admissions User', 'Interviewer Availability', and 'Programs List'. There are three buttons: 'Save and Run Report', 'Save Report Settings', and 'Return to Report Manager'.

Below the settings is a table titled 'Admissions Users Report' with columns: Department Name, First Name, Last Name, Email Address, Phone Number, Active?, Programs, Roles, Date Added, Last Updated, Last Login, and Login Count. The table contains three rows of user data.

Department Name	First Name	Last Name	Email Address	Phone Number	Active?	Programs	Roles	Date Added	Last Updated	Last Login	Login Count
Waterfront University	Julie	Smith	demo@waterfront.edu	(123) 456-7890	True	PHD-Program	View All Applicants, Modify Applicants, Add Notes, Update Statuses, Assign Applicants, Manage Reports, Configure Software, Manage Documents, Email Applicants, View EDMessages	Jun 26, 2013 at 9:39 AM	Nov 14, 2014 at 10:11 AM	Nov 13, 2014 at 6:43 AM	148
Waterfront University	Jennifer	Smith	demo@waterfront.edu	(123) 456-7890	True	PHD-Program	View All Applicants, Modify Applicants, Add Notes, Update Statuses, Assign Applicants, Manage Reports, Configure Software, Manage Documents, Email Applicants, View EDMessages	Jun 11, 2013 at 10:44 AM	Nov 14, 2014 at 10:07 AM	Nov 14, 2014 at 9:21 AM	627
Waterfront University	Stina	Smith	demo@waterfront.edu	(123) 456-7890	True	Master's Program	View All Applicants, Modify Applicants, Add Notes, Update Statuses, Assign Applicants, Manage Reports, Configure Software, Manage Documents, Email Applicants, View EDMessages	Jun 11, 2013 at 10:41 AM	Nov 12, 2014 at 9:18 PM	Nov 12, 2014 at 9:10 PM	163
Waterfront University	Christina	Smith	demo@waterfront.edu	(123) 456-7890	True	Master's Program	View All Applicants, Modify Applicants, Add Notes, Update Statuses, Assign Applicants, Manage Reports, Configure Software, Manage Documents, Email Applicants, View EDMessages	Jul 11, 2014 at 1:27 PM	Dec 29, 2014 at 2:06 PM	Dec 29, 2014 at 1:43 AM	7

18. Does the software have the ability to cross-reference information by various offices, populations and cohorts using relational tables?

Supported. A key benefit of UniCAS is the ability to analyze and cross reference data from all of VCU's colleges, departments and programs, and from all your applicant pools in one system. Our WebAdMIT platform (applicant back-end) includes fully integrated Tableau-based Visual Analytics offering dynamic querying of all the relational data captured on your applicants including those that have applied via Liaison's national centralized application services. As previously referenced, data can be easily exported from the solution to any external information or reporting solutions as desired.

19. Does the product have the ability to download/integrate data and reports into standard MS-Office formats (e.g., Word, Access and Excel) as well as PDF documents?

Supported. Data may be exported in standard formats such as MS Excel, CSV, Tab delimited. PDF's of applications may be downloaded. The solution includes a PDF manager to support the ad hoc download of PDFs in bulk. These documents are also available via the included API tools.

20. Can changes be made to the data fields on a continuous basis or are such changes limited to annual update schedules?

The vast majority of configurations in the application platform can be changed at any time, including:

- Adding new programs / terms
- Changing program information - names, deadlines, etc.
- Updating text, branding, questions, document uploads, etc. in the Program Materials (4th quadrant section of the application)
- Printable application PDF (ours is dynamic and simply adapts to changes made in the application itself)
- Adding new workflows, custom fields, faculty review forms, and so on in the WebAdMIT admissions backend tool
- Content of instructions, help text, and email templates

Mid-cycle changes to the "core" of the application's first 3 quadrants are possible, but strongly recommended to be done in partnership with your Liaison account manager to ensure no data integrity issues would arise. At the end of the day, this is VCU's application and you have complete control of all changes, updates and edits and when they are to be done. There is little dependence on Liaison for you to make your changes.

21. Does the product allow users to select and manipulate data (select, sort, filter) based on individual data elements, categories, statuses, workflow, etc?

Yes. As previously referenced, using the WebAdMIT List Manager (a simple, drag and drop ad-hoc query builder) an admissions office can easily query for applicants on any field provided by either the applicant in their application or generated by your admissions office (e.g. interview scores, custom fields, etc.) and combines those with other criteria to produce ad-hoc reports. These lists can be easily exported into CSV, XLS, or TXT formats. VCU can also run a large library of canned reports out of the box on their entire applicant pool, or a filtered subset of that pool. Lists can be configured for viewing across the distributed users with proper access as desired.

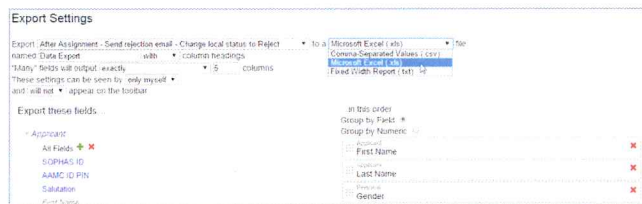
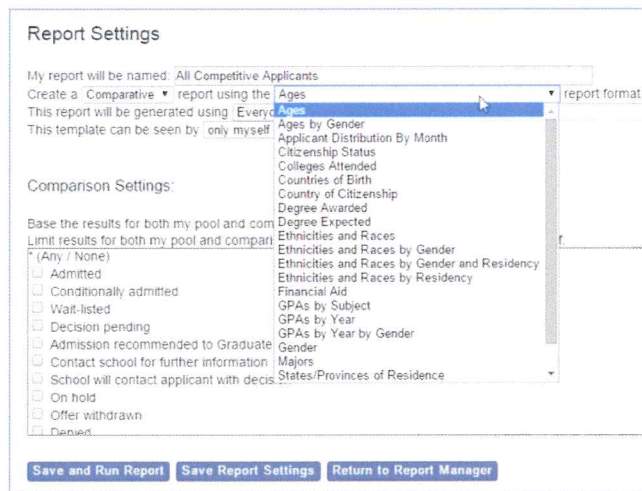
The image shows two screenshots of the WebAdMIT interface. The top screenshot is titled "New Applicant Field List" and shows a configuration screen for a query. It includes a text input for the list name ("High GRE Scores"), dropdowns for visibility ("only myself") and toolbar appearance ("will not"), and a section for rules. One rule is defined: "GRE Quantitative Percentile" is "greater than or equal to" a value. Below this is a "Select Field for Query" dropdown menu with options: Applicant, Designation, Preferred Mailing Address, Current Mailing Address, Permanent Mailing Address, and Personal. The bottom screenshot is titled "Report Settings" and shows configuration for a report. It includes a text input for the report name ("GRE Scores"), dropdowns for the report type ("Applicant") and format ("GRE General Official"), a dropdown for the user group ("Everyone"), and visibility/toolbar appearance settings. At the bottom are three buttons: "Save and Run Report", "Save Report Settings", and "Return to Report Manager".

22. Does the software allow for all data fields, including user-defined fields, to be retrieved via query?

Supported. See previous response.

23. Does the proposed solution provide the ability to share customized queries with other departments within the University?

Supported. Queries can be made private to an individual or shared with others with access to the solution. Record access can be limited by user or work group.



24. Describe in detail how non-standard or non-delivered reports are created and integrated into the operation of your product without exporting data out of your system or to an external report-writing tool. Does the user of your product have the capability to perform this report writing integration without vendor assistance or does it require intervention by the vendor staff?

As referenced in previous responses above, the UniCAS platform provides reporting at the aggregate level via the Report Manager and Visual Analytics tools, and additionally provides individual applicant detail via ad-hoc exports in the Export Manager and specific detail reports such as our Coursework Report. Specifically, in the Tableau-powered Visual Analytics reporting tool, aggregated, visual dashboards can be filtered and drilled-down upon by appropriately-permissioned users. Report generation and viewing is simple, user-friendly, and does not require external tools or assistance, or dependence on Liaison staff.

25. Can an external report writing tool access the data housed in the proposed system without exporting that data? If so, identify the report-writing tool(s) and the data access methodology.

Currently WebAdMIT's own native tools allow for a wide range of report-writing ability as has been described above and previously in this RFP response. We do not currently support 3rd party reporting tools connecting

directly to our platform or database, but using our APIs, automated data exports to a university database are trivial to configure.

26. Does the system deliver a report writing tool for writing ad hoc reports? If so, describe it.

Yes. Please see the previous responses regarding reporting for details.

27. Describe product's communication capabilities for e-mail and direct mail.

Supported. The proposed solution presents a wide variety of configurable, personalized, triggered e-mail options. An unlimited number of e-mail templates can be created and stored and each template can be associated with a program or application status update so that triggered communications can be sent to applicants at each relevant stage of the process. Additionally, the optional CRM module can support the creation of large-scale, e-mail and direct mail campaigns.

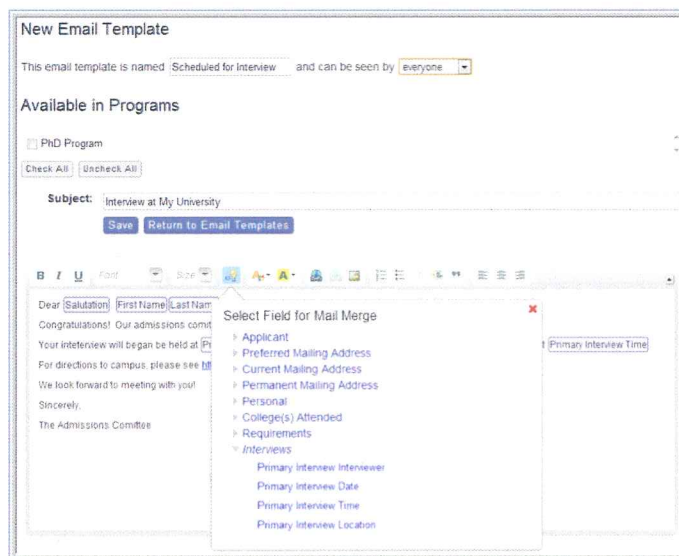
Liaison offers a variety of print campaigns that VCU can choose to incorporate into communication campaigns. The print can be sent one-at-a-time "on-demand" to be generated and mailed based upon specific student interactions (for example a printed on-demand view book is generated and mailed upon inquiry, to be mailed immediately to coincide with the online and email fulfillment of the student) or as part of an integrated marketing campaign.

Liaison works with institutions to develop several different print pieces. We would then load these print pieces into the CRM module to be used in any campaign.

As previously stated, per procurement's instructions, Liaison has not offered the CRM module in this RFP response, but we are happy to discuss this further should VCU determine the need.

28. Does product allow for storage of email messages between applicants and University staff? Does product automatically record sent and received e-mails? Does product have capability to generate admission decision letters and/or e-mails? Describe that process.

Supported. E-mails can be triggered to be sent upon the update of application status. Triggered e-mails can update applicants on next steps or outstanding requirements. Additionally, e-mails can be sent as one-offs to an individual or a group of applicants. All system e-mails are tracked at both the individual applicant level and system-wide.



e. Specific Questions about Section VI, Item D:

1. In what manner and how frequently can data be extracted and in what formats? Can data be automatically delivered to the University? How is this accomplished and how frequently? Can images automatically be delivered to the University? How is this accomplished and how frequently. Can the filenames of data and image files be customized with unique identifiers to allow for automated integration with both the Banner and ImageNow systems?

As previously described in this RFP response, the APIs which allow for automated data and document extraction from our platform are fully documented at <https://developer.webadmit.org> - these allow the on-demand retrieval of data on a schedule that VCU determines. They leverage the WebAdMIT Export Manager and PDF Manager bulk download tools, both of which are highly configurable. Data exports are based off university-created export templates dictating a vast array of options of how the files will be formatted. Primary data export formats today include Excel, .csv, and fixed-width text. Images (PDFs of the application and all attached documents) can be downloaded in bulk via the PDF Manager (and its API) and file names can be customized using tokens from the applicant's data or internally created WebAdMIT custom fields. Banner and ImageNow are two of the most common backend systems we encounter and we are confident in VCU's ability to achieve integration of our data with them. Please see the discussion below regarding the "last mile" and available system integrators should VCU need further assistance.

2. What is the methodology either provided or suggested for moving data between Banner and your system and back into Banner again. (If this approach differs from the way that you operate with other Banner clients, describe the integration methodology used with your other Banner clients. What is the methodology either provided or suggested for moving images to the ImageNow system?

In general, Liaison focuses on making the data and document export process from WebAdMIT as seamless as possible by using user- and IT-friendly formats and APIs —so developing an individualized integration with VCU's ERP or SIS system should be relatively straightforward.

Liaison's WebAdMIT admissions toolkit provides several utilities and data formats that can be used to build an export process to your system. These tools give institutions the ability to:

- Create files with only the fields required for use in their integration, rather than adapting to an obscure proprietary data format.
- Sequence fields exactly as demanded by the ERP system's tools.
- Apply several commonly used transformations (e.g. date formats) on data to simplify importing.
- Limit the applicants included in the integration by any criteria required.
- Run the export as frequently or infrequently as needed.
- Output the files into numerous formats, such as comma-delimited, fixed-width, and Excel.
- Run and access these exports for download via API.

VCU's IT team can use the data definitions in the Custom Export Layout file provided within WebAdMIT to configure your Banner system to import our data. Our WebAdMIT Support Team has helped many universities in performing data integration between our systems and a variety of ERP or SIS systems, and they are more than happy to work with you and your IT staff. For institutions that would prefer a turnkey solution, Liaison works with SSD Technology Partners/ Axiom, who are specialists in performing Banner integrations of Liaison's data. We are happy to make an introduction if your IT team does not wish to perform this "last mile" integration from our exported files into Banner.

These are the primary tools you will use in our system to build your integration:

WebAdMIT Export Manager: This tool allows VCU to determine which applicants are needed to export (for example, only those whose data has changed in the last 7 days or only those who have a decision of "accepted" - or it could be all applicants).

VCU will need to indicate which of the data fields you'll want to export in a simple drag and drop interface to craft the file format that your SIS or other system requires.

The Export Manager has an accompanying API which is designed to allow permissioned users to look up, run, and retrieve export files designed in WebAdMIT's Export Manager from a direct back-end API, allowing technically-savvy users of WebAdMIT to automate the retrieval of data from WebAdMIT for integration into other on-campus systems.

WebAdMIT PDF Manager: This tool allows for the batch download of PDF documents that are part of an applicant's application (letters, transcripts, and so on) for archival or for import into on-campus document management systems.

The PDF Manager has an accompanying API which allows the batch download of documents to be automated, including the ability to customize file naming conventions to ease import into on-campus systems.

The following APIs are available and documented on <https://developer.webadmit.org> :

Export Manager API— Run, download, and process user-created data exports from the Export Manager programmatically, enabling true automation no longer dependent upon manually running export files.

Document Export Manager API— Automate batch downloads and indexing of applicant documents (such as the full application PDF) for university record keeping and integration.

Custom Fields API – Enable 2-way integration with an SIS by automating the writing of data from an outside source back into WebAdMIT’s custom fields. This is most commonly used to import things such as a Banner ID back into our system for use in custom file naming going forward.

3. Can the product accept uploaded data from the University’s SIS - Banner and how is this typically accomplished?

Yes. As referenced previously, Liaison has successfully integrated with Banner, in addition to most other Student Information Systems, at most our 5,200 deployed programs, across more than 900 campuses in the United States. The export tools provided within the UniCAS solution can easily be configured to create Banner-friendly exports and run on demand or on schedules as desired. Liaison also enjoys a partnership with a dedicated Banner integration technology provider whose services can be employed by universities that require a little additional help performing their Banner integration. As previously referenced, the solution includes robust API tools to help aid in the movement of data.

Specifically, the solution includes the ability to create an unlimited number of custom fields in the application back end (WebAdMIT) to capture and store SIS data as desired using the Custom Fields API documented at <https://developer.webadmit.org>.

f. Specific Questions about Section VI, Item E:

1. Detail your customer support and maintenance schedule.

Most technical support will go through your dedicated Liaison Account Manager. The Account Manager will then escalate if needed to engineering. There is also a support ticketing system that may be used that is managed by Liaison engineering support staff. The support staff at Liaison consists of a VP of Client Success and several dedicated Support teams covering our solution. Live support is available from 9 AM to 8:00 PM EST, Monday - Friday. Emails can also be sent at any time to our support teams and they will generally be returned the following business day.

Liaison uses the following severity levels to categorize reported problems:

1. Severity 1 –Critical Outage Incident:

An S1 incident is an incident the effect of which is that (i) 20% or more of the Association’s Users are unable to access the System, or (ii) a critical function within the production instance ceases to operate, or its operation is severely degraded, affecting at least 20% of the Association’s Users, and there is no available workaround.

2. Severity 2 – High Priority Incident:

An S2 incident is an incident the effect of which is that (i) a subset of the Association’s Users is unable to access the System, or (ii) a critical function within the production instance ceases to operate, or its operation is severely degraded, and there is no available workaround, but the issue impacts less than 20% of the Users.

3. Severity 3 – Limited Business Impact Incident:

An S3 incident is an incident the effect of which is that an important feature is unavailable or severely degraded, but an alternative solution is available, or a non-essential feature is unavailable or severely degraded with no alternative solution. The impact on Users is limited loss of operational functionality.

4. Severity 4 – Minimal Business Impact Incident:

INCIDENT SEVERITY LEVEL	RESPONSE TIME	TARGET RESOLUTION TIME
S1 – Critical Outrage Incident	Two Hours	Liaison will engage its staff during business and non-business hours and shall attempt to resolve the problem within the next 8 hours. If the problem cannot be resolved in this time, Liaison shall provide a resolution time estimate. Liaison shall provide progress updates to the Association’s designated contact person at least twice daily, unless alternative reporting on any particular issue is agreed to between the Parties, until the problem is resolved.
S2 – High Priority Incident	Two (2) Business Day hours	Liaison shall commence work on resolving the deficiency within two (2) working hours during Business Days and shall engage staff during regular working hours until an acceptable resolution is achieved. Liaison shall provide progress updates to the Association’s designated contact person at least daily, unless alternative reporting on any particular issue is agreed to between the parties, until the problem is resolved.
S3 – Limited Business Impact Incident	Two (2) Business Days	Liaison shall commence work on resolving the deficiency within two (2) business days of notification and shall engage staff during business hours until an acceptable resolution is achieved Liaison shall provide progress updates to the Association’s designated contact person at least every other day, unless alternative reporting on any particular issue is agreed to between the parties, until the problem is resolved.
S4 – Minimal Business Impact Incident	Within three (3) Business days	Liaison will commence work on resolving the deficiency and corrective steps will be considered for a future release. The frequency of progress updates will be determined by support.

2. Is there a support function for both front-end users (our prospective students) and our back-end users (admissions administrators)?

Support is available to all end-users - including but not limited to recommenders, VCU staff, and VCU IT. Most university-facing customer support will originate with your account manager.

Please see the previous discussions regarding applicant and client support options.

3. What is the annual maintenance need for the application? Are there scheduled updates and adjustments offered each year to keep product up-to-date or are changes limited to the implementation time only?

As part of our overall SaaS platform, VCU will enjoy continuous updates to the features and functionality that we offer, both on the application and on the admissions back end. All customers are kept on the latest versions of our product, so no specific upgrade schedule is needed.

Your Liaison account manager will coordinate with you on the annual cycle rollover process, which generally involves copying last cycle's application configuration, making any tweaks needed, and re-opening the new cycle to you and your team to continue your own setup and configuration of your program catalog.

4. What is the rate for maintenance renewal among your current client base?

Historically, for more than 25 years, Liaison has a 99+% retention rate of clients.

a. Will your company provide ongoing customer and technical support/troubleshooting including a dedicated account manager with direct phone number through the life of the contract?

Yes. Support services are provided as part of the standard contract at no additional cost. Most technical support will be provided by a dedicated Liaison Account Manager. The Account Manager will then escalate if needed to engineering. There is also a support ticketing system that may be used that is managed by Liaison engineering support staff. The support staff at Liaison consists of a VP of Client Success and several dedicated Support teams covering our solution. Please see the previous discussions in this RFP response regarding customer support for greater details.

b. Maintenance and updates — support as needed. Explain in detail the software maintenance and support proposed. Clarify whether maintenance is included with the price of the software for the first year or whether support costs are in addition to the cost of the licenses.

The system is regularly maintained and receives patch updates on a bi-weekly basis. For larger feature updates, updates are rolled out at non-peak usage hours. The functional user should see minimal impact for most releases/deployments.

All major new feature releases or major updates to existing features are accompanied by documentation and a live and/or recorded online training session for the new feature or major update. All maintenance, releases and updates are fully managed by Liaison, and included in VCU's SaaS subscription throughout the life of the contract.

c. Describe any professional services such as consulting services, waived registration costs for user conferences, if applicable or other services provided.

Liaison prides itself on leveraging best practices developed over more than 25 years of working within the graduate admissions arena. These best practices are brought to every client engagement where new clients benefit from past experiences without additional cost. The issue of user conference registration costs was addressed previously.

Application Services: A popular feature for Liaison clients over the last 25+ years is our optional services. Universities and programs benefit by outsourcing their routine, administrative functions to Liaison's Applicant/Customer Assistance group, to streamline their admissions process and reduce time spent on mundane administrative tasks. This allows for institution staff to refocus on higher-level interaction with applicants. These service offerings are optional and can be deployed at VCU's discretion for an additional cost.

Service Offerings:

- **Applicant Support:** Email, Phone and Live Chat support for applicants during their application process. This service is branded for VCU (Liaison is transparent to the student applicant). Liaison Customer Service Representatives (CSRs) respond to applicants about application procedures, technical difficulties or questions, forgotten log in credentials, status checks, but refer advising questions (such as fit or chances for enrollment) back to enrollment at VCU. Beginning in October 2017 this service will be expanding to 24/7.
- **Application Processing:** Receipt, opening, scanning of official transcripts, reconciled to each unique applicant record/application, to be consolidated with all other documentation and references including those received electronically.
- **Coursework Verification:** Verification of an Applicant's coursework entry against their official transcript, which includes per-requisites that may be required as part of enrollment qualifications or decisions, and course work to be used in calculation of GPAs.

Services that complement the Liaison technology offering (and keep admissions offices paperless) are described as follows:

- Assign dedicated, branded phone, email and live chat queues to respond to basic applicant questions about the completion or receipt of the application, related materials, and other inquiries that are technical in nature (Applicant Support).
 - In January 2017, our peak month due to application cycle deadlines, Liaison handled 44,990 phone calls and 28,643 emails from student applicants.
 - In 2016, Liaison managed a combined total of 695,727 applicant support communications (427,086 support calls and 268,641 support emails) with a 99% first-call resolution.
 - Documents and data received are scanned, indexed and matched to individual applicant records the same day they are received, and available to clients within WebAdMIT as completed (Application Processing). Liaison processed over 1,000,000 documents during the 2016-17 admissions cycle not including those we receive electronically.
- Verification of all academic transcripts and coursework entered by applicants against their official transcripts, including degree verification and specific GPA calculations for applications received (Coursework Verification).
 - The average is 3.52 days from receipt of final official transcript. This is a reduction of 1.48 days from the prior year and continues to decrease with each application cycle.

- Load applicants' official test scores and integrate them in the final layout of the application (included at no additional cost).
- Load all documents and data received electronically to the student's record (included at no additional cost).
- Store documents.

Liaison ramps FTEs during peak times of the year, with staff working extended daily hours, weekends and holidays to meet the demand. Some relevant metrics regarding Liaison's performance in 2016*:

- Average wait time for students contacting Liaison was 1:25 (85 seconds).
- Students have the option of requesting a call-back versus remaining on hold. Call backs are returned within 4 hours.
- Average student satisfaction rating for Liaison's service were 4.63 on a 5.0 scale, exceeding typical call center support metrics.

**Seasonality variances do occur*

g. Specific Questions about Section VI, Item F:

1. Describe the plan and suggested schedule for project completion including expected timeframes for interim milestones or project phases. Provide samples of project performance scorecards. Include anticipated time to create the technical environment (database management systems and/or applications) customized or set-up application and data variables, and training. Include information about how long after the award of the contract it shall take your company to implement and install the software before the "go-live" date.

Liaison employs an established, proven implementation timeline that has been developed working alongside institutions through dozens of successful implementations. This is unique to Liaison. Liaison's Vice President of Implementation Services acts as Project Executive for all active projects, ensuring measurable progress and success.

VCU will be assigned a project team including a primary project implementation manager for day-to-day communication. The implementation manager has access to the tools and additional resources necessary to escalate any question or request at the strategic or programming level.

Post go-live, VCU will be assigned a dedicated Account Manager – supported by a highly-trained, experienced staff– who can help establish and maintain best practices as well as provide access to support VCU's day-to-day production. The account manager will be part of the implementation project so they are aware of all decisions and the reasons why facilitating a smooth transition at go live without loss of significant information.

All implementations, while linear, are individually produced to address unique requirements. Client specifications will always drive the implementation timeline. While our implementation timeline is developed to begin the next business-day following formal contract signature, we will work closely with VCU's project team to meet the schedule and goals outlined for this project.

The phased implementation timeline is defined after a scoping call with the institution.

By employing a collaborative approach, Liaison has established a reputation of going live on time or ahead of schedule.

Please see the previous discussion regarding implementation for sample time line, project plan and typical deployment schedule.

Additionally, **Liaison guarantees VCU's implementation.**

Our implementation methodology has been proven over time. We routinely achieve go-live dates on time and on budget. As evidence of our professionalism and devotion to our clients, we've made the bold commitment of "guaranteeing" our implementation, which is unparalleled amongst vendors doing business with higher education. We're confident that the other RFP responders will not make the same guarantee. To ensure timely and high quality delivery, prior to each sale we approach the engagement in a very thoughtful manner so that we do not compromise or over promise on what we will deliver and when. Our reputation in the marketplace has been and will continue to be our biggest asset, and we want to make sure that it is reflected in our relationship with VCU.

Therefore, simply put, if Virginia Commonwealth University is not 100% satisfied with the outcome of the solution implementation, Liaison will re-implement the solution at our expense. Virginia Commonwealth University is the sole determinant of your satisfaction and acceptance of the implemented solution. This is a guarantee without conditions.

2. Describe the professional IT services offered for implementation, and rollout for the installation of the system and for future requirements. Provide information about any different competency levels. Explain how the determination is made about which competency level is assigned to a specific project. How will your company provide verification for the number of services hours provided? Are the services fees proposed on an hourly, daily rate or project basis?

Our highly-trained Liaison implementation services team handles all aspects of requirements gathering, project management, UAT coordination, and launch planning for every UniCAS implementation we perform. There are no IT-specific services required as there is no on-campus software installation required. We include an allocation of hours for initial implementation (largely to cover requirements gathering, training time, and overall project management) in every contract at a fixed amount which is generous enough to guarantee successful implementation without subsequent billing.

3. Please describe the training you provide and whether it is continual or one time.

Throughout our 25-year history, we have on-boarded over 5,200 programs and users at more than 900 colleges through a series of Webinars, instructional videos, Web content, and live events including national and regional events, as well as campus based institution-specific training. We provide unlimited customer support via phone and email, and a dedicated account manager. Frequently scheduled live and on-demand Webinars are always available to our client base for ongoing reference, at no cost to the institution.

Liaison will work to best define the training needed for a successful go live and VCU wide adoption. Typically, up to 40 hours of training is provided as part of the standard implementation at no cost to VCU. This includes training for the configuration manager and WebAdMIT platforms. These trainings typically run 1 - 1.5 hours. Additionally,

one onsite WebAdMIT training, up to 8 hours can be arranged and scheduled separately and is included in the subscription service during the implementation phase. Travel expenses and hourly rates may apply for any additional onsite training or remote training more than the budgeted 40 hours. A suggested use of the training hours are as follows:

- Training on the use of the CRM and application module configuration manager for specific program configurations. Schedule as needed.
- 2 scheduled and general online demonstrations of WebAdMIT to all participating programs prior to launch. It is agreed and understood that these trainings will be accomplished on demonstration systems and will not include live or production applicant data.
- 2 basic and two advanced orientation and instructional webinars for WebAdMIT, outlining basic to advanced features, during the first 8 weeks after the launch to participating programs.
- Liaison provides regularly scheduled general and topic of interest webinars that are open and available to all clients on a first come, first serve basis. Registration to these webinars can be secured by registering online at www.liasonedu.com or your dedicated account manager.
- On an as need basis (hourly rates may apply) Liaison's support team can be available to present webinars on topics of interest suggested by participating programs or prospective programs.

Additionally, there is a library of materials offered including:

- On screen help text identifying commonly asked questions about features
- Online/Searchable manual
- Downloadable manual linked
- Startup guides and job aides
- application and CRM Specific FAQs
- WebAdMIT specific FAQs
- Short tutorial videos housed on YouTube linked directly in the software to specific tasks

h. Specific Questions about Section VI, Item H.

1. Clarify whether your company is proposing a hosted solution or a software installed at VCU solution. Explain how the technical considerations listed in Section VI, Item H are met for the proposed software access solution.

All of Liaison's solutions--including the proposed solutions--are only offered as web-based, hosted solutions (Software as a Service). All technical requirements listed in Section VI Item H have been addressed individually.

2. Does the solution expose APIs and Web Services so that it can be extended? Which functions are exposed? Which functions are not exposed?

Yes - all APIs available to exchange data with our platform are fully documented at <https://developer.webadmit.org> and have been discussed in great detail previously within this RFP response.

3. Does the solution provide pass-through authentication, leveraging existing authentication mechanisms to authenticate users?

Liaison's UniCAS platform fully supports the industry-standard Shibboleth authentication framework common at many universities. If VCU is Shibboleth-enabled, our platform can act as a service provider to VCU's identity provider infrastructure. We are also members of InCommon.

4. Please describe the systems Enterprise Single Sign-On (SSO) and Federated Identity capabilities. Please include Supported Technologies (i.e. SAML V2, OAUTH, etc.) as well as specific vendor integration partnerships and capabilities. Please note any known instances where your product DOES NOT integrate with SSO or Federated Identity Technologies or vendors.

Liaison's UniCAS platform fully supports the industry-standard Shibboleth authentication framework common at many universities. If VCU is Shibboleth-enabled, our platform can act as a service provider to the VCU's identity provider infrastructure. We are also members of InCommon.

5. Describe the role-based authorization capabilities of the proposed solution. Does it support definition of user roles and assignment of internal access rights based on roles?

Supported. The proposed solution includes highly configurable roles and right management on a per-user basis. While there are a variety of pre-configured roles out of the box, Liaison can work with VCU to configure specific permission sets for your desired user group sets. Roles and permissioned based access have been discussed in great detail previously in this RFP response.

6. What is the standard SLA for each level of support? What are the defined incident severity levels and the corresponding SLAs? Please describe your escalation process.

Most technical support will go through your dedicated Liaison Account Manager. The Account Manager will then escalate if needed to engineering. There is also a support ticketing system that may be used that is managed by Liaison engineering support staff. The support staff at Liaison consists of a VP of Client Success and several dedicated Support teams covering our solution. Live support is available from 9 AM to 8:00 PM EST, Monday - Friday. Emails can also be sent at any time to our support teams and they will generally be returned the following business day.

Liaison uses the following severity levels to categorize reported problems:

1. Severity 1 –Critical Outage Incident:

An S1 incident is an incident the effect of which is that (i) 20% or more of the Association's Users are unable to access the System, or (ii) a critical function within the production instance ceases to operate, or its operation is severely degraded, affecting at least 20% of the Association's Users, and there is no available workaround.

2. Severity 2 – High Priority Incident:

An S2 incident is an incident the effect of which is that (i) a subset of the Association's Users is unable to access the System, or (ii) a critical function within the production instance ceases to operate, or its operation is severely degraded, and there is no available workaround, but the issue impacts less than 20% of the Users.

3. Severity 3 – Limited Business Impact Incident:

An S3 incident is an incident the effect of which is that an important feature is unavailable or severely degraded, but an alternative solution is available, or a non-essential feature is unavailable or severely degraded with no alternative solution. The impact on Users is limited loss of operational functionality.

4. Severity 4 – Minimal Business Impact Incident:

INCIDENT SEVERITY LEVEL	RESPONSE TIME	TARGET RESOLUTION TIME
S1 – Critical Outrage Incident	Two Hours	Liaison will engage its staff during business and non-business hours and shall attempt to resolve the problem within the next 8 hours. If the problem cannot be resolved in this time, Liaison shall provide a resolution time estimate. Liaison shall provide progress updates to the Association’s designated contact person at least twice daily, unless alternative reporting on any particular issue is agreed to between the Parties, until the problem is resolved.
S2 – High Priority Incident	Two (2) Business Day hours	Liaison shall commence work on resolving the deficiency within two (2) working hours during Business Days and shall engage staff during regular working hours until an acceptable resolution is achieved. Liaison shall provide progress updates to the Association’s designated contact person at least daily, unless alternative reporting on any particular issue is agreed to between the parties, until the problem is resolved.
S3 – Limited Business Impact Incident	Two (2) Business Days	Liaison shall commence work on resolving the deficiency within two (2) business days of notification and shall engage staff during business hours until an acceptable resolution is achieved Liaison shall provide progress updates to the Association’s designated contact person at least every other day, unless alternative reporting on any particular issue is agreed to between the parties, until the problem is resolved.
S4 – Minimal Business Impact Incident	Within three (3) Business days	Liaison will commence work on resolving the deficiency and corrective steps will be considered for a future release. The frequency of progress updates will be determined by support.

7. How many revisions from current product are you still supporting?

As a SaaS platform, all our clients are on our current version - it is continuously upgraded.

8. Do you have a 3rd party attestation of controls or certification such as an SSAE-16, ISO 2700X or a penetration test? Please provide any additional details that would demonstrate system controls.

Our hosting environment is fully SSAE-16 certified and a copy of this certification is available in the Appendix of this RFP response. We also regularly undergo security and penetration testing by Rapid7, a Boston-area enterprise security firm.

9. Please describe the capabilities to encrypt data at rest and in transit.

All data is encrypted using industry standard SSL/TLS for data in transit and modern encryption libraries (PGP) for sensitive data in rest, such as social security numbers. Please see the previous discussions in the RFP response regarding encryption and data security.

10. Please provide documented configuration, end-user, administrative and support guides.

A large library of training materials will be provided to VCU at that start of implementation. As a current client of many of Liaison's national CAS services, however, VCU can access most of this directly within their current logins to WebAdMIT. All help manuals, training videos, and user guides are posted in the Support Resources section of WebAdMIT, and task specific YouTube videos are readily accessible within each functional area of the tool.

11. For an on-premise solution if offered: Please provide implementation procedures that describe the activities required to deploy or promote the configurations and customizations into a higher-level environment (i.e. non-production to production), including a rollback plan, and criteria used to confirm successful deployment (i.e. implementation checklist).

This is not applicable to Liaison's RFP response.

12. Please describe your backup and recovery process. Attach or reference additional documents as necessary. Please include standard recovery time SLA's.

Liaison will provide backup and disaster recovery services.

1. Backups: Liaison will perform a full database backup daily and incremental transactional backups every 15 minutes.
2. Disaster Recovery: Liaison's Recovery Time Objective is four (4) hours, and Liaison's Recovery Point Objective is thirty (30) minutes.

UniCAS runs on a purely virtualized infrastructure, meaning that the failure of any hardware component will not bring down any part of our application. All virtual machines that are part of the UniCAS infrastructure are imaged and backed up daily. This creates excellent high availability for the platform, and protects against unplanned downtime. All the actual data underlying the UniCAS platform is replicated to 4 locations via EMC SAN technology, and is backed up offsite daily. Our primary UniCAS databases are additionally replicated to two highly available standby replicate databases. In the event of a disaster or a hardware failure, not only do we have the actual data replicated in 4 locations via our SAN, but we have two "warm-standby" data servers ready to re-establish service. We have redundancy on all our servers and our primary AT&T datacenter has never experienced a

datacenter-wide outage. In the event of such a full datacenter or regional disaster, Liaison's RTO is 4 hours and our RPO is 30 minutes.

13. Please provide an overview of your disaster recovery plan (DRP) including measures such as offsite backup storage, RTO/RPO, warm/hot site availability, etc.

As previously detailed in this RFP response, Liaison will provide backup and disaster recovery services.

1. Backups: Liaison will perform a full database backup daily and incremental transactional backups every 15 minutes.
2. Disaster Recovery: Liaison's Recovery Time Objective is four (4) hours, and Liaison's Recovery Point Objective is thirty (30) minutes.

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i. Does your company accept the terms and conditions as presented in Section XI, General Terms and Conditions, Section XII, Special Terms and Conditions, and Section XIII, Special Terms and Conditions Information Technology?

Liaison agrees to most of the terms and conditions as listed in each section with the following exceptions:

If "NO," identify the specific term and condition(s) and the reason for non-compliance.

Section XI:

I. A. For discussion. Liaison does not agree to Termination for Convenience as written on page 28, #3 of the Purchasing Manual, but we are amenable to discuss conditions for termination.

I. R. For further discussion. Liaison is fine with the general insurance coverage request, but cannot agree to open ended liability as written/implied.

II. F. As above, Liaison does not agree to Cancellation of Contract as written, but we are amenable to discuss conditions for cancellation.

III. G. and III. H. In a continuous effort, Liaison develops software to be 508 compliant and expects to be in compliance for VCU at time of roll-out. A copy of our VPAT is available upon Request.

III. I. 11. For further discussion, depending on which hosting providers are used in this deployment, which could include AT&T, AWS and/ or PayPal, each of which can provide SSAE-16 and SOC compliance documentation (The AT&T documentation is located in the Appendix).

Section XII:

XII. F. : As above, Liaison does not agree to Cancellation of Contract as written, but we are amenable to discuss conditions for cancellation.

XII.M. : As above, Liaison will need to discuss with VCU the conditions regarding liability limitations.

j. Submit a copy of the warranty. State the start of the warranty period and the end of the warranty period.

The warranty period begins at contract signing and ends at contract termination. The Liaison standard warranty statement is:

Representations, Warranties and Covenants; Indemnification

1.1. Representations and Warranties of Both Parties. Each party represents and warrants to the other party as follows:

- (a) It has full power and authority and has taken all corporate action necessary to enter into and perform this Agreement;
- (b) The execution and performance by it of its obligations hereunder will not constitute a breach of, or conflict with, any other agreement or arrangement, whether written or oral, by which it is bound; and
- (c) This Agreement is its legal, valid and binding obligation, enforceable in accordance with the terms and conditions hereof.

1.2. Additional Representations, Warranties and Covenants of Liaison. Liaison further represents, warrants and covenants to the Institution as follows:

- (a) As of the Effective Date, Liaison has extensive experience with the design, development, maintenance and support of application service management systems and with the administration, management, and operation of centralized application services, and, at all times during the Term of this Agreement, Liaison will have the skilled personnel, computer equipment and other hardware, software, and other material necessary to perform the Services in a manner that meets or exceeds generally accepted industry standards..
- (b) All Services performed by Liaison under this Agreement shall be accomplished and provided in compliance with all applicable laws and regulations now or hereafter in effect, including, without limitation, the Family Educational Rights and Privacy Act (20 USC §1232g) (FERPA), and shall be equal to or above generally accepted industry standards.
- (c) Liaison's performance of the Services does not and shall not violate any law, rule or regulation, or constitute a breach of any contract with any third party.
- (d) Liaison has full unencumbered right and authority to use all computer hardware, software and other material necessary for the performance of the Services as contemplated by this Agreement, whether through ownership, under license or otherwise.
- (e) Liaison will host the Subscription Services and make the Subscription Services available as a service on virtualized, redundant infrastructure within a secure datacenter. All data created and stored by the Subscription Services resides on a replicated storage area network. All the Subscription Services systems shall be backed up periodically and the backup media will be stored in a secure off-site location.

(f) The System will be free from material programming and other errors and from defects in materials and workmanship, will operate substantially in accordance with the applicable documentation and will be free from frequent errors and defects.

(g) Liaison shall carry and maintain, during the Term of this Agreement, the following insurance:

1. General Liability - \$1,000,000 per occurrence, \$1,000,000 personal and advertising injury, \$2,000,000 general aggregate limit, including contractual liability;
2. Professional Liability - \$3,000,000 per occurrence and aggregate, including errors and omissions in the performance of services herein and network security, security liability, cyber extortion, and protection of information from computer attacks; and
3. Umbrella Liability Policy with a \$3,000,000 limit.

Additionally, **Liaison guarantees VCU's implementation.**

Our implementation methodology has been proven over time. We routinely achieve go-live dates on time and on budget. As evidence of our professionalism and devotion to our clients, we've made the bold commitment of "guaranteeing" our implementation, which is unparalleled amongst vendors doing business with higher education. We're confident that the other RFP responders will not make the same guarantee. To ensure timely and high quality delivery, prior to each sale we approach the engagement in a very thoughtful manner so that we do not compromise or over promise on what we will deliver and when. Our reputation in the marketplace has been and will continue to be our biggest asset, and we want to make sure that it is reflected in our relationship with VCU.

Therefore, simply put, if Virginia Commonwealth University is not 100% satisfied with the outcome of the solution implementation, Liaison will re-implement the solution at our expense. Virginia Commonwealth University is the sole determinant of your satisfaction and acceptance of the implemented solution. This is a guarantee without conditions.

k. Provide an implementation schedule indicating how long after the award of the contract it shall take your company to allocate the resources and deliver and install the system for use at VCU.

Please see the previous discussions regarding implementation in this RFP response including sample project timelines, staffing and approach. Based on most contracts, a typical onboarding is 3 - 6 months. However - it is important to note that most of this time is non-technical – making decisions on the content of the application(s), configuring users and workflows in the WebAdMIT admissions tool, etc. are generally activities that take time for the university to agree upon and gain buy-in from their constituents.

Liaison will provide a consolidated project schedule once we have outlined all your needs for the solution during a scoping call.

l. Describe the process for problem resolution for the proposed products and services.

This is outlined in our SLA, included previously in this RFP response.

m. Does your company agree with the Procurement Requirements in Section VI.I.?

Except for Section VI.I.2. as noted, Liaison agrees to all the remaining items in VI.I.

If “NO,” identify the specific term and condition(s) and the reason for non-compliance.

As previously noted, Liaison has the following items:

I. A. For discussion. Liaison does not agree to Termination for Convenience as written on page 28, #3 of the Purchasing Manual, but we are amenable to discuss conditions for termination.

I. R. For further discussion. Liaison is fine with the general insurance coverage request, but cannot agree to open ended liability as written/implied.

II. F. As above, Liaison does not agree to Cancellation of Contract as written, but we are amenable to discuss conditions for cancellation.

III. G. and III. H. In a continuous effort, Liaison develops software to be 508 compliant and expects to be in compliance for VCU at time of roll-out. A copy of our VPAT is available upon Request.

III. I. 11. For further discussion, depending on which hosting providers are used in this deployment, which could include AT&T, AWS and/ or PayPal, each of which can provide SSAE-16 and SOC compliance documentation (The AT&T documentation is located in the Appendix).

4. Submit information about the qualifications and experience that your company has to provide the Application Vulnerability Scanner products and services.

Liaison is uniquely positioned and highly qualified to completely fulfill the complexity of requirements identified within your RFP. We have an extremely rich, twenty-five-year history, of providing configurable enrollment solutions for many types of institutions, ranging from small private colleges, to large public systems. Today, Liaison helps power undergraduate and graduate admissions offices on over 900 traditional campuses across the United States including Virginia Commonwealth University. Currently Liaison processes over 5,646 graduate admissions applications annually for VCU’s dental, healthcare administration, occupational therapy, pharmacy, nursing and physical therapy programs via our national centralized application services. It is this same solution that you are already familiar with that we are presenting to be used in service to the rest of your graduate programs that do not have a national centralized application service to participate in.

Within the last few years several other universities, like VCU in scope and breadth of offerings, have made the move to deploy UniCAS. These include:

Boston University
University of Southern California
Northeast Ohio Medical University
Oregon Health Science University
Texas Tech University
The University of Tennessee Health Science Center

Thomas Jefferson University
University of Nebraska Medical Center
University of South Alabama
University of San Diego
Weill Cornell Medical College
Augusta State University
Northeastern University

As a testament to our ability to deliver large scale-projects, we will be going live in June 2017 at the California State University System, managing over 1.1 million undergraduate and graduate applications within the 23-campus system (this will more than double Liaison's current application annual processing volume). Here's what our clients are saying about Liaison and the UniCAS solution:

"UniCAS helps deliver an excellent applicant experience while allowing each program to maintain its unique brand identity and application requirements. Best of all, with UniCAS, our programs can be more self-sufficient when configuring their applications and review process." - *Tim Brunold, Dean of Admissions, The University of Southern California*

"We've seen vast improvements in our admissions process with UniCAS, and the numbers prove it: our applicant pool has risen to 12% due in part to our new application, and our application review time has been reduced from over 8 days to 1-2 days. The speed with which we've been able to realize these results is all thanks to Liaison's impressive implementation and account management team. Their level of attention to detail makes it clear that Liaison values each of their clients' unique goals and is committed to making solutions that work for them. We implemented is just 1- weeks!" - *Matthew Cipriano, Manager, Enrollment and Education Operations, Weill Cornell Graduate School of Medical Sciences*

"We made a strategic decision to modernize our approach toward application management. UniCAS helped my team stay laser-focused on strategic, high touch admissions. Some of our colleagues at other colleges are still waiting on their application portals from other vendors. We are extremely thankful for the prompt attention, and I will not be bashful about stating my satisfaction with the process." - *Don Thomason, Dean, College of Graduate Health Sciences, The University of Tennessee Health Science Center*

"If your goal is to increase staff efficiency, and/or eliminate campus-based processing of manual administrative tasks, UniCAS and its supportive services will help meet either of these goals. Our time to process an application shifted from weeks to days." - *Jim Barrett, Director of Admissions; Northeast Ohio Medical University*

"We reduced decision making time by 50% by allowing Liaison to recalculate GPAs (overall and subject area), eliminating transcript processing and filing, and becoming completely paperless." - *Tamara Cardin, Academic & Student Affairs Specialist, University of Nebraska Medical Center*
"Remarkable! This year, as the number of applications doubled, processing them took less time than manually processing half as many the year before." - *Jonathan Parker, Assistant Director of Pharmacy Admissions, Stamford University*

Metrics that support and provide evidence to the scale and performance that Liaison can provide:

- In January 2017, our peak month due to application cycle deadlines, Liaison handled 44,990 phone calls and 28,643 emails from student applicants.
- In 2016, Liaison managed a combined total of 695,727 applicant support communications (427,086 support calls and 268,641 support emails) with a 99% first-call resolution.
- Documents and data received are scanned, indexed and matched to individual applicant records the same day they are received, and available to clients within WebAdMIT as completed. Liaison processed over 1,000,000 documents during the 2016-17 admissions cycle not including those we receive electronically.
- Verification of all academic transcripts and coursework entered by applicants against their official transcripts, including degree verification and specific GPA calculations for applications received.
 - The average is 3.52 days from receipt of final official transcript. This is a reduction of 1.48 days from the prior year and continues to decrease with each application cycle.

Liaison ramps FTEs during peak times of the year, with staff working extended daily hours, weekends and holidays to meet the demand. Some relevant metrics regarding Liaison's performance in 2016*:

- Average wait time for students contacting Liaison was 1:25 (85 seconds).
- Students have the option of requesting a call-back versus remaining on hold. Call backs are returned within 4 hours.
- Average student satisfaction rating for Liaison's service were 4.63 on a 5.0 scale, exceeding typical call center support metrics.

Support for campus based users of WebAdMIT (Liaison's support for our clients):

- Phone calls were answered in less than 1 minute (average wait time was 21 seconds)
- First-call resolution of issues was 86% with all others resolved within 1 day
- Resolution of submitted tickets was less than 1 day – Median average of closed tickets is 0.9 days
- Satisfaction rating for client support is 4.69 on a 5.0 scale, exceeding typical call center support metrics

**Seasonality variances do occur*

a. Describe the firm's qualifications and experience providing the required products and services during the last three (3) years. Information provided should include, but is not limited to, comparable accounts in higher education and the scope of the services. Include information for a minimum of three (3) similar accounts, describing the types of projects and the scope of the services provided. Please include contact information with the name, address, email address and current phone number.

Liaison is uniquely positioned and highly qualified to completely fulfill the complexity of requirements identified within your RFP. We have an extremely rich, twenty-five-year history, of providing configurable enrollment solutions for many types of institutions, ranging from small private colleges, to large public systems. Today, Liaison helps power undergraduate and graduate admissions offices on over 900 traditional campuses across the United States including Virginia Commonwealth University. Currently Liaison processes over 5,646 graduate admissions applications annually for VCU's dental, healthcare administration, occupational therapy, pharmacy, nursing and physical therapy programs via our national centralized application services. It is this same solution that you are already familiar with that we are presenting to be used in service to the rest of your graduate programs that do not have a national centralized application service to participate in.

As a testament to our ability to deliver large scale-projects, we will be going live in June 2017 at the California State University System, managing over 1.1 million undergraduate and graduate applications within the 23-campus system (this will more than double Liaison's current application annual processing volume).

The Liaison client base continues to grow. In addition to the above, over the last three years Liaison has added the following UniCAS clients with many more considering adoption:

Boston University
University of Southern California
Northeast Ohio Medical University
Oregon Health Science University
Texas Tech University
The University of Tennessee Health Science Center
Thomas Jefferson University
University of Nebraska Medical Center
University of South Alabama
University of San Diego
Weill Cornell Medical College
Augusta State University
Northeastern University

REFERENCES: The following all use UniCAS and the solution as proposed in Liaison's response to the VCU RFP along with various optional services and Liaison's CRM module.

Boston University
Peter Groustra, Program Director
Project Management Office
Information Services & Technology
25 Buick Street
Boston, MA 02215
(617) 358-6463
groustra@bu.edu

Boston University
David Cotter, Assistant Dean, College of
Communication
640 Commonwealth Avenue
Boston, MA 02215
(617) 353-3481
dfcotter@bu.edu

University of Southern California
Ujjaini Sahasrabudhe, Interim Assistant Dean
University Park
Los Angeles, CA 90089
(213) 740-5685

usahasra@usc.edu

University of Tennessee Health Science Center
Dr. Donald Thomason, Dean Graduate Health Sciences
800 Madison Avenue
Memphis, TN 38163
(901) 448-7224
dthomaso@uthsc.edu

b. Specify the proposed personnel your company intends to assign to the project and provide proof of the expertise for the proposed system. Information needed includes but is not limited to the names, qualifications, and experience of professional IT services technicians to be assigned to the project. Resumes of staff to be assigned to the project may be used.

Below, we have included a listing of personnel that may serve as resources for this engagement. Staff will be formally assigned, and resumes provided prior to beginning the project.

- Adrian Bathurst – Implementation Manager
 - Adrian Bathurst has over a decade of higher education consulting and management experience. Originally from Washington State, Adrian holds a Bachelors of Arts in Comparative History from the University of Washington and a Masters in Professional Studies in Informatics from Northeastern University. Since 2002 Adrian has worked at both institutions of higher education as well as industry leading higher education software companies and has a unique perspective on the dynamics between service vendors and partner institutions. Prior to his arrival to Liaison, Adrian spent 8 years implementing student information systems at colleges and universities throughout the United States and the Caribbean.
- Emma Burton – Director, Account Management
 - As director of account management, Emma Burton manages and consults for over 40 colleges across the nation, implementing cross media communication plans that fit the needs of each client. Prior to working at Liaison, Emma was the Marketing Director for a media company and spearheaded innovative projects such as a search engine for books, and a developmental OMS for a Fortune Global 500 company. Emma's passion for innovation, strategy and project management gave her a solid foundation to work at Liaison.
- Mike Margitich – Vice President, Implementation
 - As Liaison's vice president of implementations, Mike leads a team of client-facing senior implementation managers & consultants tasked with bringing Liaison's university clients from contract signing to successful launch on our core products. He participates heavily in solutions engineering & integration design discussions with Liaison's strategic clients and sales prospects, and assists Liaison's sales team in product demonstrations and site visits aimed at closing strategic deals. Mike has more than fifteen years of experience providing ERP, CRM business intelligence, market data, and knowledge management software across the market, leading high-impact technology projects to success. He holds a B.S. in computer science and an M.S. in economics from Lehigh University, and has been with Liaison for nearly 8 years.

- Robert Ruiz – Vice President, Client Success
 - Robert is Liaison’s vice president of client success. Collectively, the client success group has responsibility for client satisfaction, program adoption and usage, as well as implementation, training, and customer support for associations, institutions, and programs. Robert comes to Liaison with 25 years of admission and enrollment management experience, including work in diversity-based admissions, emerging technologies, operational efficiencies, and process management. He has held senior admission roles at Tulane University, Oklahoma State University College of Osteopathic Medicine, and served as vice president of application services for the American Association of Colleges of Osteopathic Medicine. Most recently Robert served 10 years as the Director of Admission at the University of Michigan Medical School. He has a B.A. in Sociology and Spanish and a M.A. in Higher Education Administration from the University of Michigan.

c. Does the offer include a single primary point of contact for the VASCUPP institutions for sales, support and problem resolution? If so, please provide the name and contact information.

Michael O'Connor
Regional Vice President
moconnor@liaisonedu.com
(757) 675-5169

d. Information demonstrating the Contractor’s financial stability to include:

1. Full name, address, and telephone number of the organization;

Liaison International
311 Arsenal Street
Suite 15
Watertown, MA 02472
(617) 926-0504

2. Date the firm was established;

Liaison has served institutions of higher education for over two decades. Founded in 1990, we develop technology and offer services that streamline admissions and facilitate student engagement from first expressed interest to first day on campus.

3. Ownership (e.g. public company, partnership, subsidiary, etc.);

Liaison International is a privately held company, of which Warburg Pincus (NY, NY) is the majority owner.

4. If incorporated, provide the state of incorporation;

Liaison is incorporated in the state of Delaware.

5. Number of full-time employees on January 1st for the last three (3) years or for the duration the firm has been in business, whichever is less.

January 1, 2017 – 295 FT employees

January 1, 2016 – 232 FT employees

January 1, 2015 – 171 FT employees

e. Provide a list of institutions of higher education with which the firm has a signed term contract.

Liaison currently serves more than 38 associations and over 900 colleges (5,200 programs) across the United States. Today, we process over 1,200,000 graduate admissions applications annually for institutions including Boston University, University of Southern California, Weill Cornell Medical, and University of Tennessee Health Science Center, to name just a few. With the projected go-live of the California State University system's 23 colleges in June 2017, our processed applications will well exceed two million. Recent additions that are beginning deployments include Northeastern University, South Alabama University and Texas Tech University. Liaison has exclusively supported the higher education marketplace since our company's inception in 1990. A complete client list will be furnished upon execution of a non-disclosure agreement.

f. Provide the amount of annual sales the firm has with each VASCUPP Member Institution. A list of VASCUPP Members can be found at: <http://www.vcu.edu/procurement/coopcon.htm>.

We had the following sales directly with VASCUPP members in the past year for software licenses that support the participation in the national centralized application service for Physical Therapy programs, PT CPI Web and APTA PT CSIF Web:

Radford University \$1,650

Virginia Commonwealth University \$1,650

Old Dominion University \$1,650

5. Small, Women-Owned and Minority-Owned Business Commitment: Firm must complete and submit Appendix I unless the firm is a Department of Small business and Supplier Diversity (DSBSD) certified small business. DSBSD certified small businesses must include their certification number on the coversheet of this RFP, but are not required to complete Appendix I.

6. Invoicing and Payment:

Firm must complete and submit Appendix II.

VII Pricing Schedule

A. Offerors shall provide all costs associated with license price, set-up, implementation, hosting, training and maintenance to include all items described in Section VI. STATEMENT OF NEEDS for the proposed solution. Offerors shall provide additional costs associated with the STATEMENT OF NEEDS, as appropriate. Offerors shall complete and submit the Pricing Schedule below.

B. Project Price Proposal: In paragraph form describe the proposed Total Price for the Online Graduate Admissions Application to include details about how the software is licensed (named user, concurrent user, site license, a hosted solution, etc...), rates and job titles for professional IT services for implementation, upgrades, customization or training, maintenance and support to include Help Desk assistance, and any hardware costs. The Total Price shall be for complete implementation and installation ready for the use at VCU. Extra charges shall not be allowed. Pricing shall include inside delivery (e.g. freight, transportation) charges, F.O.B. Destination/Prepaid.

The fixed price for VCU is \$115,000 plus annual 3% increases in years 4 and 5 of the contract. This includes a one-time fixed cost for implementation in the first year for \$50,000 to be paid in advance at contract signing before project kick off. The annual fixed subscription cost is based on the number of graduate admissions applications to be processed by Liaison as described within this RFP response. Based on the estimate of 7,000 graduate admissions applications received by VCU annually, this comes to \$65,000 per year or \$9.24/application.

VCU does not pay for any of the graduate admissions applications received and processed by Liaison through any of our national centralized application services. Currently, Liaison processes over 5,646 graduate admissions applications annually for VCU's dental, healthcare administration, occupational therapy, pharmacy, nursing and physical therapy programs. This is a savings of approximately \$372,636 per year based on Liaison's study of what a university typically spends to process a graduate admissions application.

As graduate admissions application volume increases the price per processed application may go down. Liaison will review with VCU on an annual basis graduate application volumes, and may adjust the price accordingly.

The price is complete and includes all modules described within this RFP response, maintenance, upgrades, support and Help Desk for VCU staff.

Liaison's UniCAS solution is a SaaS based model that provides unlimited use by VCU staff as part of the annual fixed subscription model.

There are no hardware costs.

Liaison employs a large development and implementation team. Resumes and position titles will be shared prior to implementation. Please see the rate card below for any work or special project that is considered out of scope. Please see the sample implementation plan and description described earlier in this RFP response to determine what is typically within scope. As each deployment is unique, the final scoping of the project is determined during contract negotiation with VCU. Typical out of scope items that require a separate SOW include hands-on development for custom system integrations that require additional development work to the use of Liaison APIs as discussed earlier in this RFP response (in nearly all cases the Liaison APIs are sufficient to meet this requirement), 3rd party payment systems other than those with which Liaison currently maintains an integration, and custom reporting beyond available reports within the standard WebAdMIT platform as described previously in this RFP response.

Standard Rate Cards:

- Liaison’s standard billing rate for additional development work: \$200/hour
- Liaison’s standard billing rate for additional non-development work: \$150/hour
- Development work is defined as any work related to software design/architecture, coding and technical testing. Other types of works are considered non-development.

Many of Liaison's clients use their graduate admissions application fees to cover the cost of the UniCAS solution; either taking the per application cost from the existing application fee (**no additional budgetary impact** to the university), or they raise the application fee to cover the per application cost (UniCAS is provided to the university on a true **"no cost"** basis). Liaison will simply take the per application fee out of the collected graduate admissions application fees VCU charges students and remit the balance to the university.

C. Pricing Schedule

Description	Price
Online Graduate Admissions Application	\$ 65,000
Total hardware, if applicable	\$ 0
a. individual hardware price	\$ 0
b. discount for hardware	0 %
Fixed price for implementation and installation	\$ 50,000
a. List the job titles and hourly rates that total to the fixed price for implementation (please see VII B. for related information)	
Hosting price for the first year, if applicable	\$ 0
Maintenance and support for the first year	\$ included

Training

\$ included

Total Price for Section VIII.C.

\$ 115,000

Optional Services:
Please see VII B. for details.

VCU has the option to take advantage of additional Liaison services (described in greater detail previously in this RFP response), depending upon need, for:

- **Applicant Support:** Email, Phone and Live Chat support for applicants during their application process. This service is branded for VCU (Liaison is transparent to the student applicant). Liaison Customer Service Representatives (CSRs) respond to applicants about application procedures, technical difficulties or questions, forgotten log in credentials, status checks, but refer advising questions (such as fit or chances for enrollment) back to enrollment at VCU.
- **Application Processing:** Receipt, opening, scanning of official transcripts, reconciled to each unique applicant record/application, to be consolidated with all other documentation and references including those received electronically.
- **Coursework Verification:** Verification of an Applicant's coursework entry against their official transcript, which includes pre-requisites that may be required as part of enrollment qualifications or decisions, and course work to be used in calculation of GPAs.

These services can be selected on a school/college basis individually or collectively (i.e. Business selects all the above but the Engineering does not, Arts and Science just wants Applicant Support). This is completely up to VCU. Final pricing is determined by the graduate admissions application volume for each service, and are provided on a per application basis. Typical per application costs for each service are:

- \$3.00/application for Applicant Support.
- \$4.00/application for Application Processing.
- \$4.00/application for Coursework Verification.

For example, if VCU elects to have Liaison perform all services for all graduate admissions applicants, Liaison will charge VCU an additional charge of \$11.00/graduate admissions application processed, or, using 7,000 graduate admissions applications as the volume, an additional annual fee of \$77,000 for the services.

Appendix A – VCU Required Forms



RFP - Addendum

DATE: March 10, 2017

ADDENDUM NO. 01 TO ALL OFFERORS:

Reference - Request for Proposals: RFP# 7412542JC

Commodity/Title: Online Graduate Admissions Application
Issue Date: March 9, 2017
Proposal Due: April 5, 2017 at 11:00 AM

The above is hereby changed to read: **See Attached.**

NOTE: A signed acknowledgment of this addendum must be received by this office either prior to the proposal due date and hour or attached to your proposal. Signature of this addendum does not constitute your signature on the original proposal document. The original proposal document must also be signed.

Very truly yours,

Jackie Colbert

Liaison International

Name of Firm



Signature/Title

April 4, 2017

Date

Reference Page 5, Section V.: Replace the date and time for submission of questions to the following:

OFFEROR INFORMATION REQUESTS:

The opportunity for potential Offerors to present questions and obtain clarification relative to any facet of this solicitation is from the issue date of the RFP until March 21, 2017 at 2:00 PM EDT. Submit all questions to Jackie Colbert, jcolbert@vcu.edu. The questions and clarifications will be issued in an addendum to the RFP.

Reference Page 11, Section VII.B.2.: In the first sentence replace application vulnerability scanner with Online Graduate Admission Application as follows:

Describe in detail the proposed license model for the Online Graduate Admissions Application.

Reference Page 16, Section VII.B.4.: Replace Application Vulnerability Scanner with Online Graduate Admission Application as follows:

Submit information about the qualifications and experience that your company has to provide the Online Graduate Admissions Application products and services.



VCU

VIRGINIA COMMONWEALTH UNIVERSITY

RFP - Addendum

DATE: March 23, 2017

ADDENDUM NO. 02 TO ALL OFFERORS:

Reference - Request for Proposals: RFP# 7412542JC

Commodity/Title:	Online Graduate Admissions Application
Issue Date:	March 9, 2017
Proposal Due:	April 5, 2017 at 11:00 AM

The above is hereby changed to read: **See Attached.**

NOTE: A signed acknowledgment of this addendum must be received by this office either prior to the proposal due date and hour or attached to your proposal. Signature of this addendum does not constitute your signature on the original proposal document. The original proposal document must also be signed.

Very truly yours,

Jackie Colbert

Liaison International

Name of Firm

Signature/Title

April 4, 2017

Date

REGIONAL VICE PRESIDENT

Questions for Clarification Submitted By Potential Offerors for RFP# 7412542JC

The questions submitted by potential proposers and the answers from VCU are below. The clarifications are in bold and italics.

1. Section VI – B – Configurable for the needs of international applicants – Can you elaborate on what you are looking for in regards to supporting international applicant needs? For example, does the application need to have multi-lingual support?

Must accommodate foreign address and telephone number entry and must have a means to separate confidential immigration documents and data not required for decision review from those data and documents that are required for decision review. As an example - uploaded Visa's should not be able to be viewed by academic programs.

2. Section VI – D – Integration with Banner and ImageNow – What version of Banner do you currently employ? What version of ImageNow do you currently employ?

Our current BANNER versions are General 8.8.9, Student 8.11, and Financial Aid 8.28. It is expected that we will upgrade to BANNER 9 prior to deployment of a new online graduate application. Our current ImageNow/Perceptive Content version is 7.1.5.

3. Can you list out all the 3rd party centralized application systems where you would want the data to be pulled into the application system?

In Section VI. A.1.a), Statement of Needs, Business Purpose, Third-party online admission application information was informational only about the products we currently use. VCU does not expect the proposed online application to receive data from all of our other application products.

4. Can you provide the FTE for the Graduate Population at VCU?

Fall 2016 our FTE for the Graduate population was - 3,835

5. For the requirement:

- “Does the system allow for customized views based on administrative user role and preference?”

Can you please specify what kind of views are being requested here? Does this mean different administrators need to see different and specific data elements, or is this referring to a dashboard view?

Administrators and faculty from multiple programs should only be able to see data and documents specific to applicants to their specific program so this must be configurable in the user permissions. As an example, the Department of Chemistry should be prevented from viewing data and documents for applicants to the School of Business. Within the School of Business, faculty who are assigned to review Masters of Accountancy applicants should be excluded from viewing Master of Information Systems applicants.

6. For the requirements on page 6 and page 12:

- “Applicants must be able to upload documents and the product should accept documents in varying sizes.”
- “What document types and document sizes can be accepted by the product for upload from applicants?”

Do you have preferred quota (maximum total storage size) per each applicant? Is there an expected time when the documents are allowed to expire remaining on the system (e.g. after files are uploaded/downloaded, after the application is closed, etc.)?

We do not have a preferred maximum total storage size per applicant but expect that the vendors will indicate if their product has a maximum and what that maximum is. It is preferred that documents should remain available on the system for 3 admission terms, or 1 year.

7. For the requirement on page 7:

- “It is expected that data should move in both directions between Banner and the application system and documents must be able to be integrated into ImageNow.”

Can you please specify what kind of data (and/or data formats) does VCU expect to be integrated into the application solution?

This question is dependent upon the proposed solutions capabilities, but at minimum the data the solution should expect to receive standard text delimited file uploads and .pdf images.

8. What image file types are currently being collected aside from PDFs? Are there any other file types required that are not currently being collected?

VCU currently collects .pdf documents which are subsequently converted to a tif file upon import into ImageNow. This is the minimum requirement. Other additional options may be proposed by the vendor.

9. How much control does VCU need for being able to create/add/edit questions on the application? In other words, do you expect to have this need for all questions on the application, or just certain ones?

VCU prefers the ability to create/add/edit all questions on the application.

10. Does VCU need its applicants to have the ability to submit multiple applications to a single program, or is it one application per program and the applicant can then submit to multiple programs at once?

Applicants must be able to apply to multiple programs for the same term of entry. There is a core set of university required data but each program may have individualized requirements, as well.

APPENDIX I

PARTICIPATION IN STATE PROCUREMENT TRANSACTIONS SMALL BUSINESSES AND BUSINESSES OWNED BY WOMEN AND MINORITIES

The following definitions will be used in completing the information contained in this Appendix.

Definitions

- **Small business** is an independently owned and operated business which, together with affiliates, has 250 or fewer employees, or average annual gross receipts of \$10 million or less averaged over the previous three years. Nothing in this definition prevents a program, agency, institution or subdivision from complying with the qualification criteria of a specific state program or federal guideline to be in compliance with a federal grant or program.
- **Women-owned business** is a business concern which is at least 51 percent owned by one or more women who are U.S. citizens or legal resident aliens, or in the case of a corporation, partnership or limited liability company or other entity, at least 51 percent of the equity ownership interest in which is owned by one or more women, and whose management and daily business operations are controlled by one or more of such individuals.
- **Minority-owned business** is a business concern which is at least 51 percent owned by one or more minorities or in the case of a corporation, partnership or limited liability company or other entity, at least 51 percent of the equity ownership interest in which is owned by one or more minorities and whose management and daily business operations are controlled by one or more of such individuals.
- **Minority Individual:** "Minority" means a person who is a citizen of the United States or a legal resident alien and who satisfies one or more of the following definitions:
 - "Asian Americans" means all persons having origins in any of the original peoples of the Far East, Southeast Asia, the Indian subcontinent, or the Pacific Islands, including but not limited to Japan, China, Vietnam, Samoa, Laos, Cambodia, Taiwan, Northern Marinas, the Philippines, U. S. territory of the Pacific, India, Pakistan, Bangladesh and Sri Lanka and who are regarded as such by the community of which these persons claim to be a part.
 - "African Americans" means all persons having origins in any of the original peoples of Africa and who are regarded as such by the community of which these persons claim to be a part.
 - "Hispanic Americans" means all persons having origins in any of the Spanish speaking peoples of Mexico, South or Central America, or the Caribbean Islands or other Spanish or Portuguese cultures and who are regarded as such by the community of which these persons claim to be a part.
 - "Native Americans" means all persons having origins in any of the original peoples of North America and who are regarded as such by the community of which these persons claim to be a part or who are recognized by a tribal organization.
 - "Eskimos and Aleuts" means all persons having origins in any of the peoples of Northern Canada, Greenland, Alaska, and Eastern Siberia and who are regarded as such in the community of which these persons claim to be a part.

PARTICIPATION BY SMALL BUSINESSES, BUSINESSES OWNED BY WOMEN
BUSINESSES OWNED BY MINORITIES

This appendix should only be completed by firms that are not Virginia Department of Small Business and Supplier Diversity (DSBSD) certified small businesses.

Offeror certifies that it will involve Small Businesses, Women-Owned Businesses, and/or Minority-Owned Businesses (SWaM) in the performance of this contract either as part of a joint venture, as a partnership, as Subcontractors or as suppliers.

VCU has an overall goal of 42% SWaM participation for all annual purchases and seeks the maximum level of participation possible from all its contractors.

List the names of the SWaM Businesses your firm intends to use and identify the direct role of these firms in the performance of the contract. State whether the firm is a Small Business (SB), Women-Owned (WO), or Minority-Owned (MO).

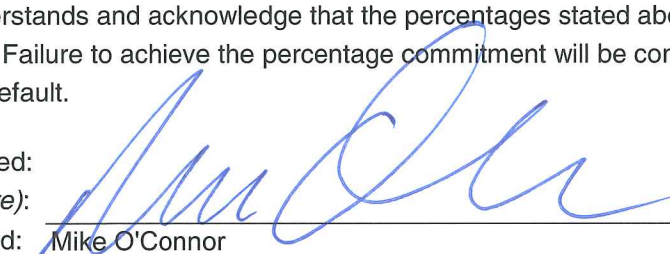
<u>Name of Businesses:</u>	<u>SB, WO, MO:</u>	<u>Role in contract:</u>

Commitment for utilization of DSBSD SWaM Businesses:
_____ % of total contract amount that will be performed by DSBSD certified SWaM businesses.

Identify the individual responsible for submitting SWaM reporting information to VCU:

Name Printed: Erin Riley, Manager, Human Resources
Email: eriley@liaisonedu.com
Phone: (617) 926-0504
Firm: Liaison International

Offeror understands and acknowledge that the percentages stated above represent a contractual commitment by the Offeror. Failure to achieve the percentage commitment will be considered a breach of contract and may result in contract default.

Acknowledged:
By (Signature): 
Name Printed: Mike O'Connor
Title: Regional Vice President
Email: moconnor@liaisonedu.com

Note: Small, Minority and/or Women-owned business sub-contractors are required to become certified and maintain certification through the Virginia Department of Small Business and Supplier Diversity (DSBSD; <http://www.sbsd.virginia.gov/swamcert.html>) to fulfill the Offeror's commitment for utilization.

APPENDIX II INVOICING AND PAYMENT

Invoicing:

The Contractor shall submit a fully itemized invoice to Virginia Commonwealth University, Accounts Payable and Support Services, P. O. Box 980327, Richmond, VA 23298-0327, that, at minimum, includes the following information: the Virginia Commonwealth University purchase order number; a description of the goods or services provided; quantities; unit prices; extended prices; and total prices. Payment will be issued in accordance with the payment method selected below and with the Commonwealth of Virginia Prompt Payment Legislation.

Upon request by VCU, the Contractor shall submit invoices electronically using the Ariba Network or other e-commerce channel utilized by VCU; and agrees to comply, within reason, with any future e-commerce initiatives including, but not limited to: procurement, procurement content, sourcing or any other electronic procurement and sourcing solutions.

Questions regarding this method of invoicing should be sent to: ecommerce@vcu.edu.

Payment:

VCU Procurement Services is automating the payment process to the greatest extent possible. Contractors are encouraged to accept payment electronically through the commercial card program. Please review the payment methods described below and select one for your firm. By selecting the payment method below, Contractor acknowledges that the selected payment method is **not specific to the contract resulting from this solicitation and will apply to all payments made to the Contractor** by Virginia Commonwealth University. For example, if the Contractor has an existing contract(s) and is currently receiving payment by paper check, and the Contractor is now electing to receive payment by the commercial card, **all payments** will be made using the commercial card once the commercial card payment process is implemented for the firm.

Payment Methods

1. Electronically through a Wells Fargo Visa commercial card: Payment will be made ten days (10) after receipt of a proper invoice for the amount of payment due, or ten (10) days after receipt of the goods or services, whichever is later.

It is the Contractor's responsibility to contact its banking institutions to determine any credit limit that may restrict the payment of invoices. It is the Contractor's responsibility to have its credit limit raised as necessary to facilitate the timely payment of all invoices. Invoices exceeding the Contractor's credit limit will be returned unpaid.

Failure to accept the commercial card after award of contract will be considered a contract compliance issue and will be addressed accordingly. In addition, invoices will be returned without payment until the Contractor can accept the payment through the commercial card.

Questions regarding this method of payment should be sent to commcard@vcu.edu.

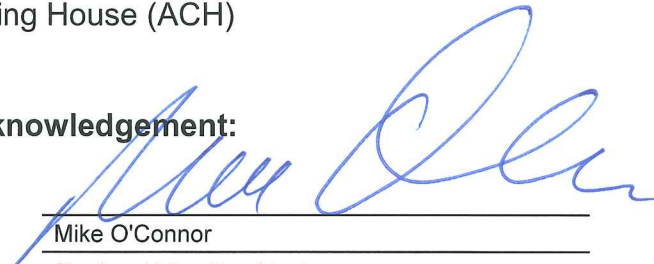
2. **ACH:** Electronic payment via automated clearing house (ACH) to the vendor provided bank account of record. Payment is processed thirty (30) days after receipt of a proper invoice for the amount of payment due, or thirty (30) days after receipt of the goods or services, whichever is later. Additional information about ACH payments is available at: <http://treasury.vcu.edu/banking/vendor-ach/>.

Contractor must indicate the method of payment selected:

Commercial Card Payment (Wells Fargo VISA)
 Automated Clearing House (ACH)

Invoicing and Payment Method Acknowledgement:

Signature:
Name Printed:
Title:
Name of Firm:
Date:



Mike O'Connor

Regional Vice President

Liaison International

April 4, 2017

Please identify the following contact information for the individual who will serve as the appropriate point of contact within your company to be contacted by VCU Accounts Payable to implement the electronic invoicing and payment processes:

Name of the individual: Mike Kaminski
Title: Senior Accountant
Mailing address: 311 Arsenal Street, Suite 115
Watertown, MA 02472
Email address: mkaminski@liaisonedu.com
Phone number: (617) 926-2905
Fax number: (617) 926-0341

Liaison Negotiation Questions for RFP # 7412542JC

Online Graduate Admissions Application

- Confirm the Liaison commitment to work with your developers during implementation to create the ability to strip out confidential document uploads and residency questions from full application pdf.

To accommodate VCU's additional requirement that certain applicant uploaded documents be visible to some staff users, and other applicant uploaded documents be visible to other staff users, we are proposing the following custom development:

- Design VCU's UniCAS application to collect "confidential" documents in the common 3rd quadrant of the application (Supporting Information), and to collect all "other" applicant uploaded documents that faculty / staff need to review at the program level in the Program Materials section of the application.

- Implement a custom new feature into WebAdMIT which allows the current "Applicant Uploaded Documents" sub-panel to be split into two sub-panels - "CAS-level Applicant Uploads" and "Program-level Applicant Uploads" (exact wording TBD). This would allow existing WebAdMIT "Work Group" functionality to be leveraged to give a certain group of users' permissions to the "CAS-level Applicant Uploads" documents panel (where confidential documents would live) and to give other users permissions to the "Program-level Applicant Uploads" documents panel where applicant uploads that application reviewers should see would reside.

Our product team has estimated this new feature work at approximately 160 development hours to build and release for your targeted go-live date. At your contractual rate of \$200/hour this would result in a cost of \$32,000 to be billed separately from the core UniCAS subscription agreement.

- Confirm the commitment to assist our Tech Services team to create/configure data integration between UniCAS and Banner.

Liaison confirms this to be true. During our implementation, which we guarantee to VCU's satisfaction or we will re-implement at our expense, we will work with VCU's IT staff to develop the necessary export files and teach the IT staff to use our APIs (<https://developer.webadmit.org>) to take the data the last mile into VCU's student information system and documents into ImageNow. VCU can also explore using Axiom from SSD Technologies, but this is most likely unnecessary given the commitment from VCU's IT team during our negotiation meeting held Tuesday June 13, 2017. Once the APIs are set they can run as often as VCU desires and move all available data or a needed subset based on VCU's requirements into the student information system, and the documents into the imaging solution.

- The Virginia Freedom of Information Act does not allow VCU or any agency of the Commonwealth of Virginia to designate their entire proposal or the price paid for goods and services as proprietary or confidential. Please confirm in writing your understanding of this requirement and withdraw the designation of the entire proposal as proprietary

and confidential stated on Page 3 your proposal. Submit a list referencing sections and page numbers that specifically identifies any applicable portions of your proposal that contain trade secrets or other similar data or materials to be protected as proprietary and confidential in nature.

Liaison withdraws the Page 3 designation of our RFP response, and does not wish to list any portion of the response as proprietary or confidential.

- The commitment for the utilization of SWaM businesses certified by the Virginia Department of Small Business and Supplier Diversity (DSBSD) is one of the evaluation criteria that determines the award of the contract. VCU has a 42.0% SWaM annual expenditure goal. What percentage of the potential contract can your firm subcontract with Virginia certified SWaM's businesses? Please submit a revised Appendix I with the proposed percentage that your firm will subcontract with SWaM's businesses.

Liaison does not use any subcontractors or partners in providing its solutions.

- Please confirm how long after a contract award can your firm commit to dedicating resources for the VCU project and begin to provide the contract products and services.

Liaison is ready to start immediately after contract signing, but understands that due to summer business operations and preparation for the start of Fall 2017 classes that there are areas of VCU that may not be ready. Liaison can easily accommodate the desired start time of September 2017, but as discussed, we may find it mutually beneficial to perform certain tasks as outlined on the implementation schedule, included in the RFP response, to get ahead of the process, and for Liaison to do some of our work in advance of the start date. Either way, we will work with VCU to establish an implementation schedule that provides VCU adequate time to be live with the solution by March 1, 2018.

- With a few questions and clarifications your firm agreed to accept the RFP terms and conditions to govern any resulting contract. In the Special Terms and Conditions, any price increase at the time of renewal cannot increase by more than the All Items category of the CPI-W (Table 6) of the CPI for the latest twelve months for which statistics are available. Your firm took no exception to this Special Term and Condition. In your proposal, there is some conflicting information about a cap on price increases at the time of renewal for years 4 and 5 of the contract. Confirm agreement with the cap on price increases at the time of renewal in the RFP Special Terms and Conditions.

During a call on Tuesday June 20, 2017 that was attended by Mike O'Connor, RVP and Jim Pluntze, CFO of Liaison and Jackie Colbert, VCU Procurement Officer, it was clarified that the implementation cost of \$50,000 is a contract Year 1 item only, and that the annual fees would increase by 2.5% per year for contract years Year 4 and Year 5.

Please see the attached VCU Pricing Spreadsheet (VCU Adjusted Pricing tab) for adjusted pricing based on decisions and information provided during the Liaison-VCU Negotiation Meeting of Tuesday June 13, 2017.

- What is the discount offered on the prices proposed for the solution?

Discounts are provided based on overall application volume and the volume for which Liaison will perform optional services (i.e. based on individual academic programs that select the options and the application volume for those academic programs). The exact discounting is not something that Liaison publishes. Please see the VCU Pricing Spreadsheet and the VCU Adjusted Pricing tab for the updated pricing for VCU with and without the optional services that include all volume based discounting.

- Submit a price list with the prices discounted with the offered price reduction percentage from list price for other potential users of the contract. Include prices for all potential size contracts including, if applicable, breaks for different tier size institutions.

Please see the attached VCU Pricing Spreadsheet document and the Tiered Pricing for Future tab.

- Is the pricing offered the most favorable pricing offered to any customer for the same volume at this particular time? What additional discounts or price breaks can be offered for this contract without changing any of the project approach and deliverables proposed? Include any price reductions offered in a revised Pricing Schedule for any lower unit prices and deeper discounts.

The attached VCU Pricing Spreadsheet represents the most favorable pricing offered at this time for any customer. Liaison reserves the right to negotiate “best and final offer” pricing with any individual college, including VCU, based on the state of our business at the time of offer, the strategic value of the relationship, and any change in pricing philosophy.

The tiered pricing attached can be viewed by other potential users of the contract as the most favorable pricing Liaison is offering to any potential customer as of June 21, 2017.

- T&Cs discussion items.

Based on the phone conversation of June 20, 2017 attended by Mike O’Connor, RFP and Jim Pluntze, CFO of Liaison and Jackie Colbert, VCU Procurement Officer, the following adjustments have been made (adjustments are in red).

i. Does your company accept the terms and conditions as presented in Section XI, General Terms and Conditions, Section XII, Special Terms and Conditions, and Section XIII, Special Terms and Conditions Information Technology?

Liaison agrees to most of the terms and conditions as listed in each section with the following exceptions: (adjustments have been made to these exceptions)

If “NO,” identify the specific term and condition(s) and the reason for non-compliance.

Section XI:

I. A. For discussion. Liaison does not agree to Termination for Convenience as written on page 28, #3 of the Purchasing Manual, but we are amenable to discuss conditions for termination.

VCU and Liaison have mutually agreed that there will be no clause for Termination for Convenience.

I. R. For further discussion. Liaison is fine with the general insurance coverage request, but cannot agree to open ended liability as written/implied.

Liaison no longer has concerns with this and withdraws the exception.

II. F. As above, Liaison does not agree to Cancellation of Contract as written, but we are amenable to discuss conditions for cancellation.

VCU and Liaison have mutually agreed to the following language:

CANCELLATION OF CONTRACT: The purchasing agency reserves the right to cancel and terminate any resulting Contract, in part or in whole, without penalty, upon sixty (60) days written notice to the Contractor. Either party will have the right to terminate the resulting Contract for a material breach of the terms and conditions of such Contract by the other party (“Material Breach”) that is not cured within thirty (30) days of receipt by the breaching party of a notice of such breach. Any Contract cancellation notice shall not relieve the Contractor of the obligation to deliver and/or perform on all outstanding orders issued prior to the effective date of cancellation. For clarity, Service fees are non-refundable for cancellation of the Contract during an active service subscription period, other than in connection with a termination by the purchasing agency as a result of a Material Breach. In the event the purchasing agency terminates the Contract as a result of a Material Breach, the purchasing agency may request a refund of the remaining prorated, prepaid and unused fees associated with any of VCU’s then active subscriptions for Contractor Services.

III. G. and III. H. In a continuous effort, Liaison develops software to be 508 compliant and expects to be in compliance for VCU at time of roll-out. A copy of our VPAT is available upon Request.

Liaison has a contractual obligation with the California State University System to be compliant for their final roll out targeted for September 2017. As a result, Liaison is rectifying known items

to become fully compliant now. Liaison is confident that this work will be complete before VCU's launch date of March 1, 2018, and can provide further documentation at VCU's request.

III. I. 11. For further discussion, depending on which hosting providers are used in this deployment, which could include AT&T, AWS and/ or PayPal, each of which can provide SSAE-16 and SOC compliance documentation (The AT&T documentation is located in the Appendix).

The hosting provider will be Liaison's current vendor of AT&T.

Section XII:

XII. F. : As above, Liaison does not agree to Cancellation of Contract as written, but we are amenable to discuss conditions for cancellation.

VCU and Liaison have mutually agreed to the following language:

CANCELLATION OF CONTRACT: The purchasing agency reserves the right to cancel and terminate any resulting Contract, in part or in whole, without penalty, upon sixty (60) days written notice to the Contractor. Either party will have the right to terminate the resulting Contract for a material breach of the terms and conditions of such Contract by the other party ("Material Breach") that is not cured within thirty (30) days of receipt by the breaching party of a notice of such breach. Any Contract cancellation notice shall not relieve the Contractor of the obligation to deliver and/or perform on all outstanding orders issued prior to the effective date of cancellation. For clarity, Service fees are non-refundable for cancellation of the Contract during an active service subscription period, other than in connection with a termination by the purchasing agency as a result of a Material Breach. In the event the purchasing agency terminates the Contract as a result of a Material Breach, the purchasing agency may request a refund of the remaining prorated, prepaid and unused fees associated with any of VCU's then active subscriptions for Contractor Services.

XII.M. : As above, Liaison will need to discuss with VCU the conditions regarding liability limitations.

Liaison no has concerns with this and withdraws the exception.