



Minnesota
STATE COLLEGES
& UNIVERSITIES

P.O. Number: 49181

STATE OF MINNESOTA
MINNESOTA STATE COLLEGES AND UNIVERSITIES
SYSTEM OFFICE

PROFESSIONAL/TECHNICAL SERVICES CONTRACT

THIS CONTRACT, and amendments and supplements thereto, is between the State of Minnesota, acting through its Board of Trustees of the Minnesota State Colleges and Universities, on behalf of the System Office (hereinafter MnSCU), and CampusWorks, Inc., 1767 Lakewood Ranch Blvd. #305, Bradenton, FL 34211, an independent contractor, not an employee of the State of Minnesota (hereinafter CONTRACTOR).

WHEREAS, MnSCU, pursuant to Minnesota Statutes Chapter 136F, is empowered to procure from time to time certain professional/technical services, and

WHEREAS, MnSCU is in need of professional/technical services, and

WHEREAS, the CONTRACTOR represents it is duly qualified and willing to perform the services set forth in this contract and

NOW, THEREFORE, it is agreed:

1. **TERM OF CONTRACT.** This contract is effective on May 15, 2015 or upon the date the final required signature is obtained by MnSCU, whichever occurs later, and shall remain in effect until June 30, 2016 or until all obligations set forth in this contract have been satisfactorily fulfilled, whichever occurs first. The CONTRACTOR understands that no work should begin under this contract until all required signatures have been obtained and the CONTRACTOR is notified to begin work by MnSCU's authorized representative.

2. **CONTRACTOR'S DUTIES. The CONTRACTOR will:**

The CONTRACTOR will perform the Services and provide the Deliverables defined in the Appendix 1: Description of Services.

3. **CONSIDERATION AND TERMS OF PAYMENT.**

a. Consideration for all services performed and goods or materials supplied by the CONTRACTOR pursuant to this contract shall be paid by MnSCU as follows:

i. Compensation of Two Hundred Eighty Nine Thousand Two Hundred and 00/100 Dollars (\$289,200.00) in accordance with the breakdown of costs per payment set forth below:

1. ERP Assessment

a. Payment 1, \$51,000.00. Completion of preparing/conducting surveys.

b. Payment 2, \$109,000.00. Completion of 31 onsite listening sessions.

c. Payment 3, \$23,000.00. Report of ERP assessment completed and accepted by MnSCU.

2. Comparison

a. Payment 4, \$56,400.00. Report of Benchmarking and ERP comparison completed and accepted by MnSCU.

3. Business Case Development

- a. Payment 5, \$49,800.00. After delivery and presentation of final business case to MnSCU.
- ii. Reimbursement for travel and subsistence expenses actually and necessarily incurred by the CONTRACTOR in performance of this contract in an amount not to exceed Zero Dollars (\$0.00).
- iii. The **total obligation** of MnSCU for all compensation and reimbursement to the CONTRACTOR shall not exceed Two Hundred Eighty Nine Thousand Two Hundred and 00/100 Dollars (\$289,200.00).

b. Terms of Payment.

- i. Payment shall be made by MnSCU promptly after the CONTRACTOR'S presentation of invoices for services performed and acceptance of such services by MnSCU's authorized representative. All services provided by the CONTRACTOR pursuant to this contract shall be performed to the satisfaction of MnSCU, as determined at the sole discretion of its authorized representative, and in accordance with all applicable federal, state and local laws, ordinances, rules and regulations. The CONTRACTOR shall not receive payment for work found by MnSCU to be unsatisfactory or performed in violation of any applicable federal, state or local law, ordinance, rule or regulation. Invoices shall be presented by CONTRACTOR according to the following schedule:

Contractor shall invoice MnSCU after the completion of duties.

- ii. Nonresident Aliens. Pursuant to 26 U.S.C. §1441, MnSCU is required to withhold certain federal income taxes on the gross compensation paid to nonresident aliens, as defined by Internal Revenue Code §7701(b). MnSCU will withhold all required taxes unless and until CONTRACTOR submits documentation required by the Internal Revenue Service indicating that CONTRACTOR is a resident of a country with tax treaty benefits. MnSCU makes no representations regarding whether or to what extent tax treaty benefits are available to CONTRACTOR. To the extent that MnSCU does not withhold these taxes for any reason, CONTRACTOR agrees to indemnify and hold MnSCU harmless for any taxes owed and any interest or penalties assessed.
- iii. Entertainers. Pursuant to Minnesota Statutes 290.9201, MnSCU is required to withhold a two percent (2%) tax on the gross compensation, including reimbursable expenses, paid to non-Minnesota entertainers for any performance in Minnesota.

4. AUTHORIZED REPRESENTATIVES. All official notifications, including but not limited to, cancellation of this contract must be sent to the other party's authorized representative.

- a. MnSCU's authorized representative for the purpose of administration of this contract is:

Name: Ramon Padilla Jr.
Address: 30 7th Street East, Suite 350, St. Paul, MN 55101-7804
Telephone: 651-201-1454
E-Mail: ramon.padilla@so.mnscu.edu

Such representative shall have final authority for acceptance of the CONTRACTOR'S services and, if such services are accepted as satisfactory, shall so certify on each invoice presented pursuant to Clause 3, paragraph b.

- b. The CONTRACTOR'S authorized representative for the purpose of administration of this contract is:

Name: Natalya Boock
Address: 1767 Lakewood Ranch Blvd. #305, Bradenton, FL 34211
Telephone: 941-735-7130
E-Mail: nboock@campusworksinc.com

5. CANCELLATION AND TERMINATION.

- a. This contract may be canceled by MnSCU at any time, with or without cause, upon thirty (30) days written notice to the CONTRACTOR. In the event of such a cancellation, the CONTRACTOR shall be entitled to payment, determined on a pro rata basis, for work or services satisfactorily performed.
 - b. **Termination for Insufficient Funding.** MnSCU may immediately terminate this contract if it does not obtain funding from the Minnesota Legislature or other funding source, or if funding cannot be continued at a level sufficient to allow for the payment of the services covered here. Termination must be by written or fax notice to the CONTRACTOR within a reasonable time of MnSCU receiving notice that sufficient funding is not available. MnSCU is not obligated to pay for any services that are provided after notice and effective date of termination. However, the CONTRACTOR will be entitled to payment, determined on a pro rata basis, for work or services satisfactorily performed to the extent that funds are available. MnSCU will not be assessed any penalty if the contract is terminated because of the decision of the Minnesota Legislature or other funding source not to appropriate funds.
6. **ASSIGNMENT.** The CONTRACTOR shall neither assign nor transfer any rights or obligations under this contract without the prior written consent of MnSCU.
 7. **LIABILITY.** The CONTRACTOR shall indemnify, save, and hold MnSCU, its representatives and employees harmless from any and all claims or causes of action, including all attorney's fees incurred by MnSCU, arising from the performance of this contract by the CONTRACTOR or CONTRACTOR'S agents or employees. This clause shall not be construed to bar any legal remedies the CONTRACTOR may have for MnSCU's failure to fulfill its obligations pursuant to this contract.
 8. **WORKERS' COMPENSATION.** The CONTRACTOR certifies it is in compliance with Minnesota Statutes §176.181, subd. 2 pertaining to workers' compensation insurance coverage. The CONTRACTOR'S employees and agents will not be considered MnSCU employees. Any claims that may arise under the Minnesota Workers' Compensation Act on behalf of these employees or agents and any claims made by any third party as a consequence of any act or omission on the part of these employees or agents are in no way MnSCU's obligation or responsibility.
 9. **PUBLICITY.** Any publicity given to the program, publications, or services provided resulting from this contract, including, but not limited to, notices, informational pamphlets, press releases, research, reports, signs, and similar public notices prepared by or for the CONTRACTOR or its employees individually or jointly with others, or any subcontractors shall identify MnSCU as the sponsoring agency and shall not be released prior to receiving the approval of MnSCU's authorized representative.
 10. **MINNESOTA STATUTES §181.59.**

The Contractor will comply with the provisions of Minnesota Statutes §181.59 which require:

Every contract for or on behalf of the State of Minnesota, or any county, city, town, township, school, school district, or any other district in the state, for materials, supplies, or construction shall contain provisions by which the contractor agrees: (1) that, in the hiring of common or skilled labor for the performance of any work under any contract, or any subcontract, no contractor, material supplier, or vendor, shall, by reason or race, creed, or color, discriminate against the person or persons who are citizens of the United States or resident aliens who are qualified and available to perform the work to which the employment relates; (2) that no contractor, material supplier, or vendor, shall, in any manner, discriminate against, or intimidate, or prevent the employment of any person or persons identified in clause (1) of this section, or on being hired, prevent, or conspire to prevent, the person or persons from the performance of work under any contract on account of race, creed, or color; (3) that a violation of this section is a misdemeanor; and (4) that this contract may be canceled or terminated by the state, county, city, town, school board, or any other person authorized to grant the contracts for employment, and all money due, or to become due under the contract, may be forfeited for a second or any subsequent violation of the terms or conditions of this contract.

11. **DATA DISCLOSURE.**

- a. As a condition of this contract, CONTRACTOR is required by Minn. Stat. §270C.65 to provide a social security number, a federal tax identification number or Minnesota tax identification number. This information may be used in the enforcement of federal and state tax laws. These numbers will be available to federal and state tax authorities and state personnel involved in approving the contract and the payment of state obligations. Supplying these numbers could result in action to

require CONTRACTOR to file state tax returns and pay delinquent state tax liabilities. This contract will not be approved unless these numbers are provided.

- b. Independent Contractors. Minn. Stat. §256.998 requires MnSCU to report the name, address and social security number of independent contractors to the New Hire Reporting Center of the Minnesota Department of Human Services unless this Contract is for less than two months in duration with gross earnings of less than \$250.00 per month. This information may be used by state or local child support enforcement authorities in the enforcement of state and federal child support laws.

12. GOVERNMENT DATA PRACTICES ACT. The requirements of Minnesota Statutes § 13.05, subd. 11 apply to this contract. The CONTRACTOR and MnSCU must comply with the Minnesota Government Data Practices Act, Minnesota Statutes Chapter 13, as it applies to all data provided by MnSCU in accordance with this contract, and as it applies to all data, created, collected, received, stored, used, maintained, or disseminated by the CONTRACTOR in accordance with this contract. The civil remedies of Minnesota Statutes §13.08 apply to the release of the data referred to in this clause by either the CONTRACTOR or MnSCU.

In the event the CONTRACTOR receives a request to release the data referred to in this clause, the CONTRACTOR must immediately notify MnSCU. MnSCU will give the CONTRACTOR instructions concerning the release of the data to the requesting party before the data is released.

13. OWNERSHIP OF MATERIALS AND INTELLECTUAL PROPERTY RIGHTS.

- a. MnSCU shall own all rights, title and interest in all of the materials conceived or created by the CONTRACTOR, or its employees or subcontractors, either individually or jointly with others and which arise out of the performance of this contract, created and paid for under this contract, including any inventions, reports, studies, designs, drawings, specifications, notes, documents, software and documentation, computer based training modules, electronically, magnetically or digitally recorded material, and other work in whatever form (hereinafter MATERIALS).

The CONTRACTOR hereby assigns to MnSCU all rights, title and interest to the MATERIALS. The CONTRACTOR shall, upon request of MnSCU, execute all papers and perform all other acts necessary to assist MnSCU to obtain and register copyrights, patents or other forms of protection provided by law for the MATERIALS. The MATERIALS created under this contract by the CONTRACTOR, its employees or subcontractors, individually or jointly with others, shall be considered "works made for hire" as defined by the United States Copyright Act. All of the MATERIALS, whether in paper, electronic, or other form, shall be remitted to MnSCU by the CONTRACTOR, its employees and any subcontractors, and the CONTRACTOR shall not copy, reproduce, allow or cause to have the MATERIALS copied, reproduced or used for any purpose other than performance of the CONTRACTOR'S obligations under this contract without the prior written consent of MnSCU's authorized representative.

- b. The CONTRACTOR represents and warrants that MATERIALS produced or used under this contract do not and will not infringe upon any intellectual property rights of another, including, but not limited to, patents, copyrights, trade secrets, trade names, and service marks and names. The CONTRACTOR shall indemnify and defend, to the extent permitted by the Attorney General, MnSCU at the CONTRACTOR'S expense from any action or claim brought against MnSCU to the extent that it is based on a claim that all or part of the MATERIALS infringe upon the intellectual property rights of another. The CONTRACTOR shall be responsible for payment of any and all such claims, demands, obligations, liabilities, costs and damages, including, but not limited to, reasonable attorney fees arising out of this contract, amendments and supplements thereto, which are attributable to such claims or actions.

If such a claim or action arises, or in the CONTRACTOR'S or MnSCU's opinion is likely to arise, the CONTRACTOR shall, at MnSCU's discretion, either procure for MnSCU the right or license to continue using the MATERIALS at issue or replace or modify the allegedly infringing MATERIALS. This remedy shall be in addition to and shall not be exclusive to other remedies provided by law.

14. ANTITRUST. The CONTRACTOR hereby assigns to the State of Minnesota any and all claims for overcharges as to goods or services provided in connection with this contract resulting from antitrust violations which arise under the antitrust laws of the United States or the antitrust laws of the State of Minnesota.

15. **JURISDICTION AND VENUE.** This contract, and amendments and supplements thereto, shall be governed by the laws of the State of Minnesota. Venue for all legal proceedings arising out of this contract, or breach thereof, shall be in the state or federal court with competent jurisdiction in Ramsey County, Minnesota.
16. **AMENDMENTS.** Any amendments to this contract shall be in writing and shall be executed by the same parties who executed the original contract, or their successors in office.
17. **STATE AUDITS.** The books, records, documents, and accounting procedures and practices of the CONTRACTOR relevant to this contract shall be subject to examination by MnSCU and the Legislative Auditor for a minimum of six (6) years from the end of the contract.
18. **SURVIVAL OF TERMS.** The following clauses survive the expiration, cancellation or termination of this contract: Liability; Publicity; Data Disclosure; Government Data Practices Act; Ownership Of Materials and Intellectual Property Rights; Jurisdiction and Venue; and State Audits.
19. **AFFIRMATIVE ACTION REQUIREMENTS FOR CONTRACTS IN EXCESS OF \$100,000.00 AND THE CONTRACTOR HAS MORE THAN 40 FULL-TIME EMPLOYEES IN MINNESOTA OR ITS PRINCIPAL PLACE OF BUSINESS.**

MnSCU intends to carry out its responsibility for requiring affirmative action by its CONTRACTORS.

- a. Covered Contracts and Contractors. If the contract exceeds One Hundred Thousand and 00/100 Dollars (\$100,000.00) and the CONTRACTOR employed more than forty (40) full-time employees on a single working day during the previous twelve (12) months in Minnesota or in the state where it has its principle place of business, then the CONTRACTOR must comply with the requirements of Minnesota Statutes §363A.36 and Minnesota R. Parts 5000.3400-5000.3600. A CONTRACTOR covered by Minnesota Statutes §363A.36 because it employed more than forty (40) full-time employees in another state and the CONTRACTOR does not have a Certificate of Compliance, said CONTRACTOR must certify that it is in compliance with federal affirmative action requirements.
- b. Minnesota Statutes §363A.36. Minnesota Statutes §363A.36 requires CONTRACTOR to have an affirmative action plan for the employment of minority persons, women, and qualified disabled individuals approved by the Minnesota Commissioner of Human Rights (hereinafter COMMISSIONER) as indicated by a certificate of compliance. The law addresses suspension or revocation of a certificate of compliance and contract consequences in that event. A contract awarded without a certificate of compliance may be voided.
- c. Minnesota R. 5000.3400-5000.3600.
 - i. General. Minnesota R. 5000.3400-5000.3600 implement Minnesota Statutes §363A.36. These rules include, but are not limited to: criteria for contents, approval, and implementation of affirmative action plans; procedures for issuing certificates of compliance and criteria for determining a contractor's compliance status; procedures for addressing deficiencies, sanctions, and notice and hearing; annual compliance reports; procedures for compliance review; and contract consequences for non-compliance. The specific criteria for approval or rejection of an affirmative action plan are contained in various provisions of Minnesota R. 5000.3400-5000.3600, including, but not limited to, parts 5000.3420-5000.3500 and 5000.3552-5000.3559.
 - ii. Disabled Workers. The CONTRACTOR must comply with the following affirmative action requirements for disabled workers.
 - A. The CONTRACTOR must not discriminate against any employee or applicant for employment because of physical or mental disability in regard to any position for which the employee or applicant for employment is qualified. The CONTRACTOR agrees to take affirmative action to employ, advance in

employment, and otherwise treat qualified disabled persons without discrimination based upon their physical or mental disability in all employment practices such as the following: employment, upgrading, demotion or transfer, recruitment, advertising, layoff or termination, rates of pay or other forms of compensation, and selection for training, including apprenticeship.

B. The CONTRACTOR agrees to comply with the rules and relevant orders of the Minnesota Department of Human Rights issued pursuant to the Minnesota Human Rights Act.

C. In the event of the CONTRACTOR'S noncompliance with the requirements of this clause, actions for noncompliance may be taken in accordance with Minnesota Statutes §363A.36, and the rules and relevant orders of the Minnesota Department of Human Rights issued pursuant to the Minnesota Human Rights Act.

D. The CONTRACTOR agrees to post in conspicuous places, available to employees and applicants for employment, notices in a form to be prescribed by the Commissioner of the Minnesota Department of Human Rights. Such notices must state the CONTRACTOR'S obligation under the law to take affirmative action to employ and advance in employment qualified disabled employees and applicants for employment, and the rights of applicants and employees.

E. The CONTRACTOR must notify each labor union or representative of workers with which it has a collective bargaining agreement or other contract understanding, that the CONTRACTOR is bound by the terms of Minnesota Statutes §363A.36 of the Minnesota Human Rights Act and is committed to take affirmative action to employ and advance in employment physically and mentally disabled persons.

iii. Consequences. The consequences for the CONTRACTOR'S failure to implement its affirmative action plan or make a good faith effort to do so include, but are not limited to, suspension or revocation of a certificate of compliance by the COMMISSIONER, refusal by the COMMISSIONER to approve subsequent plans, and termination of all or part of this contract by the COMMISSIONER or MnSCU.

iv. Certification. The CONTRACTOR hereby certifies it is in compliance with the requirements of Minnesota Statutes §363A.36 and Minnesota R. 5000.3400-5000.3600 and is aware of the consequences for noncompliance.

20. **ENTIRE AGREEMENT.** This Contract represents the entire agreement between the parties and supersedes any previous discussions or agreements, either verbal or written that occurred between the parties. This Contract may not be amended except by written agreement signed by the parties hereto. In the event of any conflict or inconsistency between this Contract and any riders, exhibits, addenda, or other document incorporated herein, this Contract shall govern.

21. **INSURANCE.**

A. CONTRACTOR will be required to submit an ACORD Certificate of Insurance to the SYSTEM OFFICE's authorized representative prior to execution of the contract. The selected vendor shall not commence work under the contract until they have obtained all the insurance described below and MnSCU has approved evidence of such insurance. Vendor shall maintain such insurance in force and effect throughout the term of the contract.

B. CONTRACTOR will be required to maintain and furnish satisfactory evidence of the following:

1. **Workers' Compensation Insurance.** The vendor must provide workers' compensation insurance for all its employees and, in case any work is subcontracted, the vendor will require the subcontractor to provide workers' compensation insurance in accordance with the statutory requirements of the State of Minnesota, including Coverage B, Employer's Liability, at limits not less than \$100,000.00 bodily injury by disease per employee; \$500,000.00 bodily injury by disease aggregate; and \$100,000.00 bodily injury by accident.
2. **Commercial General Liability.** The vendor will be required to maintain a comprehensive commercial general liability insurance (CGL) policy protecting it from bodily injury claims and property damage claims which may arise from operations under the contract whether the operations are by the vendor or by a subcontractor or by anyone directly or indirectly employed under the contract. The minimum insurance amounts will be:

\$2,000,000.00 per occurrence
\$2,000,000.00 annual aggregate
\$2,000,000.00 annual aggregate – Products/Completed Operations

In addition, the following coverages must be included:

Premises and Operations Bodily Injury and Property Damage
Personal and Advertising Injury
Products and Completed Operations Liability
Blanket Contractual Liability

Name the following as Additional Insureds:

Board of Trustees of the Minnesota State Colleges and Universities, SYSTEM OFFICE

3. Commercial Automobile Liability. The vendor will be required to maintain insurance protecting it from bodily injury claims and property damage claims which may arise from operations of vehicles under the contract whether such operations were by the vendor, a subcontractor or by anyone directly or indirectly employed under the contract. The minimum insurance amounts will be:

\$2,000,000.00 per occurrence Combined Single Limit (CSL)

In addition, the following coverages should be included:

4. Errors and Omissions (E & O) Insurance. The vendor will be required to maintain insurance protecting it from claims the vendor may become legally obligated to pay resulting from any actual or alleged negligent act, error or omission related to the vendor's professional services required under this contract. The minimum insurance amounts will be:

\$2,000,000.00 per occurrence
\$2,000,000.00 annual aggregate

Any deductible will be the sole responsibility of the vendor and may not exceed \$50,000 without the written approval of MnSCU. If the vendor desires authority from MnSCU to have a deductible in a higher amount, the vendor shall so request in writing, specifying the amount of the desired deductible and providing financial documentation by submitting the most current audited financial statements so that MnSCU can ascertain the ability of the vendor to cover the deductible from its own resources.

The retroactive or prior acts date of such coverage shall not be after the effective date of this contract and vendor shall maintain such insurance for a period of at least three (3) years, following completion of the work. If such insurance is discontinued, extended reporting period coverage must be obtained by vendor to fulfill this requirement.

Additional Insurance Conditions:

- Contractor's policy(ies) shall be primary insurance to any other valid and collectible insurance available to MnSCU with respect to any claim arising out of vendor's performance under this contract;
- If Contractor receives a cancellation notice from an insurance carrier affording coverage herein, vendor agrees to notify MnSCU within five (5) business days with a copy of the cancellation notice, unless vendor's policy(ies) contain a provision that coverage afforded under the policy(ies) will not be cancelled without at least thirty (30) days advance written notice to MnSCU;
- Contractor is responsible for payment of contract related insurance premiums and deductibles;
- If Contractor is self-insured, a Certificate of Self-Insurance must be attached;
- Contractor's policy(ies) shall include legal defense fees in addition to its liability policy limits, with the exception of B.4 above;
- Contractor shall obtain insurance policy(ies) from insurance company(ies) having an "AM BEST" rating of A- (minus); Financial Size Category (FSC) VII or better, and authorized to do business in the State of Minnesota; and
- An Umbrella or Excess Liability insurance policy may be used to supplement the vendor's policy limits to satisfy the full policy limits required by the contract.

C. The SYSTEM OFFICE reserves the right to immediately terminate the contract if the Contractor is not in compliance with the insurance requirements and retains all rights to pursue any legal remedies against the vendor. All insurance policies must be available

for inspection by the SYSTEM OFFICE and copies of policies must be submitted to the SYSTEM OFFICE's authorized representative upon written request.

22. **OTHER PROVISIONS.** None.

The rest of this page intentionally left blank. Signature page to follow.

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

1. CONTRACTOR, CAMPUSWORKS, INC.:

CONTRACTOR certifies that the appropriate person(s) have executed the contract on behalf of
CONTRACTOR as required by applicable articles, by-laws, resolutions, or ordinances.

By (authorized signature and printed name)
<i>Liz Murphy</i> CEO
Title
Date
5/18/2015

By (authorized signature and printed name)
Title
Date

2. VERIFIED AS TO ENCUMBRANCE:

Employee certifies that funds have been encumbered as required by Minnesota Statutes §16A.15.

By (authorized signature and printed name)
<i>Molly K Nelson</i> Molly K Nelson
Title
Business Office Accountant
Date
5/19/15

**3. MINNESOTA STATE COLLEGES AND UNIVERSITIES,
SYSTEM OFFICE:**

By (authorized signature and printed name)
<i>Mike</i>
Title
Vice Chancellor - C70
Date
5/22/15

4. AS TO FORM AND EXECUTION:

By (authorized signature and printed name)
<i>Heidi Slegers</i> Heidi Slegers
Title
Legal Assistant
Date
5/27/15

Ramon Pablos
5/21/15
Vice Chancellor IT

Appendix 1. Description of Services

CampusWorks will complete the project with the methodology summarized below.

Gather & Listen (Payment 1)

- Project Kick-off
- Constituent Surveys (which will identify high priority topics for Listening Sessions)

Inquire & Understand (Appreciative Inquiry) (Payment 2)

- 31 Day-long Listening Sessions
- Focus Groups
- Interviews
- Observation
- Finalize Requirements Criteria

Research & Analyze (Payment 3)

- Solution Option Evaluation
- Primary & Secondary Solution Option Research

Think & Innovate (Payment 4)

- Think Tank Meeting
- Alternative Option Development
- Force Field Analysis of each Option

Deliver & Prepare (Payment 5)

- Report Preparation & Feedback
- Positioning for Next Steps

Project Team Areas of Responsibility



CampusWorks will use a blended model of data collection consisting of remote surveys and in-person discussions to ensure each institution's unique perspective is captured. This model will include the following communication vehicles.

- Portal site developed to share information, encourage engagement and seek feedback
 - Announcements of purpose and expectations of the project, as well as MnSCU statement of expectation of participation
 - Cross-institution communication
 - Survey access
 - Reports
 - Progress updates
- Communications campaign drafted by CampusWorks to build enthusiasm for participation and feedback
 - Kick-off webinar to introduce the project and roles (recorded to include on portal site) to ensure stakeholders are informed and knowledgeable about project goals and their role
 - Preparatory communications as new project activities approach to ensure active participation
- Electronic, user-friendly surveys to collect baseline information about the capabilities of the current administrative system
 - Proactive communication to identified team leads to encourage survey completion
 - Surveys tailored to institution type and focused on business areas, IT, faculty, and students
 - Invited attendees
 - Open survey
 - Utilize MnSCU's Qualtrics license to administer the survey
- 31 in-person, structured daylong listening/focus group sessions
 - Themes, benefits, challenges, opportunities and gaps, from survey responses will be used as the foundation of the targeted discussions during each of the day-long sessions
 - Conduct interviews around each functional area
 - Input from these sessions will provide the information for the comparison report of the known options and other recommendations

By utilizing surveys, video conferencing, and phone conferencing, data collection and follow-up will be effective, yet time and cost effective.

CampusWorks approach is to establish open and transparent communications that leverages technology to maximize inclusion and information sharing. The CampusWorks Program Manager will be responsible for communications instigated by CampusWorks and will also work in collaboration with the MnSCU project team to ensure all constituents are receiving regular updates on the project and their roles in it. In addition to the communication vehicles described above, the CampusWorks Program Manager will:

- Create a project plan for delivering the scope of work and the deliverables stated in the RFP and this proposal
- Provide weekly status updates to the project team for the term of the project
 - Current status of the overall project including current week's activity and work planned for the next 3 weeks
 - Review of the status of each major milestone, and reviewed as a project dashboard – documenting red, yellow, or green statuses
 - Issues and resolution tracking until a mutually agreeable conclusion has been reached
 - New change requests identified in the prior week and review the status/agreement/rejection of open requests
 - Document agreed upon next steps and timeline for completion
- Post all supporting materials, meeting notes, drafts and final deliverables to MnSCU SharePoint site

CampusWorks plans to use commercially available products as part of the management and delivery of the project.

- Microsoft Project
- Microsoft Office – including Word, Excel, PowerPoint, Access, Outlook
- MnSCU's Qualtrics license – to capture and analyze the electronic survey information

CampusWorks will need access to a MnSCU SharePoint site to establish cross-institution communication and facilitate access to the electronic project surveys and act as a document repository. As appropriate and required, we will also use available audio and video conferencing equipment tools and equipment.

The proposed CampusWorks methodology was built specifically to meet the needs of the MnSCU project. The approach was built on the following guiding principles.

- **Inclusion & Engagement**
 - Include as many constituents as possible in the process to create early buy-in to whatever approach MnSCU adopts for the ERP
 - Engage those who are at the heart of the work and know what it is really like to use and work around the current system
 - Listen to the voice of the customer and consider the unique needs by institution type, population and skill set and synthesize that with MnSCU's needs to position for growth and increase effectiveness

- **Open Minds**
 - Staff the team with the broadest and deepest experience available
 - Gather and consider all perspectives using the strategic direction of MnSCU and its institutions as a filter
- **Respect**
 - Give all who want to speak an opportunity to do so
 - Respect the work and decisions of the past while considering a sustainable, long-term option for MnSCU
 - Respect the differences and cultures among the MnSCU institutions
- **Excellence**
 - Deliver a comprehensive, superior quality outcome that reflects the voices of the constituents and the expertise and guidance of industry experts

With these guiding principles in mind, CampusWorks developed the project methodology presented below.

MnSCU PROJECT KICKOFF

Title	Description
A. Project Kick-off	The Project kick-off will be a broadcasted event to engage the institutional stakeholders in an overview of the planned methodology and approach for the Business Case Assessment. The session will also be recorded.

Goal:

- Engage MnSCU constituents in the planning process.

Needs/Gap Analysis Solicitation and Documentation May 2015 (contract signing) - January 2016

As the first phase of the project, CampusWorks will conduct a thorough, open and transparent review of MnSCU's current ISRS functionality and related third party/in-house applications. This needs/gap analysis will be inclusive of all institutions and will compare functionality, integration and operating processes of the current ISRS systems and the related supporting systems to desired capabilities. CampusWorks will review current applications, determine future needs, identify systems/process changes and opportunities for cost effective system improvements. This assessment will ensure that the MnSCU is provided with a complete analysis that addresses all pertinent aspects of the current system so an informed decision can be made by MnSCU.

CampusWorks ERP Assessment addresses the following questions:

- How does the current implementation of ISRS align with the MnSCU's strategic objectives?
- To what extent is the current system functionality in use at MnSCU?
- Are the current systems functional capabilities being used by MnSCU as intended?
- What opportunities are there in the current systems that are not being leveraged by MnSCU?
- What opportunities are there to increase MnSCU's return on its ERP investment?
- Are business process improvements to enhance the employee experience supported by ISRS?
- What priority should be assigned to further implementation and development to provide the best gains in service delivery, efficiency, and cost avoidance and reduction?

Activity	Description
Analysis Phases Project Kickoff	CampusWorks recommends an initial session with selected members of the MnSCU community so that the MnSCU IT leadership can present the project and introduce the CampusWorks team. The CampusWorks Project Lead will provide a brief presentation

	of the scope and methodology of the assessment, introduce the project team, and review the project schedule.
Review of existing current state documentation	Initial requirements gathering will be conducted through a thorough review of existing documentation. CampusWorks will prepare a list of requested material and work with the MnSCU project sponsor on identifying additional documentation.
Conduct large-scale surveys of stakeholders	<p>CampusWorks uses a comprehensive engagement method to survey and assess the current benefits, needs, issues and opportunities to gain the maximum perspective and feedback in the shortest amount of time. In our experience with other multi-institutional entities, a “blended model” of data collection and in-person discussion is the right mix of techniques to capture the institution’s perspectives. The CampusWorks methodology creates a positive, participatory environment and builds a strong foundation for collaboration with the participating institutions.</p> <p>First, we will create a series of electronic user-friendly surveys to collect information on what is working well, not working well, and what the respondent sees as requirements to improve service and effectiveness. The surveys will form the baseline information about the capabilities of ISRS and begin the requirements gathering process.</p> <p>The survey will target leaders and users in the administrative offices, faculty (full time and adjunct), and students. The survey may also be opened to the community at large, via the portal, allowing maximum participation. The MnSCU project team will provide a list of participants who should participate in the survey process.</p> <p>Within the survey planning, the unique needs of each institution will also be solicited and assessed. These surveys will be tailored to institution type and focused on business areas, IT, faculty, and students. CampusWorks will also develop proactive communication to identified team leads to encourage survey completion. Given the criticality of both student outcomes and success, and the overall student experience that the next generation of systems and processes must support, feedback will also be solicited from students and faculty.</p> <p>CampusWorks will also conduct a separate IT survey to make sure we have a full understanding of the current technical environment and limitations.</p> <p>We will compile the themes of benefits, challenges, opportunities and gaps, and use that as the foundation of a more targeted discussion during a series of facilitated, in-person listening sessions, in which we will also solicit a business process overview.</p>
Needs/Gap Assessment	Throughout September 2015 and October 2015, CampusWorks will travel to MnSCU campuses to solicit
Solicitation of	user requirements, facilitate discussions, elicit feedback and document user requirements from constituents throughout the MnSCU system. CampusWorks will

<p>future state business requirements</p> <p>31 day-long listening sessions across MnSCU campuses to gather the information from faculty, staff and students</p> <p>2 teams of 2 expert consultants each will travel to the 31 selected locations throughout the month of September</p>	<p>users to develop an outline of ERP requirements.</p> <p>The structure for these sessions includes:</p> <ul style="list-style-type: none"> • Verify benefits/positives currently in place • What issues/challenges have been identified • Where are there manual steps or if redundant information being captured • Clarify how business areas should interact with each other <p>Each session will include 2 consultants and the visits will move across the institutions as deemed appropriate and effective based on initial planning discussions with MnSCU. The on-site agenda will be created as part of the planning process, but a likely format will include 60 – 90 minute sessions each with students and faculty, as well as a series of meetings with the administrative users for Finance, HR/Payroll, Admissions, Registrar/Advising/Student Affairs, Financial Aid, Bursar/Student Accounts, and Advancement and perhaps close with a joint session. The administrative users’ grouping and session length will be based on the findings from the survey.</p> <p>CampusWorks subject area experts will focus on the business areas that are supporting, receiving or ultimately impacted by the transition and new system, and the interviewing and review will focus on appropriate influence or consideration for each area.</p> <p>Additionally, two CampusWorks technical experts will meet with the IT team at the Central System Office to review the technical implementation and support of the ERP environment. As part of this meeting, the MnSCU IT team will conduct a demo of the current ERP system(s) – ISRS. A follow up session with members of MnSCU’s IT team will allow for technical drill down on architectural components. The needs/gap analysis will cover equipment, capacity, configuration, backup and business continuity, availability of the system, and the technical support model in place for the ERP systems.</p> <p>As requested, the listening sessions will be conducted and completed in the months of September and October 2015. In order to assure these on-site sessions are well orchestrated and the communication process is thorough, CampusWorks requests access to a site coordinator for preparation and delivery at each of the 31 sites to arrange invitations, attendees, agenda, facilities and other appropriate logistics for each of the site day-long events.</p>
<p>Data Analysis, Report Writing, Presentation Preparation</p>	<p>CampusWorks will perform a detailed analysis of the data collected during the focus group sessions and technical investigations as described above. In each area, CampusWorks subject area experts will contrast use of the current ERP systems and other technologies included in the Scope of Work against the full functionality offered</p>

(Remote)	<p>in the products. The investigation will include consideration of both the method and scope of implementation used at MnSCU. CampusWorks subject area experts will construct a gap document that will provide detail including:</p> <ul style="list-style-type: none"> • Functional analysis of data collected in the assessment effort • Gaps in functional use of the current ERP products at MnSCU • Recommendations for opportunities for improvement in all areas that will be affected by new ERP. • Identification of unique MnSCU requirements for a new ERP system if required • Identification of system/process changes to help streamline and become more cost effective • Recommendation of ERP options based on evaluation findings
<p>Draft Report</p> <p>Presentation of Findings and Report Delivery</p> <p>(Onsite)</p>	<p>CampusWorks will provide a detailed, written, draft report of findings and recommendations. The draft report will be the basis of the presentations to MnSCU (described below). The presentations will provide MnSCU an opportunity to comment and validate CampusWorks assessment findings and recommendations.</p> <p>CampusWorks senior leadership will return to MnSCU for a one-day visit to present the findings to the IT leadership. During this same visit and/or via video conference, CampusWorks can conduct “town hall meetings” to the MnSCU community to brief them on the high level findings of the assessment.</p> <p>The presentation and final report of current ISRS capabilities and future state business requirements will include:</p> <ul style="list-style-type: none"> • Documentation of MnSCU ISRS “Current State” across all campuses as well as Central System Office • Organizational readiness evaluation • Clear understanding of the various ERP System requirements as well as a clear understanding of any gaps in the current MnSCU ISRS System and/or business processes • Gap/fit analysis • Conceptual map/vision of future tools and processes • Potential risks/issues and mitigation strategies • Determination of which components of the existing ERP system should change • The complete profile of the required new system capabilities

**Comparison
(October 2015 - January 2016)**

Activity	Description
Comparison Method	<p>CampusWorks will meet with the project team to present CampusWorks ERP comparison methodology and tailor the method to MnSCU's procurement requirements.</p> <p>CampusWorks creates custom vendor ranking and evaluation criteria based on each client's unique needs and priorities. These criteria are developed following an extensive discovery process. We do not use a predefined requirements database as we find this approach creates a heavy, non-specific RFP that typically does not capture the essence of the organization's critical needs.</p> <p>CampusWorks is a vendor- independent company and we have instituted regular vendor webinars with all ERP vendors and many third party software and hardware providers to keep the CampusWorks team abreast of each company's solution roadmap. In addition, our CEO works directly with the senior leadership in these firms to advocate for CampusWorks clients.</p> <p>CampusWorks remains completely independent from any other firm to ensure our clients receive unbiased advice and results.</p>
Conduct and document peer benchmarking	<p>CampusWorks will propose peers to be used for the benchmarking process and will work with the MnSCU project team to finalize. CampusWorks will develop a survey and phone script (to be approved by MnSCU) for conducting comparable data from these institutions. The information gathered by CampusWorks will include cost, resources and timelines for redesigns, re-implementations of ERP and student systems with peers of MnSCU. CampusWorks will also use data from EDUCAUSE Core Data Service and The Casey Green Computing project for comparison purposes. MnSCU will receive a report that documents the benchmark findings of the four peers and MnSCU.</p>
Conduct and document product comparisons	<p>Concurrent with the benchmarking activities, external research will be conducted by a team of senior IT professionals to ascertain updated statuses and future strategies for the technology options to ensure the current state and roadmaps for these options are accurately represented in the deliverables.</p> <p>CampusWorks will prepare a product comparison between a minimum of 3 higher education specific ERP products and an upgraded ISRS. The "apples to apples" comparison will include comparisons of features, costs, maintainability. SaaS, open-source, and other options will also be considered, as appropriate.</p>

<p>Document product comparison of available ERP and ISRS</p> <p>To be completed by January 2016</p>	<p>Presentation and report to include:</p> <ul style="list-style-type: none"> • Overview of the current marketplace for ERP solutions, including the range of costs to procure, implement, and operationally maintain • Review of cloud based, best of breed, fully integrated, configurable and customizable options • Inventory of ERP systems used at comparable higher education systems • Recommended ERP options for MnSCU to consider (facilitated discussion) • Recommendation as to the approach for a successful ERP implementation • Cost model including estimated total cost of implementation and ownership
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Business Case Development (January - March 2015)	
Activity	Description
<p>Draft Business Case</p>	<p>Based on the requirements gathered during the needs/gap analysis, the peer information and the ERP comparison, CampusWorks will draft the business case to be reviewed by MnSCU. The draft will include recommended scenarios and funding requirements for achieving future state goals.</p>
<p>Review draft with project team</p>	<p>CampusWorks will partner with the MnSCU project team to finalize the business case.</p>
<p>Deliver final business case for future scenarios of ISRS by March 2016</p>	<p>Final business case for future scenarios of ISRS to include:</p> <ul style="list-style-type: none"> • Executive Overview of the Project • ISRS background <ul style="list-style-type: none"> ▪ CampusWorks will work with the MnSCU project team to obtain and document history of ISRS • A summary of the overall approach and findings, including: <ul style="list-style-type: none"> • The methodology for the study, including data collection, functional issues, communication and coordination. • Participating stakeholder views of the existing system and their unmet needs to improve service and effectiveness • Detailed analysis of the current use of the ISRS system by all institutions, segmented by institution type • Gap assessment • Comparison of options for further consideration by MnSCU, which may include: <ul style="list-style-type: none"> • ERP solutions commercially available off-the-shelf (COTS) • Replacing certain components of ISRS:

	<ul style="list-style-type: none"> ▪ Available Best of Breed (BoB) applications ▪ Available open source solutions for a Best of Breed (BoB) approach <ul style="list-style-type: none"> • Software as a Service (SaaS) solutions • Other options that CampusWorks may identify • Description, rationale, pros and cons for each option • Cost, time and risk comparisons • Peer benchmarking • Scenarios for achieving future state and associated funding requirements • Recommended scenarios and funding requirements for achieving future state goals <p>CampusWorks will also submit a separate 3-5 page synopsis of the business case, and will also make a live presentation on the project findings. This synopsis will be an Executive Level summary of the outcomes of the full project including how efficiently the institutions are leveraging the existing investments; identifying short and long term opportunities for improvement; and provide one to three recommended next steps for MnSCU to further consider.</p> <p>If requested, CampusWorks executives can also present the business case to the Board of trustees.</p>

Project Timeline: MnSCU: ERP Assessment and Business Case Development

	2015												2016		
	May	June	July	August	September	October	November	December	January	February	March				
Contract Signing															
Review Current State Documentation															
Planning Meeting & Project Kickoff and prep															
ERP Assessment															
Preparing Surveys															
Conducting surveys															
Analyzing survey results and preparing for listening sessions															
Onsite Listening Sessions (31)															
Follow Up Research & Requirements Report Draft															
Report for ERP Assessment Presented															
Comparison															
Project kickoff and methodology meeting and prep															
Conduct and document peer benchmarking with 4 institutions															
Draft Benchmarking and ERP Comparison Reports															
Benchmarking and ERP Comparison Reports Presented															
Business Case Development															
Project kickoff and methodology meeting and prep															
Draft Business Case															
Review Draft with MnSCU project Team															
Finalize/Deliver/present final business case															

**STATE OF MINNESOTA
MINNESOTA STATE COLLEGES AND UNIVERSITIES**

PROFESSIONAL/TECHNICAL SERVICES CONTRACT AMENDMENT NO. (1)

Board of Trustees of the
Minnesota State Colleges and Universities
System Office

CampusWorks, Inc.
1767 Lakewood Ranch Blvd, #305, Bradenton, FL 34211

Original Contract Effective Date: May 27, 2015
Original Contract Expiration Date: June 30, 2016
Amended Contract Expiration Date: December 31, 2016

This amendment is between the State of Minnesota, acting through its **Board of Trustees of the Minnesota State Colleges and Universities**, on behalf of and CampusWorks, Inc., 1767 Lakewood Ranch Blvd. #305, Bradenton, FL 34211 an independent contractor, not an employee of the State of Minnesota (hereinafter CONTRACTOR).

Recitals

WHEREAS, MnSCU has a contract with the CONTRACTOR (hereinafter "Original Contract") to provide professional technical services, and

WHEREAS, MnSCU and the CONTRACTOR are willing to amend the Original Contract as stated below,

NOW THEREFORE, it is agreed:

Contract Amendment

In this Amendment, deleted contract terms will be struck out and the added contract terms will be underlined.

REVISION 1. TERM OF CONTRACT is amended as follows:

This ~~contract amendment~~ shall be effective on ~~May 15, 2015~~ June 15, 2016 or upon the date the final required signature is obtained by MnSCU, whichever occurs later, and shall remain in effect until ~~June 30, 2016~~ December 31, 2016 or until all obligations set forth in this contract have been satisfactorily fulfilled, whichever occurs first. **THE CONTRACTOR understands that no work should begin under this contract amendment until all required signatures have been obtained and the CONTRACTOR is notified to begin work by MnSCU's authorized representative.**

REVISION 2. CONTRACTOR'S DUTIES is amended as follows:

The CONTRACTOR will perform the Services and provide the Deliverables defined in the Appendix 1: Description of Services, attached and incorporated herein.

REVISION 3. CONSIDERATION AND TERMS OF PAYMENT is amended as follows:

- a. Consideration for all services performed and goods or materials supplied by the CONTRACTOR pursuant to this contract shall be paid by MnSCU as follows:

- i. Compensation of Two Hundred Eighty Nine Thousand Two Hundred and 00/100 Dollars (\$289,200.00) and Eighty Thousand Four Hundred Ninety and 00/100 Dollars (\$80,490.00) in accordance with the breakdown of costs per payment set forth below:
 1. ERP Assessment
 - a. Payment 1, \$51,000.00. Completion of preparing/conducting surveys.
 - b. Payment 2, \$109,000.00. Completion of 31 onsite listening sessions.
 - c. Payment 3, \$23,000.00. Report of ERP assessment completed and accepted by MnSCU.
 2. Comparison
 - a. Payment 4, \$56,400.00. Report of Benchmarking and ERP comparison completed and accepted by MnSCU.
 3. Business Case Development
 - a. Payment 5, \$49,800.00. After delivery and presentation of final business case to MnSCU.
 4. Moving NextGen Forward
 - a. Payment 6, \$28,580.00. Completion of executive consulting services.
 - b. Payment 7, \$28,580.00. Completion of workshop series.
 - c. Payment 8, \$23,330.00. Modeling completed and accepted by MnSCU.
- ii. Reimbursement for travel and subsistence expenses actually and necessarily incurred by the CONTRACTOR in performance of this contract in an amount not to exceed Zero Dollars (\$0.00).
- iii. The **total obligation** of MnSCU for all compensation and reimbursement to the CONTRACTOR shall not exceed ~~Two Hundred Eighty Nine Thousand Two Hundred and 00/100 Dollars (\$289,200.00)~~ Three Hundred Sixty Nine Thousand Six Hundred Ninety and 00/100 Dollars (\$369,690.00).

b. Terms of Payment.

- i. Payment shall be made by MnSCU promptly after the CONTRACTOR'S presentation of invoices for services performed and acceptance of such services by MnSCU's authorized representative. Invoices shall be presented by CONTRACTOR according to the following schedule:

Contractor shall invoice MnSCU after the completion of duties.

Except as amended above, the terms and conditions of the Original Contract and all previous amendments remain in full force and effect.

The rest of this page intentionally left blank. Signature page to follow.

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

1. CONTRACTOR, CAMPUSWORKS, INC.:

CONTRACTOR certifies that the appropriate person(s) have executed the contract on behalf of CONTRACTOR as required by applicable articles, by-laws, resolutions, or ordinances.

By (authorized signature and printed name)
<i>Ed Garnett</i> <i>Ed Garnett</i>
Title <i>EVP BUSINESS Development</i>
Date <i>6/2/16</i>

By (authorized signature and printed name)
Title
Date

2. VERIFIED AS TO ENCUMBRANCE:

Employee certifies that funds have been encumbered as required by Minnesota Statutes §16A.15.

By (authorized signature and printed name)
<i>Molly Nelson</i> <i>Molly Nelson</i>
Title <i>Business Office Accountant</i>
Date <i>6/13/16</i>

3. MINNESOTA STATE COLLEGES AND UNIVERSITIES, SYSTEM OFFICE:

By (authorized signature and printed name)
<i>[Signature]</i>
Title <i>Vice Chancellor</i>
Date <i>6/13/16</i>

4. AS TO FORM AND EXECUTION:

By (authorized signature and printed name)
<i>[Signature]</i> <i>Hildi Steger</i>
Title <i>Legal Assistant</i>
Date <i>6/13/16</i>

Appendix 1. Description of Services

CampusWorks will complete the project with the methodology summarized below.

Gather & Listen (Payment 1)

- Project Kick-off
- Constituent Surveys (which will identify high priority topics for Listening Sessions)

Inquire & Understand (Appreciative Inquiry) (Payment 2)

- 31 Day-long Listening Sessions
- Focus Groups
- Interviews
- Observation
- Finalize Requirements Criteria

Research & Analyze (Payment 3)

- Solution Option Evaluation
- Primary & Secondary Solution Option Research

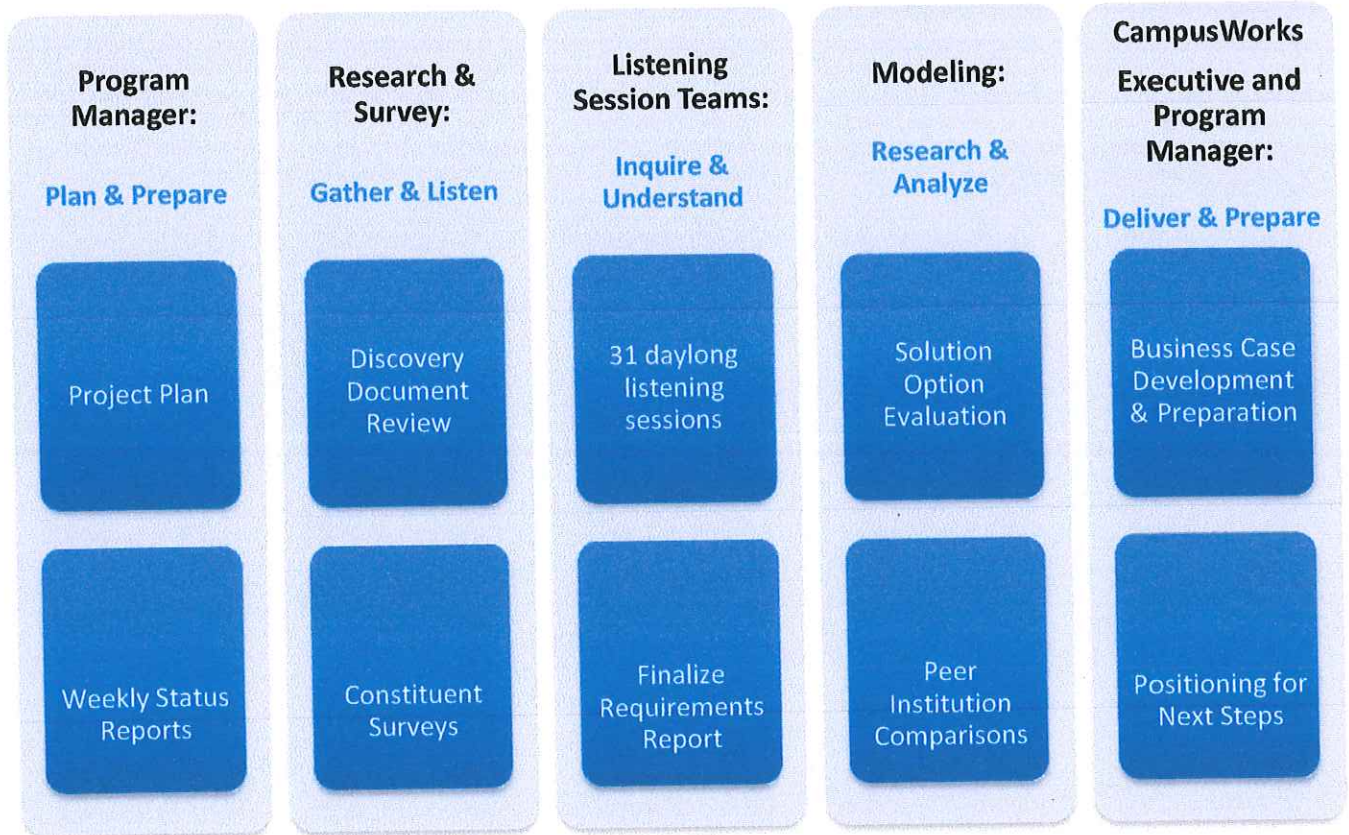
Think & Innovate (Payment 4)

- Think Tank Meeting
- Alternative Option Development
- Force Field Analysis of each Option

Deliver & Prepare (Payment 5)

- Report Preparation & Feedback
- Positioning for Next Steps

Project Team Areas of Responsibility



CampusWorks will use a blended model of data collection consisting of remote surveys and in-person discussions to ensure each institution's unique perspective is captured. This model will include the following communication vehicles.

- Portal site developed to share information, encourage engagement and seek feedback
 - Announcements of purpose and expectations of the project, as well as MnSCU statement of expectation of participation
 - Cross-institution communication
 - Survey access
 - Reports
 - Progress updates
- Communications campaign drafted by CampusWorks to build enthusiasm for participation and feedback
 - Kick-off webinar to introduce the project and roles (recorded to include on portal site) to ensure stakeholders are informed and knowledgeable about project goals and their role
 - Preparatory communications as new project activities approach to ensure active participation
- Electronic, user-friendly surveys to collect baseline information about the capabilities of the current administrative system
 - Proactive communication to identified team leads to encourage survey completion
 - Surveys tailored to institution type and focused on business areas, IT, faculty, and students
 - Invited attendees
 - Open survey
 - Utilize MnSCU's Qualtrics license to administer the survey
- 31 in-person, structured daylong listening/focus group sessions
 - Themes, benefits, challenges, opportunities and gaps, from survey responses will be used as the foundation of the targeted discussions during each of the day-long sessions
 - Conduct interviews around each functional area
 - Input from these sessions will provide the information for the comparison report of the known options and other recommendations

By utilizing surveys, video conferencing, and phone conferencing, data collection and follow-up will be effective, yet time and cost effective.

CampusWorks approach is to establish open and transparent communications that leverages technology to maximize inclusion and information sharing. The CampusWorks Program Manager will be responsible for communications instigated by CampusWorks and will also work in collaboration with the MnSCU project team to ensure all constituents are receiving regular updates on the project and their roles in it. In addition to the communication vehicles described above, the CampusWorks Program Manager will:

- Create a project plan for delivering the scope of work and the deliverables stated in the RFP and this proposal
- Provide weekly status updates to the project team for the term of the project
 - Current status of the overall project including current week's activity and work planned for the next 3 weeks
 - Review of the status of each major milestone, and reviewed as a project dashboard— documenting red, yellow, or green statuses
 - Issues and resolution tracking until a mutually agreeable conclusion has been reached
 - New change requests identified in the prior week and review the status/agreement/rejection of open requests
 - Document agreed upon next steps and timeline for completion
- Post all supporting materials, meeting notes, drafts and final deliverables to MnSCU SharePoint site

CampusWorks plans to use commercially available products as part of the management and delivery of the project.

- Microsoft Project
- Microsoft Office – including Word, Excel, PowerPoint, Access, Outlook
- MnSCU's Qualtrics license – to capture and analyze the electronic survey information

CampusWorks will need access to a MnSCU SharePoint site to establish cross-institution communication and facilitate access to the electronic project surveys and act as a document repository. As appropriate and required, we will also use available audio and video conferencing equipment tools and equipment.

The proposed CampusWorks methodology was built specifically to meet the needs of the MnSCU project. The approach was built on the following guiding principles:

- **Inclusion & Engagement**
 - Include as many constituents as possible in the process to create early buy-in to whatever approach MnSCU adopts for the ERP
 - Engage those who are at the heart of the work and know what it is really like to use and work around the current system
 - Listen to the voice of the customer and consider the unique needs by institution type, population and skill set and synthesize that with MnSCU's needs to position for growth and increase effectiveness

- **Open Minds**
 - Staff the team with the broadest and deepest experience available
 - Gather and consider all perspectives using the strategic direction of MnSCU and its institutions as a filter
- **Respect**
 - Give all who want to speak an opportunity to do so
 - Respect the work and decisions of the past while considering a sustainable, long-term option for MnSCU
 - Respect the differences and cultures among the MnSCU institutions
- **Excellence**
 - Deliver a comprehensive, superior quality outcome that reflects the voices of the constituents and the expertise and guidance of industry experts

With these guiding principles in mind, CampusWorks developed the project methodology presented below.

MnSCU PROJECT KICKOFF

Title	Description
A. Project Kick-off	The Project kick-off will be a broadcasted event to engage the institutional stakeholders in an overview of the planned methodology and approach for the Business Case Assessment. The session will also be recorded.

Goal:

- Engage MnSCU constituents in the planning process.

Needs/Gap Analysis Solicitation and Documentation May 2015 (contract signing) - January 2016

As the first phase of the project, CampusWorks will conduct a thorough, open and transparent review of MnSCU's current ISRS functionality and related third party/in-house applications. This needs/gap analysis will be inclusive of all institutions and will compare functionality, integration and operating processes of the current ISRS systems and the related supporting systems to desired capabilities. CampusWorks will review current applications, determine future needs, identify systems/process changes and opportunities for cost effective system improvements. This assessment will ensure that the MnSCU is provided with a complete analysis that addresses all pertinent aspects of the current system so an informed decision can be made by MnSCU.

CampusWorks ERP Assessment addresses the following questions:

- How does the current implementation of ISRS align with the MnSCU's strategic objectives?
- To what extent is the current system functionality in use at MnSCU?
- Are the current systems functional capabilities being used by MnSCU as intended?
- What opportunities are there in the current systems that are not being leveraged by MnSCU?
- What opportunities are there to increase MnSCU's return on its ERP investment?
- Are business process improvements to enhance the employee experience supported by ISRS?
- What priority should be assigned to further implementation and development to provide the best gains in service delivery, efficiency, and cost avoidance and reduction?

Activity	Description
Analysis Phases Project Kickoff	CampusWorks recommends an initial session with selected members of the MnSCU community so that the MnSCU IT leadership can present the project and introduce the CampusWorks team. The CampusWorks Project Lead will provide a brief presentation

	<p>of the scope and methodology of the assessment, introduce the project team, and review the project schedule.</p>
<p>Review of existing current state documentation</p>	<p>Initial requirements gathering will be conducted through a thorough review of existing documentation. CampusWorks will prepare a list of requested material and work with the MnSCU project sponsor on identifying additional documentation.</p>
<p>Conduct large-scale surveys of stakeholders</p>	<p>CampusWorks uses a comprehensive engagement method to survey and assess the current benefits, needs, issues and opportunities to gain the maximum perspective and feedback in the shortest amount of time. In our experience with other multi-institutional entities, a “blended model” of data collection and in-person discussion is the right mix of techniques to capture the institution’s perspectives. The CampusWorks methodology creates a positive, participatory environment and builds a strong foundation for collaboration with the participating institutions.</p> <p>First, we will create a series of electronic user-friendly surveys to collect information on what is working well, not working well, and what the respondent sees as requirements to improve service and effectiveness. The surveys will form the baseline information about the capabilities of ISRS and begin the requirements gathering process.</p> <p>The survey will target leaders and users in the administrative offices, faculty (full time and adjunct), and students. The survey may also be opened to the community at large, via the portal, allowing maximum participation. The MnSCU project team will provide a list of participants who should participate in the survey process.</p> <p>Within the survey planning, the unique needs of each institution will also be solicited and assessed. These surveys will be tailored to institution type and focused on business areas, IT, faculty, and students. CampusWorks will also develop proactive communication to identified team leads to encourage survey completion. Given the criticality of both student outcomes and success, and the overall student experience that the next generation of systems and processes must support, feedback will also be solicited from students and faculty.</p> <p>CampusWorks will also conduct a separate IT survey to make sure we have a full understanding of the current technical environment and limitations.</p> <p>We will compile the themes of benefits, challenges, opportunities and gaps, and use that as the foundation of a more targeted discussion during a series of facilitated, in-person listening sessions, in which we will also solicit a business process overview.</p>
<p>Needs/Gap Assessment</p> <p>Solicitation of</p>	<p>Throughout September 2015 and October 2015, CampusWorks will travel to MnSCU campuses to solicit user requirements, facilitate discussions, elicit feedback and document user requirements from constituents throughout the MnSCU system. CampusWorks will</p>

<p>future state business requirements</p> <p>31 day-long listening sessions across MnSCU campuses to gather the information from faculty, staff and students</p> <p>2 teams of 2 expert consultants each will travel to the 31 selected locations throughout the month of September</p>	<p>users to develop an outline of ERP requirements.</p> <p>The structure for these sessions includes:</p> <ul style="list-style-type: none"> • Verify benefits/positives currently in place • What issues/challenges have been identified • Where are there manual steps or if redundant information being captured • Clarify how business areas should interact with each other <p>Each session will include 2 consultants and the visits will move across the institutions as deemed appropriate and effective based on initial planning discussions with MnSCU. The on-site agenda will be created as part of the planning process, but a likely format will include 60 – 90 minute sessions each with students and faculty, as well as a series of meetings with the administrative users for Finance, HR/Payroll, Admissions, Registrar/Advising/Student Affairs, Financial Aid, Bursar/Student Accounts, and Advancement and perhaps close with a joint session. The administrative users’ grouping and session length will be based on the findings from the survey.</p> <p>CampusWorks subject area experts will focus on the business areas that are supporting, receiving or ultimately impacted by the transition and new system, and the interviewing and review will focus on appropriate influence or consideration for each area.</p> <p>Additionally, two CampusWorks technical experts will meet with the IT team at the Central System Office to review the technical implementation and support of the ERP environment. As part of this meeting, the MnSCU IT team will conduct a demo of the current ERP system(s) – ISRS. A follow up session with members of MnSCU’s IT team will allow for technical drill down on architectural components. The needs/gap analysis will cover equipment, capacity, configuration, backup and business continuity, availability of the system, and the technical support model in place for the ERP systems.</p> <p>As requested, the listening sessions will be conducted and completed in the months of September and October 2015. In order to assure these on-site sessions are well orchestrated and the communication process is thorough, CampusWorks requests access to a site coordinator for preparation and delivery at each of the 31 sites to arrange invitations, attendees, agenda, facilities and other appropriate logistics for each of the site day-long events.</p>
<p>Data Analysis, Report Writing, Presentation Preparation</p>	<p>CampusWorks will perform a detailed analysis of the data collected during the focus group sessions and technical investigations as described above. In each area, CampusWorks subject area experts will contrast use of the current ERP systems and other technologies included in the Scope of Work against the full functionality offered</p>

(Remote)	<p>in the products. The investigation will include consideration of both the method and scope of implementation used at MnSCU. CampusWorks subject area experts will construct a gap document that will provide detail including:</p> <ul style="list-style-type: none"> • Functional analysis of data collected in the assessment effort • Gaps in functional use of the current ERP products at MnSCU • Recommendations for opportunities for improvement in all areas that will be affected by new ERP. • Identification of unique MnSCU requirements for a new ERP system if required • Identification of system/process changes to help streamline and become more cost effective • Recommendation of ERP options based on evaluation findings
Draft Report	<p>CampusWorks will provide a detailed, written, draft report of findings and recommendations. The draft report will be the basis of the presentations to MnSCU (described below). The presentations will provide MnSCU an opportunity to comment and validate CampusWorks assessment findings and recommendations.</p>
<p>Presentation of Findings and Report Delivery (Onsite)</p>	<p>CampusWorks senior leadership will return to MnSCU for a one-day visit to present the findings to the IT leadership. During this same visit and/or via video conference, CampusWorks can conduct “town hall meetings” to the MnSCU community to brief them on the high level findings of the assessment.</p> <p>The presentation and final report of current ISRS capabilities and future state business requirements will include:</p> <ul style="list-style-type: none"> • Documentation of MnSCU ISRS “Current State” across all campuses as well as Central System Office • Organizational readiness evaluation • Clear understanding of the various ERP System requirements as well as a clear understanding of any gaps in the current MnSCU ISRS System and/or business processes • Gap/fit analysis • Conceptual map/vision of future tools and processes • Potential risks/issues and mitigation strategies • Determination of which components of the existing ERP system should change • The complete profile of the required new system capabilities

**Comparison
(October 2015 - January 2016)**

Activity	Description
<p>Comparison Method</p>	<p>CampusWorks will meet with the project team to present CampusWorks ERP comparison methodology and tailor the method to MnSCU’s procurement requirements.</p> <p>CampusWorks creates custom vendor ranking and evaluation criteria based on each client's unique needs and priorities. These criteria are developed following an extensive discovery process. We do not use a predefined requirements database as we find this approach creates a heavy, non-specific RFP that typically does not capture the essence of the organization’s critical needs.</p> <p>CampusWorks is a vendor- independent company and we have instituted regular vendor webinars with all ERP vendors and many third party software and hardware providers to keep the CampusWorks team abreast of each company’s solution roadmap. In addition, our CEO works directly with the senior leadership in these firms to advocate for CampusWorks clients.</p> <p>CampusWorks remains completely independent from any other firm to ensure our clients receive unbiased advice and results.</p>
<p>Conduct and document peer benchmarking</p>	<p>CampusWorks will propose peers to be used for the benchmarking process and will work with the MnSCU project team to finalize. CampusWorks will develop a survey and phone script (to be approved by MnSCU) for conducting comparable data from these institutions. The information gathered by CampusWorks will include cost, resources and timelines for redesigns, re-implementations of ERP and student systems with peers of MnSCU. CampusWorks will also use data from EDUCAUSE Core Data Service and The Casey Green Computing project for comparison purposes. MnSCU will receive a report that documents the benchmark findings of the four peers and MnSCU.</p>
<p>Conduct and document product comparisons</p>	<p>Concurrent with the benchmarking activities, external research will be conducted by a team of senior IT professionals to ascertain updated statuses and future strategies for the technology options to ensure the current state and roadmaps for these options are accurately represented in the deliverables.</p> <p>CampusWorks will prepare a product comparison between a minimum of 3 higher education specific ERP products and an upgraded ISRS. The “apples to apples” comparison will include comparisons of features, costs, maintainability. SaaS, open-source, and other options will also be considered, as appropriate.</p>

<p>Document product comparison of available ERP and ISRS</p> <p>To be completed by January 2016</p>	<p>Presentation and report to include:</p> <ul style="list-style-type: none"> • Overview of the current marketplace for ERP solutions, including the range of costs to procure, implement, and operationally maintain • Review of cloud based, best of breed, fully integrated, configurable and customizable options • Inventory of ERP systems used at comparable higher education systems • Recommended ERP options for MnSCU to consider (facilitated discussion) • Recommendation as to the approach for a successful ERP implementation • Cost model including estimated total cost of implementation and ownership
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Business Case Development (January - March 2015)	
Activity	Description
<p>Draft Business Case</p>	<p>Based on the requirements gathered during the needs/gap analysis, the peer information and the ERP comparison, CampusWorks will draft the business case to be reviewed by MnSCU. The draft will include recommended scenarios and funding requirements for achieving future state goals.</p>
<p>Review draft with project team</p>	<p>CampusWorks will partner with the MnSCU project team to finalize the business case.</p>
<p>Deliver final business case for future scenarios of ISRS by March 2016</p>	<p>Final business case for future scenarios of ISRS to include:</p> <ul style="list-style-type: none"> • Executive Overview of the Project • ISRS background <ul style="list-style-type: none"> ▪ CampusWorks will work with the MnSCU project team to obtain and document history of ISRS • A summary of the overall approach and findings, including: <ul style="list-style-type: none"> • The methodology for the study, including data collection, functional issues, communication and coordination. • Participating stakeholder views of the existing system and their unmet needs to improve service and effectiveness • Detailed analysis of the current use of the ISRS system by all institutions, segmented by institution type • Gap assessment • Comparison of options for further consideration by MnSCU, which may include: <ul style="list-style-type: none"> • ERP solutions commercially available off-the-shelf (COTS) • Replacing certain components of ISRS:

- Available Best of Breed (BoB) applications
- Available open source solutions for a Best of Breed (BoB) approach
 - Software as a Service (SaaS) solutions
 - Other options that CampusWorks may identify
- Description, rationale, pros and cons for each option
- Cost, time and risk comparisons
- Peer benchmarking
- Scenarios for achieving future state and associated funding requirements
- Recommended scenarios and funding requirements for achieving future state goals

CampusWorks will also submit a separate 3-5 page synopsis of the business case, and will also make a live presentation on the project findings. This synopsis will be an Executive Level summary of the outcomes of the full project including how efficiently the institutions are leveraging the existing investments; identifying short and long term opportunities for improvement; and provide one to three recommended next steps for MnSCU to further consider.

If requested, CampusWorks executives can also present the business case to the Board of trustees.

Project Timeline: MnSCU: ERP Assessment and Business Case Development

	2015												2016		
	May	June	July	August	September	October	November	December	January	February	March				
Contract Signing															
Review Current State Documentation															
Planning Meeting & Project Kickoff and prep															
ERP Assessment															
Preparing Surveys															
Conducting surveys															
Analyzing survey results and preparing for listening sessions															
Onsite Listening Sessions (31)															
Follow Up Research & Requirements Report Draft															
Report for ERP Assessment Presented															
Comparison															
Project kickoff and methodology meeting and prep															
Conduct and document peer benchmarking with 4 institutions															
Draft Benchmarking and ERP Comparison Reports															
Benchmarking and ERP Comparison Reports Presented															
Business Case Development															
Project kickoff and methodology meeting and prep															
Draft Business Case															
Review Draft with MnSCU project Team															
Finalize/Deliver/present final business case															

Moving NextGen Forward

Any modifications or changes to the following must be agreed upon by both parties:

CampusWorks will provide the following executive consulting services (Payment 6):

- Conduct a Cabinet Session Presentation: "Envisioning the Future State"
 - This facilitated session brings together the Cabinet to create and document MnSCU's optimal "future state" processes.
 - CampusWorks' expert analysis will generate discussion and collaboration about immediate, short-term, and long-term improvement opportunities.
- Conduct a one-day Learning Session for MnSCU Presidents
- Provide Ongoing Advising Services to the CIO, Chancellor's Cabinet and MnSCU Presidents

CampusWorks will provide the following services to plan for the evaluation and system selection:

- Conduct facilitated sessions to establish decision criteria
- Provide project planning and timeline creation
- Establish and staff governance structure (following the Learning Session for MnSCU Presidents)

In preparation for Business Process Review, CampusWorks conducts a workshop series consisting of (Payment 7):

- Trends in Higher Education workshop is a facilitated discussion on trends and best practices in student technology and administrative systems. This session will be recorded for those who cannot attend in person.
- Defining the Student Experience workshop is designed to develop and document a consistent student experience throughout MnSCU
 - The student experience vision statement will become the charter for the development of the new business processes
 - This session will be recorded for those who cannot attend in person

CampusWorks will provide cost modeling services including (Payment 8):

- Hi/low costs and assumptions
- Vendor analysis to determine viable alternatives to meet MnSCU objectives

Project Timeline:

