JAMES MADISON UNIVERSITY

COMMONWEALTH OF VIRGINIA
STANDARD CONTRACT

Contract No. UCPJMU6512

This contract entered into this 24rd day of January 2023, by HURON CONSULTING SERVICES LLC (aka Huron Consulting Group) hereinafter called the "Contractor" and Commonwealth of Virginia, James Madison University 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:

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

PERIOD OF PERFORMANCE: From January 24, 2023 through January 23, 2024 with nine (9) one-year renewal options.

The contract documents shall consist of:

(1) This signed form;

(2) The following portions of the Request for Proposal RFP CMJ-1118, dated October 1, 2021
   - (a) The Statement of Needs,
   - (b) The General Terms and Conditions,
   - (c) The Special Terms and Conditions together with any negotiated modifications of those Special Conditions;
   - (d) Addendum No. One, dated November 2, 2021
   - (e) Addendum No. Two November 9, 2021

(3) The Contractor's Proposal dated November 12, 2021 and the following negotiated modification to the Proposal, all of which documents are incorporated herein.
   - (a) Negotiations Summary, dated January 20, 2023, which includes the following:
     - i. Huron Consulting Services *Statement of Work*, effective January 25, 2023.
     - ii. Huron Master Services Agreement, effective at signature; which includes the *Commonwealth of Virginia Agency Contract Form Addendum to Contractor's Form*, dated November 21, 2021, and the *JMU IT Services Addendum*, dated January 10, 2023, both which shall govern in the event of conflict.
   - (b) Publicly Accessible Contract (PAC) Agreement, effective January 24, 2023.

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

CONTRACTOR:	PURCHASING AGENCY:
By: *Vince Salvato* Vince Salvato (Jan 24, 2023 23:21 GMT+4)	By: *Colleen Johnson*
(Signature)	(Signature)
Vince Salvato	Colleen Johnson
(Printed Name)	(Printed Name)
Title: Managing Director	Title: Buyer Senior

Rev. 5/12/21

RFP # CMJ-1118, Customer Relationship Management System Negotiation Summary for Huron Consulting Services LLC (AKA Huron Consulting Group)

01/20/23

1. Parties agree that items within this Negotiation Summary modify RFP# CMJ-1118 and the Contractor's response to RFP# CMJ-1118 and that this Negotiation Summary takes precedence in conflict.

2. Contractor's proposal, dated November 12, 2021, for James Madison University is hereby modified from the proposal, as follows:

   a. Virginia Higher Education Procurement Consortium (VHEPC) Publicly Accessible Contract (PAC) Pricing is hereby incorporated into the contract for cooperative use as established by Special Term and Condition VIII.I. *Cooperative Purchasing/Use of Agreement by Third Parties* per the incorporated VHEPC PAC Agreement signed herein as Attachment C.

VHEPC **Huron Consulting Group Rate Card for Salesforce Services**		
LEVEL	**ONSHORE REMOTE**	**OFFSHORE**
Managing Director	$425	$140
Principle	$395	$125
Senior Director	$370	$120
Director	$320	$95
Senior Manager	$305	$85
Manager	$285	$80
Senior Associate	$240	$70
Associate	$230	$70
Senior Analyst	$215	$65
Analyst	$210	$65

   b. Attachment A: Huron Consulting Services' James Madison University *Statement of Work (SOW)*, effective January 25, 2023.

      i. JMU Pricing included under *Fees and Expenses* in the Statement of Work document replaces pricing proposal for Huron Consulting Services implementation services from proposal Section X Pricing Schedule.

      ii. Travel hourly rates for JMU are included in the Statement of Work Exhibit A, any on campus pricing shall be noted by Huron in advance of occurrence and accepted by mutual written agreement. Estimated project travel costs by Huron are included as the Statement of Work Exhibit B.

      iii. For the avoidance of doubt the hourly rates included in this Statement of Work for the CRM project shall <u>not</u> be subject to year over year rise during the proposed duration of the project, with the exception to a scope modification that extensively extends the project duration that would require mutual written agreement. New projects outside of the proposed CRM Statement of Work shall be priced at the then current hourly rates of the contract.

iv. Cost of the Statement of Work shall be set at the rates included and not to exceed the anticipated totals without a change order signed by binding representatives of both parties.

c. Attachment B: Negotiated Huron Master Services Agreement; which includes the *Commonwealth of Virginia Agency Contract Form Addendum to Contractor's Form*, and the *JMU IT Services Addendum*, both which shall govern in the event of conflict. This shall replace *Appendix G: Master Services Agreement* from the proposal response.

d. As outlined in the proposal under Client Responsibilities, required license costs to establish the proposed Enterprise Customer Relationship Management System as built by Huron Consulting Services shall be purchased directly from the respective third-party partners of Huron Consulting Services. Below, included only as reference, license totals and estimated initial costs hereby replace proposal Section X Pricing Schedule list items for Salesforce, Affinaquest, and Blackthorn.io. Independent contracts will be negotiated to establish terms, order periods, license, and payment obligations between the Commonwealth and the third-party based on these negotiated costs.

Provider	Product	Units	JMU Price
Affinaquest	RM site license, unlimited Tier 1 support	1	$84,200.00
Blackthorn	Enterprise $2.65/ea + Premier support (20%)	30,000	$81,090.00
Salesforce	Advancement Instance Quote	1	$151,827.89
	Advancement Marketing Cloud Quote	1	$171,671.10
	Advising/Admissions Instance Quote	1	$1,099,289.28
	Est 12 initial month total		**$1,588,078.27**

3. Attachment C: VHEPC Agreement Publicly Accessible Contract (PAC), effective January 24, 2023.

4. The following changes are mutually agreed to in regards to the exceptions and clarifications of terms and conditions of RFP# CMJ-1118:

a. Section VII. General Terms and Conditions:

i. VII.P. *Default*
<u>DEFAULT</u>: In case of failure to deliver goods or services in accordance with the contract terms and conditions, the Commonwealth, after due written notice and a thirty (30) day cure period, 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 the Commonwealth may have.

b. Section VIII. Special Terms and Conditions:

i. VIII.F. *Renewal of Contract* is hereby replaced with the following:
<u>RENEWAL OF CONTRACT</u>: This contract may be renewed by the Commonwealth for a period of nine (9) successive one year periods under the terms and conditions of the original contract except as stated in 1. and 2. below. Price increases may be negotiated only at the time of renewal. Written notice of the Commonwealth's intention to renew shall be given approximately 90 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-year period, the contract price(s) for the additional one year shall not exceed the contract price(s) of the original contract increased/decreased by no more than the greater of three percent (3%) or the percentage increase/decrease of the other services 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.
2. If during any subsequent renewal periods, the Commonwealth elects to exercise the option to renew the contract, the contract price(s) for the subsequent renewal period shall not exceed the contract price(s) of the previous renewal period increased/decreased by more than the greater of three percent (3%) the percentage increase/decrease of the other services 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.

ii. VIII.N. *Indemnification*
INDEMNIFICATION: Contractor agrees to indemnify, defend and hold harmless the Commonwealth of Virginia, its officers, agents, and employees from any claims, damages and actions for bodily injury, including death, or tangible personal or real property damage to the extent caused by any services furnished by the Contractor under the contract, provided that such liability is not attributable to the fault or negligence of the using agency.

iii. VIII.O. *Additional Goods and Services*
ADDITIONAL GOODS AND SERVICES: The University may acquire other goods or services that the supplier provides than those specifically solicited. The University reserves the right, subject to mutual agreement, for the Contractor to provide additional goods and/or services under the same pricing model, terms, and conditions and to make modifications or enhancements to the existing goods and services. Such additional goods and services may include other products, components, accessories, subsystems, or related services that are newly introduced during the term of this Agreement.

iv. VIII.U. *Excessive Downtime* is hereby deleted.

v. VIII.V. *Latest Software Version* is hereby deleted.

vi. VIII.W. *Renewal of Maintenance* is hereby deleted.

vii. VIII.X. *Software Upgrades* is hereby deleted.

viii. VIII.Y. *Terms of Software License* is hereby deleted.

ix. VIII.Z. *Third Party Acquisition of Software* is hereby deleted.

x. VIII.AA. *Title to Software* is hereby deleted.

xi. VII.BB. *Warranty Against Shutdown Devices* is hereby deleted.

xii. VII.CC. *Nonvisual Access to Technology*
NONVISUAL ACCESS TO TECHNOLOGY:
Contractor, acting as the implementation provider of Third-Party products, shall aid

the Commonwealth in best practices with the proposed software(s) to ensure the greatest ability for the compliance with the Information Technology Access Act, 2.2-3500 through 2.2-3504 of the Code of Virginia, and the Section 508 of the Rehabilitation Act (29 U.S.C. 794d), as amended.

xiii. VII.DD. *HIPAA*

HIPAA – CONFIDENTIALITY AND RECORDS: To the extent applicable data is handled or processed by the Contractor, the Contractor assures that information, data and records obtained during the performance of this contract, to include personal facts and circumstances related to patients, shall be considered confidential during and following the terms of this contract and will be stored and maintained in strict compliance with applicable state and federal laws, and, further, shall not be divulged without JMU's written consent and then only in strict accordance with said applicable laws. The Contractor shall hold all information provided by JMU as proprietary and confidential and shall make no unauthorized reproduction or distribution of such material. Upon termination of this contract and/or within thirty (30) days of receipt of final payment for services, all materials, data, and information in the possession of the Contractor, provided to or obtained by the Contractor during the performance of this contract and to satisfy the requirements of the contract, shall be provided to JMU in hard copy and/or electronic form. Except where law allows, the Contractor shall not retain hard copies of the material, data, and information and all electronically stored material, data, and information shall be expunged from equipment and systems retained by the Contractor.

xiv. VII.EE. *PCI DSS Compliance*

PCI DSS COMPLIANCE: James Madison University requires, where applicable, that the contractor shall at all times maintain compliance with the most current Payment Card Industry Data Security Standards (PCI DSS). The contractor will be required to provide an Attestation of Compliance on an annual basis. Contractor acknowledges responsibility for the security of cardholder data as defined within the PCI DSS. Contractor acknowledges and agrees that cardholder data may only be used for completing the contracted services as described in the full text of this document, or as required by the PCI DSS, or as required by applicable law. In the event of a breach or intrusion or otherwise unauthorized access to cardholder data stored at or for the contractor, contractor shall immediately notify the Assistant Vice President for Finance at: (540) 568-6433, MSC 5719, Harrisonburg, VA 22807 (fax (540) 568-3346) to allow the proper PCI DSS compliant breach notification process to commence. The contractor shall provide appropriate payment card companies, acquiring financial institutions and their respective designees access to the contractor's facilities and all pertinent records to conduct a review of the contractor's compliance with the PCI DSS requirements.

In the event of a breach or intrusion the contractor acknowledges any/all costs related to breach or intrusion or unauthorized access to cardholder data entrusted to the contractor deemed to be the fault of the contractor shall be the liability of the contractor. Vendor agrees to assume responsibility for informing all such individuals in accordance with applicable law and to indemnify and hold harmless the

Commonwealth of Virginia, James Madison University and its officers and employees from and against any claims, damages or other harm related to such breach.

xv. VII.FF. *Ownership of Intellectual Property*
<u>OWNERSHIP OF INTELLECTUAL PROPERTY</u>: Subject to Section 6.1 of the associated Huron Consulting Services Master Services Agreement entered by and between the parties, all copyright and patent rights to all papers, reports, forms, materials, creations, or inventions created or developed in the performance of this contract shall become the sole property of the Commonwealth. On request, the contractor shall promptly provide an acknowledgment or assignment in a tangible form satisfactory to the Commonwealth to evidence the Commonwealth's sole ownership of specifically identified intellectual property created or developed in the performance of the contract.

5. Contractor agrees that all exceptions taken within their initial response to RFP# CMJ-1118 that are not specifically addressed within this negotiation summary are null and void.
6. Huron shall offer under this contract, any other services they may provide, scoped and priced upon request.
7. Contractor has disclosed all potential fees. Additional charges will not be accepted without mutual written agreement between parties, e.g. change order.

		STATEMENT OF WORK
		Effective Date: January 25, 2023
Name:	Huron Consulting Services LLC	James Madison University
Address:	550 West Van Buren Street Chicago, IL 60607	800 South Main Street Harrisonburg, VA 22807

This is Huron Consulting Services LLC's ("Huron", "we", "us" or "our") engagement to provide James Madison University a ("Client", "you", "your", or "JMU") with consulting services related to your Salesforce Enterprise CRM implementation, as further described herein (the "Services"). Each Huron and Client shall hereinafter be referred to individually as a "Party" or jointly as the "Parties".

The Parties hereto acknowledge that they are entering into this Statement of Work ("SOW") dated January 25, 2023 pursuant to the provisions of the Master Services Agreement dated January 25, 2023 by and between the Parties (the "Agreement").

For and in consideration of premises and mutual agreements herein, Huron and Client agree as follows:

Project Scope

JMU is seeking a cloud-based Enterprise CRM Platform, packaged applications that reside in a CRM Platform, and implementation services to support CRM functions across the university, including the following functional areas:

- Recruitment & Admissions
- Advising/Student Success
- Advancement

Aligned with the guidance provided in the RFP, Huron developed a 24-month implementation plan to replace existing CRM solutions and expand CRM capabilities. Advancement & Advising/Student Services will be implemented concurrently with Admissions to follow. Additionally, we have included a short assessment phase to finalize the scope and timeline. Huron will deliver the implementation in the following workstreams:

Workstream 1: Enterprise-wide Functionality
Workstream 2: Advising
Workstream 3: Advancement
Workstream 4: Admissions

Workstream 1: Enterprise-wide Functionality

Our services are based on the following assumptions, representations and/or information supplied by you.

1. Assessment and Planning Scope
   - Client will designate the business units to participate in assessment interview sessions from the following institutional process areas, undergraduate recruiting, graduate recruiting, student service and success, extended/continuing education, and advancement.
   - Huron will hold CRM assessment, governance, and planning sessions for the assessment units.
     - [redacted]

2. Enterprise System Design and Framework
   - Huron will provide enterprise high-level design and framework that will account for enterprise-wide functionality. Enterprise functionality will include standard and custom data schema for each Salesforce org so that all functions and data can be managed across orgs as dictated by requirements. This will include the following system functions,
     - Case and Service Management
     - Event Management
     - Communication and Marketing
     - Persona (Account/Contact) Management
     - Salesforce Org Management
     - Integration Framework
     - Enterprise functions based on initial assessment phase

3. Program Management Scope
   - Responsible for maximizing achievement and benefit of JMU's larger organizational goals.
   - Provides leadership across all workstreams ensuring visibility of interdependencies
   - Develop enterprise program and project governance for CRM implementation
   - Manage resources across all projects and determine efficient use of resources
   - Ensure enterprise architecture objectives are tracked and managed between solution and technical architects across all projects

   <u>Program management Assumptions</u>

   - [redacted]

Program Management Deliverables

Document	Description
[redacted]	[redacted]
[redacted]	[redacted]
[redacted]	[redacted]
[redacted]	[redacted]
[redacted]	[redacted]
[redacted]	[redacted]

4. Marketing Cloud Scope

Discovery and Data Model Creation

Huron will conduct discovery, either onsite at Client or remotely, gathering data and configuration requirements. Additionally, [redacted]

Account Setup

Huron will perform the necessary steps to configure the Client's Marketing Cloud instance for 6 business units. This entails the following activities:

- Validation of products provisioned against those purchased
- Setup of account level settings, including the Sender Authentication Package and any associated private domains
- Configuration of Reply Mail Management

[redacted]

Single Sign-on

Huron will consult with client to leverage Client’s existing Identity provider to streamline the sign-on process for users.

- Enable Marketing Cloud for Single Sign-on
- Testing and troubleshooting connection

[redacted]

- Identity provider is SAML 2.0 compliant
- Automation of the creation and provisioning of users with their respective roles is out of scope

<u>Marketing Cloud Connect</u>

- Huron will install and configure Marketing Cloud Connect in client's instance of Salesforce Constituent Relationship Management (CRM) system(s), entailing the activities below:

[redacted]

• [redacted]

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

Client Responsibilities

- Required client team is available for Discovery Sessions, Business Review Demo, standups and planning for each sprint, Production push, and Go-Live.
- Client will advise and assist in data cleansing, data deduplication, and validation activities.
- Client is responsible for providing email content assets, including email HTML, images, link URL's
- Client is responsible for IP warming process or may leverage an existing IP address if one is already in use

5. Integration Scope

- The following source systems will have inbound data feeds to Salesforce:
  - PeopleSoft Campus Solutions (person data, applications, program, plans, courses, departments, academic units, service indicators, grades, advisor assignments)
  - PeopleSoft HCM/FSCM (person data, department0
  - Campus Groups (clubs, organizations, events)
  - Canvas (course information, participation, grades)
  - Initium (Instant Address configurations)
  - Adobe Sign (ISV App)
- The following target systems will have outbound data feeds from Salesforce:
  - PeopleSoft (CS, HR, FSMC)
  - Canvas
  - VizualZen
  - Initium (based on Instant Address)
- Salesforce-to-Salesforce
  - Org-to-Org integration and data replication based on requirements for data feeds in each individual org.
- If client requires data extracts from production and transactional systems, the Client will provide the necessary API or database connections and will be responsible for managing the performance and output of those systems.
- Client will provide and maintain a development, QA/staging environment for all integrations such as an FTP Server, File Server, or non-production database server.
- All integrations will be implemented utilizing the client's standard ETL tool (currently JMU uses Boomi), unless direct Salesforce API methods are necessary based on requirements. Consultant will work with Client to identify an appropriate integration architecture based on known integration needs.
- Consultant will be responsible for extracting data from and updating data to Salesforce. Inbound data (external data to be added or updated in Salesforce) will be available in an agreed upon format on an accessible integration staging location. Outbound data (data extracted from Salesforce) will be placed on the integration staging location. Client will be responsible for extracting data from and updating data to all external Client systems.
- Client is responsible for data validation from Client sources, and validation of data input for client targets.

Integration – Web Services

- [redacted]

6. Testing Scope
   - Huron will support User Acceptance Testing (UAT) Test Script Creation and Testing Support. [redacted]
   - Client team will be responsible for development and execution of User Acceptance test plans, test scripts, and cases

Integration & Testing Deliverables

Huron will provide the following deliverables as part of the enterprise assessment, governance, planning, program management, and change management process.

Document	Description
[redacted]	[redacted]
[redacted]	[redacted]
[redacted]	[redacted]
[redacted]	[redacted]

Workstream 2: Academic Advising, Student Success, Early Alerts ("Advising")

Our services are based on the following assumptions, representations and/or information supplied by you. In this workstream, Huron assumes implementation scope is [redacted] Future phases will be identified in coordination with JMU.

1. Discovery and Design Scope
   - [redacted] JMU resources will be available to provide to attend discovery workshops and provide the information needed to complete the User Stories and Design.
   - JMU will sign off on the collected user stories and Solution Design before Development begins.

2. Configuration Process Scope

   Sprint 1
   - [redacted]

   Sprint 2
   - [redacted]

   Sprint 3
   - [redacted]

   Sprint 4
   - [redacted]

   - The expected EDA Data Model will include Account (Program), Contact (Student), Term, Course, Course Offering, Course Connection, Attendance Event, Program Enrollment, Term Grade.

- JMU will develop an advising model that fits within one of the prescribed Student Success Hub Models (Individual, Success Team, Queues, or Advising Pools).
- Advisor Assignment mapping will be provided to Huron in the provided template.
- [redacted]
- Huron assumes that no Apex Code, Visualforce, or custom Lightning Components are required for this phase.
- Huron assumes no custom objects are required in this phase
- [redacted]

3. Testing Scope
    - [redacted]
    - Huron assumes that JMU will provide business resources to conduct User Acceptance Testing and provide feedback to Huron and will complete UAT regression tests (testing across sprint feature build) in two weeks.
    - JMU will procure a full sandbox for UAT and will have a partial sandbox(es) allocated to Huron for initial configuration. The full sandbox comes with your Salesforce UE license.
    - [redacted]

4. Training Scope
    - Huron assumes that JMU will co-lead end-user training to advising group and other success team members
    - [redacted]

- [redacted]

5. Deployment & Support Scope
   - [redacted]
   - [redacted]

6. Project Management Scope
   - [redacted]
   - [redacted]
   - [redacted]
   - [redacted]

Workstream 2 Assumptions

- [redacted]
- [redacted]
- [redacted]
- [redacted]
- [redacted]
- [redacted]
- [redacted]
- [redacted]
  - [redacted]
- [redacted]
  - [redacted]
  - [redacted]
  - [redacted]
  - [redacted]
  - [redacted]
- [redacted]

Deliverables

Huron will provide the following deliverables as part of the implementation process.

Document	Description
[redacted]	[redacted]
[redacted]	[redacted]
[redacted]	[redacted]
[redacted]	[redacted]
[redacted]	[redacted]
[redacted]	[redacted]

[redacted] The initial phase of the project is slated to begin following the enterprise assessment period. The Services are based on the following assumptions, representations, and/or information supplied by JMU.

Project Initiation, Requirements Gathering, and Design

Stage Name	Description	Estimated Weeks
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]

	[redacted]	

Build

Build 1: Core CRM (Affinaquest Advancement RM implementation)

The following table represents an initial summary of the implementation stages taking place during Build 1. A finalized schedule and detailed requirements for each will be provided as a deliverable in the design phase. The objects outlined below are a representative sample and may not be inclusive of all objects included in each sprint.

Sprint Name	Description	Estimated Weeks
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]

	• [redacted]	
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]

	[redacted]	
[redacted]	[redacted]	[redacted]

Configuration Assumptions

- [redacted]
- [redacted]
- [redacted]
- [redacted]
    - [redacted]
    - [redacted]
    - [redacted]
    - [redacted]
- [redacted]
- [redacted]
- [redacted]
- [redacted]
    - [redacted]
    - [redacted]
        - [redacted]
        - [redacted]
        - [redacted]

Build 2: Data Migration

[redacted]

[redacted]

- [redacted]
- [redacted]
  - [redacted]
  - [redacted]
  - [redacted]
  - [redacted]
- [redacted]

[redacted]

Data Conversion Assumptions

- [redacted]
- [redacted]
- [redacted]
- [redacted]
- [redacted]
- [redacted]
- [redacted]

Build 3: Data Integration

[redacted]

[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]

[redacted]

- [redacted]
- [redacted]

- [redacted]

- [redacted]

Build 4: Reporting
Huron will provide development resources to work hand-in-hand with the JMU team on prioritized report development.

[redacted]

- [redacted]
- [redacted]
- [redacted]

[redacted]

Report Complexity Level	Description	Estimated Hours
[redacted]	- [redacted]	[redacted]
[redacted]	- [redacted]	[redacted]
[redacted]	- [redacted]	[redacted]

CRM ANALYTICS
Huron will launch the workstream to implement CRM Analytics as the core reporting tool alongside [redacted]

- [redacted]
- [redacted]
- [redacted]
- [redacted]
- [redacted]
- [redacted]

Huron will deliver the following:

Document	Description
[redacted]	- [redacted]

[redacted]	[redacted]
[redacted]	[redacted]

Reporting Assumptions

- [redacted]

- [redacted]
- [redacted]

Build 5: Online Giving and Constituent Portal

[redacted]

- [redacted]
- [redacted]
- [redacted]
- [redacted]
- [redacted]

[redacted]

Online Giving Assumptions

- [redacted]
- [redacted]
- [redacted]
- [redacted]
- [redacted]
- [redacted]
- [redacted]
- [redacted]
- [redacted]

<u>Testing</u>

[redacted]

Testing Assumptions

- [redacted]
    - [redacted]
    - [redacted]
    - [redacted]

- [redacted]

<u>Documentation and Training</u>

[redacted]

- [redacted]
  - [redacted]
  - [redacted]
- [redacted]
- [redacted]
- [redacted]
- [redacted]
- [redacted]

Documentation and Training Assumptions

- [redacted]
- [redacted]
- [redacted]
- [redacted]

<u>General Project Support</u>

[redacted]

- [redacted]
- [redacted]

Workstream Assumptions

- [redacted]
- [redacted]
- [redacted]
- [redacted]

Client Resource	Responsibility	Time Needed
[redacted]	[redacted]	[redacted]

Client Resource	Responsibility	Time Needed
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]

Deliverables

Document	Description
[redacted]	[redacted]

	• [redacted]
[redacted]	[redacted]
[redacted]	[redacted]
[redacted]	[redacted]
[redacted]	[redacted]
[redacted]	[redacted] [redacted]
[redacted]	[redacted]
[redacted]	[redacted]
[redacted]	[redacted]

Workstream 4: Admissions

Our services are based on the following assumptions, representations, and/or information supplied by you [redacted]

1. Discovery and Design Scope
   - [redacted]

   Assumptions
   - [redacted]

2. Salesforce Configuration Scope
   - [redacted]

3. Third-Party Application Configuration Scope
   - [redacted]

4. Testing Scope
- [redacted]
- [redacted]
- [redacted]
  - [redacted]
  - [redacted]
  - [redacted]
- [redacted]

5. Training Scope
- [redacted]
- [redacted]
- [redacted]

6. Deployment & Support Scope
- [redacted]
- [redacted]
- [redacted]
- [redacted]

7. Project Management Scope
- [redacted]
- [redacted]
- [redacted]
- [redacted]
- [redacted]

Workstream Assumptions
- [redacted]
- [redacted]
- [redacted]

[redacted]

Deliverables

In addition to a configured and tested Salesforce solution specific to in-scope requirements, Huron will provide the following deliverables as part of the implementation process.

Document	Description
[redacted]	[redacted]
[redacted]	[redacted]
[redacted]	[redacted]
[redacted]	[redacted]
[redacted]	[redacted]
[redacted]	[redacted]

General Project Assumptions

Our services are based on the following assumptions, representations and/or information supplied by you.

- [redacted]

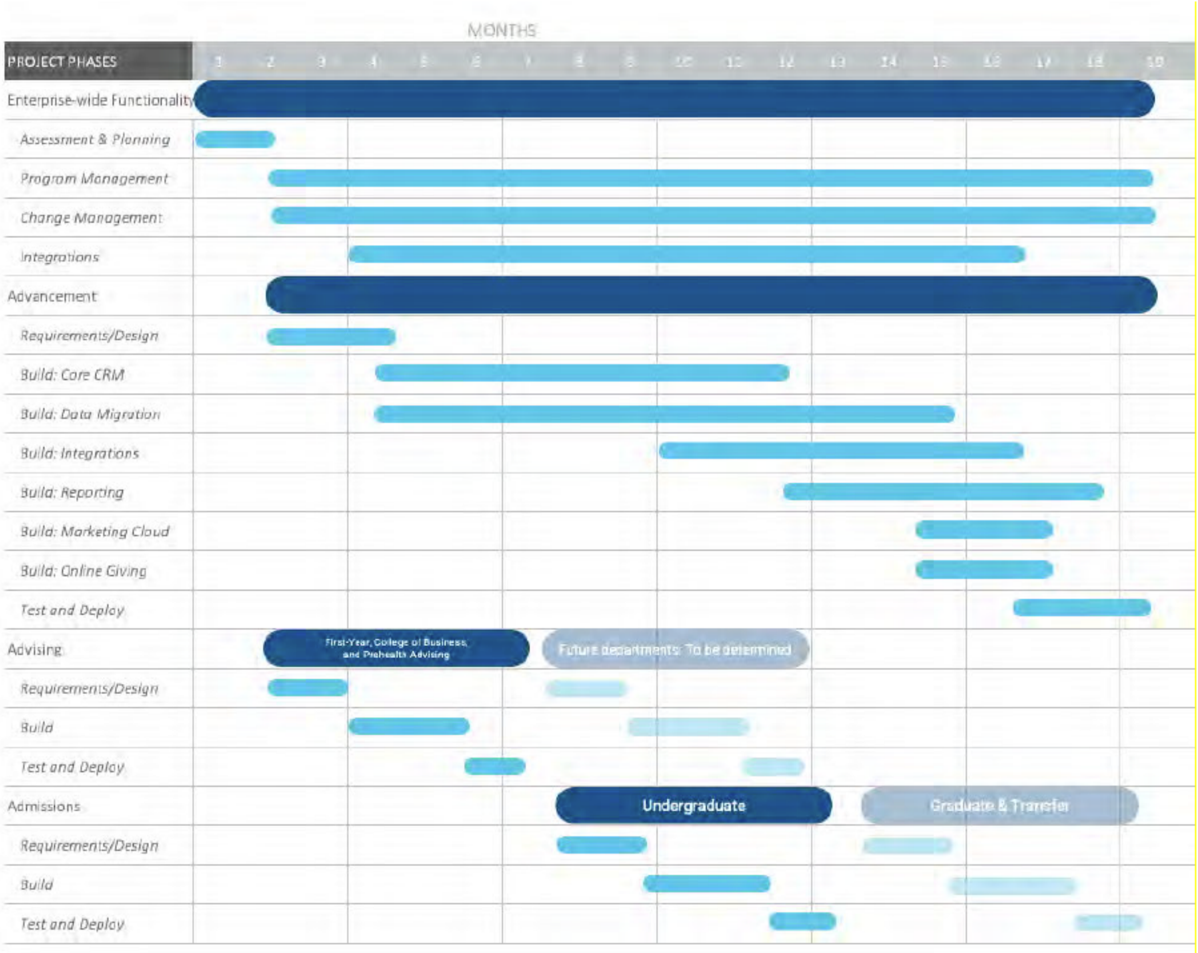
The successful delivery of our services, and the fees charged, are dependent on (i) your timely and effective completion of your responsibilities, (ii) the accuracy and completeness of the assumptions, and (iii) timely decisions and approvals by your management. Client will be responsible for any delays, additional costs, or other liabilities caused by or associated with any deficiencies in the assumptions or in carrying out Client responsibilities.

Engagement Deliverables Acceptance criteria

[redacted]

[redacted]

Timeline



Project Resources

In connection with our provision of services, you will perform the tasks, furnish the personnel, provide the resources, and undertake the responsibilities specified below.

[redacted]

To help maximize the value of our work to you and to keep the project moving on schedule, you agree to comply with all of our reasonable requests and to provide us timely access to all information and locations reasonably necessary to our performance of the services.

The table below shows the specific types of Client resources and responsibilities needed for this engagement.

Client Roles and Responsibilities

[redacted]		
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]

Fees and Expenses

The Services are provided on a time and materials basis. The estimated fees for the Services specified herein are:

PHASE	ESTIMATE
Workstream 1: Enterprise-wide Functionality	$1,568,180
Workstream 2: Advising	$464,475
Workstream 3: Advancement	$2,777,100
Workstream 4: Admissions	$567,700
	$5,377,455

We will bill on an hourly basis based on the actual hours worked at the below hourly billing rates. The proposed hourly rates will be maintained for the duration of this SOW, which is a minimum of 19 months as proposed. Future SOWs are subject to rate increases as described the Master Services Agreement.

WORKSTREAM	ROLE	REMOTE RATE	HOURS	COST
Enterprise	Engagement Director	$305	400	$122,000
Enterprise	Program Manager	$285	1260	$359,100
Enterprise	Change Management	$305	400	$122,000
Enterprise	Marketing Architect	$305	176	$53,680
Enterprise	Marketing Solution Architect	$285	480	$136,800
Enterprise	Marketing Developer	$65	280	$18,200
Enterprise	Marketing Analyst	$230	320	$73,600
Enterprise	Assessment Solution Architect	$305	240	$73,200
Enterprise	Assessment Business Analyst	$285	240	$68,400
Student Success	Engagement Lead	$305	95	$28,975
Student Success	Project Manager	$285	380	$108,300
Student Success	Solution Architect	$305	480	$146,400
Student Success	Business Analyst	$230	760	$174,800
Student Success	QA/Tester	$60	100	$6,000
Admissions	Engagement Lead	$305	100	$30,500
Admissions	Solution Architect	$305	400	$122,000
Admissions	Project Manager	$285	400	$114,000
Admissions	Business Analyst	$230	740	$170,200
Admissions	Technical Lead	$230	400	$92,000
Admissions	Developer	$75	520	$39,000
Advancement	Engagement Lead	$305	360	$109,800
Advancement	Project Management	$285	1440	$410,400
Advancement	Solution Architect	$285	1200	$342,000
Advancement	Technical Architect	$305	720	$219,600
Advancement	Technical Architect	$95	1440	$136,800
Advancement	Business Analyst	$230	2400	$552,000
Advancement	Business Analyst	$230	520	$119,600

Advancement	Developer	$65	1600	$104,000
Advancement	Developer	$60	240	$14,400
Advancement	Business Analyst	$210	480	$100,800
Advancement	Developer	$60	960	$57,600
Advancement	Technical Lead	$75	1200	$90,000
Advancement	Developer	$60	960	$57,600
Advancement	Quality Assurance	$60	2400	$144,000
Advancement	CRM-A Architect	$285	400	$114,000
Advancement	CRM-A Associate	$230	400	$92,000
Advancement	Affinaquest SME Pool	$225	500	$112,500
Integration	Solution Architect	$305	120	$36,600
Integration	Technical Architect	$285	840	$239,400
Integration	Developer	$65	1720	$111,800
Integration	Quality Assurance	$65	640	$41,600
Integration	Business Analyst	$65	1720	$111,800
				$ 5,377,455

[redacted]

We understand that our bills should be sent to:

Accounts Payable
James Madison University
1031 South Main Street MSC 5712
Harrisonburg, VA 22807
Phone: 540-568-7397
Email: acctspayable@jmu.edu

Please make payment as follows:

Payment by check:
Huron Consulting Services LLC
P.O. Box 71223
Chicago, IL 60694-1223

All electronic payments:
BMO Harris
Chicago, Illinois
Routing No. 071000288
Account Title: Huron Consulting Services LLC
Account Number: 262-463-3
SWIFT: HATRUS44

Change Orders

Any change under this SOW which will result in a material change in scope, fees or timeline shall be mutually agreed upon by the parties under a change Order ("Change Order"). Huron will provide you with an estimate of the charges and the anticipated changes in the delivery schedule. Huron shall continue performing the original Services in accordance with the SOW until the Parties agree in writing on the change in scope, scheduling, and associated fees therefore. Any Change Order shall be agreed to by the Parties in writing prior to implementation of the Change Order.

Business Terms

The terms and conditions of contract UCPJMU6512 which includes this Agreement executed between Huron and the Client shall govern and apply to this SOW. Please indicate your agreement to the terms herein by signing below.

ACKNOWLEDGED AND ACCEPTED:

HURON CONSULTING SERVICES LLC	JAMES MADISON UNIVERSITY
Signed By: Vince Salvato Vince Salvato (Jan 24, 2023 23:21 GMT+4)	Signed By: Colleen Johnson
Print Name: Vince Salvato	Print Name: Colleen Johnson
Title: Managing Director	Title: Buyer Senior
Date: 01/24/23	Date: 01/24/23

EXHIBIT A

James Madison University
Salesforce Enterprise CRM Implementation

Rate Card for Salesforce Services

LEVEL	ONSHORE REMOTE	ONSHORE ONSITE	OFFSHORE
Managing Director	$325	$405	$140
Senior Director	$315	$395	$120
Director	$305	$385	$95
Senior Manager	$290	$370	$75
Manager	$285	$365	$75
Senior Associate	$240	$320	$65
Associate	$230	$310	$65
Analyst	$210	$290	$60

EXHIBIT B

Tentative Onsite Travel Schedule with Costs

WORKSTREAM	HURON RESOURCES	VISITS	COST
Enterprise	Enterprise – Engagement Director Enterprise Assessment – Solution Architect Enterprise Assessment – Business Analyst	3-4	$18,000 - $24,000
Advancement	Advancement – Engagement Lead Advancement – Project Manager Advancement – Solution Architect Advancement – Business Analyst	5-6	$40,000 - $48,000
Student Success	Student Success – Engagement Lead Student Success – Project Manager Student Success – Solution Architect Student Success – Business Analyst	2-3	$16,000 - $18,000
Admissions	Admissions – Engagement Lead Admissions – Project Manager Admissions – Solution Architect Admissions – Business Analyst	2-3	$16,000 - $18,000
			$90,000 - $108,000

Cost is estimated based on the Onshore Onsite rates provided in Exhibit A.

Actual travel schedule will be discussed and mutually agreed upon.

EXHIBIT C

James Madison University
Salesforce Enterprise CRM Implementation

License Requirements

Huron's proposed solution for JMU's Enterprise CRM solution requires the following licenses to support the functionality in the proposal.

Workstream	License Type	Quantity / Notes
Admissions	Admissions Connect (Sales Cloud – Unlimited Edition)	38
Admissions	Admissions Connect (Sales Cloud – Unlimited Edition RUL)	331
Admissions	Applicant Portal (Experience Cloud for Learner Success – Logins per month)	35,000
Advising	Student Success Hub – Full Time Staff (Unlimited Edition)	74
Advising	Student Success Hub – Part Time Staff (Unlimited Edition)	925
Advising	Student Portal (Experience Cloud for Learner Success – Logins per month)	15,000
Advising	CRM Analytics Growth	29
Advancement	Sales Cloud – Unlimited Edition	102
Advancement	Salesforce Maps	3
Advancement	CRM Analytics Growth	20
Advancement	Portal Logins per month	10,000
Enterprise	Shield	2
Enterprise	Marketing Cloud – Enterprise Plus Edition	1
Enterprise	Users	100
Enterprise	Contacts	500,000
Enterprise	Business Units	5
Enterprise	Messages (email, landing pages, interactive email)	150,000,000
Enterprise	SMS/MMS messages	1,000
Enterprise	SMS shortcode lease	1
Enterprise	Marketing Cloud Premier Success Plan	1
Enterprise	SSL Certificates	4
Enterprise	SMS shortcode setup	1

Affinaquest	Advancement RM Site License	(1) site license
Includes unlimited users with Tier 1 Support, maintenance, upgrades, and enhancements at no additional cost.		

Blackthorn	Year One – Events – Free & Paid Registrations	30,000
Blackthorn	Year Two – Events – Free & Paid Registrations	50,000
Blackthorn	Year Three – Events – Free & Paid Registrations	70,000
Blackthorn	Support – Premier Plan	1

MASTER SERVICES AGREEMENT

This Master Services Agreement ("MSA") is made as of the last date of signature here below (the "Effective Date") by and between Huron Consulting Services LLC, a Delaware limited liability company with an office located at 550 W. Van Buren Street, Chicago, Illinois 60607 ("Huron", "we" or "our") and James Madison University, a Virginia public institution of higher education and agency of the Commonwealth of Virginia, with an office located at 800 South Main Street, Harrisonburg VA "Client", "you" or "your"). Huron and Client may individually be referred to as a "Party" or together as the "Parties".

1. Our Services.

1.1 We will provide the services and furnish the deliverables (the "Services") as specified in one or more Statements of Work (each, a "SOW") signed by both Parties and attached hereto, as may be modified in writing from time to time by mutual consent, each of which will incorporate all of the terms and conditions of this MSA as though fully set forth therein. A SOW together with this MSA is referred to as the "Agreement." In the event of a conflict between any term of this MSA and the terms of a SOW, the terms of this MSA shall prevail. Changes to the scope of the Services shall be made only in a writing executed by authorized representatives of both Parties. As agreed by the Parties in a SOW, Services may be performed by one or more Huron Consulting Group affiliates.

1.2 You understand that we do not license and/or provide third party materials, including but not limited to third party software, hardware, tools, content, graphics or other materials (collectively "Third Party Materials") as part of our Services under this Agreement. In the event that a portion of the Services requires the use of Third Party Materials, you already have or will license or acquire such Third Party Materials directly from the third party provider, and shall ensure that you have the right to provide us with access to and use of such Third Party Materials in the provision of our Services hereunder. For the avoidance of doubt, Third Party Materials does not include materials created by subcontractors or vendors engaged by us.

2. Independent Contractor.

2.1 We are an independent contractor and not your employee, agent, joint venturer or partner and will determine the method, details and means of performing our Services. We assume full and sole responsibility for the payment of all compensation and expenses of our employees and for all of their state and federal income tax, unemployment insurance, Social Security, payroll and other applicable employee withholdings.

2.2 At all times during this engagement, Huron will retain control over its employees performing Services onsite at your or other non-Huron locations. Huron, and not you, retains the right to hire, fire, and assign its employees work while onsite at non-Huron locations. To the extent a Huron employee's conduct presents an irreparable disruption to the project, after written notice and proper escalation to Huron Engagement Lead about such issue, JMU reserves the right to have Huron replace the individual responsible for the irreparable conflict. All Huron employees will remain employees of Huron. You will not have the authority to subcontract the services of Huron employees to a different employer. Further, you have not engaged Huron to serve as an agent or job placement agency.

3. Fees and Expenses.

3.1 Our fees and payment terms are set out in the SOW. Those fees do not include taxes and other governmental charges (which will be separately identified in our invoices).

3.2 Intentionally Blank.

3.3 We reserve the right to suspend Services, with advanced notice to cure, if invoices are not timely paid (and not otherwise in dispute for accuracy), in which event we will not be liable for any resulting loss, damage or expense connected with such suspension.

4. Taxes.

4.1 Where applicable, you will be responsible for and pay all applicable sales, use, excise, value added, services, consumption and other taxes and duties associated with our performance or your receipt of our Services, excluding taxes on our income generally.

4.2 If you are required by the laws of any foreign tax jurisdiction to withhold income or profits taxes from our payment, then the amount payable by you upon which the withholding is based shall be paid to us net of such withholding. You shall pay any such withholding to the applicable tax authority. However, if after 120 days of the withholding, you do not provide us with official tax certificates documenting remittance of the taxes, you shall pay to us an amount equal to such withholding. The tax certificates shall be in a form sufficient to document qualification of the taxes for the foreign tax credit allowable against our corporation income tax.

5. Confidentiality and Privacy.

5.1 With respect to information supplied in connection with the Services under a SOW and designated by either of us as confidential, or which the other should reasonably believe is confidential based on its subject matter or the circumstances of its disclosure ("Confidential Information"), the other agrees to protect the Confidential Information in a reasonable and appropriate manner, and use Confidential Information only to perform its obligations under this engagement and for no other purpose. This will not apply to information which is: (i) publicly known, (ii) already known to the recipient, (iii) lawfully disclosed by a third party, (iv) independently developed, (v) disclosed pursuant to legal requirement or order, or (vi) disclosed to taxing authorities or to representatives and advisors in connection with tax filings, reports, claims, audits and litigation.

5.2 Confidential Information made available hereunder, including copies thereof, shall be returned or destroyed upon request by the disclosing Party; provided that the receiving Party may retain other archival copies for recordkeeping or quality assurance purposes and receiving Party shall make no unauthorized use of such copies.

5.3 We agree to use any personally identifiable information and data you provide us only for the purposes of the Services provided under the applicable SOW and as you direct, and we will not be liable for any third-party claims related to such use. You agree to take necessary actions to ensure that you comply with applicable laws relating to privacy and/or data protection, and we are not providing legal advice on compliance with the privacy and/or data protection laws of any country or jurisdiction.

5.4 Nothing herein shall be construed so as to prevent a disclosing Party from disclosing to others its own Confidential Information. Either Party may disclose the existence and terms of this Agreement. All press releases regarding this Agreement in which the other Party is named shall be subject to the prior written approval of the other Party, however, nothing herein shall prohibit Huron from including Client's name in a simple list of clients for marketing and public relations purposes.

6. Our Deliverables and Your License.

6.1 Except for any deliverables which are custom-developed specifically for you and identified as your exclusively owned deliverables in an applicable SOW, all deliverables, including all intellectual property rights contained therein, provided to you as a part of the Services under this MSA shall be owned exclusively by us, including but not limited to: (a) our work papers, proprietary information, processes, methodologies, know how, tools, and devices; and/or (b) any modifications, alterations, enhancements, extensions, configurations or derivative works (collectively referred to herein as "Huron Property"). Huron Property includes such information as existed prior to the delivery of Services and, to the extent such information is of general application, anything which we may discover, create or develop during our provision of Services to you. Upon payment of all applicable fees for the Services, we grant to you a fully paid up, perpetual, non-exclusive, nontransferable license to use the Huron Property for your internal business purposes and for any purpose that may be expressly stated in an applicable SOW. The Huron Property may not otherwise be disclosed, published or used in whole or in part for any other purpose.

6.2 The rights granted by us in Section 6.1 above do not include any rights in Third Party Materials. All Third Party Materials are subject to the terms and conditions of the applicable license or other agreement between you and the applicable third party provider.

6.3 You acknowledge that we provide services and/or deliverables to other clients that may be similar to the Services hereunder, and nothing under this MSA or any applicable SOW shall be construed to prevent us from providing such services or deliverables to other clients.

7. Your Responsibilities.

7.1 To the extent applicable, and as set forth in the applicable Statement of Work, you will cooperate in providing us with office space, equipment, data, and access to your personnel as necessary to perform the Services. To help maximize the value of our work to you and to keep the project moving on schedule, you agree to comply with all of our reasonable requests and to provide us timely access to all information and locations reasonably necessary to our performance of the Services. You also agree to cause all levels of your employees and contractors to cooperate fully and timely with us.

7.2 You will designate an employee or employees within your senior management who will make or obtain all management decisions on a timely basis. You also agree to ensure that all assumptions set forth in an applicable SOW are accurate and to provide us with such further information we may need and which we can rely on to be accurate and complete. We will be entitled to rely on all of your decisions and approvals made independently and we will not be obligated to evaluate, advise on, confirm, or reject such decisions and approvals. You shall provide reliable, accurate and complete information necessary for us to adequately perform the Services and will promptly notify us of any material changes in any information previously provided. You acknowledge that we are not responsible for independently verifying the truth or accuracy of any information supplied to us by or on behalf of you.

8. Our Warranty.

8.1 We warrant that our Services will be performed with reasonable care in a diligent and competent manner. Our sole obligation will be to correct any non-conformance with this warranty, provided that you give us written notice within 10 days after the Services are performed or delivered, whichever comes first. The notice will specify and detail the non-conformance and we will have a reasonable amount of time, based on its severity and complexity, to correct the non-conformance.

8.2 We do not warrant and are not responsible for any Third Party Materials or services. Your sole and exclusive rights and remedies with respect to any Third Party Materials or services are against the third party provider and not against us.

8.3 THIS WARRANTY IS OUR ONLY WARRANTY CONCERNING THE SERVICES AND ANY DELIVERABLE, AND IS MADE EXPRESSLY IN LIEU OF ALL OTHER WARRANTIES AND REPRESENTATIONS, EXPRESS OR IMPLIED, INCLUDING ANY IMPLIED WARRANTIES OF MERCHANTABILITY, OR FITNESS FOR A PARTICULAR PURPOSE, NON-INFRINGEMENT, ANY IMPLIED WARRANTIES ARISING OUT OF COURSE OF TRADE, DEALING, OR PERFORMANCE OR OTHERWISE, ALL OF WHICH ARE HEREBY DISCLAIMED.

9. Liability and Indemnification.

9.1 Intentionally Omitted.

9.2 We will not be liable for any special, consequential, incidental, indirect or exemplary damages or loss (nor any lost profits, savings or business opportunity). Further, our liability relating to this engagement will in no event exceed an amount equal to the fees (excluding taxes and expenses) we receive from you for the portion of the engagement giving rise to such liability.

9.3 Neither of us will be liable for any delays or failures in performance due to circumstances beyond our reasonable control. If either party is facing such circumstance they will work in good faith to reestablish control and provide notice of any issues.

10. Non-Solicitation. Both parties recognize that our respective personnel have access to trade secrets and proprietary information and are crucial and necessary to the completion of the Services. During the term of the corresponding contractual relationship between parties, and for a period of one year following its expiration or termination, those responsible for recruitment and hiring shall directly or indirectly solicit, employ, or otherwise engage a person who participated in the Services under the corresponding engagement; provided, that this restriction shall not apply to any general solicitation for employees (such as general newspaper advertisements, employment agency referrals and internet postings not targeting any such persons, and you shall not be restricted in hiring any such person who responds to any such general solicitation.

11. Termination.

11.1 Termination for Breach. Either Party may terminate this Agreement for breach if, within 30 days' notice detailing the nature of the breach, the breaching Party fails to cure a material breach of this Agreement.

11.2 To the extent you terminate this Agreement for convenience, you will pay us for all Services rendered, effort expended, expenses incurred, contingent fees (if any), or commitments made by us to the effective date of termination. To the extent you terminate this Agreement for breach, you will pay us for all conforming Services rendered and reasonable expenses incurred by us to the effective date of the termination.

11.3 Intentionally Omitted

11.4 The terms of this Agreement which relate to confidentiality, ownership and use, limitations of liability and indemnification, non-solicitation and payment obligations shall survive its expiration or termination.

12. Covered Entity. We each agree that you may be a "covered entity" and if so, we may be a "business associate", as such terms are defined in the standards for privacy of individually identifiable health information adopted pursuant to the Health Insurance Portability and Accountability Act of 1996 (45 C.F.R. Parts 160 and 164) (the "Privacy Standards"). If a business associate, we will enter into a separate business associate agreement with you.

13. Books and Records. If applicable, we each agree to comply with the requirement of Section 1861(v)(1)(I) of the Social Security Act, as amended, and any written regulations pursuant thereto, governing the maintenance of documentation to verify the cost of the Services rendered under any applicable SOW as follows: Until the expiration of five (5) years after the furnishing of the Services pursuant to the applicable SOW, each Party shall make available upon written request of the Secretary of the Department of Health and Human Services, or upon request of the Comptroller General of the U.S., or any of their duly authorized representatives, the applicable terms and conditions and any books, documents, and records that are necessary to verify the nature and extent of such costs. If either of us is requested to disclose any books, documents, or records relevant to any SOW for the purpose of an audit or investigation, the Party impacted shall, unless legally prohibited, immediately notify the other Party of the nature and scope of such request and shall make available, upon written request of the other Party, all such books, documents or records.

14. General.

14.1 This MSA which includes the attached Commonwealth of Virginia Agency Contract Form Addendum to Contractor's Form (dated November 21, 2021), and the JMU IT Services Addendum (dated January 6, 2023) both of which shall govern in the event of conflict, together with all SOWs, including all their attachments, shall be made part of the Commonwealth of Virginia contract UCPJMU6512 which shall constitute the entire understanding and agreement between us\, and may be amended, modified or changed only in a writing when signed by both Parties. The Parties acknowledge that they may be a party to a software license or hosting agreement and that the terms of this Agreement shall not supersede such agreements.

14.2 No term of this Agreement will be deemed waived, and no breach of this Agreement excused, unless the waiver or consent is in writing signed by the Party granting such waiver or consent.

14.3 We each acknowledge that we may correspond or convey documentation via Internet e-mail and that neither Party has control over the performance, reliability, availability, or security of Internet e-mail. Therefore, neither Party will be liable for any loss, damage, expense, harm or inconvenience resulting from the loss, delay, interception, corruption, or alteration of any Internet e-mail due to any reason beyond our reasonable control.

14.4 Notices. All notices required under this Agreement shall be given in writing and delivered to the receiving Party at its respective address set forth below by: (i) personal delivery; (ii) certified or registered mail (return receipt requested), or (iii) by a recognized courier service. All such notices shall be effective upon receipt or refused delivery. Any Party may change its address set forth below by written notice to the other Party in accordance with the terms of this Section 14.4.

If to Huron:

Huron Consulting Services LLC
Attn: [Managing Director]
550 West Van Buren Street
Chicago, IL 60607
With a copy to:

Huron Consulting Group Inc.
Attention: Legal Department
550 West Van Buren Street
Chicago, IL 60607

If to Client:

Address for contracting notices:
JMU Procurement Services
752 Ott St., MSC 5720
Harrisonburg, VA 22807

Address for any Security Breach Notice:
Information Security Officer
Information Technology
James Madison University
1031 S. Main Street
MSC5733
Massanutten Hall, Room 261
Harrisonburg, Virginia 22807
ISO@jmu.edu

With a copy (which does not constitute notice) to the physical address:
Office of University Counsel
James Madison University
820 Madison Drive
MSC 7811
Burruss Hall, Room 104
Harrisonburg, Virginia 22807

14.5 Assignment. Except in the event of a sale of all or substantially all of the assets of Huron as a going concern to another entity, or merger or consolidation with or into another entity which shall continue Huron's business substantially unchanged, neither Party shall assign or transfer this Agreement or any of the license or other rights granted by this Agreement, without obtaining the other Party's written approval, such approval not to be unreasonably withheld whether by operation of law or otherwise.

14.6 This Agreement shall be governed by and construed in accordance with the laws of the Commonwealth of Virginia without giving effect to conflict of law rules.

14.7 Equitable Relief. Each Party agrees that, in the event injunctive or other equitable relief is appropriate to enforce compliance with confidentiality provisions or intellectual property provisions of this Agreement, then such relief shall be in addition to any other remedies available to the aggrieved Party and that the aggrieved Party shall be entitled to seek such equitable relief without the requirement of any bond or security and without the necessity of having to establish the failure of legal remedies.

14.8 If any portion of this Agreement is found invalid, such finding shall not affect the enforceability of the remainder hereof, and such portion shall be revised to reflect our mutual intention.

14.9 This Agreement shall not provide third parties with any remedy, cause, liability, reimbursement, claim of action or other right in law or in equity for any matter governed by or subject to the provisions of this Agreement.

HURON CONSULTING SERVICES LLC

Signed By: Vince Salvato Vince Salvato (Jan 24, 2023 23:21 GMT+4)
Print Name: Vince Salvato
Title: Managing Director
Date: 01/24/23

JAMES MADISON UNIVERSITY

Signed By: Colleen Johnson
Print Name: Colleen Johnson
Title: Buyer Senior
Date: 01/24/23

COMMONWEALTH OF VIRGINIA AGENCY
CONTRACT FORM ADDENDUM TO CONTRACTOR'S FORM

AGENCY NAME: **James Madison University**

CONTRACTOR NAME: **Huron Consulting Group**

DATE: **November 12, 2021**

The Commonwealth and the Contractor are this day entering into a contract and, for their mutual convenience, the parties are using the standard form agreement provided by the Contractor. This addendum, duly executed by the parties, is attached to and hereby made a part of the contract. In the event that the Vendor enters into terms of use agreements or other agreements of understanding with University employees and students (whether electronic, click-through, verbal, or in writing), the terms and conditions of this Agreement shall prevail.

The Contractor represents and warrants that it is a(n) / / individual proprietorship / / association / / partnership /X / corporation / / governmental agency or authority authorized to do in Virginia the business provided for in this contract. **(Check the appropriate box.)**

Notwithstanding anything in the Contractor's form to which this Addendum is attached, the payments to be made by the Commonwealth for all goods, services and other deliverables under this contract shall not exceed Purchase Order Amounts; payments will be made only upon receipt of a proper invoice, detailing the goods/services provided and submitted to James Madison University. The total cumulative liability of the Commonwealth, its officers, employees and agents in connection with this contract or in connection with any goods, services, actions or omissions relating to the contract, shall not under any circumstance exceed payment of the above maximum purchase price plus liability for an additional amount equal to such maximum purchase price. In its performance under this contract, the Contractor acts and will act as an independent contractor, and not as an agent or employee of the Commonwealth.

The Contractor's form contract is, with the exceptions noted herein, acceptable to the Commonwealth. Nonetheless, because certain standard clauses that may appear in the Contractor's form agreement cannot be accepted by the Commonwealth, and in consideration of the convenience of using that form, and this form, without the necessity of specifically negotiating a separate contract document, the parties hereto specifically agree that, notwithstanding any provisions appearing in the attached Contractor's form contract, none of the following paragraphs **1 through 18** shall have any effect or be enforceable against the Commonwealth:

1. Requiring the Commonwealth to maintain any type of insurance either for the Commonwealth's benefit or for the contractor's benefit;

2. Renewing or extending the agreement beyond the initial term or automatically continuing the contract period from term to term;

3. Requiring or stating that the terms of the attached Contractor's form agreement shall prevail over the terms of this addendum in the event of conflict;

4. Requiring the Commonwealth to indemnify or to hold harmless the Contractor for any act or omission;

5. Imposing interest charges contrary to that specified by the *Code of Virginia*, §2.2-4347 through 2.2-4354, Prompt Payment;

6. Requiring the application of the law of any state other than Virginia in interpreting or enforcing the contract or requiring or permitting that any dispute under the contract be resolved in the courts of any state other than Virginia;

7. Requiring any total or partial compensation or payment for lost profit or liquidated damages by the Commonwealth if the contract is terminated before its ordinary period;

8. Requiring that the contract be "accepted" or endorsed by the home office or by any other officer subsequent to execution by an official of the Commonwealth before the contract is considered in effect;

9. Delaying the acceptance of this contract or its effective date beyond the date of execution;

10. Limiting or adding to the time period within which claims can be made or actions can be brought;

11. Limiting the liability of the Contractor for property damage or personal injury. The parties agree that this clause does not extend the Contractor's liability beyond its own acts or those of its agents/employees;

12. Permitting unilateral modification of this contract by the Contractor;

13. Binding the Commonwealth to any arbitration or to the decision of any arbitration board, commission, panel or other entity;

14. Obligating the Commonwealth to pay costs of collection or attorney's fees;

15. Granting the Contractor a security interest in property of the Commonwealth;

16. Bestowing any right or incurring any obligation that is beyond the duly granted authority of the undersigned agency representative to bestow or incur on behalf of the Commonwealth.

17. Requiring the "confidentiality" of the agreement, in whole or part, without (i) invoking the protection of Section 2.2-4342F of the Code of Virginia in writing prior to signing the agreement (ii) identifying the data or other materials to be protected, and (iii) stating the reasons why protection is necessary.

18. Requiring the Commonwealth to reimburse for travel and living expenses in excess of the agency policy located at https://www.jmu.edu/financemanual/procedures/4215mie.shtml

This contract has been reviewed by staff of the agency. Its substantive terms are appropriate to the needs of the agency and sufficient funds have been allocated for its performance by the agency. This contract is subject to appropriations by the Virginia General Assembly.

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

AGENCY by ______________	**CONTRACTOR by** ______________
Title Buyer Senior	**Title** **Managing Director**
Printed Name Colleen Johnson	**Printed Name** **Vince Salvato**

June. 2020

James Madison University
Information Technology Services Addendum

CONTRACTOR NAME: **Huron Consulting Group**

PRODUCT/SOLUTION: **Enterprise CRM - Salesforce**

Definitions:

- Agreement: The "Agreement" includes the contract, this addendum and any additional addenda and attachments to the contract, including the Contractor's Form.
- University: "University" or "the University" means James Madison University, its trustees, officers and employees.
- University Data: "University Data" is defined as any data that the Contractor creates, obtains, accesses, transmits, maintains, uses, processes, stores or disposes of in performance of the Agreement. It includes all Personally Identifiable Information and other information that is not intentionally made generally available by the University on public websites.
- Personally Identifiable Information: "Personally Identifiable Information" (PII) includes but is not limited to: Any information that directly relates to an individual and is reasonably likely to enable identification of that individual or information that is defined as PII and subject to protection by James Madison University under federal or Commonwealth of Virginia law.
- Security Breach: "Security Breach" means a security-relevant event in which the security of a system or procedure involving University Data is breached, and in which University Data is exposed to unauthorized disclosure, access, alteration, or use.
- Service(s): "Service" or "Services" means any goods or services acquired by the University from the Contractor.

1. **Rights and License in and to 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 Contractor has a limited, nonexclusive license to use the data as provided in the Agreement solely for the purpose of performing its obligations hereunder. The Agreement does not give a party any rights, implied or otherwise, to the other's data, content, or intellectual property.

2. **Disclosure:** All goods, products, materials, documents, reports, writings, video images, photographs, or papers of any nature including software or computer images prepared or provided to the Contractor (or its subcontractors) for the University will not be disclosed to any other person or entity without the written permission of the University.

3. **Data Privacy:**
   a. Contractor will use University Data only for the purpose of fulfilling its duties under the 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 law.
   b. University Data will not be stored outside the United States without prior written consent from the University.
   c. Contractor will provide access to University Data only to its employees and subcontractors who need to access the data to fulfill obligations under the Agreement. The Contractor will ensure that the Contractor's employees, and subcontractors when applicable, who perform work under the Agreement have received appropriate instruction as to how to comply with the data protection provisions of the Agreement and have agreed to confidentiality obligations at least as restrictive as those contained in this Addendum.

i. If the Contractor will have access to the records protected by the Family Educational Rights and Privacy Act (FERPA), Contractor acknowledges that for the purposes of the Agreement it will be designated as a "school official" with "legitimate educational interests" in such records, as those terms have been defined under FERPA and its implementing regulations, and Contractor agrees to abide by the limitations and requirements imposed on school officials. Contractor will use such records only for the purpose of fulfilling its duties under the Agreement for University's and its End Users' benefit, and will not share such data with or disclose it to any third party except as required by law or authorized in writing by the University. Contractor acknowledges that its access to such records is limited to only those directly related to and necessary for the completion of Contractor's duties under the Agreement.

d. The Contractor shall be responsible and liable for the acts and omissions of its subcontractors, including but not limited to third-party cloud hosting providers, and shall assure compliance with the requirements of the Agreement.

4. **Data Security:**

a. Contractor 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 Contractor'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.

b. <u>Contractor will store and process University Data in a secure site and, where Contractor is providing services to host University Data, will provide a summary of a SOC 2 or other security report deemed sufficient as agreed upon by the parties from a third party reviewer along with annual updated security report summaries. If the Contractor is using a third-party cloud hosting company such as AWS, Rackspace, etc., the Contractor will obtain a summary of the security audit report from its hosting company and give the results to the University to the extent that Contractor is allowed to do so under its applicable agreement(s) with such hosting company. The University should not have to request the report directly from the hosting company.</u>

c. Contractor will use industry-standards and up-to-date security tools, technologies and practices such as network firewalls, anti-virus, vulnerability scans, system logging, intrusion detection, 24x7 system monitoring, and third-party penetration testing in providing services under the Agreement.

d. Without limiting the foregoing, Contractor warrants that all electronic University Data will be encrypted in transmission (including via web interface) and stored at AES 256 or stronger.

5. **Data Authenticity, Integrity and Availability:**

a. Contractor will take reasonable measures, including audit trails, to protect University Data against deterioration or degradation of data quality and authenticity. Contractor shall be responsible for ensuring that University Data, per the Virginia Public Records Act, is "preserved, maintained, and accessible throughout their lifecycle, including converting and migrating electronic records as often as necessary so that information is not lost due to hardware, software, or media obsolescence or deterioration."

b. Contractor will ensure backups are successfully completed at the agreed interval and that restoration capability is maintained for restoration to a point-in-time and\or to the most current backup available.

c. <u>If applicable, Contractor will maintain an uptime as agreed to for the contracted services via the use of appropriate redundancy, continuity of operations and disaster recovery planning and implementations, excluding regularly scheduled maintenance time.</u>

6. **Employee Background Checks and Qualifications:**

a. Contractor shall ensure that its employees have undergone appropriate background screening and possess all needed qualifications to comply with the terms of the Agreement including but not limited to all terms relating to data and intellectual property protection.
b. If the Contractor 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, the Contractor agrees that it has performed the following background checks on all employees who have potential to access such data in accordance with the Fair Credit Reporting Act: Social Security Number trace; seven (7) year felony and misdemeanor criminal records check of federal, state, or local records (as applicable) for job related crimes; Office of Foreign Assets Control List (OFAC) check; Bureau of Industry and Security List (BIS) check; and Office of Defense Trade Controls Debarred Persons List (DDTC).

7. **Security Breach:**
a. Response: Immediately (within three (3) business days) upon becoming aware of a Security Breach, or of circumstances that have resulted in unauthorized access to or disclosure or use of University Data, Contractor will notify the University ISO at (ISO@jmu.edu), fully investigate the incident, and cooperate fully with the University's investigation of and response to the incident. Except as otherwise required by law, Contractor 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:
   i. If Contractor 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, Contractor will reimburse the University in full for all costs incurred by the University in investigation and remediation of any Security Breach caused by a breach of this Addendum by Contractor, for (i)providing notification to individuals whose Personally Identifiable Information was compromised and to regulatory agencies or other entities as required by law; (ii)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 as required by law; and (iii) the payment of legal fees, audit costs, fines, and other fees imposed by regulatory agencies as a result of the Security Breach.
   ii. If Contractor 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, Contractor will reimburse the University in full for all costs reasonably incurred by the University in investigation and remediation of any Security Breach caused by Contractor.

8. **Requests for Data, Response to Legal Orders or Demands for Data:**
a. Except as otherwise expressly prohibited by law, Contractor will:
   i. immediately notify the University of any subpoenas, warrants, or other legal orders, demands or requests received by Contractor seeking University Data;
   ii. consult with the University regarding its response;
   iii. cooperate with the University's requests in connection with efforts by the University to intervene and quash or modify the legal order, demand or request; and
   iv. Upon the University's request, provide the University with a copy of its response.
b. Contractor will make itself and any employees, contractors, or agents assisting in the performance of its obligations under the Agreement, available to the University at no cost to the University based upon claimed violation of any laws relating to security and\or privacy of the data that arises out of the Agreement. This shall include any data preservation or eDiscovery required by the University.

c. The University may request and obtain access to University Data and related logs at any time for any reason and at no extra cost.

9. **Data Transfer Upon Termination or Expiration:**

a. Contractor's obligations to protect University Data shall survive termination of the Agreement until all University Data has been returned or securely destroyed, meaning taking actions that render data written on media unrecoverable by both ordinary and extraordinary means.

b. Upon termination or expiration of the Agreement, Contractor will ensure that all University Data are securely transferred, returned or destroyed as directed by the University in its sole discretion within 60 days of termination of the Agreement. Transfer/migration to the University or a third party designated by the University shall occur without significant interruption in service. Contractor shall ensure that such transfer/migration uses facilities, methods, and data formats that are accessible and 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.

c. In the event that the University requests destruction of its data, Contractor agrees to securely destroy all data in its possession and in the possession of any subcontractors or agents to which Contractor might have transferred University data. Contractor agrees to provide documentation of data destruction to the University.

d. Contractor 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 Contractor's facilities to remove and destroy University-owned assets and data. Contractor shall implement its exit plan and take all necessary actions to ensure a smooth transition of service with minimal disruption to the University. The Contractor will also provide, as applicable, 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. Contractor will work closely with its successor to ensure a successful transition to the new service, with minimal downtime and effect on the University, all such work to be coordinated and performed in advance of the formal, final transition date.

10. **Audits:**

a. Intentionally Blank.

b. If Contractor must under the Agreement host University Data known as Personally Identifiable Information or financial or business data, Contractor will at its expense conduct or have conducted at least annually a(n):

   i. American Institute of CPAs Service Organization Controls 2 (SOC 2) audit, or other independent security audit with audit objectives deemed sufficient by the University, which attests to Contractor's security policies, procedures, and controls. Contractor shall also submit such documentation for any third-party cloud hosting provider(s) they may use (e.g. AWS, Rackspace, Azure, etc.) and for all subservice providers or business partners relevant to the Agreement to the extent that Contractor is allowed to submit such documentation under its agreement(s) with such third-party cloud hosting provider(s). Contractor shall also provide James Madison University with a designated point of contact for the SOC reports and risks related to the contract. This person shall address issues raised in the SOC reports of the Contractor and its relevant providers and partners, and respond to any follow up questions posed by the University in relation to technology systems, infrastructure, or information security concerns related to the contract.

   ii. vulnerability scan of Contractor's electronic systems and facilities that are used in any way to deliver electronic services under the Agreement; and

iii. formal penetration test performed by qualified personnel of Contractor's electronic systems and facilities that are used in any way to deliver electronic services under the Agreement.

c. Additionally, Contractor will provide the University upon request a summary 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 the Agreement. The University may require, at University expense, the Contractor to perform additional audits and tests, a summary of the results of which will be provided promptly to the University.

11. **Compliance:**

a. Contractor will comply with all applicable laws and industry standards in performing services under the Agreement. Any Contractor 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 Contractor upon request.

b. To the extent applicable to the design and intended use of the service, Contractor warrants that the service it will provide to the University is fully compliant with and will enable the University to be compliant with relevant requirements of all laws, regulation, and guidance applicable to the University and/or Contractor, including but not limited to: the Family Educational Rights and Privacy Act (FERPA), Health Insurance Portability and Accountability Act (HIPAA), 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.

12. **No End User Agreements:** Intentionally Blank.

IN WITNESS WHEREOF, the parties have caused this addendum to be duly executed, intending thereby to be legally bound. In the event of conflict or inconsistency between terms of the Agreement and this Addendum, the terms of this Addendum shall prevail.

	JAMES MADISON UNIVERSITY		**CONTRACTOR**
SIGNATURE:	Colleen Johnson	SIGNATURE:	DocuSigned by: Vince Salvato
PRINTED NAME:	Colleen Johnson	PRINTED NAME:	Vince Salvato
TITLE:	Buyer Senior	TITLE:	Managing Director
DATE:	1/10/2023	DATE:	1/6/2023

REV: March 23, 2020; edits to original language marked with underline.

AGREEMENT
PUBLICLY ACCESSIBLE CONTRACT (PAC)

This Agreement, effective the 24th day of January 2023, is by and between James Madison University (the “University”), on behalf of the Virginia Higher Education Procurement Consortium (the “Consortium”) (collectively the "University"), and Huron Consulting Services (AKA Huron Consulting Group), (“Vendor”).

TERM

This end date coincides with the Primary Agreement’s end date.

WITNESS

WHEREAS, the University and Vendor have executed an agreement, UCPJMU6512, dated January 24, 2023 (the “Primary Agreement”), and included in the Primary Agreement is a third-party access / cooperative clause. Now therefore, the University and Vendor wish to express in this Agreement the specific terms that will allow third party access to the Primary Agreement.

Accordingly, and in consideration of the mutual premises and provisions hereof, the parties hereby agree as follows:

I. Vendor will:

A. Pay the University 1% of all sales to accessing entities outside of the Consortium membership associated with the Primary Agreement (as the “PAC Annual Fee”). The PAC Annual Fee will be paid in exchange for marketing services provided by the University and the Consortium described below in Section II. .

B. Fully support this marketing relationship by promoting the availability of the Primary Agreement to non-Consortium entities;

C. Provide quarterly sales reports detailing the amount of sales to each non-Consortium accessing entity; and

II. The University/Consortium will:

A. Promote the Primary Agreement on its website and through other channels (e.g., conferences) to non-Consortium members

B. Maintain an approved version of Vendor’s logo on the Consortium website

III. Payment:

A. Payment of PAC Annual Fee will arrive at the University no later than August 31 of each year. The University and Consortium will share the payments equally and allocate payments to the appropriate accounts.

In the event of early termination of the Primary Agreement, this residual payment will arrive at the University no later than 45 calendar days from termination date of the Primary Agreement.

B. Payment of PAC Annual Fee will take the form of a check. Checks will be made payable to the University of Virginia and sent to:

Procurement Services
c/o Director of Procurement
James Madison University
752 Ott Street, MSC 5720
Harrisonburg, VA 22807

IV. Notices:

Any notice required or permitted to be given under this Agreement will be in writing and will be deemed duly given: (1) if delivered personally, when received; (2) if sent by recognized overnight courier service, on the date of the receipt provided by such courier service; (3) if sent by registered mail, postage prepaid, return receipt requested, on the date shown on the signed receipt: or (4) if sent by electronic mail, when received (as verified by the email date and time) if delivered no later than 4:00 p.m. (receiver's time) on a business day or on the next business day if delivered (as verified by sender's machine) after 4:00 p.m. (receiver's time) on a business day or on a non-business day. All such notices will be addressed to a party at such party's address or facsimile number as shown below.

If to the University:

Procurement Services
c/o Director of Procurement
James Madison University
752 Ott Street, MSC 5720
Harrisonburg, VA 22807

If to Vendor:

Vince Salvato
Huron Consulting Services LLC
550 W. Van Buren Street, Suite 1700, Chicago, IL 60607
Email: dluther@hcg.com
Fax: 312.583.8701

<Signature to on next page>

ACCEPTANCE

For James Madison University	**For Huron Consulting Services**
Name: Colleen Johnson	Name: Vince Salvato
Title: Buyer Specialist	Title: Managing Director
Date: January 24, 2023	Date: January 19, 2023

Agreement #: UCPJMU6512-PAC

HURON

CUSTOMER RELATIONSHIP MANAGEMENT SYSTEM

RFP# CMJ-1118

James Madison University

November 16, 2021

SUBMITTED TO:

Colleen Johnson
Senior Buyer, Procurement Services
James Madison University
(540) 568-3137
Johns9cm@jmu.edu

SUBMITTED BY:

Vince Salvato
Managing Director
Huron Consulting Group
(312) 212-6718
vsalvato@hcg.com

November 16, 2021

Colleen Johnson
Senior Buyer, Procurement Services
James Madison University
Procurement Services MSC 5720
752 Ott Street, Wine Price Building
First Floor, Suite 1023
Harrisonburg, VA 22807

Re: RFP# CM-1118

Dear Colleen:

Huron Consulting Services, LLC ("Huron") is pleased to respond to James Madison University ("JMU")'s Request for Proposal ("RFP") for Salesforce Consulting Services. We are eager to collaborate with JMU on this transformative project and demonstrate our capabilities to meet and exceed the requirements as laid out in this RFP.

Each time we respond to an RFP or assemble a project plan, countless scenarios must be considered. While many can be mitigated through our knowledge, experience, and appropriate planning, an additional discussion will be required to fully confirm the scope and implementation approach for a project of this size. We propose to do this in two parts. The first part will be a two-week discovery, prior to contract signing, at no charge to JMU. The result will be a draft implementation timeline and refined estimate.

The second part will be an 8-week assessment. This is a paid engagement (details in **Section F. Pricing Schedule**). These confirmation exercises are crucial components of the project start and will provide a strong foundation for the engagement. By separating the assessment from the rest of the project, JMU can make a small investment in the project's future without committing to the full implementation. The deliverable from the assessment will be the Statements of Work for each Service Group/Functional Area.

The Statement of Work ("SOW") will serve as the governing document for the engagement. The SOW will include the full scope of the implementation, assumptions around what's included or out of scope, a resource plan for Huron and JMU staff, a timeline for each phase, and cost.

We have provided a cost range for the various phases of work that will make up the implementation. The low end of the range represents an MVP (Minimum Viable Product) approach for the first phase. Additional phases over time will complete the full solution. The middle range represents a feature-rich foundation. The high end represents a more comprehensive approach delivering more of the requirements in the first go-live. We are confident in this plan to ensure the JMU Enterprise CRM implementation will begin with an accurate timeline and cost estimate.

Thank you for giving us the opportunity to provide this response. My team and I look forward to meeting your team, discussing the plans for JMU's future, and ultimately, earning your business as we provide our best functional and technical expertise to deliver a great project and enduring success to JMU. We look forward to the next steps as we work with you to provide an innovative solution with excellent adoption rates.

Sincerely,

Vince Salvato
Managing Director
Huron Consulting Group
(312) 212-6718
vsalvato@hcg.com

RFP CONTACT:
Derek Luther
Business Development Manager
Huron Consulting Group
(980) 225-2369
dluther@hcg.com

REQUEST FOR PROPOSAL
RFP# CMJ-1118

Issue Date: **October 1, 2021**
Title: **Customer Relations Management System**
Issuing Agency: **Commonwealth of Virginia**
James Madison University
Procurement Services MSC 5720
752 Ott Street, Wine Price Building
First Floor, Suite 1023
Harrisonburg, VA 22807

Period of Contract: From Date of Award Through One Year (Renewable)

Sealed Proposals Will Be Received Until 2:00 PM on November 16, 2021 for Furnishing The Services Described Herein.

OPTIONAL PRE-PROPOSAL CONFERENCE CALL on October 28, 2021. Participation in this pre-proposal conference call is optional; however, pre-registration is required. Pre-register by completing and submitting the REGISTRATION FORM ON PAGE 1 of this RFP NO LATER THAN Monday, October 25, 2021. See Special Terms and Conditions, Item Q for additional information.

SEALED PROPOSALS MAY BE MAILED, EXPRESS MAILED, OR HAND DELIVERED DIRECTLY TO THE ISSUING AGENCY SHOWN ABOVE.

All Inquiries For Information And Clarification Should Be Directed To: Colleen Johnson, Buyer Senior, Procurement Services, johns9cm@jmu.edu; 540-568-3137; (Fax) 540-568-7935 by October 22, 2021 to provide the university with sufficient time to respond before the Pre-Proposal Conference Call. Additional questions may be submitted up until, but no later than November 3, 2021.

NOTE: THE SIGNED PROPOSAL AND ALL ATTACHMENTS SHALL BE RETURNED.
In compliance with this Request for Proposal and to all the conditions imposed herein, the undersigned offers and agrees to furnish the goods/services in accordance with the attached signed proposal or as mutually agreed upon by subsequent negotiation.

Name and Address of Firm:

Huron Consulting Services LLC
550 W. Van Buren Street
Chicago, IL 60607

By: ____________________ *(Signature in Ink)*

Name: Vince Salvato *(Please Print)*

Date: 11/12/2021

Title: Managing Director

Web Address: www.hcg.com

Phone: 312.583.8700

Email: vsalvato@hcg.com

Fax #: 312.583.8701

ACKNOWLEDGE RECEIPT OF ADDENDUM: #1 VS. #2. VS. #3_____ #4_____ #5_____ (please initial)
SMALL, WOMAN OR MINORITY OWNED BUSINESS:
□ YES; Ξ NO; *IF YES* ⇒⇒ □ SMALL; □ WOMAN; □ MINORITY ***IF MINORITY*** □ AA; □ HA; □

Note: This public body does not discriminate against faith-based organizations in accordance with the *Code of Virginia*, § 2.2-4343.1 or against an offeror because of race, religion, color, sex, national origin, age, disability, or any other basis prohibited by state law relating to discrimination in employment.

Commonwealth of Virginia
James Madison University
Procurement Services MSC 5720
752 Ott Street, Wine Price Building
First Floor, Suite 1023
Harrisonburg, VA 22807

November 16, 2021

Dear Colleen and the James Madison University Staff,

Salesforce.org appreciates the opportunity to respond to James Madison University's request for proposal for a Customer Relationship Management system. Salesforce.org and our independent business partners, Huron and Affinaquest, appreciate the opportunity to submit this combined response to James Madison University's request for proposal for a Customer Relationship Management system. Salesforce.org is a dedicated team within Salesforce that delivers technology to nonprofits, educational institutions, and philanthropic organizations so they can connect with others and do more good. As the heart of Salesforce, we are committed to helping our customers make an impact on the world and understand the importance of education in doing so.

Salesforce provides the World's #1 Software as a Service (SaaS) CRM and #1 ranked Platform as a Service (PaaS). Over the last decade, we've become one of the largest technology companies in higher education, serving most of the world's most innovative colleges and universities. It is one of the many reasons why Forbes magazine has named Salesforce one of the world's "Most Innovative Companies" for eight consecutive years.

If you select us to provide the Customer Relationship Management system, you will enter your own contracts with Huron and Affinaquest, and you must look to Huron and Affinaquest for their individual contributions to the proposed solution. Salesforce.org has no liability to you for any commitments that Huron and Affinaquest makes to you under their contracts.

We look forward to the opportunity to provide a formal demonstration of our solution to further educate your team on our capabilities. Should you have any questions, please do not hesitate to contact me at tracey.clarke@salesforce.com or (434) 661-7133.

Sincerely,

Tracey Clarke

Tracey Clarke
Sr. Account Executive

November 16, 2021

Colleen Johnson
Procurement Services
James Madison University

Ms. Johnson,

Affinaquest is pleased to offer the attached response to James Madison University's Customer Relationship Management System Request for Proposal. Affinaquest, in conjunction with our parent company, SSB, offers a truly unique blend of best-in-class advancement software, master data management, and data enrichment tools to provide the most comprehensive advancement functionality in the industry.

Our goal is to provide an integrated, cloud-based technology system that will contribute to your success in fundraising and allow for deepening engagement with alumni, organizations, and friends on behalf of the university. To that end, we offer a rich array of platform tool sets, delivered workflows, and industry best practices and strategies. To help the University optimize its existing and new technologies and manage concurrent workstreams, we have coordinated our response to this RFP through close collaboration with our platform partner, Salesforce. We believe that the combined expertise of each firm allows for a comprehensive approach to a complete Advancement system that meets and exceeds your goals.

Built on the Salesforce platform, Affinaquest manages the most complex advancement challenges at some of the most sophisticated development shops in the world. To our knowledge, there are more complex, sophisticated institutions that fully live and are in production on Affinaquest (including gift processing) than on all other Salesforce-based products combined.

Like James Madison University, these institutions are managing (or plan to manage) capital campaigns well in excess of $1 billion. From Arizona State University, Georgetown University, George Mason University, Carnegie Mellon, Vanderbilt, the University of Texas MD Anderson Cancer Center, the University of California Irvine, Washington University in St. Louis, the University of Massachusetts System, and more, we continue to be selected by development organizations with the most demanding requirements, and the most ambitious funding missions.

Thank you for your interest and consideration of Affinaquest. We are eager to work with you through the balance of your evaluation of this important project.

Sincerely,

James Werner
Chief Strategy Officer
Affinaquest, LLC

Table of Contents

Executive Summary

Based on our understanding of JMU's expectations and what we have learned about your vision and requirements, we are confident that our team has the right capabilities, structure, and qualifications to meet your needs.

OUR UNDERSTANDING:
The University is seeking a cloud-based Enterprise CRM Platform, packaged applications that reside in a CRM Platform, and implementation services to support CRM functions across the university, including the following functional areas:

- Recruitment & Admissions
- Advising/Student Success
- Advancement

In meeting the growing needs of these departments, JMU will have the opportunity to replace the following systems:

- Ellucian Advance for Advancement
- iModules for Advancement
- Slate and CollegeNet for Admissions
- SignalVine

In most cases, the existing ERP/SIS solution from Oracle/PeopleSoft will continue to serve as the system of record.

Our Plan

Aligned with the guidance provided in the RFP, Huron has developed a 24-month implementation plan to replace existing CRM solutions and expand CRM capabilities into uncharted areas with Advancement & Advising/Student Services implemented concurrently. Additionally, we have included a short assessment phase to confirm the scope and timeline.

This transformation is significant and will be a major adjustment for those affected. Therefore, in addition to the implementation services to support the technical configuration of Salesforce for JMU, we have also proposed a significant Change Management program. Our response is comprehensive and is designed to deliver successfully in all areas of the Enterprise CRM implementation.

The Huron Difference

As you review this proposal, we ask that you consider the following key differentiators that make Huron the ideal partner for this journey:

THE TRUSTED ADVISOR YOU NEED AND DESERVE.

Huron has worked with hundreds of higher education institutions since our founding, and we have a deep and unique understanding of the complexities of higher education institutions. Similar scopes of work have been deployed on projects at other institutions such as the California Polytechnic State University, Washington University, St. Louis, Smith College, and the University of Wisconsin - Madison, to name a few.
Our ability to scale our higher education resources and leverage our knowledge about JMU's requirements and the higher education sector will allow us to apply our experience practically, resulting in our ability to confidently offer a consulting experience that is relevant, collaborative, and impactful for JMU.

THE EXPERIENCE THAT SEPARATES A GOOD IMPLEMENTATION FROM A GREAT IMPLEMENTATION

Through Huron's ability to leverage experienced CRM resources, deep higher education talent, and knowledge of JMU, Huron is well-positioned to apply that knowledge in a practical manner, resulting in a consulting and product implementation experience that is relevant and impactful for you. Drawing on our work with more than 500 higher education institutions, including all of the top 100 comprehensive research universities in the US, Huron will ensure you have greater visibility into your constituency, resulting in more targeted and effective engagements. Our team, comprised of top talent across technology, higher education, project management, governance, and change management, will ensure that JMU gets the full scope of the “why” and “how” behind the delivered solution. Because we understand the business rationale behind the technology we propose, you can be confident that the solution we partner with you to implement will not only be the right fit for your organization today, but well into the future.

A TEAM THAT CAN PROVIDE THE RESOURCES YOU NEED—START TO FINISH

Huron realizes the importance of working with an implementation partner who can provide resources across the services and features that are most critical to your success. While this is a consideration for time savings, it is imperative when implementing a highly sophisticated solution at an institution with the size and complexity of JMU. You can be assured that our streamlined approach to managing projects of all sizes will result in a smooth delivery provided by a team with the right technical experience. This means that JMU is provided the most comprehensive and complete solution possible, resulting in greater sustainability and adoption rates.

PARTNERING THROUGH AN IMPLEMENTATION JOURNEY

An enterprise CRM implementation is a significant organizational change and will need a solid change management program at its core. The change management program will be essential to a high adoption rate and overall success with the new platform. To ensure this seamless transition, JMU needs a partner with an established track record of success in preparing clients for the Go-Live date and beyond. In working with Huron, JMU receives the benefit of a partner experienced in leading transformative change. Our team understands that true system adoption relies on incorporating staff and constituents alike and is grounded in your environment and your needs.

We will partner with JMU through our Change Management approach to focus on establishing and embedding a culture of transformation adoption and enable JMU leadership and organizational culture to drive solution sustainability.

DEDICATED EXPERTS WHO UNDERSTAND CRM IN HIGHER EDUCATION

Huron’s 900+ full-time higher education consultants have served 500+ higher education institutions, including all top 100 comprehensive research universities in the United States. We have the right blend of functional and technical experts, with 75+ consultants dedicated to Salesforce in higher education.

Many of our consultants have worked directly in the higher education community before turning to a career in consulting. The breadth and depth of our team are unmatched. This depth allows us to accurately implement a scalable and sustainable solution – providing you with a platform that will enable the technology and its features to continually grow with your data infrastructure initiatives.

THE BEST COMBINATION OF SOLUTIONS

When it comes to CRM, there is no better solution than Salesforce. Salesforce has been a leader receiving numerous awards over the last 20+ years. Within the Huron solution, we’ve included ISV solutions such as Affinaquest for Advancement and FormAssembly for webforms. These best-in-class tools are built directly onto the Salesforce platform eliminating the need for complicated integrations.

A. Implementation Services, Training, and Consulting

1. Product Information

PROVIDE THE PLATFORM, PRODUCT, AND COMPONENT NAME(S) FOR WHICH SERVICES ARE BEING OFFERED.

Salesforce has assembled the bundle of software shown below as the basis for the Core CRM functionality.

SALESFORCE CORE CRM BUNDLE:

- Service Cloud - Unlimited Edition
  - Unlock the power of the Salesforce platform through this license.
  - Create a 360 view of every constituent to drive personalized and scalable interactions across all Advancement functions. With native case management and chat bot functionality, be prepared and equipped with the tools to track every touchpoint or concern coming from your constituents.
- Admissions Connect
  - Streamline application management with the application reader, document management tools, collaborative feedback tools, and workflow automation.
  - Drive engagement with a dynamic applicant portal, applicant checklists, document uploads, and optional chatbot.
  - Harness data insights with AI-driven recommendations, analytics & reporting, third-party data integration, and customizable applications.
- Student Success Hub
  - Reimage advising at JMU with features like mobile appointment booking, check-in & walk-in management, online degree planning, data-informed Alerts, scalable planning & communication, and advising notes.
- Education Cloud Portals for Applicants, Students, Alumni, and Donors
  - Create a dynamic portal for applicants to explore, apply, and commit to JMU.
  - Share clean and streamlined landing pages for all donors.
  - Empower all constituents to self-serve through knowledge articles, reports, and dashboards, so they always feel connected.
- Salesforce Inbox
  - Streamline your employee workflow, anticipate customer needs, see key customer data, and more when you extend the full power of the Salesforce platform to email and calendar.
- Salesforce Maps
  - Optimize sales processes with location-based intelligence and empower your admissions counselors and gift officers on every journey, at every location, with add-ons for routing, territory optimization, and live updates from the field.
- Tableau CRM Plus
  - Tableau CRM empowers your Salesforce CRM users with actionable insights and AI-driven analytics right in their workflow.

1.

- Data Storage (10GB)
    - Data storage scoped for JMU is a total of 72GB. This includes 22GB that are included with the Licenses and an additional 50GB. This mirrors the strategy for similarly sized institutions.

2. Reselling Information

IF YOU ARE RESELLING A PLATFORM OR PRODUCT(S), DESCRIBE THE ADDITIONAL VALUE YOUR SERVICES BRING TO THE PROPOSED SOLUTION.

N/A

3. Higher Education CRM Experience

DESCRIBE HIGHER EDUCATION ENTERPRISE CRM IMPLEMENTATION EXPERIENCE INCLUDING PROFILES OF UNIVERSITIES (SIZE AND COMPLEXITY), TYPES OF ENGAGEMENTS, AND PRODUCT(S) IMPLEMENTED.

Huron is a Salesforce.org Premium Partner – our team members possess both technical and functional experience in implementing Salesforce within higher education. We believe that our combination of technical expertise with all Salesforce modules, integration services, developer capabilities, and our breadth of experience serving higher education institutions makes Huron the right partner for JMU. In addition, our Huron team has assisted many institutions in defining and enhancing their business processes and selecting the appropriate tools to meet institutional needs.

Our strong understanding and appreciation of the governance models of higher education institutions, along with our expertise in implementing best practices across the Salesforce platform, allow us to bring a holistic approach to our clients' strategy and vision. Our experience has included large, enterprise-wide implementations, similar to Salesforce's Customer360 vision.

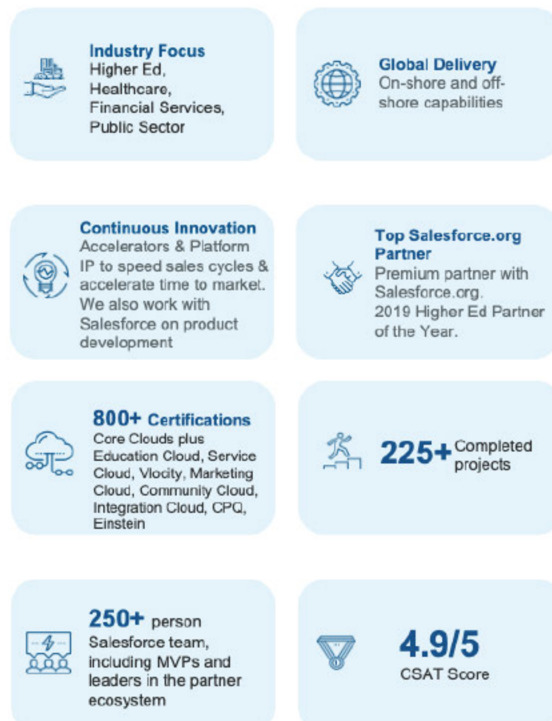


Figure 1 – Huron Higher Education CRM Experience

CONFIDENTIAL

3.

ENGAGEMENT HIGHLIGHTS

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TECHNICAL SALESFORCE SKILLS

- [redacted]

- Change Management Including Creating a Communication Plan, Center of Excellence, and Steering Committee
- Communities for Applicants, Students, and Faculty
- Admissions Connect
- Student Success Hub
- Master Data Management and ETL Selection/Integration
- Support Services and Training
- UI and UX Capabilities
- Health Check and Salesforce Organizational Consolidation
- Business Intelligence, Analytics, and Reporting
- Program Management and Salesforce License Exploration

EDUCATION CLOUD

Salesforce.org provides a dedicated set of cloud solutions built to help higher education institutions like JMU achieve digital transformation. Our solution starts with customer relationship management ("CRM"), which helps bring together data from disparate sources, allowing you to manage all your institution's relationships and interactions with learners throughout the entire educational journey. We offer solutions across recruitment and admissions, student experience, advancement, and alumni engagement.

Figure 3 – Salesforce Education Cloud

With one integrated platform, every college and university can set the foundation for creating personalized experiences at scale that will help them recruit new types of learners, help students succeed, raise the resources they need, and ultimately transform for the future. Collectively, we refer to our combined offering to academic institutions of Salesforce technology, Salesforce.org technology, and partner technology, as Salesforce.org Education Cloud.

3.

TRANSFORMING LEARNER ENGAGEMENTS INTO LIFELONG RELATIONSHIPS

Salesforce.org Education Cloud creates a single source of truth for institutions to get started on their digital transformation journey, enabling institutions to become a Connected Campus. At the center of this digital transformation, Education Data Architecture transforms the world's #1 CRM into the #1 CRM for education:

Figure 4 – Salesforce Education Data Architecture

- **Recruitment and Admissions:** Nurture prospects at scale by mapping engagement experiences that span email, SMS, web, and more. Move prospects along a meaningful journey towards your institution. Easily monitor how you're doing against your goals, from managing your funnel to projecting net tuition revenue. Mobilize your recruiters, empowering them to work from a mobile device, from updating a prospect's file to communicating with the financial aid department.
- **Student Experience:** Salesforce Student Experience helps you get a 360-degree student view, provide frictionless service, and cultivate a strong student community. Understand what's working and what's not to improve student satisfaction and retention, identify at-risk students and be proactive to help students before they're in trouble. Ideal for academic affairs, enrollment services, and student service directors looking to centralize service with a common tool for all student-facing staff and students themselves. One-stop services, student engagement, advising, and analytics are all available on one platform.
- **Advancement and Alumni Engagement:** Finding new donors, growing gifts from existing supporters, and managing the back end of fundraising requires a lot of attention to detail. Education Cloud for Advancement can help institutions connect with constituents in new ways. Track meaningful and personalized alumni conversations across social, web, email, and mobile channels. Leverage a wide range of tools to rally alumni, students, faculty, and staff to meet donation challenges. Execute multi-channel fundraising campaigns to increase both donor participation and donation size.

Redacted:

Pages 8-25 (Client List, Project Management/Change Management and Implementation Services, and Timeline and Project Plan)

8. User Acceptance Testing

DESCRIBE YOUR APPROACH TO USER ACCEPTANCE TESTING, OUTLINING THE ROLES OF BOTH THE OFFEROR AND THE UNIVERSITY.

Thorough testing mitigates risk and builds confidence with your end-users. UAT is one piece of the entire testing process that helps ensure user confidence in the system. Prior to User Acceptance Testing (UAT), Huron will provide test timelines and schedules, exit/entrance criteria, dashboards, and test templates tailored to higher education's business processes as a starting point. The project team will then work to identify and adjust to any unique testing scenarios necessary. Finally, the project team runs these tests to validate that data is flowing through the system as we expect from the point of entry through the outputs of the process.

After technical validation through project testing, UAT validators will have available step-by-step test scripts and would be familiar with the product build through iterative build reviews. We would not release testing to users unless all previous tests have passed, which means that UAT should be a final validation that the system is functioning properly. Any issues that may arise will be addressed, run through all testing processes, and be revalidated in a UAT session for that specific process.

Throughout the testing phase, Huron continues to help JMU in triaging and addressing any issues that arise. The Test phase may include and is not limited to the tests below; your institution's size, complexity, and user comfort ultimately determine the types of tests and number of iterations.

- **Unit Test**: Verifies proper development and functionality prior to releasing code or configurations to an acceptance testing environment for further user testing.
- **Performance Test:** Verifies the volume of data, API calls, and connected users are within Salesforce platform thresholds.
- **Regression Test:** Validates code, configurations, access, integrations, and reports perform as expected after each update and that the entire process functions end-to-end. It simulates the actual flow of business processes and data across applications.
- **User Acceptance Test:** Validates end-user capabilities by allowing system users to test functionality with step-by-step guides for thorough analysis and to ensure requirements are met.
- **Operational Readiness Test:** Validates operational readiness team's ability to transact on admissions, student success, or advancement business processes and to route/respond to inquiries in preparation for go-live.

Finally, using our accelerators as a baseline, JMU and Huron will work together to develop a go-live decision plan so that your governance structure can determine when you are ready to deploy. This plan includes developing a production cutover checklist so that JMU can use the system's functionality in a live environment and ensure that a support mechanism is in place. The decision to go live requires more than just technical readiness, however; we take a holistic approach and examine the operational and people components to readiness as well, checking to make sure that the end-users and departments that will be taking on new roles are comfortable with the new processes and ready to do the work.

9. Huron Experience

PROVIDE GENERAL DESCRIPTIONS OF THE EXPERIENCE OF OFFEROR OR PERSONNEL WITH WHOM THE UNIVERSITY STAFF WILL BE EXPECTED TO WORK WITH ON A REGULAR BASIS.

Figure 24 depicts an overall description of our teams' Salesforce and Higher Education experience. For detailed experience, please see **Appendix B: Huron Team Bios.**

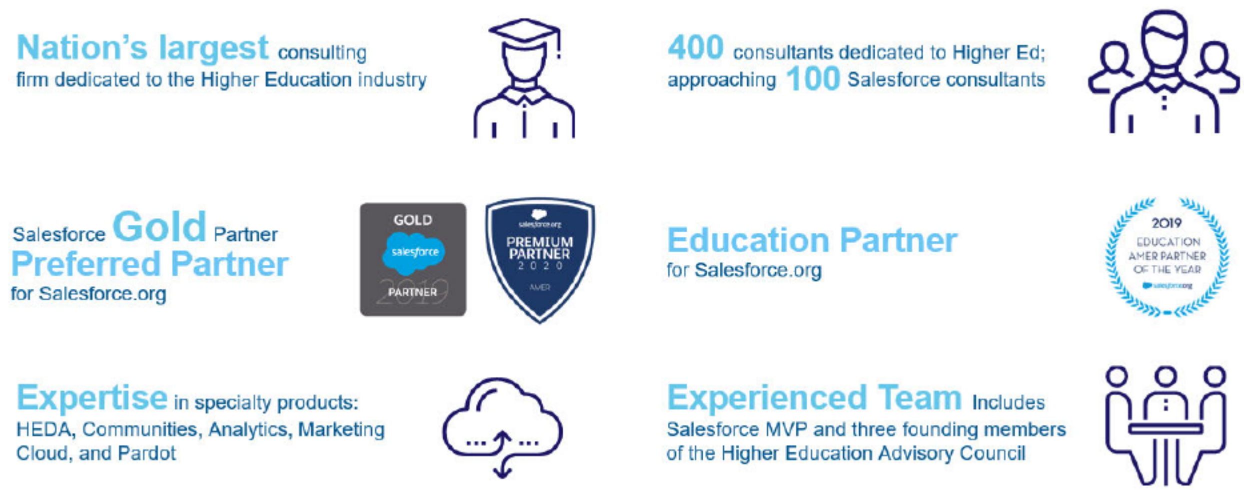


Figure 23 - Huron Team Experience

10. Representative Bios

PROVIDE SPECIFIC REPRESENTATIVES (INCLUDE NAME, TITLE, DIRECT CONTACT INFORMATION, AND LENGTH OF TIME WITH THE OFFEROR) FOR THE INITIAL PROJECT AND CONTINUED CUSTOMER SUPPORT AND TECHNICAL ASSISTANCE DURING THE TERM OF THE CONTRACT. CONTRACTOR SHALL BE RESPONSIBLE FOR UPDATING THE UNIVERSITY WITH ANY CHANGE IN REPRESENTATIVES.

Representative's Name	Role
Vincent Salvato	Executive Sponsor
Vincent Boragina	Enterprise Engagement Lead and Program Manager
Jeremy Johnson	Enterprise Technical Architect
Bryce Mortier	Enterprise Business Analyst
Marie Swan	Enterprise Solution Architect
Melissa Kwilosz	Advancement Engagement Lead
Caitlin Kawaguchi	Advancement Project Manager
Zachary Lisi	Advancement Architect
Brittany Carr	Advancement Business analyst
Liz Fava	R&A Solution Architect
Dru Luce-Edwards	R&A Technical Architect
Jim Gilbert	R&A Engagement Lead
Jordan Crandall	Student Success Engagement Lead
Ryan Dusing	Student Success Solution Architect
Peter Babalis	Student Success Technical Architect
Mark McGonigle	Change Management Lead

Please see **Appendix B: Huron Team Bios** for full bios of the above resources.

11. Additional Services

DESCRIBE OTHER SERVICES, BY SERVICE GROUPS, AVAILABLE THAT MAY BE INCLUDED IN THE FINAL CONTRACT AND PROVIDE ANY ASSOCIATED COST IN SECTION F. PRICING SCHEDULE:

A. SOFTWARE DEVELOPMENT

Huron's Salesforce team consists of certified experts in software development on the Salesforce platform. Aligned with Salesforce, we deploy a "clicks, not code" approach, when possible, to ensure ease of maintenance post-implementation. However, some requirements call for custom development. During these times, Huron will work closely with the JMU Salesforce team to ensure appropriate knowledge transfer and training so that JMU can manage the feature after go-live.

Custom development has been considered for this project and included in the estimate, where appropriate. Additional software development can be contracted through a separate Statement of Work utilizing Huron's standard rate card.

B. PROJECT MANAGEMENT

Huron's project management methodology focuses on communication and execution excellence. It includes informing the organization and key constituents, gathering data, scheduling and managing team members, overseeing the work being performed and deliverables being produced, and periodic status reporting. We also share a listing of critical success factors with project sponsor(s) to align expectations of shared responsibilities/performance and to provide a common communications foundation.

The following key areas of project management are critical to project success. Huron has developed templates, tools, and pre-built content that allows us to effectively manage these key areas.

- Governance and Decision Making
- Workplan and Status Reporting
- Scope Management
- Budget Management
- Personnel Management
- Risk and Issue Management

Project Management services for each of the major workstreams and a program manager for the overall project have been included in the estimate.

C. ARCHITECTURE AND DESIGN

Salesforce architect and design services are included in the Requirements & Design phase of each major functional area (Advancement, Student Success, and Admissions). These comprehensive services leverage the Education Data Architecture (EDA) and Affinaquest data model, which is EDA compatible. These costs are included in the estimate.

Additional services can be acquired through a separate Statement of Work using the Huron rate card.

D. CAPACITY PLANNING

Capacity planning as it refers to staff is well handled by the Huron Engagement Lead and Program Manager. They will ensure that the project remains appropriately staffed throughout the engagement.

11.D.

As it refers to system capacity, Salesforce will manage system capacity, ensuring that any function being performed by a client will be completed.

Costs for both scenarios are included in the estimate.

E. CONFIGURATION

In alignment with Salesforce's "clicks, not code" mentality, the consultants assigned to the JMU Enterprise CRM implementation will spend a considerable amount of their time configuring Salesforce and the accompanying third-party solutions. While some custom code may be necessary, Huron looks to configuration first to ensure the solution will be more easily managed by the JMU Salesforce team in the future.

If additional configuration work is needed, a change order or separate Statement of Work can be drafted for JMU approval.

F. PERFORMANCE AND SCALABILITY

Huron Solution Architects and Technical Architects are well versed in designing solutions on Salesforce that leverage the power and capabilities of the platform. These design services are already included in the estimate provided. Should JMU find themselves experiencing a performance issue, trust.salesforce.com is the first place to turn. The live system status indicator displays any existing performance degradations and provides an opportunity to connect to the Salesforce Support Team to report any unknown issues.

G. CONVERSION

Huron's data conversion methodology helps mitigate the risks associated with manual and discrete processes like these. As a starting point, we will work closely with your functional and technical staff to create a data conversion plan that addresses conversion as early as possible in the project to make design decisions using your data.

Huron can provide templates for many of the typical conversions using a standardized format for loading your data. Our data hub transforms those templates into the format Salesforce requires, significantly automating the data conversion process. Your resources can focus on the actual system design and ongoing legacy data cleansing efforts rather than repeating manual, non-value-added tasks through each iteration of building the application.

The tools also provide a consistent approach to error reporting to enable efficient data cleansing. Reports automatically identify data that do not match prescribed formats. When your team has identified these types of errors, you will either make data corrections in the legacy system, address the issues in your data extract scripts, or use the data hub to automate the data corrections. These options should eliminate the need to manually fix the same errors each time a data conversion is executed.

Using this approach, your data conversion processes become automated and repeatable, allowing your team to focus on data extraction and cleansing, incrementally improving the process as you move toward your final production environment.

11.

H. MONITORING, ADMINISTRATION AND UPGRADES

Huron's Managed Services offering is one option clients choose to manage their Salesforce instance post-implementation. Some utilize these services in an ongoing fashion to support monitoring, administration, and upgrades. Others call on Managed Services to augment their own staff due to tight bandwidth or staff transition. Managed Services costs are provided in Section F. Pricing Schedule.

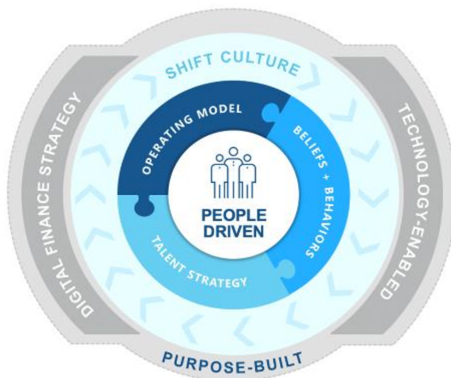
I. OPERATIONS METRICS

As part of the implementation, Huron will assist JMU in discovering the metrics (KPIs) that will be most valuable for JMU to use in measuring success. These metrics can be displayed as reports or dashboards and delivered automatically via email to any user in the system.

A specific number of reports and dashboards are included in the estimate. Additional reports would require an additional Statement of Work or change order.

J. CHANGE MANAGEMENT

Sustainable transformation is led by a unifying strategy, enabled by leading technology, but must be people-driven. Huron's Organizational Transformation services provide clients with the frameworks and models for aligning change with the organization, promoting sustainability. This model serves as an accelerator for large-scale initiatives that impact multiple impacted areas of the organization.



- **Operating Model** addresses the question of "How do we rewire the operating model to reach the desired state required by the strategy?" It focuses on transforming and aligning organizational structure(s), decision-making processes, governance, goals and KPIs, and management process.
- **Talent Strategy** considers "How do we build up a workforce that will enable us to win in the future?" This looks at roles and responsibilities, the span of control, re-skilling of the workforce, retention, employee experience(s), training, and learning.
- **Believes** and **Behaviors** identifies "How do we remove invisible blockers and create new behaviors to enable change?" This entails defining the employee jobs-to-be-done, approaches for continuous improvement, organizational rules (cultural and unwritten), behavior enablers.

Target Operating Model Framework for Securing Adoption

Target Operating Model (TOM) provides the overarching framework for embedding efficiency resulting from organizational transformation. Huron's framework for developing the TOM considers six key dimensions of the Operating Model, evaluates those dimensions against change drivers and enablers.

11.J.

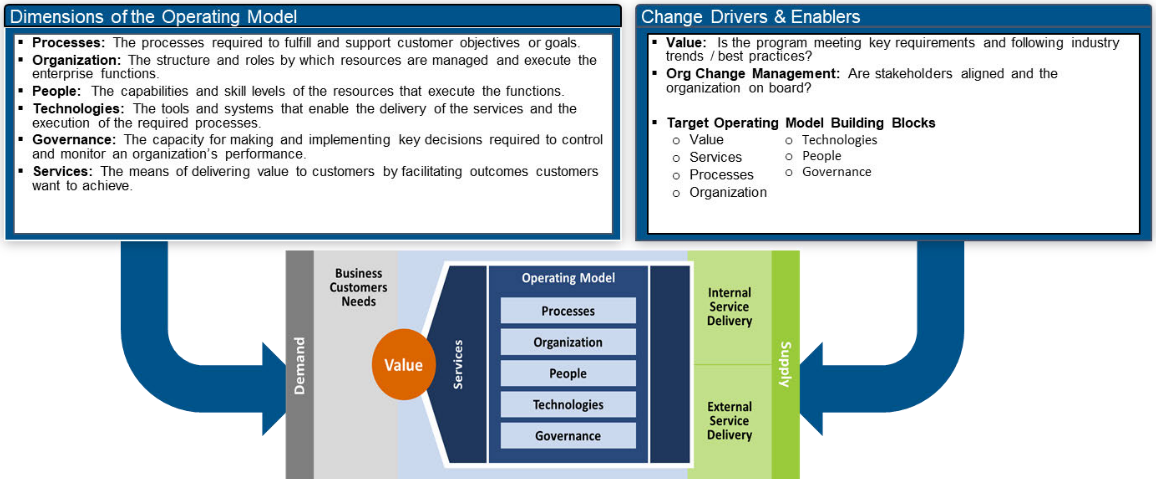


Figure 24 – Organizational Transformation Target Operating Model

This approach involves assessing the current state, developing strategies, designing and implementing the future mode of operation, measuring improved operational performance, and building flexibility to monitor for ongoing achievement and sustainability.

Sustainable Governance Through Center Of Excellence (COE)

Another key consideration for transforming JMU's operations across the organization to align with the modernization of system functionality and enabling a successful and sustainable implementation is the creation of a Center of Excellence (COE). Huron's Organizational Transformation practice Centers of Excellence (COEs) are an organizational construct that leverages a pool of shared resources with the knowledge, expertise, and credibility to drive the consistency of processes across the organization.

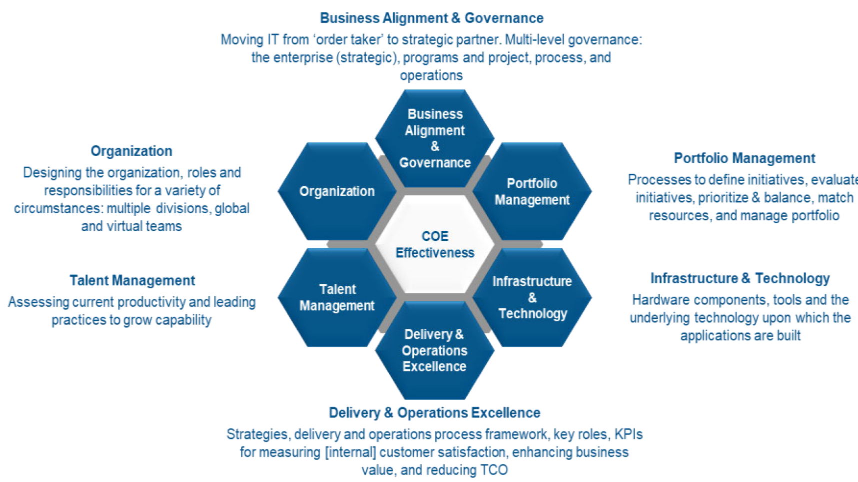


Figure 25 - Center of Excellence Model

COEs provide the standardized approach, strategy, and templates to manage projects. They provide a strategic and operational vehicle for establishing organizational alignment for delivering industry-led project and program excellence. A key value driver of a COE is the efficiencies realized by re-using intellectual assets and optimizing the allocation of staff resources and overall management of the enterprise functionality. These organizations bridge a critical gap between the business and the IT departments and provide various services to achieve their objectives.

12. Training

DESCRIBE THE TRAINING OPTIONS AND INCLUDE A CATALOG OF TRAINING OFFERINGS, INCLUDE ANY ASSOCIATED COSTS, BY SERVICE GROUP, IN SECTION F. PRICING SCHEDULE. RESPONSE SHOULD INCLUDE DIFFERENTIATION BETWEEN TECHNICAL STAFF, END-USERS AND/OR 'TRAIN THE TRAINER' METHODOLOGY.

Huron believes training end-users is one of the most important aspects of any implementation and one of our most important deliverables. Therefore, we begin to address training early on at the initiation phase and continue to address it throughout the implementation. In similar implementations, a Train the Trainer approach has proven to be a successful approach for Huron. Understanding the information and using life examples and processes helps retain the knowledge being presented. The training plan and approach will be discussed in discovery and can be tailored to JMU's requirements and internal structure. At this time, Huron understands the training scope to include the twenty Salesforce users referenced in the RFP.

To ensure the highest possible level of adoption of the Salesforce solution, Huron recommends the following three-tiered approach to conducting user training:

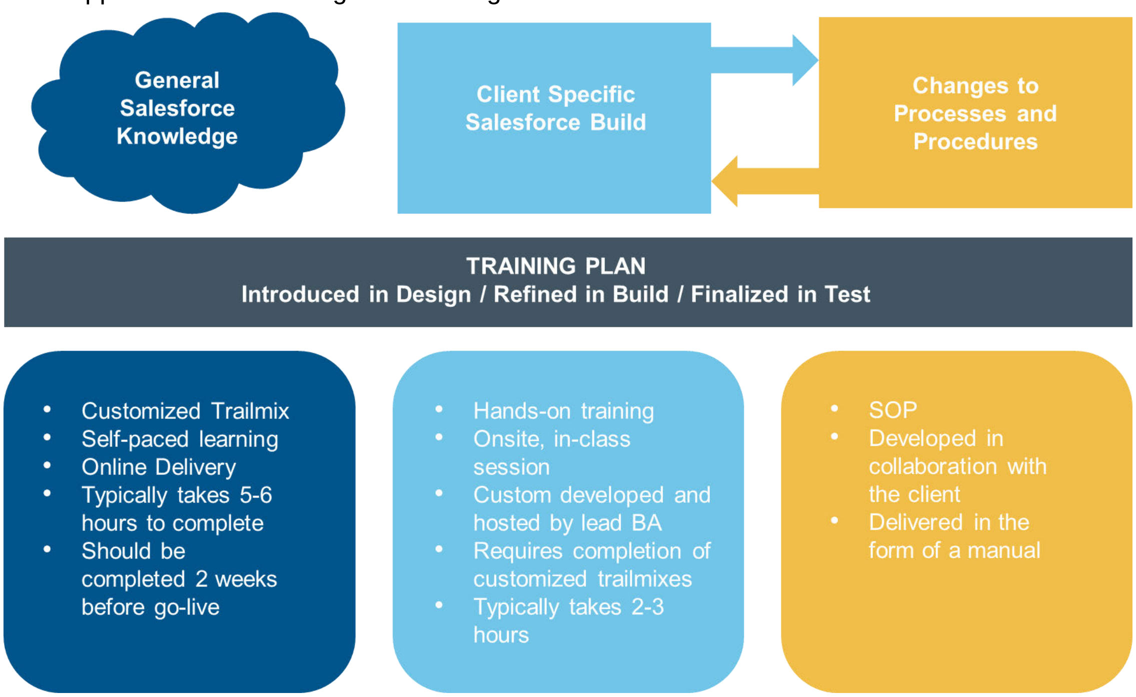


Figure 26 - Our training plan is built to ensure the highest possible level of solution adoption.

12.

1) General Salesforce Knowledge

A successful training plan starts with establishing a solid foundation for all end users. This will be accomplished by using Salesforce's Trailhead platform and content. Huron will create a set of Trailmixes (customized training playlist of Trailhead training modules) for each user role expected to interact with the system. Each user will be asked to complete the Trailmixes, with each Trailmix typically taking anywhere from 5-6 hours to complete and will typically have to be completed two weeks before go-live and one week before the start of the second tier of training.

2) JMU Specific Salesforce Build

Building upon the general Salesforce knowledge acquired by the trainees via Trailmixes, Huron will conduct a Train the Trainer session, covering all features and functions developed specifically for JMU. This training can be delivered in person or virtually by Huron's Lead BA and traditionally takes 2-3 hours per user role to complete. These training sessions are typically recorded and delivered to JMU at the end of the onsite training. This stage is typically completed at the end of the Test phase and immediately prior to go-live to ensure the maximum level of retention of presented content by the end-users. Additional end-user training needs are expected to be covered by JMU.

3) Process and Procedure Changes

As the deployment of Salesforce is bound to create significant changes to existing policies and procedures, Huron will work with JMU to develop new policies and procedures. If requested, training on the new policies and procedures can be incorporated into the virtual/onsite Salesforce training. The new policies and procedures are delivered to JMU in the form of a manual.

While the proposed training process is very effective in onboarding new users to Salesforce at the conclusion of the project, the combination of Salesforce Trailmixes, recorded Train the Trainer sessions, and Standard Operating Procedures manual can then be successfully utilized in the creation of End User training and onboarding new employees.

13. Additional Support Options

DESCRIBE THE SERVICES THAT MAY BE REQUIRED IN THE NORMAL COURSE OF OPERATING THE SYSTEM THAT ARE NOT COVERED UNDER THE PROPOSED MAINTENANCE TIERS AVAILABLE. PROVIDE ANY ASSOCIATED COSTS IN SECTION F. PRICING SCHEDULE.

HURON MANAGED SERVICES

Experience shows that successful cloud implementations require business and IT stakeholders to be available and focused on this important journey. However, day-to-day duties make it difficult to switch the focus of these critical resources. Recognizing this could be an impediment to realizing the full value of the solution, we have developed a service that will deliver dividends to JMU —now and well into the future.

Solution Sustainability as a Service (SSaaS) establishes a culture that can deliver change. It maximizes the return on your cloud applications investment and sets JMU up for greater realization of the short- and long-term benefits of a cloud-based solution.

Our qualified support team will take more of the day-to-day burden from the current system administration program off your plate so that JMU can fully focus on the digital transformation journey. This will ensure that you have greater project success and empower you to be a part of the transformation, reducing resource conflict and ensuring the innovation journey begins well before the go-live date.

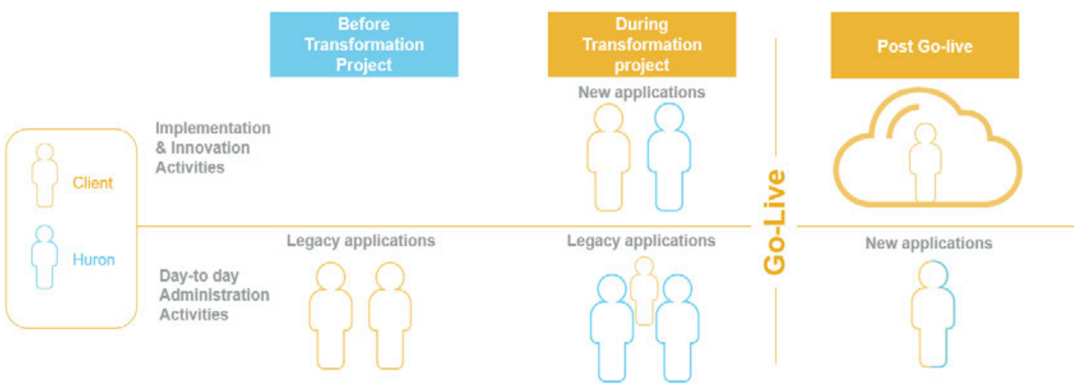


Figure 27 – Managed Services: Huron's Role

SSaaS is a system that results in less project work for us, allowing for savings that could then be translated into an investment in extending the existing managed services if needed. We have an established Center of Excellence that will help you navigate new releases and features that are pushed by Salesforce quarterly. Working with your team, we will help you apply these new features in a practical and meaningful way to support your environment and growth objectives. Through an analysis of current state operations, paired with our technical expertise, we will act as your trusted advisor to ensure your cloud investment continues to pay dividends long after it goes live, ensuring the system is up to date for your evolving needs.

We have assisted multiple clients in this way to enable their transformation journey and helped ensure a smooth and successful project implementation with the right participation from their team while keeping their systems performing to the highest quality standards. We look forward to translating these best practices to JMU's transformation journey, traveling with you on the path to becoming a flagship example of cloud transformation excellence.

Pricing for Huron's SSaaS offering is provided in **Section F. Pricing Schedule.**

B. Service Group 1: General, Enterprise-wide CRM (ECRM) Functionality

Product Availability, Attributes, Integrations, Support, Training, and Enhancements

14. SYSTEM UPTIME

PROVIDE INFORMATION ON GUARANTEED SYSTEM UPTIME.

The Salesforce Services is designed with the concept of continuous improvement and Trust (e.g., Availability, Performance, and Security) in the infrastructure. Salesforce uses commercially reasonable efforts to make its on-demand services available to its customers 24/7, except for planned downtime, for which Salesforce gives customers prior notice and force majeure events. Excellent availability statistics are critical to Salesforce's customers' success and to the success of Salesforce as a company. Salesforce generally does not focus on a specific percentage, as we do not believe our job on availability will ever be complete. Live and historical statistics on Salesforce system performance are publicly published at: https://trust.salesforce.com/en/#systemStatus.

Tableau Server is currently hosted by JMU IT as an on-premises deployment. Availability and Uptime are dependent on your local IT team, resources, and server upgrade schedule.

15. PLATFORM OUTAGES

PROVIDE INFORMATION ON PLATFORM OUTAGES IN THE LAST YEAR. IF A PERFORMANCE MONITORING SITE IS AVAILABLE, PROVIDE INFORMATION HERE.

Live and historical statistics on Salesforce system performance are publicly published at: https://trust.salesforce.com/en/#systemStatus.

Tableau Server is currently hosted by JMU IT as an on-premises deployment. Availability and Uptime are dependent on your local IT team, resources, and server upgrade schedule.

16. PROPOSED MAINTENANCE AND SUPPORT PLAN

DESCRIBE THE PROPOSED MAINTENANCE AND SUPPORT PLAN, INCLUDING GENERAL SERVICE-LEVEL COMMITMENTS OFFERED UNDER THIS SUPPORT AGREEMENT. MAINTENANCE AND SUPPORT DESCRIPTIONS SHOULD ADDRESS:

A. Level of Proposed Support

DEFINE THE LEVEL OF PROPOSED SUPPORT. IF ALTERNATIVE MAINTENANCE AND SUPPORT PLAN LEVELS EXIST (E.G., PLATINUM, GOLD, SILVER, PREMIUM), PROVIDE A DESCRIPTION AND ASSOCIATED COST OF EACH ALTERNATIVE PLAN AVAILABLE IN THE SECTION F. PRICING SCHEDULE.

We typically don't offer SLAs regarding issue resolution times, choosing instead to focus on response times as we work as quickly as possible to resolve the issue. The response time for support cases is based on your support level. Premier Success, included with Salesforce Unlimited Edition, provides a response time based on case severity, including a one-hour initial response to critical issues. Response Level Commitments are available upon request with paid support tiers. Response times for Premier Support are:

- **Severity 1:** 1 hour. Business stopping and no acceptable workaround. Imminent threat to key business or near-term business milestones posing a financial risk.
- **Severity 2:** 2 hours. Key business-impacting, no workaround.
- **Severity 3:** 4 hours (local business hours). Key business-impacting with a workaround, or non-key business-impacting no workaround.
- **Severity 4:** 8 hours (local business hours). Non-key business-impacting with a workaround, or not business impacting.

Premier Terms:
https://www.salesforce.com/content/dam/web/en_us/www/documents/legal/Agreements/product-specific-terms/salesforce-premierplans-with-accelerators.pdf

Alternative Support plans:
Standard Success customers receive an initial response from Customer Support within two business days.

Signature Support is always available and offers the fastest case response times, including 15 minutes for severity 1 issues. Customers have access to a dedicated emergency #911 hotline for urgent help with critical issues.

Standard Terms:
https://www.salesforce.com/content/dam/web/en_us/www/documents/legal/Agreements/product-specific-terms/standard-success-plan-salesforce.pdf

Signature Terms:
https://www.salesforce.com/content/dam/web/en_us/www/documents/legal/Agreements/product-specific-terms/salesforce-ss-tc.pdf

Extended and Premium Support are available for the JMU Tableau Server.

Descriptions of Extended and Premium Support are listed at: https://www.tableau.com/resources/teams-organizations/premium-support#business-hours

B. Options to Engage Support

PROVIDE OPTIONS TO ENGAGE SUPPORT:

TELEPHONE SUPPORT
Available under Premium support offerings from Tableau and Salesforce, and Signature support from Salesforce.

WEB PORTAL

Available under all support offerings.

16.B.

EMAIL

Available under all support offerings.

WEBCHAT

Available under all Salesforce support offerings, not available for Tableau support.

C. Problem Reporting, Resolution, and Escalation Procedures

DESCRIBE PROBLEM REPORTING, RESOLUTION, AND ESCALATION PROCEDURES (E.G., SEVERITY LEVELS AND RESPONSE TIME).

Salesforce Support uses a collaborative swarming model to resolve customer issues quickly and easily. Powered by Service Cloud and other Salesforce products, we're moving away from a tiered-case resolution approach (Tier 1, Tier 2, Tier 3) to a highly collaborative swarming model that best leverages our support engineers' expertise to quickly reach issue resolution. Resolution paths will depend on the case complexity.

The step-by-step resolution path includes the following activities:

- The user logs a case via the Salesforce Help Portal, phone, or through Live Chat.
- The case is routed to a technical support engineer that is skilled in resolving the issue identified in the case submission process.
- The support engineer confirms that the issue has been received and is in process.
- The engineer analyzes the issue with customer-provided information in the case. The engineer may contact the customer via phone or email to gather more information. This may include any access needed to reproduce the problem.
- With all necessary information gathered, the engineer will attempt to resolve the issue with the customer. Most cases will be resolved here.
- When a resolution cannot be immediately achieved, the engineer will initiate a swarm request to collaborate with fellow engineers to 1) determine the next troubleshooting steps to make progress towards resolution, 2) be provided with a resolution within the swarm, or 3) escalate the case to product management.
- If the issue is an application issue, necessary development work will be performed and tested, and a patch created.
- For infrastructure issues, the support engineer submits the issue fix to operations, and an issue fix is deployed.
- The engineer confirms the success of the bug fix in addressing the problem.
- The engineer contacts the customer and confirms that the issue is resolved and the case is closed.

Tableau Support response times for each level of severity are listed at:
https://www.tableau.com/resources/teams-organizations/premium-support#targeted-response-times

16.

D. Requesting New Contact

DESCRIBE PROCESS FOR REQUESTING A NEW SINGLE POINT OF CONTACT.

Salesforce:
Signature Success is the highest level of support from Salesforce and provides a high-touch experience led by a named expert who acts as an extension of your team. Customers with Signature Success benefit from increased performance and productivity through all the features of Premier Success plus:

Account management by a named champion. An assigned Technical Account Manager (TAM) provides consistent advocacy and guidance with a deep understanding of your business. These highly experienced technical experts provide support case oversight and escalation, weekly meetings, and tailored solution guidance.

Proactive services. Signature Success includes 24/7 monitoring that is tailored to your configuration. Your TAM coordinates with Proactive Services Engineers experts and helps ensure you prevent or mitigate potential issues identified before they can create business disruption. If anything does go wrong, you can expect early alerts, remediation, and reviews to eliminate recurring root cause patterns.

Signature Support is always available and offers the fastest case response times, including 15 minutes for severity 1 issues. Customers have access to a dedicated emergency #911 hotline for urgent help with critical issues.

Compare Success Plans: https://www.salesforce.com/content/dam/web/en_us/www/cloud-services/documents/premier-success-plans-datasheet.pdf

For Tableau, with Premium Support, your Technical Account Manager (TAM) can update the single point of contact for your organization. Read more about the role of the TAM at: https://www.tableau.com/resources/teams-organizations/premium-support

Huron:
A Huron engagement lead will be established at the point JMU signs an official statement of work. For Huron's support process, you can request a new single point of contact through the established Huron engagement lead.

E. Procedure for Bug Fixes, Patches, and Enhancements

DESCRIBE PROCEDURES FOR BUG FIXES, PATCHES, AND ENHANCEMENTS.

Salesforce's position as an online service enables us to roll out all levels of improvement, from patch releases to major upgrades, that are largely transparent to the end-users. When a bug is fixed and tested, it is rolled out to the application as part of regular maintenance; the nature of the service prevents special patches and code branches for individual customers, so all fixes can potentially benefit all customers.

The Salesforce application and service is fully instrumented for health-check monitoring and all errors are reported directly to our development organization at the time they occur - both for investigation and rapid turnaround. This means we can detect and fix a bug before customers encounter it.

Planned upgrade releases are accompanied by formal release notes, which document new features and some fixes. (Even during a release cycle, not all features/bug fixes are detailed in release notes.) No information is published for patch releases, where most bug fixes occur. Bug information is published for the customer audience. Please navigate to this site for Known Issues: http://success.salesforce.com/issues_index. Premier Support customers with a designated rep can request notification when the bug fix is released. Instead of a multi-year development cycle between releases as occurs for on-premises software, with its accompanying stream of patches, customer test/install/rollout headaches-we continuously upgrade our service in the background.

JMU IT team will select which version of Tableau Server the university will use. Tableau releases 4 quarterly versions of the server, and the customer selects when to install upgrades. All documentation to perform a Tableau Server Upgrade is provided at: https://www.tableau.com/support/server-upgrade

F. Responsibilities for System Failures

DESCRIBE RESPONSIBILITIES OF BOTH THE CONTRACTOR AND THE UNIVERSITY IN THE ISOLATION AND DIAGNOSIS OF SYSTEM FAILURES.

Salesforce takes a customer-centric approach to managing long-term customer success and delivering real business value. Your Account Executive serves as the center point of your overall success, supported by additional success resources that may include:

- Global support
- Expert coaches
- Technical account manager
- Product support
- Executive sponsor
- Success Cloud professional services team

All customers have access to a robust set of self-service tools, including user communities, help and training tools, and best practice programs.

JMU hosts the Tableau Server on-premises. All users have access to a robust set of self-service tools, including user communities, help and training tools, and best practice programs.

G. Access

PROVIDE DETAILED INFORMATION REGARDING THE TYPE OF ACCESS THE OFFEROR WOULD NEED TO THE UNIVERSITY'S ENVIRONMENTS TO SUPPORT THE NEW APPLICATION.

The most important access would be for the Salesforce org access itself. Other system access would depend on the type and nature of the data integration. There will be a dedicated account (authentication credentials) setup on the Salesforce platform and the Integration Platform as a Service (IPaaS) system, which connects to each system to perform extract, transform, load (ETL) functions.

SYSTEM	ACCESS	REASON/COMMENT
Salesforce Production	System Administrator*	push code and configuration to production, configure user access, troubleshoot bugs, system maintenance

16.G.

SYSTEM	ACCESS	REASON/COMMENT
Salesforce Sandboxes	System Administrator	development, configuration, and overall system setup
Salesforce Marketing Cloud	System Administrator	Development and support of marketing campaigns, data integration, general configuration
Tableau CRM (formerly Einstein Analytics)	System Administrator	Ability to assist in creating reports and configuration and support of data integration issues
PeopleSoft (by table/view) via API or IPaaS Connection To Salesforce	Read	This would only be for the account used for integrations
PeopleSoft (by table/view) via API or IPaaS Connection From Salesforce	Read, Create, Update, Delete	This would only be for the account used for integrations
Other Systems via API or IPaaS Connection To Salesforce	Read	This would only be for the account used for integrations
Other Systems via API or IPaaS Connection From Salesforce	Read, Write, Update	This would only be for the account used for integrations

* Huron would need system administrator-level access (full access) in all Salesforce products and environments during implementations. However, administrator access can have some data access restricted if needed. Huron will work with JMU on non-disclosure and third-party agreements for the Federal Education Rights and Privacy Act (FERPA) as needed to ensure we conform to university data access policies.

- JMU and Huron can collaborate and determine which non-Salesforce environments that Huron would need access to. For example, PeopleSoft development and QA environments are used for integrations.

17. CUSTOMER RESOURCES

DESCRIBE YOUR CUSTOMER RESOURCE SITE(S) (E.G., DOCUMENTATION, TROUBLESHOOTING FAQ, PRODUCT INFORMATION, RELEASE NOTES, UPGRADE AND PATCH INFORMATION, TRAINING MATERIALS, AND PRODUCT FEATURE REQUESTS).

Salesforce Platform

Help is offered at several levels depending on your need:

- **Help & Training Portal** – Users can access robust documentation and training resources from getting started, to advanced navigation and configuration help, available on our Trailblazer Community: https://help.salesforce.com
- **Trailblazer Community** – Users can connect with one another by accessing the Trailblazer Community at https://trailblazers.salesforce.com/

17.

- **Help For This Page** – When clicked, the system gives a general overview of the type of page the user is seeing. This is ideal for navigational help.
- **Context-Sensitive Help** – You can offer field-level help to users through a configurable point-and-click process, ideal for notes on proper data populations. Context-sensitive guides can also be configured as alerts tied to data validation (i.e., helpful error messages).
- **Prompts in Lightning Experience** - share information, train, or onboard users. Write the content, select the target audience, and specify where it appears and for how long. You can add multiple items to the same page, but they don't appear at the same time. By default, a user sees only one item per 24 hours per app. Salesforce shows it again or cancels scheduled recurrences based on whether the user interacts with or ignores the prompt or walkthrough.
- **Walkthroughs in Lightning Experience** - Create a hands-on interactive tour to guide users through onboarding or feature introduction with a series of step-by-step prompts.
- **Customer Training** – All customers have access to extensive free, hands-on training through our Trailhead website (https://trailhead.salesforce.com). Additionally, through our Premier Success plans, customers have access to training templates you can use to create custom learning modules for users based on unique business practices and processes.

Tableau

Robust Training and documentation sites exist for Tableau to support the JMU community. They include help articles, slack channels, a community of users, customer success managers, and partners.
Knowledge Base Articles: https://www.tableau.com/support/knowledgebase
Nominate a new feature request: https://community.tableau.com/s/ideas

18. USER COMMUNITIES

PROVIDE INFORMATION ON ACTIVE USER COMMUNITIES/GROUPS AVAILABLE TO END USERS OF THE PLATFORM.

Given the broad use of the Salesforce platform for customers of different scales, regions, and industries, connecting via user forums is a powerful way to explore best practices and get your answers.

The Trailblazer Community at https://trailblazers.salesforce.com/ is a great resource for all Salesforce customers. The Power of Us Hub is then another forum designed explicitly for Salesforce.org Customers in mind https://www.salesforce.org/help/power-of-us-hub/

We offer Fundraising dashboards and data starters free of charge on the Tableau website. An example of one can be found at: https://www.tableau.com/solutions/workbook/donor-insights
A Tableau Advancement Users Group meets monthly: https://usergroups.tableau.com/advancement-november172021even

Tableau Higher Ed Users Group Meets Monthly: https://usergroups.tableau.com/HigherEducation
An active Tableau Higher Ed Slack Channel exists as well.

Redacted:

Page 16 – Product Updates, 19. Enhancement Requests

20. CONFIGURATIONS FOR UPGRADES

DESCRIBE HOW CONFIGURATIONS IN ONE VERSION OF THE SOFTWARE ARE AUTOMATICALLY RE-APPLIED IN FUTURE UPGRADES TO THE SOFTWARE. DESCRIBE THE IMPACT, IF ANY, OF CONFIGURATIONS ON UPGRADES.

Salesforce Platform

All Salesforce configurations and customizations— schema, code, apps—are specified as metadata that decouples them from the runtime environment and services of the Platform. Upgrades on everything from app servers to UI frameworks can be deployed seamlessly. Changes to the user experience are based on when they opt-in to new capabilities, and even custom code keeps working, whether it’s written by the customer or by third parties.

Tableau

Tableau configurations are carried over to subsequent versions of the software that are downloaded from the Tableau website. Users and server admins have the choice to upgrade to new releases on their schedule. A Tableau Desktop User version must match the version deployed on Tableau Server to publish that visualization or report to the server. For example, if the server is running 2021.2 and the desktop report creator built a dashboard in 2021.3, that user must save that dashboard in 2021.2 or lower to publish to the server.

21. PROCESS FOR BUG FIXES

DESCRIBE THE PROCESS FOR BUG FIXES. SPECIFY IF ANY COMMITMENT PROVIDED FOR HOW QUICKLY BUGS WILL BE IDENTIFIED AND RESOLVED, OR A WORKAROUND IMPLEMENTED.

Salesforce Platform

Salesforce's position as an online service enables us to roll out all levels of improvement, from patch releases to major upgrades, that are largely transparent to the end-users. When a bug is fixed and tested, it is rolled out to the application as part of regular maintenance; the nature of the service prevents special patches and code branches for individual customers, so all fixes can potentially benefit all customers.

The Salesforce application and service is fully instrumented for health-check monitoring and all errors are reported directly to our development organization at the time they occur - both for investigation and rapid turnaround. This means we can detect and fix a bug before customers encounter it.

Planned upgrade releases are accompanied by formal release notes, which document new features and some fixes. (Even during a release cycle, not all features/bug fixes are detailed in release notes.) No information is published for patch releases, where most bug fixes occur. Bug information is published for the customer audience. Please navigate to this site for Known Issues: https://trailblazer.salesforce.com/issues_index.

Premier Support customers with a designated rep can request notification when the bug fix is released. Instead of a multi-year development cycle between releases as occurs for on-premises software, with its accompanying stream of patches, customer test/install/rollout headaches-we continuously upgrade our service in the background.

Tableau

Bug fixes are listed on the Tableau website. Known issues are also listed. See an example of Downloads & Release notes for the latest version of Tableau Desktop: https://www.tableau.com/support/releases

22. NOTIFICATION FOR UPCOMING RELEASES

PROVIDE INFORMATION ON PROACTIVE NOTIFICATION OF UPCOMING RELEASES AND AVAILABILITY OF RELEASE NOTES PRIOR TO SUCH A RELEASE.

Salesforce Platform

When maintenance is scheduled, Salesforce publishes the dates and times of the maintenance windows on status.salesforce.com, which shows a forward 12-month view of the maintenance windows Salesforce plans to take. Premier Alerts are sent via email when the maintenance windows are posted to http://status.salesforce.com.

Approximately one week prior to the scheduled maintenance, Salesforce communicates those dates and times via the in-application pop-up window upon login to Salesforce. In the event of planned maintenance that requires customer action in advance (e.g., updating network settings in preparation for additional login pools), Salesforce endeavors to communicate via email to system administrators of your organization months prior to the maintenance.

Please note: If emergency system maintenance is required, customers may be notified less than one (1) week in advance.

There are two types of maintenance at Salesforce:

- System Maintenance is for sustaining the security, availability, and performance of the infrastructure supporting Salesforce services.
- Release Maintenance is for upgrading Salesforce services to the latest product version to deliver enhanced features and functionality. There are three different kinds of release maintenance: major releases, patch releases, and emergency releases.

Major Release Maintenance dates and times are posted on trust.salesforce.com approximately one year before the release date. To see the schedule for your instance, click on status.salesforce.com and select the relevant instance. On the calendar, click the release date to view further information. Major release maintenance occurs three times per year during the windows listed below. The instance will be unavailable for up to five minutes during the release window.

Tableau

Tableau releases 4 quarterly versions of the server, and the customer selects when to install upgrades. Documentation on each release is posted on the Tableau website:
https://www.tableau.com/support/releases

23. COMMUNICATION FOR DOWNTIMES

DESCRIBE COMMUNICATION TO CUSTOMERS OF PLANNED DOWNTIME.

Salesforce Platform

Product and service notifications are communications from the Salesforce Technology Communications & Readiness team that are sent to admins of Salesforce orgs via email to alert them of any changes to features, functionality, or service that may impact their use of Salesforce. These notifications may include actions administrators must take to prepare for these changes.

Product and service notifications include:

- Major release reminders
- Off-cycle releases (outside of the 24-hour standard release window)
- Product behavior changes
- Service maintenances
- Feature retirement notifications
- Infrastructure upgrades and changes

If problems with maintenance result in a period of unexpected unavailability, alerts are sent to Premier Success customers.

Salesforce Maintenance Schedule

https://help.salesforce.com/articleView?id=000331027&type=1&mode=1

Product and Service Notifications: https://help.salesforce.com/articleView?id=000336830&type=1&mode=1

Tableau

For the on-premises installation of Tableau Server at JMU, your IT server admin determines the downtime schedule.

24. DEVELOPMENT METHODOLOGY

DESCRIBE THE DEVELOPMENT METHODOLOGY USED FOR YOUR SYSTEM INCLUDING THE APPROACH TO SECURITY REVIEWS DURING THE SOFTWARE DEVELOPMENT LIFECYCLE. PROVIDE DETAILS ABOUT THE TESTING PHASES AND THE ROLES OF THE PEOPLE INVOLVED IN THE POSSIBLE ENHANCEMENT AND/OR CONFIGURATION OF THE SOFTWARE.

Salesforce Platform

Salesforce implements a multipronged approach to ensure the software we release is secure. From initial ideas to release, we deploy several tools and processes in this regard.

Specifically, we perform the following tasks to assure security in the development lifecycle:

- **Architecture Reviews:** Salesforce architects (including the security team) meet regularly to discuss features that could be considered high risk.
- **Source Code Control:** Salesforce uses a central source code management (SCM) tool to control any changes to source code up to the point of release. Strict control is maintained over the source code, and only individuals with required access to that source code are granted permission to access and change files.
- **Development:** Salesforce developers follow coding best practices such as those specified in OWASP. All code prior to check-in is reviewed. Code quality and security tools are run frequently to detect possible program anomalies. All developers receive application security training to help them write secure code.
- **Quality Assurance:** Salesforce QA testers analyze their features through both positive and negative testing. Salesforce also employs several black-box analysis tools to help in the identification of security vulnerabilities.
- **Product Security:** Salesforce Product Security tests medium and high-risk features. Periodically brings in third parties to perform code reviews, black-box analysis, and design reviews.

Tableau

Tableau Server allows your on-premises IT team to set up the security. For additional information about security for Tableau Server, go to: https://help.tableau.com/current/server/en-us/security.htm

25. UPGRADE/PATCHING PROCESS

DESCRIBE THE UPGRADE/PATCHING PROCESS FOR THE APPLICATION INCLUDING ENVIRONMENT AVAILABILITY FOR TESTING.

Salesforce Platform

Prior to every Salesforce release, resources are made available to customers and employees to prepare for the release. A general outline of these resources and their timing are listed below.

Timeframe	Activity
Four to Six Weeks	• Customer Pre-Release gives the customer access to the upcoming major release in a test environment. • Customers are notified, via email and Trust, of the release maintenance dates and general downtime window by the Product Operations team • Release preview email is sent to customer admins that describes new features and enhancements. Release preview available on the corporate website
Three Weeks	• Release Notes are made available • Sandbox (test) environment is upgraded (two or three weeks prior)
Two Weeks	• Sandbox (test) environment is upgraded (two or three weeks prior)
One Week	• Customers are notified via email and Trust of the exact downtime window for the upgrade by the Product Operations team.

Tableau

Tableau Server allows you to have 3 installations of the software: one production and two non-production. JMU can use one non-production installation as a test server.

26. MAINTENANCE PHILOSOPHY

DESCRIBE THE MAINTENANCE PHILOSOPHY INCLUDING FREQUENCY OF UPDATES, APPROACH TO COMPLETING UPDATES, AND MODEL FOR OBTAINING THE UPDATES.

Salesforce Platform

Salesforce typically provides three major upgrades each year. Each release is packed with a significant number of new features. Salesforce continues to invest heavily in CRM, application usability, and platform capabilities. New functionality introduced in each of these releases is immediately available to all users of the system in an 'opt in' fashion so as not to disrupt existing users not wishing to take advantage of new features or capabilities. All individual customer customizations are preserved 100 percent with each upgrade.

Salesforce communicates these to customers via webinars, email, and via our website. For current and historical release notes, please visit https://help.salesforce.com/s/articleView?id=release-notes.salesforce_release_notes.htm&type=5.

Tableau

Tableau releases 4 quarterly updates to server software, and the customer selects when to install upgrades. Documentation on each release is posted on the Tableau website: https://www.tableau.com/support/releases

Proposed Enterprise CRM Solution Environment:

27. OVERVIEW OF THE PROPOSED SOLUTIONS

PROVIDE AN OVERVIEW OF THE PROPOSED SOLUTIONS, INCLUDING ENTERPRISE CRM PLATFORM, PROPOSED APPLICATIONS, APPLICATION MODULES, AND ANY THIRD-PARTY TOOLS THAT ARE REQUIRED TO SUPPORT JMU'S REQUIREMENTS.

Salesforce Enterprise Platform

The system will consist of two main Salesforce orgs on the Salesforce platform, one for Recruitment, Admissions, Advising, and Student Retention, and one for Advancement. Throughout this document, we will label the Recruitment, Admissions, and Student Retention Salesforce org as the ***"Educational Success Org"*** and the Advancement Salesforce org will be labeled the ***"Advancement Org."*** The orgs will be connected using JMU's IPaaS solution or direct org-to-org API integration to ensure that necessary data is transferred and viewable on each org.

A two-org structure is the most flexible and manageable solution, given the use cases posed in this RFP. Several factors need to be evaluated when considering an org structure including, the number of integrations, Salesforce platform-independent software vendor (ISV) application requirements, licensing, org management, CPU governors, data architecture, data storage, API access, and data access. [See **Appendix C: Evaluation of Org Structures**.] During Huron's initial assessment period, we will work with JMU to validate this approach but based on the requirements in this RFP and our experience with several institutions, we believe this is the correct approach.

Overall, a two-org structure will allow JMU to easily support and enhance the Salesforce environment long-term. It will also provide a more flexible Salesforce program management structure so that new Salesforce configurations, code, tools, and techniques can be deployed faster, thus increasing the rate of return on JMU's investment.

SOLUTION COMPONENTS	VENDOR	PROPOSED IMPLEMENTOR
Salesforce	Salesforce	Huron
Tableau CRM (formerly Einstein Analytics)	Salesforce	Huron
Salesforce Experience Cloud (formerly Communities)	Salesforce	Huron
Marketing Cloud	Salesforce	Huron
Social Studio	Salesforce	Huron
Nintex	Nintex	Huron with support from Nintex
Blackthorn	Blackthorn	Huron with support from Blackthorn
Form Assembly	Form Assembly	Huron with support from Form Assembly

27.

Advancement

Leveraging our expertise in higher education and Salesforce, Huron's team will work together with JMU and selected partners to support a successful and transformative Advancement technology implementation. The below table highlights the proposed areas where Huron's services would be a strong fit for JMU's implementation initiatives. While this is a best-fit recommendation based on our experience in Salesforce solutions, our services are flexible and can be scaled to fit the needs of the institution.

SOLUTION COMPONENTS	VENDOR	PROPOSED IMPLEMENTOR
Affinaquest	Affinaquest	Huron with support from Affinaquest
Sales Cloud Einstein	Salesforce	Huron
Salesforce Field Audit	Salesforce	Huron
Apsona	Apsona	Huron with support from Affinaquest

Admissions

The core elements for our Admissions build would be based on Salesforce CRM, Admissions Connect, and Experience Cloud, and we would leverage Blackthorn Events, Nintex, and Form Assembly. This product mix allows us to satisfy a majority of desired use cases. In addition, we extend functionality by incorporating some additional products to allow JMU to continue to scale and deliver value to its constituents.

SOLUTION COMPONENTS	VENDOR	PROPOSED IMPLEMENTOR
Admissions Connect	Salesforce	Huron
Salesforce Maps	Salesforce	Huron

Student Success

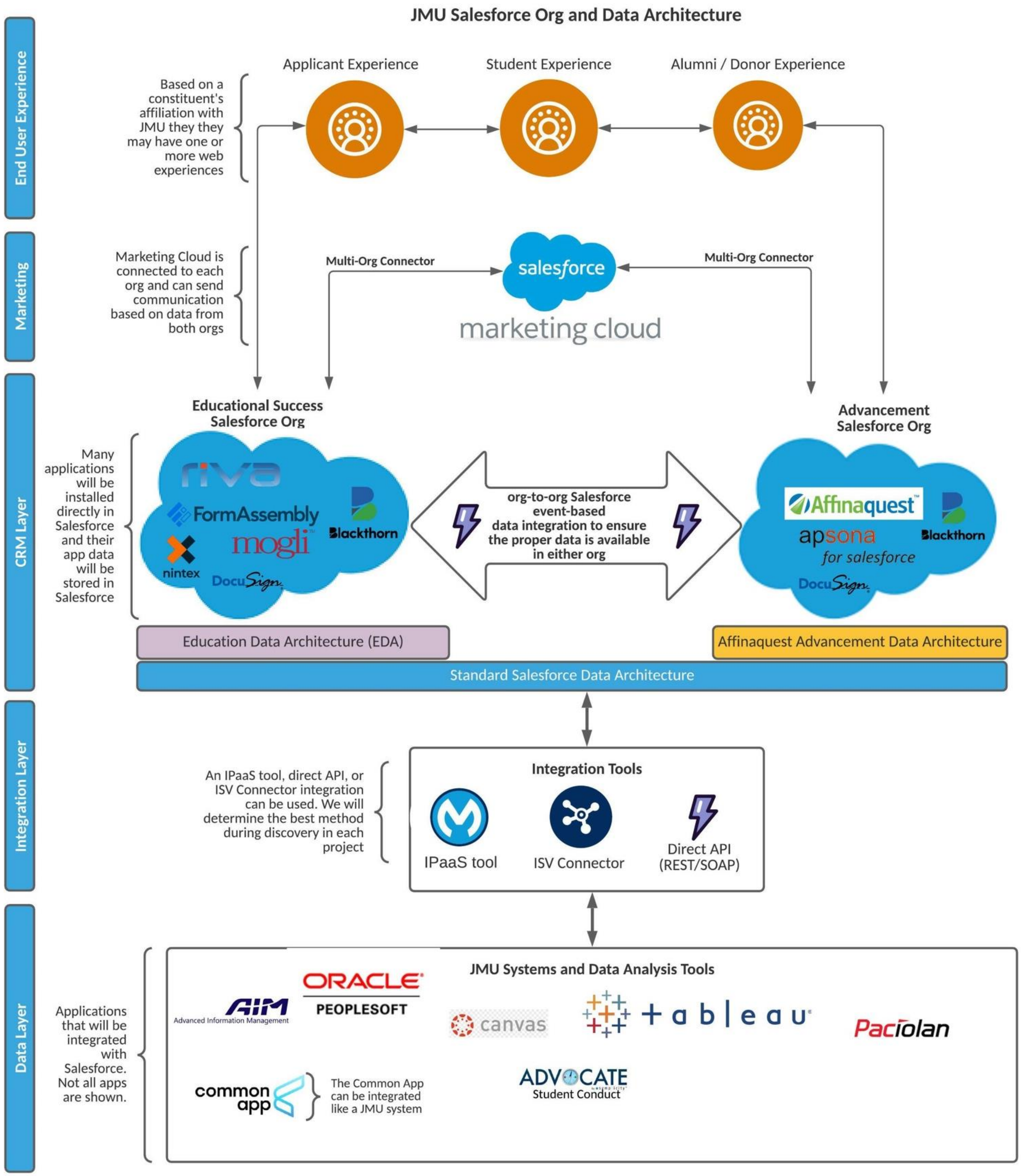
Based on Huron's expertise working with Salesforce Student Success Hub, the following solutions are recommended in addition to the enterprise tools listed above (Experience Cloud, Marketing Cloud, Tableau CRM +, Nintex, etc.). This product suite would give the ability to meet the majority of JMU's requirements related to student success.

SOLUTION COMPONENTS	VENDOR	PROPOSED IMPLEMENTOR
Student Success Hub	Salesforce	Huron
Digital Engagement	Salesforce	Huron
Surveys	Salesforce	Huron
Riva	Riva	Riva, with support from Huron

27.

A. Architectural Diagram

PROVIDE AN ARCHITECTURAL DIAGRAM SHOWING HOW THE PROPOSED SYSTEM ADDRESSES THE AREAS OF INTEREST (RECRUITMENT AND ADMISSIONS, ADVISING AND RETENTION, AND OR ADVANCEMENT) INCLUDED IN THIS RFP.



28. DATA MODEL

DESCRIBE HOW THE DATA MODEL FOR SPECIFIC ADVANCEMENT, ADVISING/STUDENT SUCCESS, AND ADMISSIONS CAPABILITIES WITHIN THE PLATFORM CAN ALLOW THESE COMPONENTS TO CO-EXIST IN THE SAME ENVIRONMENT AND DATA MODEL.

The two-org structure proposed will have data models that are built to suit their operational objectives. This does not mean that there will be separate data silos, rather data can and will be passed between orgs based on required data needs for users.

After discovery and requirements gathering sessions, Huron will create an org-to-org access map to determine what data is needed by users in each org. Driving factors include but are not limited to:

- Licensed user job function and their data access requirements and parameters
- Org data limits
- Automated processes that exist on the org
- External data connections that exist on the org

Salesforce External Objects allow data to be visible on another org without using storage on the target org. Additionally, Salesforce has a pub/sub-event subscription API model that enables event-based subscriptions to transmit changed data from one org to another. Platform Events are also available to programmatically send data between orgs and can be triggered by Salesforce automation tools (e.g., Flows, TDTM Triggers, Apex) as required.

Typical shared org-to-org data:

- Biographical and demographical (bio-demo) data
- University affiliation data
- Financial markers (but not outright financial information)
- Program of study
- Affiliations with school programs or extra-curricular programs and clubs
- Career interest or current employment data
- Marketing and engagement information
- Event attendance information
- Sentiment data based on cases or chats

While a portion of the data model of the orgs may be different, the Salesforce standard data model will exist on both orgs. Any object that does not exist in the data model from EDA or Affinaquest can easily be visible through External Objects or replicated by simply adding a Custom Object on the target org that mirrors the Object of the source org. The flexibility allows for some autonomy and project speed while allowing for required data to easily be passed and viewable on each org in real-time. No additional Salesforce licenses are needed to use these tools.

28.

Org-to-Org Connection

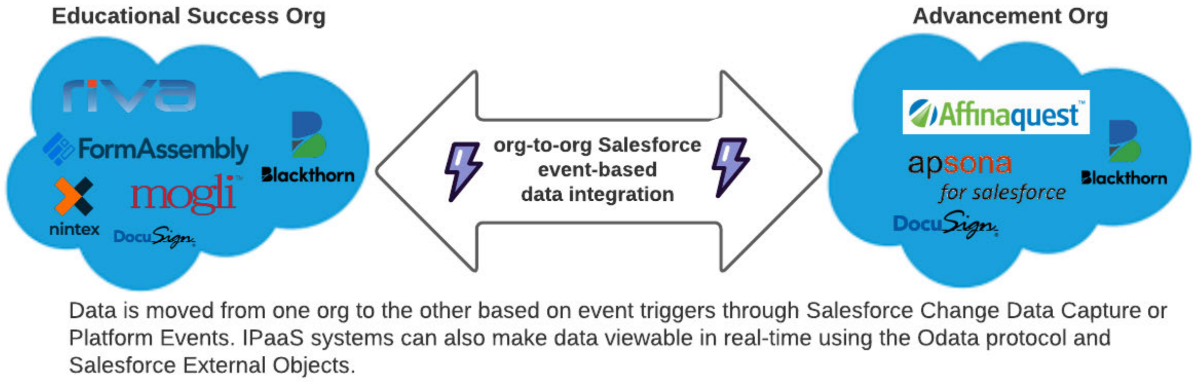


Figure 28 - Org-to-Org Connection

Salesforce Standard Data Model

The standard Salesforce data model is common to both orgs, and thus data is easily shared via this model. Please see the information listed here for Salesforce standard data model: https://developer.salesforce.com/docs/atlas.en-us.object_reference.meta/object_reference/sforce_api_objects_list.htm

Educational Success Org Data Model

The data model provided in the Educational Success org will leverage the Educational Data Architecture (EDA), which is highly optimized for recruitment, admissions, and student success. The EDA data model and related tools was developed by Salesforce with the assistance of an education consortium to provide an architecture that allows schools to achieve their engagement and operational goals.

28.

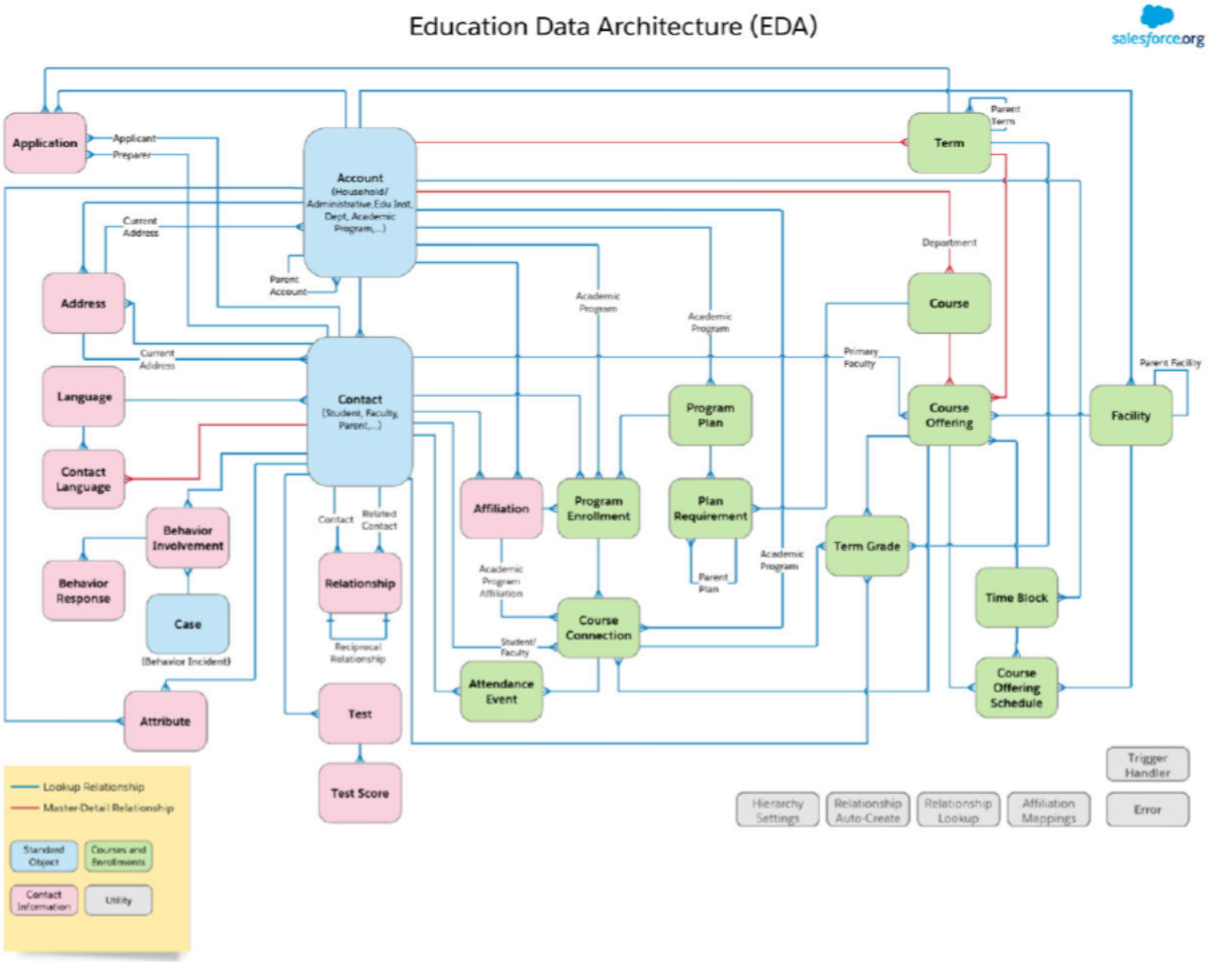


Figure 29 – Education Data Architecture

salesforce.org Education Data Architecture (EDA)

Object Label	Object API Name	Object Description
Academic Certification	hed__Academic_Certification__c	Represents an academic certificate, degree, or diploma.
Address	hed__Address__c	Stores address information. To support multiple and seasonal addresses.
Affiliation	hed__Affiliation__c	Connection between a Contact and an Account.
Affl Mappings	hed__Affl_Mappings__c	
Application	hed__Application__c	Stores information about a student's application to an educational institution or program.
Attendance Event	hed__Attendance_Event__c	Stores information about a student's attendance.
Attribute	hed__Attribute__c	A characteristic of or a credential held by the associated Contact. For example, an Attribute record with a Credential record type can indicate that a faculty member has a Multiple Subject Teaching Credential.
Behavior Involvement	hed__Behavior_Involvement__c	Stores information about the people involved in a Case that represents a behavior event.
Behavior Response	hed__Behavior_Response__c	Stores information about the response to a behavior event.
Contact Language	hed__Contact_Language__c	Joins a Language and a Contact to store details about a Contact's language fluency.

Course	hed__Course__c	Academic Course offered by a department or School, for example, English 101 or Ancient History.
Course Connection	hed__Course_Enrollment__c	Represents a connection to a Course Offering.
Course Offering	hed__Course_Offering__c	Joins Courses and Terms to contain information related to a single occurrence of a Course.
Course Offering Schedule	hed__Course_Offering_Schedule__c	Joins Course Offering to Time Block and provides a way to specify the days and location for a Course.
Credential	hed__Credential__c	Represents an industry or organizational achievement such as a badge, certification, or license.
Education History	hed__Education_History__c	Stores information about a Contact's education history and related data.
Error	hed__Error__c	Contains errors generated from the EDA package during normal operations.
Facility	hed__Facility__c	A school property asset. For example, a classroom, lecture hall, or laboratory.
Hierarchy Settings	hed__Hierarchy_Settings__c	All hierarchy settings.
Language	hed__Language__c	Stores language information.
Plan Requirement	hed__Plan_Requirement__c	The various course requirements for completing a Program Plan.
Product Registry	hed__Product_Registry__mdt	Defines a product tile or a tool on the Education Cloud Settings page
Program Enrollment	hed__Program_Enrollment__c	A student Contact's enrollment in an academic program offered by a department or School (the degree-granting Account type for the educational institution).
Program Plan	hed__Program_Plan__c	Links Courses to an Academic Program to create a path for students to follow. An Academic Program can list multiple Courses, and a Course can be associated with multiple Academic Programs.
Relationship	hed__Relationship__c	Connection between two Contacts.
Relationship Auto-Create	hed__Relationship_Auto_Create__c	Automatically generates a Relationship between a Contact and another Contact or a Contact and a Contact/Campaign Member based on a custom lookup field.
Relationship Lookup	hed__Relationship_Lookup__c	Provides table of gendered and gender-neutral reciprocal relationships for various relationship types (ie. Father-Son, Father-Daughter, Father-Child)
Term	hed__Term__c	Unit of time in which academic activities are taking place.
Term Grade	hed__Term_Grade__c	Stores student grades for a specific grading period within a Term.
Test	hed__Test__c	An instance of a student taking a test.
Test Definition	hed__Test_Definition__mdt	Identifies the type of Test taken and the Test provider. For example, the SAT administered by the College Board.
Test Score	hed__Test_Score__c	The score on a section of a specific test or a composite score.
Test Score Definition	hed__Test_Score_Definition__mdt	Defines the scoring parameters of a Test, such as the passing score.
Time Block	hed__Time_Block__c	Represents a block of time in which classes are held.
Trigger Handler	hed__Trigger_Handler__c	Stores which classes to run in response to DML performed on an object.

Advancement Org Data Model

Affinaquest is built as a native application on the Salesforce.com platform, and the advancement data model is provided through Affinaquest. The Advancement org will leverage Affinaquest due to its purpose-built data model and the operational practices of an advancement department.

28.

The Affinaquest application consists of additions to the standard data model, custom tables and fields, validations and workflows, code for triggers and custom pages, and various other forms of configuration of the Salesforce platform. We significantly enhance the base Salesforce platform, adding substantial advancement-specific functionality. Affinaquest provides a stable, fully mature product (as opposed to the “tool kits” or set of “building blocks.” While easily configured to meet each client’s needs, Affinaquest simultaneously offers a readily upgradeable product whose core feature/function set is shared by our extensive community of users.

CAMPAIGN MANAGEMENT	Covers all phases of managing and monitoring fundraising campaigns, including capital campaigns and annual fund campaigns.
GIFT PROCESSING	A comprehensive gift management system that meets all CASE, IRS, and FASB guidelines and standards and is fully auditable.
PROSPECT MANAGEMENT	A comprehensive prospect management system fully capable of supporting prospect portfolios in a major campaign. A queue is provided to move prospects from identification through research and strategy to a manager’s portfolio. Once in the portfolio, the features are utilized by the prospect manager to manage his/her prospect portfolio. Dashboards are provided to monitor key metrics to analyze the pipeline, evaluate the quality of portfolio management, and to highlight areas needing attention.
BIOGRAPHICAL AND DEMOGRAPHIC CONTACT DATA	A comprehensive set of biographical data is provided for each constituent. An almost limitless variety of data can be retained for constituents and their households, all presented in standard Salesforce page layouts that can be easily configured for various types of users.
REPORTING AND DASHBOARDS	Affinaquest reporting is built on Salesforce reports and dashboards.
MEMBERSHIPS	Full Membership Processing and Tracking are native to Affinaquest and can be configured to support myriad membership types.
VOLUNTEER MANAGEMENT	Volunteer management is supported through a combination of Affinaquest functionality and functionality provided by the free application from Salesforce, Salesforce for Volunteers.

29. MODEL FOR PLATFORM ENVIRONMENTS

DESCRIBE THE MODEL FOR PLATFORM ENVIRONMENTS THAT JMU WILL HAVE, INCLUDING AT MINIMUM SEPARATE ENVIRONMENTS FOR TEST, DEVELOPMENT, AND PRODUCTION. INCLUDE ANY ADDITIONAL COSTS IN SECTION F. PRICING SCHEDULE.

Salesforce offers both a Production environment and four different types of Sandbox environments. This gives you the ability to create multiple copies of your organization in separate environments for a variety of purposes, such as testing and training, without compromising the data and applications in your Salesforce production organization. The usage of the various Salesforce Sandbox types during an implementation varies, but below will provide you with a description and common use of each type of environment:

Developer Sandbox

Developer sandboxes are special configuration sandboxes intended for coding and testing by a single developer. Multiple users can log into a single Developer sandbox, but their primary purpose is to provide an environment in which changes under active development can be isolated until they're ready to be shared. Developer sandboxes copy all application and configuration information to the sandbox. Developer sandboxes are limited to 200 MB of test or sample data, which is enough for many development and testing tasks. You can refresh a Developer sandbox once per day.

Developer Pro Sandbox

Developer Pro sandboxes copy all of your production organization's reports, dashboards, price books, products, apps, and customizations under Setup, but exclude all of your organization's standard and custom object records, documents, and attachments. Creating a Developer Pro sandbox can decrease the time it takes to create or refresh a sandbox from several hours to just a few minutes, but it can only include up to 1 GB of data. You can refresh a Developer Pro sandbox once per day.

Partial Data Sandbox

Partial Data sandboxes include all of your organization's metadata and add a selected amount of your production organization's data that you define using a sandbox template. A Partial Data sandbox is a Developer sandbox plus the data you define in a sandbox template. It includes the reports, dashboards, price books, products, apps, and customizations under Setup (including all of your metadata). Additionally, as defined by your sandbox template, Partial Data sandboxes can include your organization's standard and custom object records, documents, and attachments up to 5 GB of data and a maximum of 10,000 records per selected object. A Partial Data sandbox is smaller than a Full sandbox and has a shorter refresh interval. You can refresh a Partial Data sandbox every 5 days.

Full Sandbox

Full sandboxes copy your entire production organization and all its data, including standard and custom object records, documents, and attachments. You can refresh a Full sandbox every 29 days.

Sandboxes are licensed separately from the Salesforce service and are subject to restrictions. When your sandbox licenses expire, Salesforce decreases the count of available sandbox licenses for the selected sandbox type.

29.

For Sandbox limitations, please visit https://help.salesforce.com/articleView?id=data_sandbox_implementation_tips.htm&type=5

For more information, please visit https://help.salesforce.com/articleView?id=create_test_instance.htm&type=5

Tableau Server allows you to have 3 installations of the software-- 1 production and two non-production. JMU can use one installation as a test server. Full Description listed here: https://kb.tableau.com/articles/howto/test-environment-license

A. Test and Dev Updated from Production

INDICATE HOW TEST AND DEV ARE UPDATED FROM PRODUCTION.

Salesforce sandboxes are created from production using the standard Salesforce user interface and are instantiated with data and/or metadata from your production environment depending on the type of sandbox created, as noted in the previous section. More details on sandbox creation can be found here: https://help.salesforce.com/s/articleView?id=sf.data_sandbox_create.htm&type=5.

Tableau

Each instance (Dev/Test/Prod) of Tableau server is maintained independently. Data on each instance does not automatically propagate to another, and software upgrades need to be run for each instance.

30. DATA DICTIONARY OR SCHEMA DOCUMENTATION

DESCRIBE THE PLATFORM CAPABILITIES TO CREATE AND EXPORT A DATA DICTIONARY OR SCHEMA DOCUMENTATION.

Salesforce offers complete visibility in standard and custom objects, standard and custom attributes, and the relationships between objects. Salesforce also includes Schema Builder. This is a dynamic environment that graphically shows objects, attributes, and relationships. Moreover, it can also be used to create custom objects, custom attributes, and custom relationships simply by dragging and dropping. For more information, please see https://help.salesforce.com/articleView?id=schema_builder.htm&type=5

Data Dictionaries can be embedded in a Tableau Dashboard such as in this example from VCU: https://public.tableau.com/app/profile/vcu.decision.support.systems/viz/Metrics_16034764857720/MetricsDefinitions

31. THIRD-PARTY TOOLS

IDENTIFY ANY THIRD-PARTY TOOLS (E.G., SMS VENDORS, REPORTING TOOLS, APPLICATION SERVER, ETC.) INCLUDED IN THIS PROPOSAL INCLUDING ANNUAL LICENSING COSTS (PROVIDE IN SECTION F. PRICING SCHEDULE), SUPPORT COSTS FOR THE PRODUCT(S), IMPLEMENTATION COSTS, AND VERSION (E.G., FULL OR MODIFIED).

Third-Party Tools	
Salesforce Enterprise Platform (both orgs)	• OwnBackup
Recruiting and Admissions	• FormAssembly (including FormAssembly template for Admissions Connect) • Nintex DocGen and Workflow Cloud • Geopointe or Salesforce Maps • DocuSign • BlackThorn
Student Success	• Riva • Marketing Cloud • Mogli
Advancement	• Central Intelligence • Blackthorn • Apsona or Nintex

32. ADDITIONAL CLIENT-SIDE SOFTWARE REQUIRED

DESCRIBE ANY ADDITIONAL CLIENT-SIDE SOFTWARE REQUIRED FOR DEVELOPMENT/MANAGEMENT OF YOUR TOOLSET.

Visual Studio Code is an integrated development environment used by developers to write and review code. This tool is free and installed on client machines. It is not necessary but recommended.

Platform/Product Attributes:

For each question, indicate products ability to… ***Indicate status with an X as defined on page 4, provide comments at the end of the section.***	**Standard**	**Custom**	**Third-Party**	**Roadmap**	**Not Available**
33. configure help content within the platform.	X				
34. provide robust and detailed error handling and messaging.	X				
35. provide auditing of updates made from baseline configurations.	X				
36. provide logging capabilities and records pertinent information with each event being logged.	X				
37. export audit logs for ingestion in to a SIEM. *If supported, provide an example as an addendum of the proposal response.*		X	X		

38. Comply with the standards listed below.					
a. FERPA (Family Educational Rights and Privacy Act)	X*				
b. HIPAA (Health Insurance Portability and Accountability Act)	X*				
c. GLBA (Gramm-Leach-Bliley Act)	X*				
39. be accessible outside of the United States. *Note any limitations in the comments below.*	X				
40. provide system archiving and purge process/es that need to be completed at year end, graduation, or post-graduation (or other times as needed). Ex. purging prospective students for a particular admit term after a given set of time.		X	X		
41. be accessible via browser and mobile application or responsive design. *Any required changes to default browser or client security settings should be described in the comments below.*	X				
42. allow the university to brand the application and any associated communications sent from the application to a user.	X				
43. configure allowable file types and sizes as well as other security measures that relate to attachments and preventing malware instances.		X	X		
44. view maps in platform/application including the visualization of addresses and locations.	X				
45. use geofencing to indicate when customers are in certain areas (ex. if a prospect is on campus [and has downloaded an app], an alert could be sent to the assigned Development Officer).		X	X		
46. print from within the platform/applications.	X				
47. configure the user interface. *If possible, the offeror should provide color/graphics/depictions of available configurations/designs in the comments below.*	X*				
48. send messages to customers. These messages should be customizable including any color or graphics included. This includes:					
a. in-app messaging	X				
b. text messages	X				
c. email	X				
49. obfuscate or mask student contact information within group messages such as email.	X*				

Comments:
Salesforce is secure by design, with additional event monitoring, auditing, and automated archival features included with the Salesforce Shield offering. Salesforce Shield gives you access to detailed performance, security, and usage data on all your Salesforce apps. Every interaction is tracked and accessible via API, so you can see who is accessing critical business data when and from where. Optimize performance to enhance the end-user experience. The services' features permit customers to customize use as per a compliance program for FERPA, HIPAA, and more, and many customers store protected information (such as PHI) on our service. Salesforce can assist customers with their compliance obligations; for example, by discussing

entering into business associate agreements (BAA) to address formal legal requirements pertaining to the use and disclosure of protected information.

37. See **Appendix D: Platform Product Attributes.**
38. Compliance with these regulations requires a combination of supporting technology and appropriate operational practices. Salesforce technology supports compliance with these regulations.
https://www.salesforce.com/content/dam/web/en_us/www/documents/white-papers/salesforce-ferpa-and-coppa-faqs.pdf
https://compliance.salesforce.com/en/hipaa
https://www.salesforce.com/privacy/regions/?bc=OTH#north-america-scroll-tab
44. A range of options are available depending on the specific use case.
47. The Lightning App Builder provides extensive point-and-click page customization. When combined with pre-built AppExchange Components and the Lightning Web Component development model, the ability to configure the user interface is extensive.
https://help.salesforce.com/s/articleView?id=sf.lightning_app_builder_overview.htm&type=5
https://appexchange.salesforce.com/appxStore?type=Component
https://developer.salesforce.com/docs/component-library/documentation/en/lwc
49. Requires clarification. Standard practice is that group emails are disaggregated, i.e., one recipient per email. Recipients can also be manually added to the Bcc line. However, this is not a common practice. If the requirement is to use proxy emails, this is not supported. If the requirement is to obfuscate information within the email, a custom solution may suffice.

Accessibility:

50. DIGITAL ACCESSIBILITY POLICY STATEMENT

PROVIDE YOUR ORGANIZATION'S POLICY STATEMENT ON DIGITAL ACCESSIBILITY AS AN ADDENDUM TO YOUR PROPOSAL.

The Salesforce Office of Accessibility partners with internal stakeholders to ensure compliance, highlight accessibility needs, develop improvement plans, and build workforce development programs. At Salesforce, we evangelize accessibility on behalf of our employees, customers, partners, and other important work across the industry. For our latest policy statement on digital accessibility, please see our Office of Accessibility FY21 report here: https://stakeholderimpactreport.salesforce.com/equality-for-all/office-of-accessibility or **Appendix E: Office of Accessibility – FY21.**

Tableau's mission is to help people see and understand data. This mission applies to all people, regardless of physical abilities. Tableau understands the importance of making software that is accessible to everyone and is committed to making our products delightful and accessible for all users. Accordingly, Tableau is working to create software that follows the Web Content Accessibility Guidelines (WCAG) created by the World Wide Web Consortium (W3C), prioritizing the accessibility of content consumption experiences in our web-based products.

We currently target the WCAG 2.0 Level A and AA success criteria in this work. Beginning in 2021, our formal accessibility conformance reports include evaluations against the WCAG 2.1 Level A and AA success criteria, and we will review our future roadmaps based on identified findings.

Since 2017 we have progressively improved the accessibility of Tableau dashboards and worksheets when published to Tableau Server, Tableau Online, and Tableau Public, and viewed in supported web browsers. In 2019 we additionally began improving the accessibility of the Tableau Server and Tableau Online user interface functionality available to users with Viewer licenses. We are committed to continuing this progress to improve the accessibility of these content consumption experiences over time.

Tableau Accessibility Conformance Reports (ACRs) detail the accessibility of Tableau web-based products (Tableau Server, Tableau Online, and Tableau Public) for the specific scenarios that are described in the reports. We employ the services of a third-party, Equal Entry, to validate the accessibility of these scenarios and create our ACRs
Tableau Accessibility Statement: https://www.tableau.com/products/accessibility

51. CONFIRM THAT THE PRODUCT/SERVICE CONFORMS TO SECTION 508 OF THE REHABILITATION ACT AND THE WCAG 2.0 AA OR WCAG 2.1 SUCCESS CRITERIA.

Salesforce is committed to providing on-demand enterprise applications accessible to all individuals. This includes users working with assistive technology, such as speech recognition software and screen readers. To help meet our goal of accessible design, Salesforce follows the internationally recognized best practices in Section 508 of the Rehabilitation Act and the Web Content Accessibility Guidelines (WCAG) 2.0 Level AA.
Tableau currently targets the WCAG 2.0 Level A and AA success criteria in this work. Beginning in 2021, our formal accessibility conformance reports include evaluations against the WCAG 2.1 Level A and AA success criteria, and we will review our future roadmaps based on identified findings.

Example of a Tableau Dashboard that meets WCAG AA
2.1 https://public.tableau.com/app/profile/kyle.gupton/viz/AccessibilityTestDashboardforTableau2021_x-SATPerformanceofAdmittedStudents/SATPerformanceofAdmittedStudents

A. VPAT

DESCRIBE HOW THIS COMPLIANCE HAS BEEN VERIFIED BY PROVIDING A VOLUNTARY PRODUCT ACCESSIBILITY TEMPLATE (VPAT), AS WELL AS ANY WRITTEN DESCRIPTION OF COMPATIBILITY OF THE PRODUCT/SERVICE WITH COMMONLY USED ASSISTIVE TECHNOLOGY PRODUCTS, SUCH AS SCREEN READERS, AND A DESCRIPTION OF THE PROCESS USED TO EVALUATE SUCH COMPATIBILITY.

The Salesforce Accessibility Conformance Report (ACR) (https://www.salesforce.com/company/legal/508_accessibility/) serves as a guide in evaluating conformance to Section 508 of the Rehabilitation Act and WCAG within Salesforce Lightning Experience UI. The accessibility features available within Salesforce applications are dependent on the application UI configuration and Lightning component usage. For this reason, adherence to accessibility requirements should be evaluated throughout the design and final testing of the Salesforce application and not merely on a specific ACR. However, any ACR referenced herein, or anywhere else on Salesforce's website, or otherwise publicly available, shall not be construed to be included in any contract, either explicitly or implicitly, in whole or in part, absent Salesforce's express acknowledgment through language in the contract itself that such report or its substantive equivalent is included.

The VPAT for the latest version of Tableau posted at:
https://community.tableau.com/s/question/0D54T00000q6UbESAU/tableau-20213-embedded-views-accessibility-conformance-report-vpat

B. Assessments of Accessibility

INCLUDE ASSESSMENTS OF BOTH ACCESSIBILITY FOR PUBLIC/CONSUMER-FACING SERVICES AS WELL AS ACCESSIBILITY FOR FACULTY/STAFF WHO WILL PRODUCE CONTENT, ACCESS DATA, AND OTHERWISE UTILIZE THE PRODUCT AS PART OF THEIR JOBS.

For an overview of Salesforce's accessibility support and to view independent accessibility reviews of Salesforce, please see: http://www.salesforce.com/company/legal/508_accessibility.jsp
Additional accessibility details can be found at:
https://help.salesforce.com/apex/HTViewHelpDoc?id=accessibility_overview.htm&language=en

Tableau Accessibility Statement: https://www.tableau.com/products/accessibility

52. AUTOMATED AND MANUAL TESTING PROCESS

SPECIFY WHAT AUTOMATED AND MANUAL TESTING IS PERFORMED TO TEST AND EVALUATE APPLICATIONS FOR ACCESSIBILITY FOR INDIVIDUALS WITH DISABILITIES. DESCRIBE THE TESTING PROCESS IN DETAIL.

Salesforce creates Accessibility Conformance Reports (ACRs) describing the accessibility of a product's features. Our Accessibility Compliance Program works with third-party vendors to complete ACRs for Salesforce's products. For a list of Product Accessibility Compliance Reports, please see https://www.salesforce.com/company/legal/508_accessibility/. Each ACR provides details of the evaluation methods used.

Tableau's latest VPAT describes user scenarios tested for the latest release. https://community.tableau.com/s/question/0D54T00000q6URiSAM/tableau-20213-viewer-access-accessibility-conformance-report-vpat

53. FREQUENCY OF ACCESSIBILITY TESTING

SPECIFY FREQUENCY OF ACCESSIBILITY TESTING, SPECIFICALLY AS IT RELATES TO EACH MAJOR RELEASE.

Our Accessibility Conformance Reports (ACRs) are constantly evolving, with our suite of products is tested to adhere to the latest accessibility standards. For a list of Product Accessibility Compliance Reports, please see: https://www.salesforce.com/company/legal/508_accessibility/

Tableau tests each quarterly release of the product and issues a release-specific VPAT for each. https://community.tableau.com/s/question/0D54T00000C6nsjSAB/faq-accessibility?_ga=2.87293592.1011460544.1635783207-1360646112.1625164130&_gac=1.15420740.1635513355.CjwKCAjwndCKBhAkEiwAgSDKQRmqTdCsQsfnXt0LY2928N70XGEahSFe9Cec4LbohxVEZsaNzrBzHRoCHRQQAvD_BwE

A. Third-Party Accessibility Evaluation

IF OFFEROR USES A THIRD-PARTY ACCESSIBILITY EVALUATION COMPANY TO VERIFY ACCESSIBILITY COMPLIANCE, PROVIDE A COPY OF THE MOST RECENT EVALUATION REPORT.

For a list of Salesforce Product Accessibility Compliance Reports, please see: https://www.salesforce.com/company/legal/508_accessibility/

Tableau employs the services of a third-party, Equal Entry, to validate the accessibility of these scenarios and create our ACRs. https://community.tableau.com/s/question/0D54T00000q6URiSAM/tableau-20213-viewer-access-accessibility-conformance-report-vpat

54. ACCESSIBILITY ROADMAP

IF THE PRODUCT IS NOT FULLY ACCESSIBLE, DESCRIBE THE ACCESSIBILITY ROADMAP FOR REMEDIATION INCLUDING DEFECTS, FIXES, AND TIMELINES.

Salesforce Accessibility Compliance Program representatives work with our product managers to prioritize bugs found by internal teams, auditors, and customers and support the development and Accessibility teams to devise fixes and track them through release. After all these product changes are incorporated, there is an accessibility evaluation. We enter into a contract with an auditor, kick off an updated assessment, and generate a new ACR. Each cycle generates better accessibility results, a more usable product, and happier, more productive Salesforce customers and end-users.

Tableau current product roadmap includes adding support for:

- Recently released in Tableau 2021.3: Logical focus order for dashboards by default, removing the need to edit Tableau workbook
- XML for dashboards where a top-to-bottom, left-to-right focus order is satisfactory.
- Targeted for release in 2022: Keyboard and assistive technology access for data visualization margins, enabling, for example, screen
- reader access to column/row field names, axis labels, and ranges, and keyboard invocation of actions such as data filtering.

Beyond these items, we do not have specific plans for improving the accessibility of our products that we are able to communicate at this time.

Note that any unreleased services, features, or functions referenced in this document that are not currently available are subject to change. Customers who purchase Tableau’s products and services should make their purchase decisions based upon services, features, and functions that are currently available.

55. ACCESSIBILITY REPRESENTATIVE

SPECIFY IF OFFEROR HAS A DESIGNATED ACCESSIBILITY REPRESENTATIVE TO ADDRESS ISSUES OR QUESTIONS AND PROVIDE OVERSIGHT RELATED TO PRODUCT ACCESSIBILITY.

Salesforce Platform

Our Accessibility Compliance Program works with third-party vendors to complete ACRs for Salesforce's products. In addition, the Salesforce Office of Accessibility partners with internal stakeholders to ensure compliance, highlight accessibility needs, develop improvement plans, and build workforce development programs. At Salesforce, we evangelize accessibility on behalf of our employees, customers, partners, and other important work across the industry. For more information on our Office of Accessibility, please see our FY21 report here: https://stakeholderimpactreport.salesforce.com/equality-for-all/office-of-accessibility
Tableau's accessibility efforts are led by the development team for each product area, with additional resources and information located at https://www.tableau.com/products/accessibility

A. Accessibility Team Credentials

PROVIDE CREDENTIALS OF YOUR ACCESSIBILITY TEAM, AND SPECIFY WHAT PORTION OF THEIR WORK IS DEDICATED TO ACCESSIBILITY.

As mentioned above, Salesforce has both an Accessibility Compliance Program and an Office of Accessibility. For more information on just one of the individuals that work within our Accessibility Compliance Program, please refer to our 360 blog entry "App and Web Accessibility Standards: From Compliance to Belonging" https://www.salesforce.com/blog/accessibility-compliance-equality/

Tableau's accessibility efforts are led by the development team for each product area, with additional resources and information located at https://www.tableau.com/products/accessibility

56. ACCESSIBILITY PROBLEMS REPORTING PROCESS

DESCRIBE HOW USERS REPORT ACCESSIBILITY PROBLEMS.

While internal standards and third-party auditing typically handles the majority of accessibility requirements and updates, users can contact Salesforce about accessibility issues through a support case here: https://help.salesforce.com/s/articleView?language=en_US&type=5&id=sf.workcom_contact_support.htm

General questions for Tableau may be submitted via our community forum, and FAQ page (https://community.tableau.com/s/question/0D54T00000C6nsjSAB/faq-accessibility), and concerns should be reported via a Tech Support Case in the Tableau Customer Portal.

A. Accessibility Correcting

DESCRIBE OFFEROR PROCESSES FOR RESPONDING TO AND CORRECTING ACCESSIBILITY PROBLEMS.

Salesforce is committed to providing on-demand enterprise applications accessible to all individuals. This includes users working with assistive technology, such as speech recognition software and screen readers. To help meet our goal of accessible design, Salesforce follows the internationally recognized best practices in Section 508 of the Rehabilitation Act and the Web Content Accessibility Guidelines (WCAG) 2.0 Level AA.

56.A.

Salesforce introduced the Lightning User Experience, which brings a re-imagined user interface that is modern, efficient, and highly accessible. The Lightning Experience is engineered with Accessible Rich Internet Application (ARIA) features built-in that help assistive technology users have the best possible experience with Salesforce. We provide software releases three times a year, ensuring that our customers can easily take advantage of the accessibility features introduced in each release.

The Salesforce Accessibility Conformance Report (ACR) (https://www.salesforce.com/company/legal/508_accessibility/) serves as a guide in evaluating conformance to Section 508 of the Rehabilitation Act and WCAG within Salesforce Lightning Experience UI. The accessibility features available within Salesforce applications are dependent on the application UI configuration and Lightning component usage. For this reason, adherence to accessibility requirements should be evaluated throughout the design and final testing of the Salesforce application and not merely on a specific ACR.

The ACRs encompass the features and functions of Salesforce products and provide an explanation of supporting features. Salesforce supports customers and partners by making itself available to review these ACRs and our product features. For further details: https://help.salesforce.com/articleView?id=accessibility_contact.htm&type=5

Copies of ACRs are available on the Salesforce website at: https://www.salesforce.com/company/legal/508_accessibility.jsp. As new or additional ACRs become available, they will be posted to the Salesforce website.

Customers are ultimately responsible for their specific orgs and sites to comply with accessibility requirements. For more information on how to use Salesforce to meet those requirements, please visit https://help.salesforce.com/articleView?id=accessibility_overview.htm&type=5 and https://www.lightningdesignsystem.com/accessibility/overview/.

Accessibility issues for Tableau are collected via the Customer Support Portal and triaged by the respective Tableau product development teams. Quarterly audits are conducted with a third party to produce our accessibility conformance reports (ACRs). The results from those audits get delegated to the product development teams.

B. How Corrections are Provided

CLARIFY IF CORRECTIONS ARE PROVIDED AT THE TIME OF ISSUE, OR AS PART OF FUTURE UPGRADES.

Logged issues are triaged via Salesforce's standard-issue resolution process and addressed in future releases. That said if issues are found "out of the box," the Salesforce Lightning Design System is built on open W3C standards and can be addressed during your implementation. Here is a great resource identifying how accessibility concerns can be addressed through your implementation https://www.lightningdesignsystem.com/accessibility/overview/

Logged issues are triaged via Tableau's standard-issue resolution process and addressed in future releases.

Integrations:

57. PLATFORM INTEGRATION CAPABILITIES

DESCRIBE PLATFORM INTEGRATION CAPABILITIES INCLUDING AVAILABILITY OF API'S, TOOLKITS FOR CREATING CONNECTORS, AVAILABLE SERVICES, ETC. JMU INTENDS TO USE AN INTEGRATIONS PLATFORM AS A SERVICE (IPAAS) WITH INTEGRATIONS INVOLVING THE PROPOSED CRM PLATFORM.

Salesforce provides a full, open, transparent API catalog to all customers to allow for integration at the Data, Process, and UI levels. Full catalog and resource center can be found here (https://developer.salesforce.com/developer-centers/integration-apis).

There are synchronous REST- and SOAP-based APIs for low-volume transactions and a RESTful BULK API for large data loads. There are also event-driven publish/subscribe and data streaming options. There are APIs designed for external systems to integrate with Salesforce and APIs for Salesforce to integrate outward to other systems. The ability of an integration platform to support all of the Salesforce integration features will depend on the integration provider (iPaas), but many have at least SOAP or REST API support.

A. List of Application Connectors

PROVIDE A FULL LIST OF APPLICATION CONNECTORS AND DESCRIBE ANY OTHER METHODS OF INTEGRATION SUPPORTED. NOTE: SERVICE GROUPS WILL ALSO REQUEST THE SAME INFORMATION SPECIFIC TO THE USE CASE.

The most comprehensive capabilities supporting Salesforce integration with other systems is embodied by the Mulesoft Anypoint Integration platform, which includes a host of native and 3rd-party connectors via the Mulesoft Anypoint connector exchange https://www.mulesoft.com/exchange.

Several other integration-platform-as-a-service (IPaaS) vendors (e.g., Informatica, SnapLogic, Jitterbit, Dell Boomi, and Talend) also offer built-in Salesforce connectors. Using Salesforce APIs with REST and SOAP connections is an option when connectors are not available. Custom batch classes can be built to publish and subscribe to data through REST or SOAP protocols.

Additionally, the Salesforce AppExchange (https://appexchange.salesforce.com/) includes many connectors as part of 3rd party implementations on top of the Salesforce platform. In many cases, if a customer uses a certain 3rd party product, checking the App Exchange can be a great first step to see if there is a connector that already exists.

Tableau provides almost 100 native database and application connectors (https://help.tableau.com/current/pro/desktop/en-us//exampleconnections_overview.htm). For systems without a native connector, Tableau provides APIs to create optimized analytics data files against these systems (https://help.tableau.com/current/pro/desktop/en-us//examples_web_data_connector.htm). In addition, Cdata, a Tableau partner, provides a REST connector for cloud-based applications (https://www.cdata.com/solutions/bi/tableau/).

57.

B. Real-Time Integrations

PROVIDE INFORMATION ON HOW THE INTEGRATIONS CAN OR CANNOT SUPPORT REAL-TIME OR NEAR REAL-TIME DATA SHARING FOR INBOUND AND OUTBOUND DATA.

Salesforce Platform

Salesforce supports both synchronous and asynchronous integration. The most common synchronous integration is composite or mashups applications that provide presentation layer integration in real-time to external Web services or applications. Synchronous integration at the application layer is supported via Salesforce SOA (also known as Callouts). With Salesforce SOA, customers can use the Force.com platform to consume external web services in real-time based on an event that occurs in Salesforce services. Additionally, Salesforce provides custom Web services that give customers the ability to expose any logic written in Apex Code as a web service with only a few clicks. Salesforce also supports a pub/sub–Streaming API for event notifications such as database insert/update/delete etc. Customers can both publish and subscribe to event streams. The messages distributed can be standard database events or customer-defined events.

Tableau

Tableau supports real-time query capability if a direct database connection can be established and near real-time data extraction scheduling with a minimum interval of 30 minutes.

C. Integration Pricing

INCLUDE ANY RELEVANT PRICING IN SECTION F. PRICING SCHEDULE.

Please see **Section F: Pricing Schedule.**

D. Potential Integration Systems of Interest:

Huron will work with JMU on an integration mapping and discovery exercise for relevant systems to determine what data is required to be transferred to and from the Salesforce platform. The integration mapping will also help Huron and JMU determine the best integration method (e.g., REST, IPaaS, Event Message Queue, etc.…) and frequency (e.g., Daily, Hourly, real-time, etc.…).

In some cases, Salesforce may even supplant the system as it can perform those functions. During the integration mapping and discovery exercise Huron will evaluate:

- The capability of an ISV Connector (if one exists)
- The source system's API (if one exists)
- The capabilities of the IPaaS to connect to the system
- The Salesforce target Object data requirements
- The non-Salesforce target API (if one exists) or data table requirements if the integration is bidirectional

Connections with ISV Connectors, which are directly installed and configured on the Salesforce platform, can feed data in real-time, but it depends on the ISV connector configuration. IPaaS and direct API, via REST or SOAP, methods can also be real-time but rely heavily on the ability of the source system to subscribe or publish data in real-time. A proper integration discovery will need to be performed to determine JMU's use case for each integration with Salesforce, but below is a typical representation of common university Salesforce integrations for these systems.

57.D.

CATEGORY	SOURCE	METHOD	FREQUENCY	DIRECTION
Human Resources and Finance Systems	PeopleSoft Campus Solutions	IPaaS	Recommend twice daily	Bidirectional
PeopleSoft Integration Hub for approvals	MyMadison	IPaaS	Potential for real-time	Bidirectional
Ticketing Systems	Paciolan and Choice Ticketing	IPaaS	Daily	Unidirectional To Salesforce
O365 Email, Calendar	Office 365	Einstein Activity Capture	Potential for real-time	Bidirectional
Email Marketing Systems	Anthology, Adobe Campaign, Constant Contact, and AlumIQ	IPaaS	Daily	Unidirectional To Salesforce
Event Management, Content Management, and Online Giving	Anthology	IPaaS Anthology migration (potential decommission)	Daily (Potential Migration)	Unidirectional To Salesforce
Content Management System	Cascade	Custom API	Potential for Real-Time	Unidirectional To Salesforce
e-Signatures	DocuSign and AdobeSign	ISV Connector	Real-Time e-signature	Bidirectional
Document Imaging System	OnBase	ISV Connector or IPaaS	Hourly	Bidirectional
Reporting and Analytics	Tableau, Microsoft BI, and/or Cognos	IPaaS, Salesforce Connector (Tableau)	Real-Time (Tableau/Salesforce), Daily or Weekly for others	Unidirectional To Salesforce
Call Center Systems	Campus Call	Custom API, ISV Connector	Real-Time	Bidirectional
Case Management	Cherwell, AIM, Pinnacle, PCR 360	IPaaS	Hourly	Bidirectional
	Ellucian Advance	IPaaS	Hourly	Unidirectional To Salesforce
Volunteer Management System	HandsOn Connect	ISV Connector	Potential for Real-time	Bidirectional
LMS System	Instructure’s Canvas	IPaaS, or Direct API	Hourly, potential for Real-Time	Bidirectional
Housing System	StarRez	IPaaS	Daily	Unidirectional To Salesforce
Card Services Systems	CS Gold (v8.03)	IPaaS	Daily	Unidirectional To Salesforce
Survey Systems	QuestionPro and Qualtrics	ISV Connector	Potential for Real-time	Unidirectional To Salesforce

57.D.

CATEGORY	SOURCE	METHOD	FREQUENCY	DIRECTION
Catering management software	CaterTrax	IPaaS	Weekly	Unidirectional To Salesforce
Customer satisfaction tools	Happy Signals	ISV Connector	Potential for Real-time	Unidirectional To Salesforce
Social Media platforms	Hootsuite	ISV Connector	Potential for Real-time	Unidirectional To Salesforce
Virtual Meeting	VisualZen Orientation	ISV Connector	Potential for Real-time	Unidirectional To Salesforce
application tracking solution	JobLink	IPaaS	Weekly	Unidirectional To Salesforce
Scholarship system branded Madison Scholarship Hub	Blackbaud Award Management System	IPaaS	Hourly	Bidirectional
room scheduling	Accruent's Event Management System	IPaaS	Hourly	Unidirectional To Salesforce
Parking management systems	T2's Flex or EDC Corp	IPaaS	Daily	Unidirectional To Salesforce
transportation reservation system	AIM	IPaaS	Hourly	Bidirectional
disability services and student conduct platforms	Symplicity Accommodate and Advocate	IPaaS	Daily	Unidirectional To Salesforce
USPS address verification system	Initium	IPaaS	Daily	Unidirectional To Salesforce
Common CASB (Cloud Access Security Broker)	McAfee, Netskope or Proofpoint	ISV Connector or IPaaS	Hourly or Real-time	Unidirectional To Salesforce
Campus Experience	Campus Labs (likely replaced by Salesforce)			

In many cases 3rd party systems offer a level of integration depending on their service level or implementation. The Salesforce platform takes a standards-based approach to integration and supports REST, SOAP, OData, SAML, and other standards for different needs.

That said, many service providers also provide Salesforce integration solutions via the Salesforce AppExchange https://appexchange.salesforce.com. A few representative examples include:

- Multiple types of Microsoft Office suite integrations, depending on need and commonly done across customers. Email, calendar, tasks, directory, etc.: https://help.salesforce.com/s/articleView?id=000315840&type=1
- Customer experience solutions with 3rd-party CMS solutions using Salesforce CMS Connect: https://help.salesforce.com/s/articleView?id=sf.communities_cms_connect.htm

57. D.

- E-signature solutions such as Docusign: https://appexchange.salesforce.com/appxListingDetail?listingId=a0N30000001taX4EAI
- Adobe Sign: https://appexchange.salesforce.com/appxListingDetail?listingId=a0N300000016ZmCEAU
- Any call center that supports the OpenCTI standard, and provides a configuration package via the Salesforce AppExchange: https://help.salesforce.com/s/articleView?id=sf.cloud_cti_api_overview.htm
- Hyland Onbase Enterprise Document Management integration: https://appexchange.salesforce.com/appxListingDetail?listingId=a0N3A00000G0oQCUAZ

Constituent Entities (Individuals):

For each question, indicate products <u>ability to</u>… ***Indicate status with an X as defined on page 4, provide comments at the end of the section.***	**Standard**	**Custom**	**Third-Party**	**Roadmap**	**Not Available**
58. support a data model that allows for an array of constituent entities (individuals) to be stored, viewed, and accessed within the system alongside key attributes related to the constituent type. Types include but are not limited to leads, prospects, applicants, students, parents, faculty and staff, vendors, donors, friends of the university, and community members.	X				
59. create, customize, and configure data elements associated with constituent entities.	X				
60. support flexibility in the use of name fields for constituents within the system, including:	X				
a. Using a wide variety of titles.	X				
b. Using titles which do not indicate gender or marital status.	X				
c. Omitting titles/salutations.	X				
d. Using known as, professional, or preferred name vs legal name.	X				
e. Using name combinations with multiple parts (not solely first/middle/last), missing some part (no last name) or are structured differently.	X				
61. directly add constituents of diverse types into the system.	X				
62. create contact records via QR code.		X	X		
63. create contacts of a certain type (ex. leads) from a webform submission.	X				
64. prevent bots or malicious code from creating invalid constituent types or accounts within the system.	X	X			
65. display a 360-degree view of a constituent's engagement with JMU including, but not limited to all contact/attempted contact with an entity and related information: phone calls, text messages, emails, chat transcripts, in-person meetings (including location), file attachments, attendance at events (including alumni), gifts to the university, and cases.	X				
66. create and manage automated Deceasing and Predeceasing processes.	X				
67. search the contents of notes associated with various engagement activities including but not limited to phone calls, meetings, and events.	X				
68. allow system users to view email communications sent to constituents by year.	X				
69. view multiple records/entities within the system at the same time.	X				

70. determine if the university has permission to share a student's information with another entity such as a parent (ex. Financial Aid information).	X				
71. confirm a parent's/other contact's identity to provide them access to a student's information (ex. financial aid information) such as the last four digits of social security or a PIN.	X				
72. provide USPS address verification/validation features, including override capability.	X				
73. store seasonal addresses for constituents and the ability to make the seasonal address the primary mailing address during certain dates.	X				
74. capture text and email communications that occur outside of the system with the entity within the system.	X				
75. support talk-to-text capabilities to populate contact records.	X				
76. email an entity from within the solution and capturing responses from the recipient within the system, including constituent engagement with communications (read status).	X				
77. create contact reports that can be viewed within the system.	X				
78. create and view electronic and/or print trip itineraries.	X				
79. track and store constituent entity responses to surveys within the application.	X				
80. create pools/lists/segments of entities within the application for collaboration purposes.	X				

Comments:

Salesforce was designed to be your single source of truth, providing a comprehensive or targeted view of all customer activities. This can include tasks, past and future contact and meetings, notes, cases, and any other relevant data you wish to display from within the Salesforce platform or from other systems. Salesforce can capture, store, and manage contacts and relate them to accounts, activities, etc., to enable a full 360-degree view of all interactions and relationships with customers. Our solution lets your team automatically share and report on contact-related activities, tasks, and calendar events, in real-time. Everyone gets a full and current picture of all customer records automatically.

Salesforce makes it easy to modify the functionality of cloud computing applications to meet your unique requirements. Working with the metadata framework and a series of simple point-and-click wizards, you can design custom user interfaces and modify the structure of the data model and the cloud computing applications' business logic.

Web-to-Lead allows for a reCAPTCHA to be added to ensure spam cases are not submitted to your webform. For more information on how to configure your reCAPTCHA, please visit https://help.salesforce.com/s/articleView?id=000356858&type=1.

62. Scan Fizz is an application that gives you the ability to scan a Barcode or QR code and push the decoded data into your Salesforce CRM. https://appexchange.salesforce.com/appxListingDetail?listingId=a0N30000009xIEOEA2

Organization Entities:

For each question, indicate products ability to… ***Indicate status with an X as defined on page 4, provide comments at the end of the section.***	**Standard**	**Custom**	**Third-Party**	**Roadmap**	**Not Available**
81. create and configure organization entities within the system. The organization entity along with its associated data points should be viewable by users of the system.	X				
82. manage organization entity relationships including parent/child organizations, mergers, acquisitions, and dissolutions.	X				
83. assign organization entity classification types (exs. Donor Advised Fund, Corporation, Educational Institution).	X				
84. conditionally manage information on an organization entity based on its status.	X				

Comments:

With a click, users can access an account's detail page to gather important information about the account in a single place. To ensure you get what you need quickly, the most critical details are in the highlights panel with more data in the related lists or account details panes. Using record types, you can create account processes that allow you to provide different fields and values for different record types.

Relationships:

For each question, indicate products <u>ability to</u>… *Indicate status with an X as defined on page 4, provide comments at the end of the section.*	Standard	Custom	Third-Party	Roadmap	Not Available
85. create and manage relationships (exs. multiple contacts per entity and multiple parents with a prospective student).	X				
86. manage relationships including both automatic and manual updates.	X				
87. relate an individual to an organization.	X				
88. display legacy relationships to the university in a family tree.	X				
89. manage relationship types for entities including if limited information exists (ex. is a non-student child of a constituent entity).	X				
Comments: You can log relationships in Salesforce between individuals, including what type of relationship they have, such as Parent & Child or Co-Worker. You can also track contact to account affiliations to track current and previous workplace or educational institutions.					

Data Management and Mass Data Loads:

For each question, indicate products <u>ability to</u>… *Indicate status with an X as defined on page 4, provide comments at the end of the section.*	Standard	Custom	Third-Party	Roadmap	Not Available
90. use automation capabilities to identify duplicate data/entries.	X				
91. merge data within the application including manually, automatically, and en masse (including gift data).	X				
92. duplicate/copy information from one record to another within the system.	X				
93. have data entered/staged by one user and approved/finalized by another user based on role/permission level.	X				
94. view historical and current data for records (ex. may be former address/es or prior fundraiser assignment).	X				
95. view/report on all data submitted or entered into the system immediately. *Describe any timing or availability limitations in the comments section below.*	X				
96. allow users to enter/save partial data/records within the application and complete in the future (ex: birthdate).	X				
97. automatically save form/data as it is being entered/submitted.	X				

98. systematically import data (including but not limited to constituent entity types such as leads, prospects, applicants, students, faculty, staff, alumni) into the system. *Describe available integration methods, data formats and any limitations in the comments below.*	X*				
99. export data from the system. *Describe any limitations in the comments below.*	X*				
100. execute mass update of data including the following: adding, updating, and deleting.	X*				
101. view data previews and adjustment when loading/updating en masse from an external source.	X				
102. use automations mass data loads (ex. NCOA address updates).	X				
103. enforce integrity rules within the application interface and systematic data loads/updates.	X				
104. calculate/derive values automatically and override them (if needed) within the application (exs. may be a prospect rating or engagement score).	X				
105. track data updates including change history/audit trail capabilities.	X				
106. default and auto-populate fields with values based on defined criteria (exs. defaulting the type of constituent on a new record or defaulting the title of a proposal).	X				

Comments:

Salesforce provides a native duplicate management capability to control whether and when users can create duplicate records inside Salesforce. Customers can customize the logic used to identify duplicates, determine whether duplicates are permissible, and create reports on the duplicates you do allow users to save (if applicable). A duplicate rule could block users from saving the possible duplicate record or allow them to save it anyway. Both the Block and Allow options include an alert, which tells users why they can't save the record and what they need to do. The Allow option includes the ability to report on duplicate records.

Validation Rules allow you to define rules for valid data entry values. Validation rules come complete with the ability to create your own error messages.

Salesforce gives users the ability to see data in real-time, including reports on custom fields and multi-table joins (contacts + cases, for example). Salesforce also supports inline editing of specific fields directly from the report run page to ensure your data is immediately up to date without having to navigate between the report and the source data.

Salesforce provides the ability to call out to virtually all common APIs to enable synchronization, push/pull, and import/export with external apps/systems. Salesforce itself is based on web-service-based APIs that in turn simplify access to Salesforce data from external systems. API-based integration is heavily leveraged by our customers. The core set of APIs includes:

- REST API
- SOAP API
- Chatter REST API
- User Interface API

- Analytics REST API
- Bulk API
- Metadata API
- Streaming API
- Tooling API

Please see the following URL for additional information: https://developer.salesforce.com/developer-centers/integration-apis.

98, 99, 100. Salesforce supports a wide variety of enterprise integration patterns for virtually any use case. https://architect.salesforce.com/design/decision-guides/data-integration

Call Center:

For each question, indicate products <u>ability to</u>… *Indicate status with an X as defined on page 4, provide comments at the end of the section.*	Standard	Custom	Third-Party	Roadmap	Not Available
107. support call center functionality including the following:					
a. Functionality for automatic dialer that uses a configurable "from" phone number.			X		
b. Capabilities to automatically dial entity phone numbers and display relevant information to the caller.			X		
c. Functionality to route calls based on caller selection.			X		
d. Capabilities to automatically provide a receipt and thank you messaging.			X		
e. Functionality for entities to give money via the phone.			X		
f. Functionality for entities to give biographical updates via the phone.			X		
g. Capabilities to capture call center performance statistics.			X		
h. Functionality to store and view call center history with an entity's record.			X		
i. Script creation.			X		
j. Identification and creation of populations for call lists.			X		
k. Configuration for adding callers.			X		
l. Configuration of start and stop times.			X		
m. Documentation of the call including time, date, and results.			X		

Comments:
Huron will work with JMU to identify whether JMU's current call center solution telephony solution that supports computer telephony integration (CTI) with Salesforce via a third-party CTI package or ISV Application. Huron will provide a gap analysis with JMU's current solution versus JMU's requirements for a Salesforce CTI solution. If JMU's telephony and CTI solution can integrate with Salesforce and meet the requirements, Huron will provide Salesforce configuration to assist with the CTI solution.

Chat:

For each question, indicate products <u>ability to</u>… ***Indicate status with an X as defined on page 4, provide comments at the end of the section.***	**Standard**	**Custom**	**Third-Party**	**Roadmap**	**Not Available**
108. provide live chat features. *Discuss any limitations and security options available with this feature in the comments below.*	X				
109. provide AI driven chatbot capabilities including functionality to provide responses to frequently asked questions.	X				
110. provide a blended chat approach to customers with chatbot capabilities that move to live chat for complex questions.	X				

Comments:
Salesforce offers web-based chat to offer real-time support to customers. Quickly connect customers to agents by adding chat buttons on your web pages and sending automatic chat invitations to customers as they peruse your website. Our Chat solution allows you to:

- Chat with a visitor.
- Build and manage Einstein Bots to ease the load on your service agents. Bots can handle routine requests, save your agents time by gathering information, and provide a seamless handoff to an agent.
- With Sneak Peek enabled, your agents can see what a chat customer is typing before the customer sends a chat message.
- Use a Quick Text sidebar to add pre-written messages to your chats.
- Search for visitor records in Salesforce, and review and update the information.
- Add an Embedded Services Chat window to your website so customers can quickly get answers to their questions by chatting with an agent while browsing your site. Embedded Services uses Chat, but with a more straightforward setup, to power your chats.
- Chat routed with skills-based routing rules can be transferred to another agent, queue, or skill. Previously, agents could transfer chats that were queue-routed but not skill-routed.

More information can be found here:
https://help.salesforce.com/s/articleView?id=sf.live_agent_intro.htm&type=5

Text Messaging:

For each question, indicate products ability to… ***Indicate status with an X as defined on page 4, provide comments at the end of the section.***	**Standard**	**Custom**	**Third-Party**	**Roadmap**	**Not Available**
111. provide text messaging capabilities within the application as well as integration capabilities with mass text messaging solutions (ex. Signal Vine) including recording sent messages and replies on the entity record.	X				
112. create and manage templates for text messages.	X				
113. configure "from" phone numbers for text messaging purposes.	X				

Comments:
Salesforce supports native text messaging via Digital Engagement, as well as third-party integrations. Signal Vine provides a connector via AppExchange, which "embeds Signal Vine's text messaging features directly into Salesforce.

More information can be found here on Digital Engagement text messaging:
https://help.salesforce.com/s/articleView?id=000352394&type=1

More information can be found here on the Signal Vine Messaging connector:
https://appexchange.salesforce.com/appxListingDetail?listingId=a0N3A00000FMkPcUAL

Email Communications:

For each question, indicate products ability to… ***Indicate status with an X as defined on page 4, provide comments at the end of the section.***	**Standard**	**Custom**	**Third-Party**	**Roadmap**	**Not Available**
114. support bulk email processes, including content creation, scheduling, approval workflows, and distribution.	X				
115. provide email capabilities within the application including the following *(describe any limitations in the comments section below)*:					
a. Capabilities for sending emails to solicitation effort groups/segments.	X				
b. Functionality for associating sent/received/opened/deleted emails with entity records.	X				
c. Capabilities for various email format types (ex. plain text, html, and rich text).	X				
d. Functionality for viewing emails an entity has received.	X				
e. Functionality to configure the "from" and "reply to" email address.	X				

115.

f. Capabilities for emails to include images, videos, links, html buttons, attachments, as well as data associated with these (ex. alt text).	X				
g. Capabilities for incorporation of communication preferences of recipients.	X				
116. view emails as web pages when clicking a link within the email.	X				
117. create and manage email templates within the application.	X				
118. integrate workflow capabilities within email processes (ex. approval for email content, timing, and solicitation group).	X				
119. embed forms into emails and/or minipages.	X				
120. schedule emails to be sent at a specific date/time or to be sent immediately.	X				
121. send emails automatically based on specific criteria (exs. a constituent entities birthday, anniversary of a gift).	X				
122. preview emails prior to sending.	X				
123. personalize emails (exs. name, giving history, and location-based content).	X				
124. support email marketing automation (ex. drip campaigns).	X				
125. delegate email communications to outside groups (ex. volunteers).	X				
126. prevent communications from being blocked by spam filters.	X*				

Comments:
Salesforce Marketing Cloud is the industry-leading digital marketing platform that enables universities to put the prospect, applicant, student, alumni, or donor at the center of their business and deliver intelligent engagement across channels. By unifying your data, you can connect every interaction, personalize content at each touchpoint, and respond to constituents in real-time. Our platform enables you to innovate quickly and provide differentiated digital experiences that build meaningful constituent relationships, drive growth, and improve ROI.

126. Salesforce does not control ISPs or spam filter technology; however, practical steps -- such as IP warming, can be taken to prevent filtering/blocking.
https://help.salesforce.com/s/articleView?id=sf.mc_es_ip_address_warming.htm&type=5

Communication Options:

For each question, indicate products <u>ability to</u>… ***Indicate status with an X as defined on page 4, provide comments at the end of the section.***	**Standard**	**Custom**	**Third-Party**	**Roadmap**	**Not Available**
127. allow constituent entities to configure their own communication delivery preferences based on topic including text, email, real-time vs digest, and in-app messaging (ex. HR communications delivered via email, critical university messaging [like campus closures] via text).	X				
128. allow the system to present options for opting in and out of communication preferences at the university level or to completely unsubscribe from all communication (with exceptions, ex. Students cannot opt-out of emergency campus messages).	X				
129. allow system users to set communication preferences for entities (exs. removing an entity from mailing list/s, remove special handling flag after X years or on X date).	X				
130. mass opt constituent entities in or out of certain messaging.	X				
131. prevent constituent entities from opting out of critical messaging.	X				
132. automate the update of webpages, customer portals, and trigger bulk email processes based on certain criteria including system down events.	X	X			

Comments:

Privacy regulations and Salesforce's terms of service require that you send messages through our platform only to people who have opted-in to receive communications from your organization. We help you comply by providing permissions-management tools, including unsubscribe links and subscription centers. Our application is optimized to process contacts at scale to determine if a message can be sent to a contact.

Within Marketing Cloud, you can manage list opt-ins, subscription statuses, and suppressions. You can also classify messages as commercial (with the ability to opt-out) or transactional (no opt-out). Marketing Cloud sends messages to the right recipients based on your exclusion policy, send classifications, and whether a contact comes from an internal or external audience.

132. Outage notifications are standard for certain system events; however, this can be customized to support a wide variety of event types and notification procedures.

System Alerts/Messages:

For each question, indicate products ability to… ***Indicate status with an X as defined on page 4, provide comments at the end of the section.***	**Standard**	**Custom**	**Third-Party**	**Roadmap**	**Not Available**
133. allow messaging and alerts to be sent to system users within the application and sent from the application, including workflow triggered alerts.	X				
134. configure custom messaging within the system.	X				
135. define business rules for alerts, messages, and notifications.	X				

Comments:
Alerts can be in real-time via desktops, laptops, email, Chatter, and mobile app/push notifications.

- You can use workflow automation to create automated alerts based on user action (i.e., data input) and/or time.
- Chatter alerts can be set up by user preference and include every post, daily digest, weekly, or none.

Events:

For each question, indicate products ability to… ***Indicate status with an X as defined on page 4, provide comments at the end of the section.***	**Standard**	**Custom**	**Third-Party**	**Roadmap**	**Not Available**
136. to manage events including complex events with sub events including the following:					
a. Information on the speaker/special guests.			X		
b. Location/Room listings.			X		
c. Reserving physical spaces.			X		
d. Designing event spaces (physical set up) within the system (scale drawings for table/furniture layout, floor plans).			X		
e. Vendor information and cost (i.e. caterers, drivers, photographers, etc.)			X		
f. Meal choices/requesting catering services.			X		
g. Programming choices.			X		
h. Capability for creating, tracking, and reviewing event budgets including cost per person.			X		
i. Seating assignments, including auto-generated seating assignment capabilities.			X		

136.

j. Functionality to generate name tags from attendee list prior to the event as well as ad-hoc.			X		
k. Functionality for internal checklists of items to be completed for an event.		X	X		
137. support event registration capabilities within the application including:					
a. Functionality for constituents to 'RSVP' (accept) to an event. *Define any limitations of RSVP/acceptance in the comments below.*			X		
b. Functionality to configure and capture event registration details for registrants.			X		
c. Capabilities for online and manual registration both before and at the event.			X		
d. Limiting the number of people able to register.			X		
e. Registration open and close dates.			X		
f. Pricing for the event based on set criteria (exs. registration dates and meal selections).			X		
g. Discount code/coupon functionality for registration feed.			X		
h. Capabilities for flexible guest registration/RSVPs for invitees.			X		
i. Capabilities for event registration options to be based on role/answers of the registrant.			X		
138. schedule and host virtual webinars and events.			X		
139. schedule mass appointments, such as COVID re-entry testing.			X		
140. suggest related events to a constituent while they are registering for another event.			X		
141. create segments/populations and use them for events invite lists.			X		
142. provide event calendars to a specific segment/population.			X		
143. allow customers to request accommodation needed in order to attend an event.			X		
144. collect, store, and review internal feedback on events.			X		
145. create waitlists for events/courses.			X		
146. support guided conference planning including, but not limited to the following:					
a. Checklists configurable by event (ex. in person, virtual)		X	X		
b. Workflow (ex. a guide for the event planner to walk through the process).		X	X		
147. manage items for auctions at events.		X	X		

148. provide electronic check-in methods for events, including managing registration/check-in with a QR code.			X		
149. automatically create a constituent entity based on an event registration or check-in (including through the use of a QR code).			X		
150. send electronic and/or print communications to invitees/attendees (exs. save the dates, invites, reminders, surveys, and thank you's).			X		
151. make event invites dependent on set criteria (ex. if "X" days before the event date, at least "Y" number of people have not registered, then the invite should be sent to a defined secondary group of invitees).			X		
152. view pre and post event invite/attendee lists.			X		
153. associate event data with entities.			X		
154. use solicitation effort groups to create an event invitee list.			X		
155. capture and view analytics for electronic event correspondence.		X	X		
156. print event information.		X	X		
157. capture biographical updates for constituents at events and enter them into the system.			X		
158. provide payment options for event registration or gifts to the university collected during an in-person event. Provide any payment vendor compatibility in the comment section below.		X	X		
159. refund registration fees in mass or individually.		X	X		
160. allow event participants to use a mobile device(s) to see event info (exs. itinerary, registration details, check-in, etc.)		X	X		
161. create and manage event specific web pages.			X		

Comments: The events solution requires the installation of a Salesforce platform ISV event tool. Huron is proposing to use Blackthorn Events, along with Salesforce custom configuration and an email solution. Collecting payment for event registration or gifts can be handled through Blackthorn's shopping cart and a payment gateway using a mobile device at events. Blackthorn Payments includes multiple payment gateways, including Authorize.net, Stripe, Cybersource, and CashNet.

Workflow, Tasks, and Approvals:

For each question, indicate products ability to… *Indicate status with an X as defined on page 4, provide comments at the end of the section.*	**Standard**	**Custom**	**Third-Party**	**Roadmap**	**Not Available**
162. configure workflow within the application. *Describe any limitations in the comments section below.*	X				
163. provide visibility into system workflows including tools to identify errors, steps/tasks that have been completed, who completed them, and where the workflow currently sits.	X				
164. use conditional logic to determine workflow steps including email distribution, form configuration, event invitations, call center scripts, and text messages.	X	X	X		
165. configure multiple workflows to work together in the system.	X				
166. incorporate workflow with case management including creating, closing, or updating the status of cases.	X				
167. trigger workflow when a student has provided certain documentation via self-service/portal interface.	X				
168. allow faculty members to review and approve requests for proctored exams.	X				
169. create checklists/stages/tasks for business processes within the system.	X				
170. systematically update data or automatically start a workflow based on certain criteria being met within the system (exs. deceasing and predeceasing processes and receipt type created for a gift varying based on the gift tender type).	X				
171. create and configure tasks within the application including the following:					
a. Capabilities to assign tasks to individuals and/or a department group/queue and the assignee(s) complete the tasks within the system.	X				
b. Capabilities around what fields/values display in the application for tasks.	X				
c. Capabilities for users to see tasks they have been assigned.	X				
d. Capabilities for associating tasks with entities/individuals/prospects.	X				
e. Capabilities for automatically creating and assigning tasks when specific criteria is met.	X				
f. Functionality for tasks to be assigned/completed to non-system users.		X			

172. create and configure approvals within the application including the following:					
a. Capabilities for automatically sending approvals as part of a workflow process.	X				
b. Capabilities for sending approvals in sequential and/or parallel order.	X				
c. Functionality on responding to approval requests, both via email and within the application.	X				
d. Capabilities for non-system users to respond to an approval request.	X				
e. Functionality for delegating approvals.	X				
173. collect and manage electronic signatures within the application.			X		

Comments:

Salesforce allows its users to easily create multiple business processes. To create a process, define its properties and which records it should evaluate, and then add criteria nodes and actions. Salesforce offers tools to automate several kinds of business processes: guided visual experiences, behind-the-scenes automation, and approval automation. Salesforce also provides multiple tools to automate your organization's repetitive business processes, including approval processes.

For more information, please visit:
https://help.salesforce.com/articleView?id=process_which_tool.htm&type=5

164 - This requires third-party tools for SMS texting, event management, and a form building tool for more complex forms

173 – This requires an electronic signature third-party tool

Case Management/Ticketing:

174. CASE MANAGEMENT FUNCTIONALITY

DESCRIBE CASE MANAGEMENT FUNCTIONALITY OF THE APPLICATION.

Case management functionality is at the heart of Salesforce Service Cloud, enabling your organization to provide world-class customer service across every channel. A case is a description of a customer's feedback, problem, or question. Use cases to track and solve your customers' issues. You can quickly create, edit, locate, and view cases from the Cases tab.

You can create cases in various ways:

- Your administrator can set up Web-to-Case and either Email-to-Case or On-Demand Email-to-Case to automatically capture cases from your website and customer emails
- Your customers can log their own cases from the Self-Service portal or Customer Portal.
- Cases can be created via Chat.
- You can create cases manually from the Cases tab or the Cases-related list.
- If you have an answers community, you can escalate an unanswered or problematic question into a new case.
- Turn social network posts into cases with Social Customer Service. Your customers can post on your company's social networks, and they can at-mention your company on social networks. Agents can create cases from posts and reply to posts directly in the console.

At a summary level, Service Cloud provides the following case management capabilities:

Chatter for Case Collaboration	Case Assignment Rules
Automatically Assign Cases to Queues when Customers Submit Cases via Email-to-Case	Configurable Support Processes to track multiple case lifecycles
Case Escalation Rules	View Case Milestones in Case Milestones related list
Case History tracking	See Files Attached to Email Messages in the Case's Files Related List
Web-to-case forms	Email-to-case capability
Case Teams	Find Case Comments with Global Search
Approvals & Workflow, including Auto-response rules	Case Path to set up a flow for Case records, allowing your agents to focus on the most critical information.
Search Emails	Customer Portal for self-service
Public Community sites, including Answers & Ideas (Chatter Answers is retired)	Knowledge, including suggested Knowledge articles, to help agents quickly resolve Cases
Contracts & Entitlements	Analytics & Reporting
Integration to social media such as Twitter and Facebook	Route work items your way with Omni-Channel skills-based routing and external routing for Omni-Channel. For more information on Omni-Channel routing, please visit: https://releasenotes.docs.salesforce.com/en-us/summer18/release-notes/rn_omnichannel.htm

For detailed information on case management functionality, please visit:
https://help.salesforce.com/articleView?id=support_admins_intro.htm&type=5

Self Service / Constituent Portal:

For each question, indicate products ability to… *Indicate status with an X as defined on page 4, provide comments at the end of the section.*	**Standard**	**Custom**	**Third-Party**	**Roadmap**	**Not Available**
175. provide self-service /portal functionality for constituents to be able to do the following:					
a. Create, view, and manage cases.	X				
b. Submit forms.	X	X	X		
c. Schedule an appointment.	X		X		
d. View knowledge articles.	X				
e. View and submit approvals from various systems.	X				
f. Initiate chat via live chat/chatbot.	X				
g. Securely attach/submit documents/files.	X				
h. Update contact details (email, phone, address).	X				
i. Guest user access (ex. viewing a preliminary award notice or interacting with admissions as a prospective student).	X				
j. View Financial Aid information including communications sent by Financial Aid.	X				
k. View courses constituent are registered for (ex. Professional and Continuing Education course).	X				
176. Ability to provide a single, one stop shop portal that presents services/information to the constituent based on role (Prospective Student, Student, Parent, Faculty/Staff member etc). *In the comments below, describe the platform's ability to pull data from various systems (or provide views in to such systems) such as an ERP/SIS, Identity and Access Management self-service and various case management platforms to create a single portal experience for constituents.*	X	X			

Comments:

Salesforce Experience Cloud is an online collaboration and business process platform that connects institutions and constituents. Organizations can create fully branded public or private communities that connect members directly with one another — and with relevant content, data, and business processes. Experience Cloud goes beyond portals by adding social collaboration, extensive branding, customization, and mobile access, while retaining enterprise security and tight integration with business processes. Experience Cloud provides you with the ability extend content and/or functionality dependent on constituent data criteria, which is called audience segmentation. Therefore, you're able to display content and/or functionality to parents, agents, alumni, etc. based on any data you have about them in Salesforce, whether directly entered, or integrated via our extensive integration options.

175 B - This depends on the complexity of the form. A third-party form building tool may be needed.

175 C – An integration with a third-party scheduling tool allows for syncing calendars and providing available timeslots for end users to schedule a meeting. **176** – All data sources can be integrated with Salesforce and the Experience Cloud portal can display information stored in Salesforce. Salesforce can also leverage Identity Management software such as Shibboleth for using single-sign-on to log into portals.

Webpages/Webforms:

For each question, indicate products ability to… ***Indicate status with an X as defined on page 4, provide comments at the end of the section.***	**Standard**	**Custom**	**Third-Party**	**Roadmap**	**Not Available**
177. create web pages within the system or integrate with a Content Management System.	X				
178. update content on webpages either manually or as a result of workflow.	X				
179. track a constituent's activities on webpages and forms.	X				
180. support search engine optimization for web pages created in the CRM to support email campaigns.	X				
181. Ability to support constituent webpage customization based on interest (ex. a university faculty member may want Academic Affairs, Library and HR webpages/links on their "home page" whereas a student may select a configuration that is centered around Canvas [LMS] University Event calendar and University Recreation content on their "home page").	X				

Comments:

Experience Cloud Workspaces are declarative, object-oriented portals where you can update your digital experience web pages quickly and easily. Apply themes, drag and drop components into different places in your page layout, and easily preview your changes without any HTML or CSS knowledge. You can also include elements from your content management system, such as Salesforce CMS or other providers.

Social Media:

For each question, indicate products **<u>ability to</u>…** ***Indicate status with an X as defined on page 4, provide comments at the end of the section.***	Standard	Custom	Third-Party	Roadmap	Not Available
182. provide social media integration capabilities including the following (platform exs. LinkedIn, Instagram, Twitter, and Facebook):	X				
a. Analytics capabilities (exs. analytics on ads, clicks, impressions).	X				
b. Functionality for reporting on social media mentions, retweets, and shares.	X				
c. Functionality to identify individuals who are active on JMU social media pages.	X				
d. Capabilities to capture and store entities interests based on Social Media information.	X				
e. Functionality to capture entity employment information from social media (ex. LinkedIn).	X				
f. Functionality to integrate event RSVP within the system and social media.	X				
g. Functionality for preparing images/content to be posted across social media platforms.	X				
Comments: Salesforce offers a sophisticated platform to manage all of your social media data. Social Studio provides a single place for publishing, engagement, listening, and customer service. Salesforce Social Studio has the only unified platform for complete insight across your owned and earned social media mentions, plus broad listening across the web, so you can identify and engage with people talking about your brand or to you. As we capture your social data, we enrich it with artificial intelligence and automation by filtering out spam, applying sentiment, determining influence, and tagging content.					

Mobile:

For each question, indicate products <u>ability to</u>… ***Indicate status with an X as defined on page 4, provide comments at the end of the section.***	**Standard**	**Custom**	**Third-Party**	**Roadmap**	**Not Available**
183. provide mobile support for application users and customers. *Use the comments section below to describe supported browsers, devices, and any limitations.*	X				

Comments:

Salesforce offers a mobile app that lets internal users update your Salesforce data from wherever you are. The Salesforce mobile app is available for iOS and Android. Additionally, the mobile experience can be accessed on mobile browsers such as Chrome and Safari. In addition, the Salesforce mobile app delivers notifications and more on wearable devices such as the Apple Watch, Android Wear devices like the LG Watch, and more.

Constituent users experience the Salesforce mobile user interface when accessing a digital experience via a mobile device's web browser. For more information, please visit https://help.salesforce.com/HTViewHelpDoc?id=limits_mobile_sf1_communities.htm

Salesforce allows you to hide specific components from the mobile version of your site to optimize the mobile experience.

In addition, Salesforce offers Mobile Publisher, which allows you to publish your digital experience as its own mobile app. Mobile Publisher lets you customize the app name, app icon, colors, branding, and distribution to Google Play and the Apple App Store. Create engaging portals, forums, and sites from out-of-the-box templates and themes, all without a mobile developer. Design a personalized experience with CRM and artificial intelligence and connect data with partner-built solutions.

For more information on current Salesforce mobile app requirements, visit: https://help.salesforce.com/s/articleView?id=sf.salesforce_app_requirements.htm&type=5

For more information on current Salesforce web browser support, visit: https://help.salesforce.com/s/articleView?id=sf.getstart_browser_overview.htm&type=5

184. SUPPORT FOR MOBILE TECHNOLOGIES

DESCRIBE YOUR SUPPORT FOR MOBILE TECHNOLOGIES INCLUDING TECHNOLOGY USED, DISTRIBUTION METHOD, FUNCTIONALITY, INTEGRATION AND DEVELOPMENT TOOLSET AND SECURITY.

Salesforce Mobile

Mobility is a native capability of the Salesforce Platform. The Salesforce mobile app is built on the Salesforce Platform and provides your organization’s users with a completely unified mobile experience across a variety of mobile devices, including iOS and Android smartphones and tablets. Virtually all functions in the application proper can be accessed through our Salesforce mobile app, such as collaboration, workflow and approvals, and much more. Mobile support is standard, out-of-the-box functionality and requires no customization or third-party mobile application development tools. Configure your enterprise app once, and it’s instantly mobile from the get-go.

184.

The Salesforce mobile app allows your organization's users to access Salesforce solutions from anywhere, bringing all of the Salesforce customizations, configurations, settings, and data to any device. Salesforce mobile app can be instantly distributed to mobile users each time a new app is created – with no deployment headaches. With the power of the platform, administrators can build applications on the desktop and then mobile enable them with just a few clicks. From custom tabs and configurations to Salesforce pages and more, your organization can tailor mobile deployments for individual users or groups so that everyone is ultra-productive, no matter where they are located. Mobile enables your organization to develop and run mobile and desktop apps on a single cloud computing platform, create customized mobile profiles that are specific to a user or group's needs and push customizations over the air automatically, so users never have to sync devices.

Salesforce Mobile Partner Applications

The Salesforce AppExchange provides a rich ecosystem of applications built by Salesforce's partners. This ecosystem supports and enables a wide variety of use cases, many of which are enabled on mobile devices. There are over 900 partner apps listed on the AppExchange: https://appexchange.salesforce.com/appxSearchKeywordResults?keywords=mobile.

Customer Mobile Access

Your organization's customers would be able to access information, such as knowledge articles, service request status reported issues as well as report new issues and create service requests via a mobile device. The self-service or community interface leverages HTML5 and therefore is accessible via the browser on a mobile device and re-factors to run optimally on the mobile device. Therefore, the functionality that a user has access to via the self-service application, including searching the knowledge base, creating, updating, and viewing service requests, are available from a mobile device. Additionally, users can receive email on their mobile device, and with setup workflow rules, users can receive alerts when there are changes in the status of a service request. Salesforce offers several community templates that can be used to create a seamless self-service experience regardless of what device and channel the customer choose to engage. Community templates allow your organization to quickly and easily build a self-service community that gives customers the same visual and functional experience whether they use a tablet, a mobile device, or their desktop.

Salesforce Mobile SDK

If your organization desires a more customized mobile application, the Salesforce Mobile SDK is an open-source suite of familiar technologies that will allow your organization to rapidly build HTML5, native, and hybrid mobile apps that connect to the Salesforce Platform. Using the SDK, your organization can develop cross-platform HTML5 web apps, native iOS apps using Objective-C, or Android apps written with Java. Your organization can also create HTML5-based hybrid apps using the SDK's Mobile container, a wrapper based on Apache Cordova (PhoneGap) that enables HTML5-based applications to leverage device features like the camera and microphone. Additionally, the SDK provides libraries for key enterprise requirements, such as authentication and secure offline storage, effectively providing an enterprise-ready mobile application container. For more details, see https://developer.salesforce.com/developer-centers/mobile.

184.

Mobile Security

Salesforce administrators can enhance security by requiring an additional layer of authentication at login for their internal users, two-factor authentication (2FA). 2FA leverages an authentication service, such as Salesforce Authenticator, the out-of-band, push notification and geolocation-based mobile app, U2F security keys, or other TOTP code generator apps. Admins enable 2FA through either a permission set or via profile. Administrators can also delegate two-factor authentication management via permission set or profile to other staff like IT or support representatives. Admins and delegated 2FA management users also can generate a temporary verification code if the user does not have access to their primary or backup verification methods. Salesforce recommends following your company's security best practices for delivering this temporary code to your user, preferably in person, if possible. In addition to the verification methods listed below, customers also have the option of utilizing 2FA applications listed in the Salesforce AppExchange or custom implementations of 2FA.

Identity Confirmation

Though not true 2FA, it does provide higher assurance with identity verification. When a user logs in, Salesforce considers the user's geographic location and browser. If they're not recognized, Salesforce prompts the user to verify their identity using the highest-priority verification method available for that user. With a verified mobile phone number, the user will receive an SMS one-time passcode to verify their identity unless they have registered a strong verification method. After users verify their identity, they do not need to provide this information again unless they log in from a browser or location that isn't verified by Salesforce. The following is the order of priority for verification methods:

- Salesforce Authenticator push notification challenge (if a user has connected their account with Salesforce Authenticator mobile app)
- U2F usb security key (if a user has registered with their account)
- Verification code generated by a mobile TOTP authenticator app connected to the user's account
- Verification code sent via SMS to the user's verified mobile device (Identity Confirmation only)
- Verification code sent via email to the user's email address (Identity Confirmation only)

Two-Factor Authentication overview:
https://help.salesforce.com/articleView?id=security_overview_2fa.htm&type=5

Reporting/Dashboards and Analytics:

For each question, indicate products <u>ability to</u>… ***Indicate status with an X as defined on page 4, provide comments at the end of the section.***	**Standard**	**Custom**	**Third-Party**	**Roadmap**	**Not Available**
185. provide reporting capabilities within the system including the following (*use the comments section below to outline any limitations, including size/volume*):					
a. Availability of all fields, delivered or custom, for reports.			X		
b. Capabilities to build and save reports including defining/configuring fields/data elements to display.			X		
c. Capabilities to run reports on demand with real time data.			X		
d. Capabilities to distribute reports automatically via email on a defined schedule.			X		
e. Report format options					
i. XLS			X		
ii. CSV			X		
iii. TXT				X	
iv. PDF				X	
f. Capabilities around report printing.			X		
g. Capabilities to view and verify email distribution list reports are being sent.			X		
h. Capabilities to view statistics on report usage.			X		
i. Functionality for creating report visualizations.			X		
j. Capability to support reporting on non-native data sets within the CRM (ex. reporting on integrated data sets from the SIS, HCM or LMS system in use).			X		
186. provide dashboard capabilities within the application including the following:					
a. Functionality to administer/configure, display, and share dashboards based on roles and/or individual users.			X		
b. Capabilities for showing various data sets/data elements including drill down to view details.			X		
c. Functionality to save and share dashboards.			X		
d. Capabilities for printing dashboards.			X		
e. Describe functionality to configure dashboards specific to departments that provide visibility in to students that are utilizing their services.			X		

186.

f. Capabilities for showing real time data/metrics			X		
187. provide query/search capabilities within the application including (*use the comments section below to outline any limitations on the type of information that can be queried/searched*):					
a. Simple and complex search creation.			X		
b. Ability to share searches with other system users.			X		
c. Ability to create, save (for future use) and share reports with others.			X		
188. provide email analytics capabilities within the system including:					
a. Analyzing how recipients are interacting with emails that are sent including open/unopened rates, kickbacks, clicks, unique clicks, and unsubscribes.			X		
b. Email metrics such as how many entities have opened linked pages and registered/did not register and recipient responses to specific emails are captured.			X		

Comments:

Salesforce and Tableau offer out-of-the-box reporting and dashboard functionality that performs real-time executive-level and operational-level reporting. Salesforce provides highly intuitive graphical dashboards, which give a real-time snapshot of key metrics and performance indicators based on any underlying data within the database.

Reports give you access to your Salesforce data. You can examine your Salesforce data in almost infinite combinations, display it in easy-to-understand formats, and share the resulting insights with others.

Dashboards help you visually understand changing business conditions so you can make decisions based on the real-time data you have gathered with reports. Use dashboards to help users identify trends, sort out quantities, and measure the impact of their activities.

Tableau CRM is a cloud-based platform for connecting data from multiple sources, creating interactive views of that data, and sharing those views in apps. Tableau ships with native connectivity to Salesforce CRM, providing extraction capability for combining with supplemental data sources and deeper analysis.

All dashboard components provide drill-down capabilities. Dashboard components may either drill down to other dashboards or a detailed underlying report. Reports provide drill-down capabilities as well to filter and further examine report details. Filters can either be applied by drag-and-drop options or via URL. You may also allow users to click individual groups, axis values, or legend entries of a dashboard to view the source report filtered by what they clicked. For example, if users click a wedge of a pie chart, they are taken to the source report filtered to show values for just that wedge.

Marketing Cloud tracks all email sends and aggregates data for critical elements such as opens, clicks, undeliverable, and conversions. You can view full tracking results for an individual send on an easy-to-read dashboard that enables you to drill into metrics to see the list of subscribers included in a specific tracking event. Table views also allow you to compare statistics for different emails and roll up metrics across sends.

Marketing Cloud provides out-of-the-box reports to measure messages, subscribers, and journeys. The application also includes a pivot table editor for building custom reports from scratch. You can analyze overall account activity, individual campaign performance, deliverability metrics, and subscriber engagement. You can

view results in the application, download reports in both data and visual formats, and schedule automated report delivery to get the right data whenever you need it. **188b**. Apple's new iOS 15 privacy features allow users to block third parties from tracking email opens or other IP data.

Application Security and Roles:

For each question, indicate products ability to… ***Indicate status with an X as defined on page 4, provide comments at the end of the section.***	**Standard**	**Custom**	**Third-Party**	**Roadmap**	**Not Available**
189. provide configurable views of data within the platform based on a system user's role within the university. Ex. the same constituent record (a student in this case) will look vastly different depending on the system user viewing it. An advisor may see the student account with grade and attendance data from Canvas and PeopleSoft in addition to the student's bio/demo data, while a Financial Aid staff member may view that same record and see an entirely different data set associated with the constituent. The platform should provide the necessary security and flexibility to provide these specialized views, providing users with the appropriate data at the appropriate time.	X				
190. configure and apply granular Role-based Security architecture within the application.	X				
191. automatically provision and deprovision roles.	X				
192. convert a role based on a particular event (ex. prospective student becomes a student).	X	X			
193. support a distributed configuration model (exs. department specific configuration of items such as forms, workflows, email templates, and case management templates).	X	X			
194. audit user security information within the application.	X				
195. define, create, and assign administrative and user accounts.	X				
196. maintain and delete user accounts.	X				
197. support delegation of duties in the application.	X				
198. secure data in the platform including field/row level security and encryption.	X				
199. configure data audit information at the field/record level within the system.	X				
200. Indicate the product's ability to restrict access to identified data (highly confidential) within the system by:					
a. IP Address	X				
b. University owned devices	X				

200.

c. Geo Location	X				
d. Device type	X				

Comments:

All Salesforce customer data security is managed via user profiles, which dictate the records/fields a user can see, change, add or delete. Custom rules can also be written to extend security to the field value. A profile contains the settings and permissions that control what users with that profile can do within Salesforce and the Customer Portal. Salesforce infrastructure takes a defense-in-depth approach to security, and our security model utilizes principles of least privilege. Access to records is provided rather than assumed and then locked down. The Salesforce application layer security model allows controls at the org level, object, field, and role-hierarchy. Profiles below are one example of a layer of that access.

Profiles control:

- Standard and custom apps the user can view (depending on user license)
- Service providers the user can access
- Tabs the user can view (depending on user license and other factors, such as access to Salesforce Files
- Administrative and general permissions the user has for managing the organization and apps within it
- Object permissions the user is granted to create, read, edit, and delete records
- Page layouts a user sees
- Field-level security access that the user has to view and edit specific fields
- Record types are available to the user
- Desktop client users can access and related options
- Hours during which and IP addresses from which the user can log in

For more details around how Salesforce approaches security across not only the application layer, but the entire infrastructure, please visit trust.salesforce.com. Per service, Salesforce also has a running list of security documentation as well, as seen here for our core platform services

https://compliance.salesforce.com/en/services/salesforce-services

201. STORAGE OF SENSITIVE DATA

DESCRIBE HOW AND WHERE ANY SENSITIVE DATA INCLUDING AUTHENTICATION CREDENTIALS IS STORED ON CLIENTS, SERVERS, AND PARTICIPATING EXTERNAL DEVICES INCLUDING WHETHER THE DATA IS CRYPTOGRAPHICALLY PROTECTED. IF SO, PROVIDE DETAILS ON CRYPTOGRAPHIC PROTOCOLS, PROCEDURES, AND KEY PROTECTION.

Application level

Salesforce protects Customer Data by ensuring that only authorized users can access it. Customer administrators assign data security rules that determine which data users can access. Sharing models define company-wide defaults and data access based on a role hierarchy. All data is encrypted in transfer. All-access is governed by strict password security policies. Passwords are hashed with a per-user salt, using PBKDF2. Applications are continually monitored for security violation attempts. Key management is automated; no personnel participates in the creation of customer keys. All keys are stored in separate secure areas within the service, and a segregation of duties is in place to ensure that no one person from Salesforce has access to all key parts or the ability to operate on the keys.

Facilities level

Salesforce security standards are on par with the best civilian data centers in the world, including the world's most security-conscious financial institutions. Authorized personnel must pass through multiple levels of two-factor authentication (including biometrics) to reach the dedicated space with Salesforce systems hosting Customer Data. All buildings are completely anonymous, with bullet-resistant exterior walls and embassy-grade concrete posts and planters around the perimeter. All exterior entrances feature silent alarm systems that notify law enforcement in the event of suspicion or intrusion. No media containing Customer Data leaves the data center.

Network level

Multilevel security products from leading security vendors and proven security practices ensure network security. To prevent malicious attacks through unmonitored ports, external firewalls allow only HTTP and HTTPS traffic on ports 80 and 443, along with ICMP traffic. Salesforce administrators are not able to modify port settings for the platform. Switches ensure that the network complies with the RFC 1918 standard and address translation technologies further enhance network security. IDS sensors protect all network segments. Internal software systems are protected by two-factor authentication, along with the extensive use of technology that controls points of entry. All networks are certified through third-party vulnerability assessment programs.

Third-party validation

Independent audits confirm that our security goes far beyond what most companies have achieved on their own. Using the latest firewall protection, intrusion detection systems, and TLS encryption, Salesforce gives you the peace of mind only a world-class security infrastructure can provide. Security is a multidimensional business imperative that demands consideration at every level, from security for applications to physical facilities and network security. In addition to the latest technologies, world-class security requires ongoing adherence to best-practice policies. To ensure this adherence, we continually seek relevant third-party certification, including ISO 27001, PCI-DSS, FedRAMP, and SOC 1 (SSAE 18), and SOC 2 Type II audits. All copies of security documentation can be found here: https://compliance.salesforce.com/en/documents

Authentication:

For each question, indicate products ability to… ***Indicate status with an X as defined on page 4, provide comments at the end of the section.***	**Standard**	**Custom**	**Third-Party**	**Roadmap**	**Not Available**
202. support SAML single sign on integration including the use of Shibboleth.	X				
203. Membership with the InCommon Federation.	X				
204. support use of authentication credentials and associated attributes, group membership, roles, etc. to make authorization decisions.	X				
205. integrate with identity and access management services (exs. of but not restricted to Microsoft Identity Manager, Fischer Identity Manager, OUD/LDAP, and Oracle Identity Manager.)	X				
206. integrate/interface with Duo (multi-factor authentication system).	X				
207. set up local users that can be authenticated separate from those that are part of a single sign on integration/interface.	X				

Comments:

By default, logon is form-based, so when users log into Salesforce, they submit a username and password which are sent to salesforce.com via a TLS encrypted session. Single sign-on to Salesforce is supported using the following methods:

- Federated authentication using Security Assertion Markup Language (SAML): When federated authentication is enabled, Salesforce does not validate a user's password. Instead, Salesforce verifies an assertion in the HTTP POST request and allows single sign-on if the assertion is true. This is the default form of single sign-on. Federated authentication is available in all Editions.
- Delegated authentication: When delegated authentication is enabled, Salesforce does not validate a user's password. Instead, Salesforce makes a web service call to your organization to establish authentication credentials for the user.

Salesforce has documentation around Identity through their help and developer documentation: https://help.salesforce.com/s/articleView?id=sf.sso_about.htm&type=5

C. Service Group 2: Academic Advising, Student Success, and Early Alerts

Academic Planning and Degree Progress:

For each question, indicate products <u>ability to</u>… ***Indicate status with an X as defined on page 4, provide comments at the end of the section.***	**Standard**	**Custom**	**Third-Party**	**Roadmap**	**Not Available**
208. Ability to display key data from the SIS system, including, but not limited to Major GPA, Cum GPA, and Credit Hours.		x			
209. Ability to recognize and display courses in progress, completed courses, and courses required for each Major, Minor, and Concentration.	x				
210. Ability to display, based on the student's declared Major(s), Minor(s), and Concentration(s), the following. *Describe any limitations in the comments*.					
a. The student's 'official' four-year Academic Plan.	x				
b. The timeline for completion.		x			
c. Course co-requisites, prerequisites, and 'actual' available course offerings.	x	x			
d. Graduation requirements.		x			
211. automatically generate a baseline Degree Plan (automatic plan of study).	x				
212. Ability to utilize existing degree progress requirements stored in the SIS (PeopleSoft Campus Solutions) to inform the Degree Plan presented to the student within the Advising solution.		x			
213. allow a student to register for classes including the ability to integrate with a SIS. *Describe any limitations in the comments.*		x			
214. forecast and address course demand and number of seats by semester or year.			x		
215. display and save 'what-if' scenarios for potential changes to Major(s), Minor(s) and Concentration(s), Degree Plans, and estimated timeline for completion.		x			
216. allow students or advisors to export key items (ex. the Degree Plan).			x		
217. integrate with a Student Administration System to support displaying transfer equivalency with university courses to display an approximate number of transfer credits for which the student will get credit.		x			

218. support multiple advisors for one student, based on Major(s), Minor(s), Athletics, Honors, Peer Support, Faculty Mentors etc.	x				
219. track a student in a non-degree seeking program seeking to transition to degree seeking.	x				
220. support Prospective or Transfer students from a Degree Plan perspective.		x			
221. have 'guest' accounts and/or guest access for the academic planning tool(s).		x			

Comments:

Salesforce Student Success Hub provides program plans for academic programs to detail degree requirements and electives that both students and advisors can access for review. The plan builder, a Student Success Hub capability, allows students and advisors to co-construct a term-by-term plan for which courses students should take. For the requirements in this section that are marked as custom, Student Success Hub can act as a starting point along with Salesforce's declarative configuration to meet your specific requirements. Declarative configuration can then be coupled with the development of code in cases where it is needed. During the implementation process, working in conjunction with James Madison University, use cases will be mapped to these requirements, and plans will be created to determine the core functionality that can address the use case, when declarative configuration can be used, and when custom code will be needed. Salesforce platform solutions like Flows, which is a declarative tool for building workflows and automation, can likely be used to support most, if not all, of the requirements that are not core Student Success Hub.

208. While Salesforce is very easy to integrate with, integration with the SIS is not standard functionality and would require custom integration work.

210. Student Success Hub pathways can support several features in this section through the Pathways feature. However it does take a significant amount of work to transform the data into Salesforce - this is usually done through the Registrar’s Office.

210b. Would require some custom configuration to populate the estimated timeline.

210c note: Available courses would require customization. Co-requisites and pre-requisites are standard

201d. Graduation requirements would likely take some custom configuration.

212. While Salesforce is very easy to integrate with, integration with the SIS is not standard functionality and would require custom integration work.

213. While Salesforce is very easy to integrate with, integration with the SIS is not standard functionality and would require custom integration work.

214. Functionality would require a tool such as Tableau CRM.

216. Exporting items in a consumable format would require a third-party tool such as Conga or Nintex

217. While Salesforce is very easy to integrate with, integration with a Student Administration System is not standard functionality and would require custom integration work.

220. Access to Degree Planning for Prospective or Transfer students would take custom configuration.

221. Access to academic planning tools for Prospective for guest accounts would take custom configuration.

Notes and Documents:

For each question, indicate products ability to… ***Indicate status with an X as defined on page 4, provide comments at the end of the section.***	**Standard**	**Custom**	**Third-Party**	**Roadmap**	**Not Available**
222. create and manage Advising Notes within the application including the ability to configure various levels of access to Advising Notes and the length of time such notes are stored in the system. *Describe any limitations in the comments.*	x				
223. 'accept' or sign electronic documents.			x		
224. upload or attach documents.		x			

Comments:
Notes and the ability to upload files or documents into a student record are core Salesforce features. When an advisor, staff, or faculty member meets with a student, they can document the interaction by using the notes feature within Salesforce. The notes attach to the student record, and different levels of access can be ascribed to the note. The notes taken by various individuals will be a part of the student record available for anyone who has access to the record or note. Thus, when accessing a student record, faculty, staff, or advisors can see notes on the record. Additionally, the notes object in Salesforce keeps a version history of the note by default. Files and attachments can be added to the student record simply by uploading a file to the record.

Accepting or signing an electronic document is accomplished via AppExchange partner solutions that seamlessly integrate with Salesforce.
223. Ability to sign electronic documents requires a tool such as Conga, Nintex, or DocuSign.
224. Advisor ability to upload or attach documents would be standard functionality. Students' ability would require custom configuration.

Scheduling:

For each question, indicate products ability to… ***Indicate status with an X as defined on page 4, provide comments at the end of the section.***	**Standard**	**Custom**	**Third-Party**	**Roadmap**	**Not Available**
225. schedule and manage appointments. Features of interest include:					
a. the student to request and schedule a meeting with an Advisor or office (i.e., a tutoring session with the University Learning Center).	x				
b. Advisors or offices to set up group advising sessions.	x				
c. Advisors to configure appointment preferences/rules.	x				

225.

d. allow the student to add a Meeting Purpose (chosen from a list of pre-configured options) to each appointment request.	x				
e. allow an office (i.e., the Learning Center) or the student to select the class a tutoring session appointment pertains to while scheduling.	x				
f. identify and communicate with students who miss appointments without notice.	x				
g. have the Advisor's hours and office location displayed on a dashboard for the student.	x				
h. allow the Advisor to see the student's appointment history.	x				
i. allow a student or Advisor to cancel an appointment and choose a reason for cancellation.	x				
j. allow the application to send scheduled meeting reminders via text messaging or email to students asking them to 'confirm' their appointment.			x		
k. allow for the application to offer a meeting location of 'Phone Call' or Video (Zoom/WebEx/Skype) when the appointment is requested by the student.	x				
l. allow the Advisor to text message a student via the application and the student response goes to the Advisor's email.			x		
m. allow the application to default to the next available Advisor or tutor in a unit based on desired appointment timing.		x			
n. allow the student to manually select a preferred Advisor/tutor to see availability when scheduling an appointment.	x				
226. support student 'check-in' processes (Exs. are appointment arrival or attendance.)	x				

Comments:

Student Success Hub meets the scheduling requirements described above. Student Success has multiple models for students to schedule appointments with advisors, and knowing that various departments and units across James Madison University may schedule in different ways, Salesforce as a platform provides appointment scheduling for the following workflows:

- 1 to 1 scheduling with an advisor or member of a success team
- Group advising
- Pooled advising with an assigned or unassigned pool
- Front Desk Scheduling
- Drop-in or Walk-ins
- Queue management for student check-ins

Students can schedule appointments on their mobile devices or in a desktop web browser. When the student schedules the appointment, they will select the topic and possibly a subtopic for the appointment, and they can include a note to the advisor for why they set up the appointment. If the student needs to cancel an appointment, they can enter a reason for the cancelation.

There are numerous communication tools within the Salesforce platform to send personalized mass emails or texts to students about their appointments. These tools are configured declaratively to automate communication sends based upon criteria James Madison University sets up. Likewise, advisors can communicate with students in 1 to 1 conversational text or emails. All appointments are documented on the student's record, including when they were a no-show or had to cancel the appointment. When students book an appointment, they will receive an automated email with a calendar invite for their appointment. An advisor's calendar will sync between Salesforce and their work calendar with their availability and appointments with students. This syncing will happen automatically for advisors.

Advisors can set their availability, their locations for appointments, the topics they cover, and can specify if they want specific times during the week when they will take appointments for certain topics and the modality - phone, in person, or online.

When an advisor prepares for an appointment, they can access the unified advising record to see a history of the student and their appointments. The same record could also be accessible by faculty, staff, and senior leaders. Based upon a user's profile, you can determine what data they see on the unified record. James Madison University will determine the profiles for faculty, staff, advisors, senior leaders, and any other profiles you wish to establish and what access to applications, records, and data they can view.

The appointment scheduling can be used for advisors, tutors, faculty, as well as for other student services as part of our holistic advising approach.

225j. Text messaging requires a third-party app, such as Mogli.
225l. Text messaging requires a third-party app, such as Mogli.
225m. Defaulting to the next available Advisor would require custom development.

Reporting:

For each question, indicate products <u>ability to</u>… ***Indicate status with an X as defined on page 4, provide comments at the end of the section.***	**Standard**	**Custom**	**Third-Party**	**Roadmap**	**Not Available**
227. use out of the box reports with advising information as well as create reports. Advising reports of interest include:					
a. Reports related to user accounts.	x				
b. Reports related to student surveys.	x				
c. Reports related to student academic progress.		x			
d. Reports related to anticipated course demand.			x		
e. Include field or row level data security options. *Provide configurability based on user roles in the comments section below.*	x				

Comments:

JMU can leverage standard reports & dashboards in Salesforce CRM to meet the needs of these reports. For additional BI/Analytics, each of these metrics can be tracked in a Tableau Dashboard, hosted on the existing JMU Tableau Server, and shared with end-users at JMU.

Salesforce and Tableau offer out-of-the-box reporting and dashboard functionality that performs real-time executive-level and operational-level reporting. Salesforce provides highly intuitive graphical dashboards, which give a real-time snapshot of key metrics and performance indicators that can be based on any of the underlying data within the database.

Reports give you access to your Salesforce data. You can examine your Salesforce data in almost infinite combinations, display it in easy-to-understand formats, and share the resulting insights with others.

Dashboards help you visually understand changing business conditions so you can make decisions based on the real-time data you have gathered with reports. Use dashboards to help users identify trends, sort out quantities, and measure the impact of their activities.

Tableau CRM is a cloud-based platform for connecting data from multiple sources, creating interactive views of that data, and sharing those views in apps. Tableau CRM for Salesforce offers AI built into the platform. It delivers advanced AI capabilities and enables anyone to use clicks or code to build AI-powered apps that get smarter with every interaction. Statistical and predictive analytics give you answers, explanations, and recommendations.

Tableau ships with native connectivity to Salesforce CRM, providing extraction capability for combining with supplemental data sources and deeper analysis.

227c. Academic Progress reports can be achieved but may require custom configuration.

227d. Would require a tool such as Tableau CRM

227e. Salesforce allows security to be configured down to the field level based on Profile (Admin, Advisor, Manager, Student, etc.). Security may be easily expanded by adding Permission Sets.

Communication and Self Service:

For each question, indicate products **ability to**… *Indicate status with an X as defined on page 4, provide comments at the end of the section.*	Standard	Custom	Third-Party	Roadmap	Not Available
228. of an Advising self-service/portal functionality for students. Features of interest include:					
a. Curricular maps/degree plans including responding to course, schedule, and major changes.	x				
b. Visibility on communications from advisors and others.	x				
c. To do list.	x				
d. Appointment scheduling including with, but not limited to Advising, Counseling Center, Tutoring Services, Health Center.	x				
e. Forms.			x		
f. Visibility into applicable early alerts.	x				
g. Ability to grant permission for information sharing with a parent or other listed parental figure.		x			
h. Provide/update personal bios.		x			
i. Log course and career events.		x			
j. Self-reported and official test scores.		x			
k. Ticket/case initiation.	x				
229. of an Advising self-service/portal functionality for parents. Features of interest include:					
a. Visibility on communications from advisors and others.	x				
b. To do list.	x				
c. Open cases within the system.	x				
d. Appointment scheduling including with, but not limited to Advising, Counseling Center, Tutoring Services, Health Center.	x				
e. Forms.			x		
f. Ticket/case initiation.	x				
230. allow an advisor to initiate communication campaigns. Examples include, but are not limited to:					
a. System generated surveys sent to students after advising appointments.	x				
b. Automated emails sent to students based on definable system criteria.	x				

231. support different 'types' of users including prospective students, applicants, matriculated (paid deposit students), actively enrolled students, and alumni.	x				
232. offer features/services to alumni (ex. an alum needing information to apply to a graduate program.)	x				
233. create and manage referrals for students. (Exs. Advisors referring students to the Learning Centers, or Advisors referring students to other Advisors for Minors/Concentrations/Specialty Groups, etc.).		x			
234. support Knowledge Base and Frequently Asked Questions (FAQ) functionality.	x				
235. configure the product for branding or personalization. (Exs. adding custom verbiage, pop-up messages, or graphics.)		x			
236. create online social communities to facilitate distribution of information, discussion, and foster a sense of community.	x				
237. offer interactive video and whiteboard features (Exs. a virtual tutoring or advising session).		x			

Comments:

The Salesforce platform includes a Gartner Magic Quadrant service solution called Service Cloud. Student Success Hub and the advising solution is an application that utilizes the capabilities of Service Cloud. The case management solution within Service Cloud allows cases or tickets to be opened in email-to-case, web-to-case or forms, text messaging, via the Salesforce Experience Cloud, within the CRM, via phone, via bots, chat conversations, and social channels. Essentially, there are many ways for students and parents to open cases and have their questions addressed. James Madison University can provide transparency into the status of the tickets to students and parents. All data in Salesforce can be tracked and reported upon by advisors, staff, and senior leaders.

Within Service Cloud, knowledge articles provide students, parents, and staff working cases with a searchable knowledge base of James Madison University approved articles with answers to commonly asked questions. The knowledge base can deflect questions that might become a case a staff member has to address. In this case, the article replaces the need to ask a question. The knowledge base can sit on any website or in a Salesforce Experience Site. The knowledge base can help staff address questions when working on cases and provide students or parents with the article when addressing cases.

Also, part of the Salesforce platform is Experience Cloud which provides sites for online communities that can have social aspects if James Madison University chooses to add in social components. The Experience Cloud is the interface students will use to access Student Success Hub to schedule appointments with their success team, see success plans, and see tasks they need to complete. The Experience Cloud can also be a one-stop-shop for students to get questions answered, single sign-on into campus applications, access courses, and possibly register for courses. Students can set up their profiles in the Experience Cloud and set their preferences. The Experience Cloud is the student and parent interface into Salesforce and the advising solutions. The Experience Cloud is responsively designed and works across mobile, tablets, and desktop browsers.

Additionally, the communication tools that provide personalized communications based on what we know of our students and parents can operate in a broadcast or mass communication mode, as well as 1 to 1 communication. There are many options for communicating with students and parents across multiple channels such as email, text, in-app notifications, and creating tasks for advisors and staff in Salesforce. Advisors can initiate campaigns to students with customized emails and templated emails. **228e**. Forms require the use of a third-party tool. **231**. Salesforce can support different "types" of users - but it would not be best practice for all the different users to have access to the same portal. Typically, there would be an Admissions Portal, Student Portal, and Alumni Portal (among others) that would facilitate the right experience and content for that user population. **232**. This would be applicable to an Alumni Portal or an Applicant Portal, not a Student Portal. **233**. Referral feature would likely require custom configuration. **235**. Branding within the predefined template is standard functionality. Pop Up Messages and more advanced personalization may require custom coding. **237**. Video can be added to the Student Portal but would require some custom coding.

Early Alerts/Interventions

238. EARLY ALERTS AND INTERVENTION SOLUTION

DESCRIBE THE EARLY ALERTS AND INTERVENTION SOLUTION INCLUDING INTEGRATION CAPABILITIES.

The early alerts and interventions are fully configurable by James Madison University to meet University-wide, school, program, and departmental needs. JMU is not limited in the types or number of alerts they want to create and use to trigger workflows and actions for students, faculty, staff, or advisors. Interventions can be accomplished with various platform capabilities such as Success Plans as part of the Student Success Hub, the communication tools inherent in the platform, and workflow and automation capabilities. The combination of these tools provides James Madison University with the ability to configure Salesforce to meet its specific alert and intervention needs.

For each question, indicate products <u>ability to</u>… ***Indicate status with an X as defined on page 4, provide comments at the end of the section.***	**Standard**	**Custom**	**Third-Party**	**Roadmap**	**Not Available**
239. configure, manage, and analyze early alerts (definable scenarios) and associated interventions as responses to alerts. Early alerts of interest include:					
a. Grades	x				
b. Attendance	x				
c. Missed appointments	x				
d. No log in activity using the students' eID and password		x			

239.

e. Student Housing (not leaving dorm for an extended period)		x			
f. Card Services (not using meal plan for an extended period)		x			
g. Referrals	x		x		
240. associate automated and manual interventions with alerts for a particular student.	x				

Comments:
The alerts capability in Student Success Hub coupled with the Salesforce's platform automation and integration capabilities provides James Madison University with the flexibility to create early relevant and timely alerts and ensure that students and advisors receive communications or nudges to take action to achieve success for the student. During implementation, alerts will be configured for the needs of James Madison University; Student Success Hub does not lock you into a certain number of alerts or predefined alert types, James Madison University will have the flexibility to manage alerts how they want to.

Alerts can use Salesforce's workflow engine. Once an alert has been created, either in an automated fashion or manually, James Madison University can then determine what will happen next, such as: which persons or departments will receive notification of the alert, how you want to communicate if at all with the student if a success plan needs to be deployed to a student, and any other essential actions that need to follow on from an alert being created. An example of the alerts, workflow, and communication are: an advisor raises a wellness alert when meeting with a student, once the alert is created, a new member of the student's success team is created, a referral appointment to a campus resource, a wellness success plan is deployed to the student, and a series of wellness surveys are sent to the student. This is just one example of what is possible with alerts, workflow, and automation.

239a. Requires SIS or LMS integration
239d. Need to determine which system log-in activity is being measured on.
239e. Tracking housing would require custom configuration and integration.
239f. Tracking card services would require custom configuration and integration.
239g. Requires Salesforce licenses or a third-party form tool.

D. Service Group 3: Advancement

Advancement General:

241. ADVANCEMENT FUNCTIONS AND CAPABILITIES

DESCRIBE THE OVERALL ADVANCEMENT FUNCTIONS AND CAPABILITIES OF THE APPLICATION.

At the core of Affinaquest is the world's leading CRM platform, Salesforce. It was only after extensive evaluation that we chose Salesforce on which to build our advancement solution. In addition to the flexibility, scalability, and ubiquity of Salesforce, we considered several other important characteristics that led us to choose it as the platform upon which to build our next-generation advancement system.

- The Salesforce AppExchange is a marketplace of more than 4,000 applications that run on Salesforce. These applications allow users to extend their functionality in many ways, including wealth screening, mapping, mail merging, and myriad other options, thus giving our users more ways to extend the functionality of their systems.
- Data governance tools available on Salesforce are superior. Given the importance of data governance in universities, this feature was a strong consideration.
- Salesforce offers multi-tenancy, which relieves our users of concerns about running out of disc space or resources to run reports or support new users.
- Salesforce provides Affinaquest with a superior method to deliver our software. We can update our user's systems with the simple press of a button. This allows for quick and efficient updates. During the update process, Salesforce carefully segregates Affinaquest code into its own namespace. No local code or customizations are overwritten in any way. Salesforce also enforces certain rules to ensure that Affinaquest updates do not disrupt other customizations that have been made. For example, if a field is deleted from Affinaquest, the user organization is alerted to that fact, but Affinaquest cannot physically delete that field from the user's copy of Salesforce (in case the user wishes to continue to utilize that field). Other types of configuration that may have been localized, such as page layouts and reports, cannot be overridden.

Affinaquest has dramatically extended the base functionality of the Salesforce platform, allowing its users to leverage the underlying technology to increase staff productivity and to improve fundraising results. Listed here are some of the specific benefits Affinaquest clients derive from the use of the software:

1. **The System conforms to the organization, rather than the organization conforming to the system**. The flexibility inherent in Affinaquest allows your organization to impose its business processes on the system rather than requiring you to change the way you do your work. Of course, Affinaquest will always consult and advise customers to adopt best practices.
2. **Our depth of experience shows in everything we do.** Our company principals, consultants, software developers, and customer support all understand advancement, software development, and the underlying Salesforce platform, enabling them to bring their expertise in these three areas together in a unique way to benefit clients. Our experience designing and developing advancement systems on each new technology over several decades means that you can be sure that we provide an iron-clad foundation for success. In addition, our Chief Software Engineer has over 30 years of experience developing Advancement software. Our dozens of in-house implementation team members average more than 20 years of experience, including administering and converting from numerous advancement systems from Ellucian, Blackbaud, and other leading vendors.

241.

3. **Data management, cleansing and enrichment tools add to your advancement arsenal.** With the industry-leading SSB Central Intelligence ™, HEP Data ™, and ALUMiNate ™, our customers will be able to increasingly avail themselves of fully integrated, automated access to primary data sources and actionable intelligence.
4. **Experienced personnel are readily available to work on the Salesforce platform.** Because Affinaquest is built on the widely used, open, Salesforce platform, there is a wealth of talent available should additional resources be needed at your institution. And it's easier to attract energized staff when they know they'll be working on cutting-edge technology.
5. **More training opportunities are available.** Salesforce supplements Affinaquest training and consulting with many online training opportunities and self-paced "Trailhead" instruction modules.
6. **Affinaquest clients directly benefit from Salesforce's huge R&D budget.** Salesforce spends more on R&D than the total revenue of the largest firms building nonprofit software. All these new, innovative components are delivered regularly to clients, and Affinaquest can quickly take advantage of the latest features.
7. **Clients benefit from quick application development and deployment.** Affinaquest can employ "Clicks not Code" capabilities to rapidly build out new functionality using the underlying technology. Moreover, many third-party applications available on the AppExchange can seamlessly augment Affinaquest functionality.
8. **Automation via workflows make work more efficient, more productive, and more effective.** Affinaquest employs system-automation features and applies them to business processes and client data, allowing for the streamlining of many of the day-to-day processes of the office. This results not only in time saved but also in reduced costs and increased employee satisfaction.
9. **Affinaquest provides a new paradigm for information consumption.** Rather than printing endless, immediately obsolete reports, Affinaquest allows clients to leverage a new information consumption and distribution paradigm based on accessible reporting that can be easily viewed and interacted with via a monitor rather than a static printout. Dashboards allow the presentation of various data and metrics so that managers can always be kept up to date on the latest information available.
10. **Affinaquest is mobile.** All of the data are available from any device, anywhere, and at any time in an elegant and highly configurable mobile experience.
11. **AI will transform the way you work.** Using Einstein from Salesforce or Tableau by Tableau Software institutions can change the way they work. The growing efficacy of Artificial Intelligence capability brings you closer to having your own data scientist dedicated to development efforts. It learns from all your data – CRM data, email, calendar, social, ERP, and IoT – and delivers predictions and recommendations in the context of what you are doing. It even automates some tasks for you.

241.

AFFINAQUEST APPLICATION OVERVIEW

The Affinaquest Tier consists of the following functionality, all of which are included as part of the Affinaquest subscription.

CAMPAIGN MANAGEMENT

Covers all phases of managing and monitoring campaigns, including capital campaigns and annual fund campaigns. Included in the data for campaign management are:

- KPI reports showing total dollars raised, number of donors, average gift, pledge performance, and information about each campaign appeal
- Budgets and expenses
- Available quid pro quo items
- Various metrics such as total amount raised (and purpose), total number of donors, average gift, pledge performance, and individual campaign performance, including number of donors, average gift, response rate, and total amount displayed as dashboard reports.

GIFT PROCESSING

A comprehensive gift management system that meets all CASE, IRS, and FASB guidelines and standards and is fully auditable. Among the many features of gift processing are:

- A comprehensive chart of accounts includes all CAE reporting data, goals, investment information, key donors, awards given, quid pro quo items, departmental and divisional links, and many other items.
- Provision to store multi-designation gifts.
- Ability to record pledge payment schedules of an unlimited variety of pledge due dates with variable payment schedules.
- Automatic soft crediting of gifts from related accounts.
- Provision for third-party pledge payments.
- Fully automated matching gift eligibility checking in real-time against the Double the Donation matching gift database.
- Quid pro quo awards.
- Tribute gifts.
- Automated acknowledgment letters and the capability to record which letter was utilized with a specific gift.
- Hard and soft credits within a household.
- Notes and attached files to retain copies of transmittal letters or a copy of a check or other document
- Related soft credit transactions generated from a gift.
- The ability to link a gift to a major gift ask which it is fulfilling.
- Solicitation credits for volunteers or staff members.
- Capability to enter all forms of gifts including cash, check, ACH, wire, PayPal, payroll deduction, securities, real property, personal property, or in-kind service.
- Write off of a portion of a pledge, the balance, or the complete pledge.
- Write off all existing pledges for a campaign (for example, at the end of the Annual Fund).
- Tracking of gift solicitations.
- Conditional and unconditional pledges.
- Pledge billing.

241.

PROSPECT MANAGEMENT

A comprehensive prospect management system fully capable of supporting prospect portfolios in a major campaign. Included among the features of this module are:

- Capacity ratings
- Support of various outright gift and planned gift instruments including Bargain Sale, Bequest, Charitable Lead Annuity Trust, Charitable Lead Unitrust, Charitable Remainder Annuity Trust, Charitable Remainder Unitrust, Gift Annuity, Pooled Income Fund, Retained Life Estate, and Insurance.
- Tax consequences of the gift.
- Stage of the cultivation/solicitation process.
- Gift components to record multiple designations for a single gift.
- Probability to make the gift for forecasting purposes.
- Close Date.
- Staff teams working on the gift and the role of each team member.
- Constituents who are involved with a gift and their role.
- A history of all activity related to the gift, including emails, direct mail, tasks, meetings, etc.
    - A list of all open activities related to the gift, including emails, direct mail, tasks, meetings, etc.
- The ability to assign a group of activities via a template.
- Attachment of notes, office documents, google documents, photographs, or PDFs.
- Related stewardship programs, strategies, and activities.
- Mobile access to all data and the ability to place call reports via a mobile device and dictation.

Once in the portfolio, the prospect manager utilizes all of the above features to manage his/her prospect portfolio. Dashboards are provided to monitor key metrics to analyze the pipeline, evaluate the quality of portfolio management, and highlight areas needing attention.

BIOGRAPHICAL AND DEMOGRAPHIC CONTACT DATA

A comprehensive set of biographical data is provided for each constituent. An almost limitless variety of data can be retained for constituents and their households, all presented in standard Salesforce page layouts that can be easily customized for various types of users.
Among the data included on constituents and households is the following:

- Complete householding
- Multiple names and greetings.
- Multiple seasonal, business, and alternate addresses.
- A history of all activity related to the constituent and household, including emails, direct mail, tasks, meetings, etc.
- A list of all available activities related to the constituent and household, including emails, direct mail, tasks, meetings, etc.
- Complete gift history.
- Relationship management teams.
- Solicitation record.
- Financial assets.
- Gifts to other organizations.

241.

- Giving, community, and other interests.
- Notes, file attachments, photographs.
- Recurring gifts.
- Relationships and a visual family tree.
- Stewardship.
- Tribute gifts.
- Educational record with unlimited degrees and student activities.
- Communication preferences.
- Multiple phone numbers and emails.
- Employment history.
- Event attendance and registration.
- Awards such as scholarships.
- Accolades.
- Research references.
- Peer to peer screening data.
- Volunteer positions.
- Corporate and organizational data.

REPORTING AND DASHBOARDS

Affinaquest reporting is built on Salesforce reports and dashboards. Features include:

- Available to any end-user.
- Reports and dashboards can be scheduled to run regularly.
- Reports can be emailed upon completion.
- Reports can be embedded in page layouts.
- Dashboards can be filtered for data mining.
- Multiple types of graphs are available.
- Export report results to CSV and Excel.

MEMBERSHIPS

Memberships can be configured to support a number of different membership types.

- Membership types and levels.
- Annual and lifetime memberships.
- Dues payments and pledges as well as gift memberships.
- Start and end dates and auto-renewal option.
- Automated membership benefits.

VOLUNTEER MANAGEMENT

Volunteer management is supported through Affinaquest functionality and functionality provided by the free application from Salesforce, Salesforce for Volunteers. Included in the functionality supported is:

- Volunteer positions.
- Dates of volunteer activity.
- Committees and committee members.
- Skills.

241.

- Work shifts.
- Scheduling of volunteers in work shifts.
- Volunteer jobs.
- Automatic matching of jobs and shifts with volunteers.
- Volunteer hours.
- Web site reporting of hours and job selection.

CONSTITUENT PORTAL

Affinaquest's product road map (currently scheduled for January 2022) includes a self-service constituent community portal that includes an alumni directory, the ability to update one's data, view giving history, view and enter class notes, set communication preferences, and volunteer for university activities. This community can be managed using Salesforce's Experience Cloud tools to reflect your institution's branding and can be customized to include site-specific functionality. This configuration may also include components from other vendors (for example, events management and online giving) to provide a full-service experience for your constituents.

For each question, indicate products <u>ability to</u>… ***Indicate status with an X as defined on page 4, provide comments at the end of the section.***	**Standard**	**Custom**	**Third-Party**	**Roadmap**	**Not Available**
242. view pledge balances, gift information, and donor information.	X				
243. identify and track data source information including a rating or confidence component (ex. there are multiple addresses for an individual, using the most reliable data source to identify the primary address).	X				
Comments:					

Constituent Entities (Individuals):

For each question, indicate products <u>ability to</u>… ***Indicate status with an X as defined on page 4, provide comments at the end of the section.***	**Standard**	**Custom**	**Third-Party**	**Roadmap**	**Not Available**
244. use a hierarchy for classification types for giving and reporting purposes (ex. if an entity/individual is both an Alum and a Parent and gives a gift).	X				
245. constituent entity (individual) self-service/portal capabilities. Features of interest include the following:					
a. Capabilities for viewing and submitting payment on pledges.				X	
b. Capabilities for updating contact information, contact preferences, and/or recurring payment information.	X				

245.

c. Capabilities for viewing giving history.	X				
d. Capabilities for viewing/printing tax documents.				X	
e. Capability to view engagement information (ex: events attended, etc.)	X				
246. conditionally manage information on a constituent entity (individual) based on their status. (Exs. managing specific data if a constituent's status is Lost, Inactive, Deceased, Purgeable, or Do not invite).	X				
247. assign salutations and name formats to individuals & couples including preferred prefix and the ability to customize salutations based on business use case.	X				
248. assign hard credit and soft credit for a gift to constituent entities.	X				

Comments:

245 a. The current version of the portal allows constituent users to view their pledges and balances, if appropriate. The ability to make payments on those pledges is on our portal roadmap.

245 d. The ability for a constituent portal user to view/print acknowledgments, receipts, and other tax documents is on our product roadmap

Matching Gift Policies:

For each question, indicate products <u>ability to</u>… ***Indicate status with an X as defined on page 4, provide comments at the end of the section.***	**Standard**	**Custom**	**Third-Party**	**Roadmap**	**Not Available**
249. support matching gift policy. Features of interest include the following:					
a. Capabilities to create matching gift policies for employers.	X				
b. Capabilities for associating a matching gift policy for an employer with their organization entity (organization).	X				
c. Capabilities for viewing employer matching gift policy information from the constituent entity (individual) and organization entity (organization) within the application.	X				
d. Functionality to dynamically update data and forms based on an employer's matching policy (ex. is the ratio for the match automatically generating the money amounts on related claims, forms, and letters).	X				
e. Capabilities for adding and updating employer matching policies in bulk	X				
f. Functionality to automatically designate a constituent entity record/gift as matching eligible if their employer has a matching policy setup in the system.	X				

249.

g. Functionality to automatically generate matching expectancy when gifts are processed for constituent entities (individuals) eligible for employer matches.	X				
h. Capabilities to update and auto-populate fields on open matching employer expectancies within the system.	X				
i. Functionality to link/credit third-party matching gift companies (DAF's) along with the company they represent and the originating donor (employee).				X	
250. Ability to automatically send matching reminder letters including info for matching policy for the employer.			X		

Comments:

245 i. While there is a work-around to handle this now, this functionality is on the roadmap and tentatively scheduled for release in Spring 2022.

250. These types of letters can be easily created using a third-party tool, such as Apsona, which is recommended by Affinaquest. (See Document/Letter Functionality section below.)

Gift Clubs:

For each question, indicate products <u>ability to</u>… ***Indicate status with an X as defined on page 4, provide comments at the end of the section.***	**Standard**	**Custom**	**Third-Party**	**Roadmap**	**Not Available**
251. create and manage gift clubs. Features of interest include the following:					
a. Functionality to automatically add, remove, or update a constituent entity (individual) gift club assignment based on defined criteria.	X				
b. Functionality to support hierarchy/levels within gift clubs.	X				
c. Capabilities for visibility of current and previous gift club(s) on constituent entity (individuals) records.	X				

Comments:

Affinaquest provides the ability to define recognition clubs with configurable criteria (e.g., gift amount(s), annual giving, consecutive years of giving, hard/soft gifts, lifetime giving, etc.). Giving club assignments are automated but can also be manually entered, archived, or overwritten.

Scholarship Awards:

For each question, indicate products <u>ability to</u>… ***Indicate status with an X as defined on page 4, provide comments at the end of the section.***	**Standard**	**Custom**	**Third-Party**	**Roadmap**	**Not Available**
252. view and manage scholarship awards and recipient information including:					
a. Functionality to track scholarship award amounts	X				
b. Functionality to track beneficiaries	X				
253. Ability to link scholarships with associated donor entity records as stewardees of the award.	X				
254. Ability to track faculty grant/scholarship awards.	X				

Comments:

Student and alumni awards can be tracked as accolades, and scholarships are tracked as awards. Scholarships are linked to the designations funding them and to the awardees receiving them.

Awards are used to track scholarships or professorships/chairs funded by a particular designation, and details on the award include the award name, date of first and last awards, award terms, term of the award, award renewal type, total amount awarded, and the linked award recipients.

Designations that fund scholarships or professorships can track the awards given from that fund. A full history of the awards and award recipients is maintained.

Naming Opportunities:

For each question, indicate products <u>ability to</u>… ***Indicate status with an X as defined on page 4, provide comments at the end of the section.***	**Standard**	**Custom**	**Third-Party**	**Roadmap**	**Not Available**
255. within the application to manage the naming opportunity process. Features of interest include the following:					
a. Functionality for tracking inventory of naming opportunities including the ability to group by initiative.	X				
b. Ability to configure rules that allow tracking of status of naming opportunities (interested, reserved, etc.)	X				
c. Ability to link pledges and/or gifts to naming opportunities	X				
d. Capabilities to search naming opportunities inventory including by fundraising initiative	X				
e. Capabilities for associating naming opportunities to entities, proposals, and endeavors/allocations.	X				

255.

f. Workflow capabilities for naming opportunities processes (alerts)	X				
g. Functionality to distribute naming to the donor for review and approval of signage.	X				

Comments:

The Affinaquest Naming Options module will track all naming possibilities for named spaces and allow you to associate them with proposals (opportunities) and constituent donors. Affinaquest Naming Options includes fields on the inventory to track the location and type of recognition to be offered, the required gift amount, and the number available. An approval process can be configured to incorporate the appropriate responsible parties in authorizing a named space/item for the university. Stewardship details would be linked to the opportunity.

Document/Letter Functionality:

For each question, indicate products <u>ability to</u>… ***Indicate status with an X as defined on page 4, provide comments at the end of the section.***	**Standard**	**Custom**	**Third-Party**	**Roadmap**	**Not Available**
256. create customizable letter and document templates (exs. include pledge reminders, gift agreements, thank you letters, tax receipts).			X		
257. automatically generate editable, print ready and electronic letters when criteria is met (ex. is a pledge reminder automatically generated and mailed to the constituent entity.)			X		
258. create editable, print ready address labels and/or envelopes.			X		
259. configure options on how individuals will receive specific letters/documents.			X		
260. track on an entity that an electronic or physical document has been sent.			X		
261. configure salutation based on letter/document type.			X		

Comments: Apsona (10 user licenses)

Using a tool such as Apsona, your institution can create document and email merges for your receipts, acknowledgment letters, or pledge reminders using your own templates with your logos. There is an option in Apsona to automatically link the resulting document to the appropriate record. Apsona is a powerful reporting tool built on Salesforce that can be installed in your Affinaquest org and report directly against the Affinaquest data without having to do exports/imports. Apsona supports complex merge documents and can include details regarding the designations, match potentials, quid pro quos, tributes, etc. Apsona also supports conditional text and even different document templates based on specified conditions.

Solicitation Efforts:

For each question, indicate products **__ability to__**… ***Indicate status with an X as defined on page 4, provide comments at the end of the section.***	**Standard**	**Custom**	**Third-Party**	**Roadmap**	**Not Available**
262. create and manage solicitation efforts. Features of interest include the following:					
a. Capabilities for defining a group/segment including data within the application and from external data source/s.	X				
b. Functionality for high volume of electronic requests/solicitations.	X				
c. Capabilities for tracking performance of a solicitation effort.	X				
d. Functionality for tracking donors that were not a part of the initial solicitation effort.	X				
e. Capabilities to view recipients of a solicitation effort through the effort itself and the entities/recipients record.	X				
f. Functionality for households/entity relationships part of a solicitation effort.	X				
g. Capabilities to dynamically adjust segments in a solicitation effort based on configurable criteria.	X				
h. Capabilities to associate solicitation efforts with online giving forms and automatically populate biographical information when a recipient goes to one of these forms from an email.	X				
i. Capability to personalize solicitations based on data.	X				
j. Capability to define workflow based on response to the solicitation.	X				
k. Capability to automate solicitation based on renewal date and channel preference (online, check etc.).	X				
263. Calendar type visibility into all communication/solicitation efforts that have occurred and are planned/scheduled.	X				

Comments:

Affinaquest customers use the user-friendly Salesforce Reports or List Views to manage membership in lists. These tools allow you to use practically any field on a constituent's record as criteria for inclusion or exclusion. Affinaquest has fields for standard "Do Not Contact" or "Do Not Solicit," and individual communication channels in Alternate Channels can also have "Do Not..." fields as well. Customers may also add other fields like a count of solicitations for a fiscal year or a preference for a specific time for solicitation.

All campaign appeals track the constituents to whom the appeal (solicitation) was sent as campaign members, and the campaigns are viewable from the contact and account screens. Gifts track the campaign appeal so you

can report on the results. Affinaquest includes campaign dashboards and reports to indicate the progress of campaigns. All campaign appeal, fundraising campaign, and gift/pledge transactional data is available for analysis and reporting. Individual constituents or their households can be added to campaigns as campaign members to track solicitation and communication engagement efforts. These campaigns can be used in your Marketing Cloud email solution. Individual emails can also be sent and tracked in the activities area. Salesforce has integration with Outlook, and Gmail called Salesforce Inbox with Einstein Activity Capture. Emails can be sent to contacts in Outlook and matched to contacts in Salesforce, recording the email as an Activity on all matched contacts. The email responses can also be linked to the contacts in Salesforce. Salesforce Inbox with Einstein Activity Capture helps you keep data between Salesforce and your email and calendar applications up to date. With Inbox and Einstein Activity Capture, emails and events that you send and receive are automatically added to the activity timeline of related records. Events are also added to your Salesforce calendar. Plus, contacts and events are synced between external calendars and Salesforce. Information about solicitations and other communications, events, and activities can be seen in the constituent's Timeline in the Engagement portion of their contact information. Giving is done at the household level with legal and recognition credit given to the appropriate individuals, so household giving is easily managed and accessible. When appropriate, legal and recognition credits can be set as defaults on a household and overridden on a gift-by-gift basis. Soft credits can be given to other constituents as well. Automated soft credits can also be handled for gifts from family foundations, for example. For group giving by multiple households/accounts, you can group together the relevant accounts into a consortium, allowing gifts from multiple accounts to be grouped. Solicitation segmentation can be "pulled" at either the household (to get both spouses) or the constituent level (to get only the one who qualifies).

Online Giving, Online Event Management, Online Communities and Content Management System (web pages and forms):

For each question, indicate products <u>ability to</u>… ***Indicate status with an X as defined on page 4, provide comments at the end of the section.***	**Standard**	**Custom**	**Third-Party**	**Roadmap**	**Not Available**
264. provide a secure environment for credit card processing that is PCI and NACHA compliant.			X		
265. process credit cards from multiple clearing houses and integrating with batch processing for online gifts.			X		
266. allow for a constituent to give a gift online. Features of interest include:					
a. Make a secure credit card gift			X		
b. Choose from a menu of giving options (multiple funds) and give to multiple funds seamlessly within the application			X		
c. Complete the transaction through secure web forms			X		

266.

d. Receive an emailed receipt for the online gift (including a premium or quid pro quo calculation)			X		
e. Make a pledge and schedule recurring pledge payments			X		
267. create unique web forms for online giving campaigns.			X		
268. support an online community in which users can find and contact one another, as well as support multiple permission levels in the alumni online community (e.g., public, registered user, paid member, lifetime member).			X		
269. create and manage online communities. Features of interest include:					
b. Capabilities for distributing information.			X		
b. Discussion functionality.			X		
c. Events calendar functionality.			X		
270. information updated online to be subject to review and edit by records management staff prior to posting into the database.			X		
271. provide online self-service for constituents. Features of interest include:					
c. submit address changes	X				
d. provide information about employment, relationships (e.g., marriages), etc.	X				
c. check their biographical records	X				
d. review donation history, including pledge balances.	X				
e. update their affiliations and subscription preferences	X				
f. allow alumni to submit class notes, etc.	X				
g. integrate self-service functions into the alumni online community	X				
h. manage subscription and communication options	X				
272. track a potential donor's activity on advancement related web pages and forms including donation history.	X				
273. identify/flag entities that start a process online, but do not complete it (ex. partially completed giving form).			X		
274. allow authenticated JMU employees to submit an online form for payroll deduction giving.	X				
275. identify constituent entities that have submitted a form where the identity is not embedded in the form.	X				
276. support online event registration with secure credit card payments. *Provide any payment vendor compatibility in the comment section below.*					
a. create multiple fee types and tabulate ticket prices.			X		
b. combine event payment with a gift			X		
c. store benefit information (t-shirt, etc.)			X		

276.

d. link to main database for registrant preference attributes (dietary restrictions, etc.)			X		
e. store RSVP information			X		
f. have event rules that would trigger actions, such as alert when prospect registers for an event			X		
277. support automation such as barcode readers for gift processing and event registration.			X		

Comments:
264 – 270 Blackthorn will facilitate fulfilling the requirements listed.
273 Blackthorn can fulfill this requirement.
276 – 277 Blackthorn will fulfill these requirements.

Prospect and Proposal Tracking:

For each question, indicate products ability to… *Indicate status with an X as defined on page 4, provide comments at the end of the section.*	**Standard**	**Custom**	**Third-Party**	**Roadmap**	**Not Available**
278. assign and display the assigned development officer for an entity/prospect.	X				
279. configure and track states for milestones of the major gift/proposal and prospect lifecycles.	X				
280. automatically assign stages for a prospect/proposal based on defined criteria.	X				
281. create and track proposals within the application (exs. proposals for constituent, planned gift proposal, and proposal for a grant).	X				
282. group entities together and classify the group as a prospect.	X				
283. capture strategy and manage/track goals for prospects including plans for meeting these goals.	X				
284. automatically create and track stewardship plans for prospects.	X				
285. analytics/modeling capability of the application regarding potential prospects.	X				
286. assign credit for funds raised (completed solicitations).	X				

Comments:

Your institution can define the stages for each opportunity (proposal) type and can set up key fields that must be completed as well as automating the assignment of action plans based on the stage. The stages are presented as a sort of process timeline at the top of the opportunity, and each stage can also include 'Guidance' to allow you to specify what needs to happen at each stage.

Tools needed to manage prospects and proposals (such as workflows, alerts, etc.) are included in Salesforce opportunities. Process builders can also be defined as assigning tasks or updating specified fields based on the entry of certain data types. Individualized stewardship plans can be created for high-level donors and linked to the donor account, the opportunity/proposal that was funded, and even to a resulting designation (new scholarship fund, for example). Each plan can track a strategy and the associated steps/tasks and who is assigned to complete them. Automated assignment of stewardship plans could be configured using Salesforce automation tools such as Process Builder.

Allocation/Fund Creation and Maintenance:

For each question, indicate products ability to… ***Indicate status with an X as defined on page 4, provide comments at the end of the section.***	**Standard**	**Custom**	**Third-Party**	**Roadmap**	**Not Available**
287. configure workflow associated with circulating a gift agreement document for approval (from creation through electronic signature).			X		
288. create and maintain allocations/funds. Features of interest include:					
a. Capabilities for activating/inactivating allocations with distinct start and end dates.	X				
b. Functionality for mapping allocations/funds to the Foundation general ledger accounts.	X				
c. track multiple fund purposes	X				
d. assign a fee unique to that fund or exclude from fees altogether	X				
e. track administering organization and benefiting organization(s) and the distribution ratios if there are shared benefiting organizations.		X			
f. link scanned documents (gift agreements) to allocations/funds as they are created	X				
g. link a donor's endowed and expendable funds	X				
h. code funds to accommodate campus-wide reporting needs such as classification of funds for capital projects and other similar elements requiring complex structures for cash flow reporting and management.	X				
i. record the hierarchy of fund ownership including division, school, department, sub-department, and program.	X				
j. record donor biographical stories associated with the creation of an endowment.	X				
k. record endowment terms and restrictions for the fund.	X				
l. track endowment balances for the fund.			X		

288.

m. record campaign priority of the fund.	X				
289. comply with CAE standards and VSE reporting (exs. restricted/unrestricted, endowed/not endowed).	X				
290. link fund beneficiaries (scholarship recipients) to the specific fund as they are awarded.	X				
291. import and record fund financial information such as market value, principal, payout, and valuation date.	X				

Comments:

287. Docusign can be set up within Affinaquest to handle this.

288 e. This could be configured using standard Salesforce administrative tools. Salesforce has been designed to be easily configured to meet your needs. These configuration changes do not require a developer. The Salesforce motto “Clicks not Code” indicates how customization is usually the last approach that an institution will use to create a solution. Fields and tables can easily be added by non-programmers, pages can be designed with WYSIWYG tools, process automation can be built – all using configuration settings that are protected from an upgrade by Affinaquest or Salesforce.

288 l. The financial details regarding the endowment fund, including the balance, would be tracked in the finance system but can be integrated into the financial area on a designation in Affinaquest.

Funds are created as designations in the Affinaquest Chart of Accounts. From the designation, the user can view all the details related to the designation, including account number, account type, subtype, use, classification, goal, goal category, minimum for distribution, campus, division, school/unit, department, sub-department, VSE/CAE category, etc. Also linked to designations are key contacts for the designation and their roles, a list of gifts made to that designation, financial data regarding the fund (typically imported from your financial system), notes and attachments, stewardship information, and the awards given from that fund.

Designations that fund scholarships or professorships can track the awards given from that fund. Details on the award include the award name, date of first and last awards, award terms, term of the award, award renewal type, total amount awarded, and the linked award recipients. Notes and files can also be linked to the designations and to the awards. A full history of the awards and award recipients is maintained.

Gift Entry, Processing, and Management:

For each question, indicate products ability to… ***Indicate status with an X as defined on page 4, provide comments at the end of the section.***	**Standard**	**Custom**	**Third-Party**	**Roadmap**	**Not Available**
292. process individual and bulk gifts and pledges including immediate and batch posting of gifts. *Provide any payment vendor compatibility in the comment section below.*	X				
293. configure volume of gift transactions included in a batch.		X			
294. configure, manage, and track gift source (ex. Campus Call, Giving Day), gift type (ex. gift, pledge payment, realized bequest), pledge type (ex. straight pledge, EFT-Open, EFT-Finite), payment type (ex. check/cash, credit card), and tender type (ex. Visa, MasterCard, PayPal, Venmo).	X				

295. track and manage gift dates (exs. date of record, processed (system) date, receipt date, modification date).	X				
296. configure, manage, and track recurring pledges, both finite and open.	X				
297. configure, manage, and track standard and custom payment schedules.	X				
298. adjust pledge payment schedules.	X				
299. create and track multiple allocation gifts and pledges via all channels (ex online, phone), including a pledge schedule per allocation.	X				
300. apply a pledge payment at the same time the pledge is created.	X				
301. make online payments and apply this to an offline pledge.	X				
302. allow online gifts to be associated with an entity record.	X				
303. apply/override fees to gifts to flagged allocations and track the fee amount (ex. Gift Reinvestment Percentage).	X				
304. assign soft, hard, and associated donor credits to entities for gifts including manually and automatically based on defined criteria.	X				
305. support anonymous giving (exs. entire record marked as anonymous, name is anonymous, but gift is not, gift is anonymous but soft credit goes to the spouse who is not anonymous).	X				
306. assign hard credit and soft credit for a gift to constituent entities.	X				
307. view recipients of associated credit for specific gifts.	X				
308. process 3rd party employee giving/matching program gifts (exs. Benevity and YourCause).				X	
309. process and track modifications/reversals to payments individually and in bulk.	X				
310. view associated pledges/gifts, payments, and proposals.	X				
311. capture the classification type (student, parent, employee, etc.) of an entity at the date the gift is processed.	X				
312. create and maintain sub allocations that roll up to a single fund (financial account).	X				
313. process grants within the application.	X				
314. support planned giving gift processing and tracking (exs. bequests, trusts, gift annuities).	X				
315. accept gifts/payments from mobile devices in-person.			X		
316. scan gift cards to automate gift entry.			X		
317. support special handling at the transaction level (anonymity).	X				
318. manage Quid Pro Quo scenarios and apply gift premiums including how these are displayed on the donor record.	X				

319. view giving history and lifetime giving totals on a donor record (summary and detail gift information viewable per donor or household).	X				

Comments:

293 Some clients have set up their gift import process to limit the number of gifts in a batch.

308 Support for third-party matching gifts is scheduled for release in 2022.

315 Via your online giving solution.

316 This would be achieved through third-party scanning software.

Gifts are entered in a batch in Affinaquest. The Affinaquest Smartbatch streamlines the gift entry process making it a speedy and efficient process. Once the batch is closed, the gifts are written to the donor records and can be viewed in the donor's giving history. The Affinaquest SmartBatch process allows you to set batch defaults to facilitate manual gift/pledge entry. Defaults that can be set for transactions include entry type (gift, pledge, EFT, gift-in-kind, etc.), amount, currency, campaign appeal, designation, and acknowledgment type. Gifts are entered onto donor records as soon as the batch is closed; there is no separate 'processing' that is required.

Batches can be imported from external systems using the standard Salesforce Data Loader or middleware tools. Gifts can be imported directly into SmartBatch and will apply the same validation rules that are used when a transaction is entered through the SmartBatch process. These transactions can be reviewed, and Affinaquest provides warning indicators when a transaction does not meet a validation rule. These transactions can be corrected from the Batch Items view without having to leave the batch screen.

Credit card transactions can be processed through the virtual terminal services of your gateway provider. Some Salesforce-native payment gateway connectors provide features for including a virtual terminal inside of Salesforce/Affinaquest.

Volunteer Management (Event Volunteers, Fundraising Volunteers, Mentors):

For each question, indicate products ability to… ***Indicate status with an X as defined on page 4, provide comments at the end of the section.***	**Standard**	**Custom**	**Third-Party**	**Roadmap**	**Not Available**
320. support volunteer management activities. Features of interest include:					
a. Functionality of portal/interface for volunteers to find available volunteer opportunities by interest, region and/or skill set and capabilities to required skills for some volunteer roles and for signups to follow an approval process when necessary.	X				
b. Management capabilities used by JMU Staff to create/edit/manage volunteer opportunities, including setting up approval requirements (i.e., NDA signature), different volunteer roles and schedules per opportunity and volunteer count limits per role/schedule.	X				
c. Capabilities for custom communications to both volunteers/volunteer leaders/JMU Staff related to sign up confirmation, reminders and direct communication between JMU staff, volunteer leaders, and volunteers.	X				
d. Capabilities for administrative volunteers (volunteer leaders) to create/edit/manage volunteer events/opportunities and associated approval track prior to publishing.	X				
e. Toolsets available to add custom content and descriptions to volunteer opportunities, volunteer time slots (occurrences), and volunteer skill requirements (when applicable).	X				
f. Functionality for nesting master opportunities with sub-opportunities and manage timeslot and volunteer requirements/counts.	X				
g. Capabilities for volunteers to confirm attendance and/or cancel participation in the event, view schedule(s), and view available signup opportunities	X				
h. Functionality for administrative users to see roster of volunteers by event/sub-event and show volunteer itineraries with schedules per volunteer.	X				
i. Capability for administrative staff to see dashboards and reports for active opportunities	X				
j. Capability to track time, report on attendance and scoring for each volunteer by event.	X				
k. Capability to manage volunteer boards with roles, terms, and meetings.	X				
l. Capability to store sharable resources (documents, FAQs, Meeting Minutes and Agenda) by group/board/event.	X				

320.

m. Capability for Engagement (outreach and/or fundraising) Volunteer Opportunities where a volunteer manages a portfolio of contacts and follows prescribed task(s) to engage with contacts to achieve a specific outcome (exs. quarantine assistance, gift solicitation, etc).				X	
n. Functionality for engagement volunteers to view and manage a personal portfolio that includes adding prospects from preselected lists of qualified contacts.				X	
o. Capability for sending custom communications to assigned contacts and to track the outcome of the outreach (Gift is made, Student questions are answered, stewardship thank you note sent, etc.) and associated tracking and reporting.	X				
p. Functionality for providing affinity matching between engagement volunteer and prospective prospect lists based on geographical region, college/degree/major, grad year, employer etc.				X	
q. Capability for communication (chat/email) between volunteers associated with the same volunteer opportunity				X	
r. Capability for volunteer leaders and JMU Staff to communicate directly to volunteers or to groups of volunteers based on volunteer opportunity	X				
s. Capability for volunteer leaders/JMU staff to assign ad hoc tasks to a volunteer that can be time based with reminders.				X	
t. Functionality for volunteer leaders/staff to make portfolio changes to a volunteer, mass assign contacts to volunteers, disable access to a volunteer.	X				
u. Capability to allow for bio/demographic updates to be submitted by volunteers related to the prospects/contacts they are assigned.				X	

Comments:

320 m. The ability to support peer-driven engagement for solicitations or other activities is currently on the roadmap for our Affinaquest Constituent Portal.

320 n. The ability to support peer-driven engagement for solicitations or other activities is currently on the roadmap for our Affinaquest Constituent Portal.

320 p. This functionality is under consideration for the peer-driven engagement features of our Affinaquest Constituent Portal. Features identified from prospective customers are often the source of roadmap items and can influence the priority of these kinds of features.

320 q. This functionality is under consideration for the peer-driven engagement features of our Affinaquest Constituent Portal. Features identified from prospective customers are often the source of roadmap items and can influence the priority of these kinds of features.

320 s. This functionality is under consideration for the peer-driven engagement features of our Affinaquest Constituent Portal. Features identified from prospective customers are often the source of roadmap items and can influence the priority of these kinds of features.

320 u. This functionality is under consideration for the peer-driven engagement features of our Affinaquest Constituent Portal. Features identified from prospective customers are often the source of roadmap items and can influence the priority of these kinds of features.

Advancement Integrations:

321. PLATFORM INTEGRATION CAPABILITIES

DESCRIBE PLATFORM INTEGRATION CAPABILITIES INCLUDING AVAILABILITY OF API'S, TOOLKITS FOR CREATING CONNECTORS, AVAILABLE SERVICES, ETC. JMU INTENDS TO USE AN INTEGRATIONS PLATFORM AS A SERVICE (IPAAS) WITH INTEGRATIONS INVOLVING THE PROPOSED CRM PLATFORM.

Because the Salesforce platform provides open APIs to promote the seamless movement of data for customers, an Integration Platform as a Service (iPaaS or middleware) tool is recommended to facilitate data integration solutions.

For institutional and external systems that provide APIs, an iPaaS tool makes for a more efficient data transfer process. Huron understands that, through a separate RFP, an iPaaS selection is currently underway. Huron will work with JMU to leverage the chosen iPaaS solution. We strongly recommend choosing one of the common solutions deployed for Higher Education, such as Jitterbit, Boomi, MuleSoft, or Informatica.

A. Application Connectors and Integration

PROVIDE A FULL LIST OF APPLICATION CONNECTORS AND DESCRIBE ANY OTHER METHODS OF INTEGRATION SUPPORTED.

Huron’s integration experiences have evolved, with dedicated resources associated with architecting integration solutions ranging from small-scale, point-to-point integrations to enterprise-level systems. These skillful architects have extensive knowledge in working with legacy systems and bringing them to cloud-based solutions, whether that involves a complete replacement of a legacy system with the cloud-based solution or integrating the legacy system data with the cloud-based solution. At Huron, our accomplished technical team has worked with Salesforce’s standard and bulk API, both with REST and SOAP capabilities, as well as the Streaming API, the Metadata API, Analytics API, and Tooling API, to name a few. These various API tools enable a seamless experience in integrating Salesforce not just with other related cloud providers but also with legacy systems and on-premises systems as well.

B. Real-Time Integrations

PROVIDE INFORMATION ON HOW THE INTEGRATIONS CAN OR CANNOT SUPPORT REAL-TIME OR NEAR REAL-TIME DATA SHARING FOR INBOUND AND OUTBOUND DATA.

Gifts, Payment Processors, and Financial System

The first group of integrations to be addressed will be those related to gifts, including payment processors, online giving platforms, and integration with Abila MIP for the financial details of the gifts processed each day. The automation of these daily integrations is necessary to facilitate the timely and efficient processing of gifts. For some solutions, the preferred integration strategy will be dependent on the API capabilities of the external solutions.

321.B.

Constituent Details

Multiple integrations are needed to move the correct constituent data between Salesforce and each source system. Whether that data is needed daily, weekly, or only once each semester, automating these integrations will free up valuable time to focus on more analytical aspects of your work instead of data entry.

Constituent Engagement and Other Integrations

The final group of integrations includes systems that manage constituent engagement, like event registrations and activity in the alumni portal. This also includes sources that have not been previously integrated through automation in the JMU environment.

C. Integration Pricing

INCLUDE PRICING IN SECTION F. PRICING SCHEDULE.

See **Section F: Pricing Schedule** for pricing

D. Integration Systems

POTENTIAL ADVANCEMENT INTEGRATION SYSTEMS OF INTEREST:

Huron recommends building five priority, complex integrations for the following systems:

CATEGORY	SOURCE	METHOD	FREQUENCY	DIRECTION
Foundation System	Abila MIP	iPaaS	Daily	Bi-Directional
Other Giving Platforms	Benevity	iPaaS	Daily	To Salesforce
Other Giving Platforms	YourCause	iPaaS	Daily	To Salesforce
Online Giving	Scalefunder	iPaaS	Daily	To Salesforce
Career & Academic Planning	Handshake	iPaaS	Quarterly	To Salesforce

Integration Methodology

Huron follows a tried-and-true implementation methodology with each Higher Education or Foundation partner that has consistently proven successful over time.

Mapping Documents

Once the external systems have been finalized, Huron will work closely with the SME's for each source system to identify the frequency, source data tables/fields, Salesforce objects/fields, and transformations required to successfully move data between systems. These details will be documented using the Mapping Templates from Huron, and these documents will be used throughout the entirety of the workstream.

Connectivity

While the mapping activity is underway, Huron will also be testing connectivity from the iPaaS tool to each source system. If there is no predefined connector available from the iPaaS solution for a source system, then either a REST API, ODBC/JDBC, or Flat File connector will be configured. By verifying connectivity early in the process, the knowledge gained will be used to inform the overall design and development of the solution.

321.D.

Build

After the data maps have been completed and system connectivity verified, the team will begin developing each integration. The implementation team will iterate through the configuration and development while partnering with the SMEs to identify test scripts and success criteria needed to evaluate each integration.

Test

As the Huron team completes the development of each integration and executes the test scripts, JMU will conduct User Acceptance Testing (UAT). After a thorough review of each integration, the results will be evaluated against the success criteria identified previously, and any deficiencies will be logged for the implementation team to review. The Huron team will continue to iterate through development and testing for each integration until all success criteria has been achieved and JMU has signed off on the solution.

Deploy

Once JMU has signed off on the integration, Huron will begin executing the deployment plan. During deployment, the integrations are migrated to the production environment, job schedules are created in accordance with the mapping documents, and final documentation for each integration is updated. Huron will provide support for any additional go-live tasks that were previously identified, as needed

Fund Accounting System:

For each question, indicate products ability to… *Indicate status with an X as defined on page 4, provide comments at the end of the section.*	**Standard**	**Custom**	**Third-Party**	**Roadmap**	**Not Available**
322. align accounts/allocations/funds between the application and an external accounting system (MIP used by the JMU Foundation).	X				
323. provide required IRS reporting to a donor (ex. tax receipts).			X		
324. view point in time data. Data of interest includes:					
a. Pledge balance on a specific date	X				
b. Fund/allocation history by date	X				
325. store discount rate and calculate and capture present value.	X				

Comments:

323 Gift acknowledgments, receipts, and other documents can be produced via a Word merge or e-mailed using integrated packages like Apsona.

Advancement Events:

For each question, indicate products ability to… ***Indicate status with an X as defined on page 4, provide comments at the end of the section.***	**Standard**	**Custom**	**Third-Party**	**Roadmap**	**Not Available**
326. track items available to distribute or be claimed for entities within the application (ex. 5 tickets available for development officers to distribute).			X		
327. bifurcate purchasing/contribution payments (ex. registering for an event and donating at the same time). *Provide any payment vendor compatibility in the comment section below.*			X		
Comments: **326, 327**: Blackthorn can use be used to track items and bifurcate purchasing/contribution payments. Custom objects may be required to facilitate this functionality.					

E. Service Group 4: Admissions (Undergraduate, Graduate, and Continuing Education)

Admission Events:

328. OVERALL ADMISSIONS FUNCTIONS AND CAPABILITIES

DESCRIBE THE OVERALL ADMISSIONS FUNCTIONS AND CAPABILITIES OF THE APPLICATION. DESCRIBE HOW THE APPLICATION CAN SUPPORT UNDERGRADUATE, GRADUATE, AND CONTINUING EDUCATION ADMISSION ACTIVITIES SPECIFICALLY.

Salesforce Admissions Connect offers all four admitting offices at JMU the ability to leverage one single CRM, starting with our powerful Marketing Automation to support the top of the funnel lead generation and nurturing prospects through the entire application process. Our solution enables efficient decisions and application management with a rich application reader experience. Form data and documents appear in an innovative endless-scrolling reader, giving reviewers a complete and accessible view of their applicants.

The delivered Action Plans help keep students and families on track with dynamic application checklists, including tasks and document requests. In the navigator, staff note which items are complete – and which are still in progress – empowering teams to drive proactive outreach and align on next steps.

Whether staff are in the office, at home, or on the road, give them a holistic view of every prospective student across devices. Empower collaborative application review in a reviewer community that supports dynamic feedback and document verification — across programs and application types. JMU can accelerate productivity by unifying data and team collaboration in an integrated admissions CRM. Harness AI-powered predictions and recommendations to scale student support and outreach and ensure teams are ready to respond in a prospective student's moment of need.

Main Features:

Admissions Connect helps institutions fulfill each unique admitting office's functional and process requirements while transforming admissions operations with:

- Configurable application requirements that let you define what's needed for each degree program, concentration, or type of applicant
- Application checklists that show the overall completion of the application requirements, making it easy for your verifiers to quickly assess applications
- Document management capabilities: import/upload documents and easily map to required checklist items and set-up verification processes
- A single-page application reading experience for reviewers that shows materials in a single scrollable view with PDR reader functionality
- The ability to assign multiple reviewers, a queue or a distinct path of reviewers in sequential order to a single application
- List views and reporting capabilities to help track the entire admissions funnel

328.

- Key Admissions Connect Components include Applicant Portal, Application Checklist, Application Materials Reader, Application Review Feedback (customizable by school, degree, term, student type, etc.), Application Review snapshot. More information here: https://powerofus.force.com/s/article/AC-Components

Differentiators:

Admissions Connect is built on the world's most scalable, flexible, and trusted platform. Here is a list of some key differentiators:

- Allows customers to take full advantage of the Education Data Architecture (EDA) as the framework for Admissions Connect's data model. Admissions Connect allows EDA's Application object to be associated with the application review process and the Salesforce standard Action Plan objects. Data from Salesforce, synced from your student information system (SIS) or imported from Common App, can be displayed in the Application Review record by the Admissions Connect components.
- Admissions Connect provides a single source of truth (a Contact record) that can follow a person from suspect, prospect, and student (and beyond).
- Automate your various admissions business processes with multiple automation solutions
- Trust & Security (GDPR): control who sees what across various roles and business units
- Scalability & growth
- Transparency and continuous product support/updates: Education Cloud Release Schedule
- Digital Engagement & omnichannel solutions for automated marketing campaigns and support services (chat bots, SMS, WeChat, What's App, telephony integration)
- Native case-management solution(s)
- Extend the functionality with the AppExchange: the Salesforce store, empowering businesses to extend the functionality of Salesforce across every department and industry. It's an ecosystem of over 5,000 ready-to-install solutions, 80,000 peer reviews, and 6 million customer installs to help solve any business challenge.

Key Benefits:

- Education Cloud Data Integration with the Common App
- Mascot: Admissions Chatbot: Give your prospects a personalized helping hand with Mascot, the Admissions Connect chatbot. Deploy Mascot within the Applicant Portal, your institution's website, SMS, or other digital engagement channels to answer common admissions questions.
- Customers can layer in various Artificial Intelligence features part of our Einstein set of AI-related products, such as Einstein Discovery
- Experience Cloud: Customers can build up to 100 experiences (or "sites) that can be public or require authentication to support various persona-based/customer portals
- Reports & Dashboards Capabilities: Standard Salesforce Reports and Dashboards: allow customers to seamlessly configure, filter, subscribe, follow, and export; Salesforce Tableau is easily connected to your Salesforce org for more robust BI reporting and analytics

Prospective Students:

For each question, indicate products <u>ability to</u>… ***Indicate status with an X as defined on page 4, provide comments at the end of the section.***	**Standard**	**Custom**	**Third-Party**	**Roadmap**	**Not Available**
329. create and configure web forms for prospective students to request information (ex. Graduate School program information).			X		
330. automatically create a prospective student record based on certain actions (ex. creating an account in the self-service portal).	X				
331. track the life cycle of a student including prospective student, applicant, matriculated student, graduate assistantship, and graduate.	X				

Comments:
As part of the broader Recruitment and Admissions solution proposed, Huron proposes implementing Admissions Connect to support the admissions process for both undergraduate and graduate departments. Admissions Connect is admissions CRM software that helps teams meaningfully engage applicants and streamline admissions management. In addition, Huron would leverage the Form Assembly Admissions Connect template to streamline application creation and to create additional forms for requests for information, deferral requests, etc.

Huron is also proposing Form Assembly as a component of the solution for webforms and for building applications. Form Assembly is a robust forms tool that integrates tightly with Salesforce.

Prospective Student/Applicant Self-Service/Portal:

For each question, indicate products __ability to__… **Indicate status with an X as defined on page 4, provide comments at the end of the section.**	**Standard**	**Custom**	**Third-Party**	**Roadmap**	**Not Available**
332. Portal/self service capabilities for prospective students or applicants. Features of interest include:	X				
a. Creating an account to access the portal/self-service functionality	X				
b. request information on specific programs	X				
c. submit applications to various programs	X				
d. submit required supplements such as transcripts, portfolio materials (including audio/video and image files), and letters of recommendation	X				
e. View admissions decision		X			
f. View supplemental documentation related to admission (ex. transfer credit evaluation)	X				
g. Accept offers of admission	X				
h. Accept or decline a waitlist offer	X				
i. Request a deferral	X				
j. View and accept a graduate assistantship		X			
333. Ability for configuring and managing an application process for a prospective student.	X				
334. Ability to view missing steps or documentation from an application or workflow process.	X				

Comments:
The features/functionality required to achieve all of the above are standard in Salesforce and offered with Admissions Connect's Applicant Portal. We have identified a few areas where customers would likely require a custom business process they could easily configure themselves using standard features/functionality (h, i,j). To allow applicants to upload non-text and non-image files such as audio/video, it may require an additional custom or 3rd party support (this depends on your process and volume of files to recommend the best solution).

All items can be managed within Salesforce CRM and Experience Cloud. Some components, based on the requirements above will require some custom development of components to visualize and expose information to constituents.

Application Configuration and Workflow:

For each question, indicate products **<u>ability to</u>…** ***Indicate status with an X as defined on page 4, provide comments at the end of the section.***	Standard	Custom	Third-Party	Roadmap	Not Available
335. provide workflow capabilities that support admissions activities. Workflows of interest include the following:	X				
a. Recruiting	X				
b. Financial Aid engagement	X				
c. Routing applications for Program specific review	X				
d. Offer of Admission	X				
e. Deferral tracking	X				
f. Student Employment	X				
g. Graduate Assistantships	X				
336. configure program specific applications.	X				
337. support multiple workflow being applied to a prospective student at the same time (ex. workflows that govern mode of instruction as well as workflows related to the particular program of study).	X				
338. allow individuals such as Program Directors or designated approvers to be able to review completed applications including, but not limited to transcripts, supplemental materials, and letters of recommendation.	X				
339. allow designated individuals such as Program Directors to make a recommendation for an offer of admission, or not, via the platform.	X				
340. allow Admissions team members to identify whether an applicant has applied to more than one program/plan in the same term or in different terms.	X				
341. allow Admissions team members to identify whether an applicant has provided/submitted all required materials.	X				
342. configure and utilize multiple letters of Admission templates, such as conditional and non-conditional offers.			X		
343. configure automated Admissions notifications within the system (ex. sending out automated notifications to Program Directors when an applicant responds to an offer of admission).	X				
344. create and manage high school counselor information and access within the system.	X				
345. allow high school counselors to view applications for students from their high school. Data points of interest include the following:	X				
a. Application status	X				

345.

b. Missing/pending requirements that have not been completed by the student.	X				
346. communicate Admissions decisions broadly across the university, including to specific departments.	X				
347. plan recruiting trips. Features of interest are as follows:	X				
a. Scheduling dates for trips	X				
b. Identifying locations/locales	X				
c. Identifying lists of prospects in and around selected locations			X		
d. Scheduling meet ups/appointments with prospects			X		
e. Calendar for recruiters to view other recruiters' schedule and locations/locales	X				
348. identify prospective students that meet requirements for scholarships.		X			
349. allow recruiters to view recipients of scholarships and graduate assistantships within the system.	X				
350. configure recruiting regions, region assignments, and high school assignments for recruiters.	X				
351. automatically assign a region to a student prospect.	X				

Comments:
Salesforce Admissions Connect offers customers a robust package of features and functionality to meet the needs of recruitment & admissions teams. Combined with the power of the Salesforce platform, JMU can easily configure the solution to meet the unique needs of individual programs/dept/college/etc. business process flows and requirements. To support recruitment, Admissions Connect offers territory management and the ability for trip planning using Geopointe to identify prospects by region. Scheduling appointments can be managed using core functionality. Exposing appointment availability via the web would require additional products.

Admissions Reporting, Dashboards and Analytics:

For each question, indicate products ability to… *Indicate status with an X as defined on page 4, provide comments at the end of the section.*	Standard	Custom	Third-Party	Roadmap	Not Available
352. configure and manage Admissions dashboards and reports. *Describe any limitations in the comments below*. Data sets of interest include the following:	X				
a. Prospective student	X				
b. Prospective student source (ex. a specific recruitment effort)	X				
c. Applicants	X				

352.

d. Applications	X				
e. Application status by program	X				
f. Region	X				
g. In state/out of state applicants	X				
h. Recruitment efforts	X				
i. Events (registration, attendance)	X				
j. Admitted students	X				
k. Conversion rates	X				
l. Application method	X				
353. allow recruiters to use dashboards Key. Metrics of interest include the following:	X				
a. Applicants per region assigned to recruiter	X				
b. Number of applicants per recruiter admitted	X				
c. Number of admitted students per recruiter that matriculate	X				
d. Historic applicant, admittance, and matriculation data by region	X				

Comments:
JMU can leverage standard reports & dashboards in Salesforce CRM to meet the needs of these reports. Salesforce provides robust operational reporting and reporting snapshot capabilities. For additional BI/Analytics, each of these metrics can be tracked in a Tableau Dashboard, hosted on the existing JMU Tableau Server, and shared with end-users at JMU.

Salesforce and Tableau offer out-of-the-box reporting and dashboard functionality that performs real-time executive-level and operational-level reporting. Salesforce provides highly intuitive graphical dashboards, which give a real-time snapshot of key metrics and performance indicators that can be based on any of the underlying data within the database.

Reports give you access to your Salesforce data. You can examine your Salesforce data in almost infinite combinations, display it in easy-to-understand formats, and share the resulting insights with others. Dashboards help you visually understand changing business conditions to make decisions based on the real-time data you have gathered with reports. Use dashboards to help users identify trends, sort out quantities, and measure the impact of their activities.

Tableau CRM is a cloud-based platform for connecting data from multiple sources, creating interactive views of that data, and sharing those views in apps. Tableau CRM for Salesforce offers AI built into the platform. It delivers advanced AI capabilities and enables anyone to use clicks or code to build AI-powered apps that get smarter with every interaction. Statistical and predictive analytics give you answers, explanations, and recommendations.
Tableau ships with native connectivity to Salesforce CRM, providing extraction capability for combining with supplemental data sources and deeper analysis.

Admissions Integrations:

354. PLATFORM INTEGRATIONS

DESCRIBE PLATFORM INTEGRATION CAPABILITIES INCLUDING AVAILABILITY OF API'S, TOOLKITS FOR CREATING CONNECTORS, AVAILABLE SERVICES, ETC. JMU INTENDS TO USE AN INTEGRATIONS PLATFORM AS A SERVICE (IPAAS) WITH INTEGRATIONS INVOLVING THE PROPOSED CRM PLATFORM.

Salesforce provides a complete, open, transparent API catalog to all customers to integrate at the Data, Process, and UI levels. Full catalog and resource center can be found here (https://developer.salesforce.com/developer-centers/integration-apis).

There are synchronous REST- and SOAP-based APIs for low-volume transactions and a RESTful BULK API for large data loads. There are also event-driven publish/subscribe and data streaming options. There are APIs designed for external systems to integrate with Salesforce and APIs for Salesforce to integrate outward to other systems. The ability of an integration platform to support all of the Salesforce integration features will depend on the integration provider (iPaaS), but many have at least SOAP or REST API support.

A. Application Connectors

PROVIDE A FULL LIST OF APPLICATION CONNECTORS AND DESCRIBE ANY OTHER METHODS OF INTEGRATION SUPPORTED.

Salesforce offers an API-first architecture with an emphasis on seamless integrations. For the large number of complex integrations desired, Huron proposes leveraging an iPaas tool such as Mulesoft, Jitterbit, or Informatica.

Additionally, the Salesforce AppExchange (https://appexchange.salesforce.com/) includes many connectors as part of 3rd party implementations on top of the Salesforce platform. In many cases, if a customer uses a certain 3rd party product, checking the App Exchange can be a significant first step to see if a connector already exists.

Tableau provides almost 100 native database and application connectors (https://help.tableau.com/current/pro/desktop/en-us//exampleconnections_overview.htm). For systems without a native connector, Tableau provides APIs to create optimized analytics data files against these systems (https://help.tableau.com/current/pro/desktop/en-us//examples_web_data_connector.htm). In addition, Cdata, a Tableau partner, provides a REST connector for cloud-based applications (https://www.cdata.com/solutions/bi/tableau/).

B. Real-Time Integrations

PROVIDE INFORMATION ON HOW THE INTEGRATIONS CAN OR CANNOT SUPPORT REAL-TIME OR NEAR REAL-TIME DATA SHARING FOR INBOUND AND OUTBOUND DATA.

Salesforce supports both synchronous and asynchronous integration. The most common synchronous integration is composite or mashups applications that provide presentation layer integration in real-time to external Web services or applications. Synchronous integration at the application layer is supported via Salesforce SOA (also known as Callouts). With Salesforce SOA, customers can use the Force.com platform to consume external web services in real-time based on an event that occurs in Salesforce services. Additionally, Salesforce provides custom Web services that give customers the ability to expose any logic written in Apex Code as a web service with only a few clicks. Salesforce also supports a pub/sub Streaming API for event notifications such as database insert/update/delete etc. Customers can both publish and subscribe to event streams. The messages distributed can be standard database events or customer-defined.

C. Integration Pricing

INCLUDE PRICING (IN SECTION F. PRICING SCHEDULE).

Please see pricing in **Section F: Pricing Schedule**.

D. Integrations

POTENTIAL ADMISSIONS INTEGRATION SYSTEMS OF INTEREST:

CATEGORY	SOURCE	METHOD	FREQUENCY	DIRECTION
Social Media Software	Evolution Labs 360	API or Flat File	Nightly	Unidirectional; Salesforce to Evolution Labs 360
International Student Recruitment and Marketing Automation	Keystone	Evaluate continued use vs replacement with enterprise Marketing platform.	On-demand	Bidirectional; Salesforce data used for Marketing
	The Common Application	Using institutional ETL tool; Admissions Connect includes JSON	Nightly	Unidirectional To Salesforce
	CollegeNet	Proposing we replace CollegeNet with Salesforce Admissions Connect		
	Coalition	Flat file-export from Coalition via ETL or API	Nightly	Unidirectional To Salesforce

In many cases, 3rd party systems offer a level of integration depending on their service level or implementation. Given that Salesforce's integrations are open, we would defer to JMU's relationship to know what integration options those services allow for and implement with that. The Salesforce platform takes a standards-based approach to integration and supports REST, SOAP, OData, SAML, and other standards for different needs.

That said, many service providers also provide Salesforce integration solutions via the Salesforce AppExchange https://appexchange.salesforce.com. A few representative examples include:

Admissions Connect offers customers pre-built recipes to support Common App integration into your Salesforce org. In addition, we support customers with detailed documentation. Review documentation here.

Over 60 certified connectors that help accelerate application integration. We have partners with products of varying degrees of cost and complexity so you can decide what level you need. More information can be found here: https://www.salesforce.com/products/platform/services/how-you-integrate/

354.D.

Salesforce.org is releasing Data Mover - a cloud-agnostic, free managed package that allows customers to import data from external sources, custom map them to their desired object/field in their Salesforce org (through custom staging tables), and catch potential duplicate records before they're created. Data Mover is a free solution designed to support customers who require support integrating data from common application sources such as CollegeNet.

Professional and Continuing Education (PCE) Course Registration:

For each question, indicate products <u>ability to</u>… ***Indicate status with an X as defined on page 4, provide comments at the end of the section.***	**Standard**	**Custom**	**Third-Party**	**Roadmap**	**Not Available**
355. allow entities to create an account and register for courses.	X				
356. utilize course registration from web forms/web pages.	X				
357. accept payment as part of course registration for a PCE course within the system. *Provide any payment vendor compatibility in the comment section below as relevant.*			X		
358. provide a receipt on screen or send via email to an individual entity that has registered for a course.		X			
359. allow an individual to register someone for a course other than the individual that is logged into the system (ex. a parent registering a child, or a spouse registering a spouse).		X			
360. allow someone to register multiple students for different PCE courses in a single transaction (ex. a parent registering multiple children for different youth camps).		X			
361. allow an individual to register for more than one PCE course in a single transaction.		X			
362. display related courses and events to an individual that is registering for a PCE course.		X			
363. configure and utilize promotional codes or discounts for individuals registering for a PCE course.		X			
364. display additional key information with a course during registration for a PCE course (exs. parking, drop off and pick up locations).		X			
365. allow employees to register others for a PCE course (ex. during an event).		X			
366. identify leads/contacts that begin course registration but have not completed it.	X				
Comments:					

JMU can support the requirements of PCE course registration in a variety of ways, including configuring standard functionalities within the Salesforce platform, building custom solutions, or our preferred/recommended solution, which is leveraging one of our 3rd party vendors to support the majority of the requirements listed out of the box. With the current proposal, payments can be made using Stripe, Authorize.net, CashNet, and Cybersource.

F. PRICING SCHEDULE

Pricing for an Enterprise CRM implementation can be wide-ranging depending on the scope, complexity, and resources brought to the project. Huron will work to refine these estimates as we continue through the RFP process. Prior to any contract execution, Huron recommends a two-week discovery, provided at no cost to JMU, to confirm the implementation approach and further refine the estimate for each Service Group.

Additionally, Huron recommends an 8-week assessment. This paid engagement is offered at a fixed fee + expenses. An estimate for expenses has been provided. These confirmation exercises are crucial components of the project start and will provide a strong foundation for the engagement.

By separating the assessment from the rest of the project, JMU can make a small investment in the future of the project without committing to the entire implementation. The deliverable from the assessment will be the executable Statements of Work for each Service Group.

This graduated approach to large-scale implementations is a successful model that Huron has deployed at Higher Education institutions nationwide. We are confident in this plan to ensure the JMU Enterprise CRM implementation will kick off with an accurate timeline and cost estimate.

AA. Enterprise CRM Readiness Assessment & Planning	
a. Costs from IV.A. Implementation Services, Training, and Consulting	
i. Services (Fixed Fee)	$140,000.00
ii. Anticipated Travel	$28,000.00

For the remaining phases, we have provided a cost range (Low/Medium/High) for the various phases of work that will make up the implementation. The low end of the range represents an MVP (Minimum Viable Product) approach as a first phase. Additional phases over time will round out the full solution. The high end represents a more comprehensive approach delivering more of the requirements in the first go-live. The discovery and assessment activities will result in specific timelines and cost estimates.

	Low Range	Middle Range	High Range
A. SERVICE GROUP 1: General, Enterprise-wide CRM Functionality			
a. Costs from IV.A. Implementation Services, Training, and Consulting			
i. Services (includes Assessment, Program Management, Change Management)	$1,000,000.00	$1,250,000.00	$1,500,000.00
ii. Integration	N/A	N/A	N/A
iii. Customization	N/A	N/A	N/A
iv. Anticipated Travel	See Note	See Note	See Note
v. Testing	N/A	N/A	N/A
vi. Training	N/A	N/A	N/A
vii. Documentation	N/A	N/A	N/A
b. Costs from IV.B. Service Group 1: General, Enterprise-wide CRM Functionality			
i. Subscription Cost	Shown by Service Group	Shown by Service Group	Shown by Service Group
ii. Test Instances	Included	Included	Included
iii. Hosting	Included	Included	Included
iv. Annual support	Included	Included	Included
Optional: Huron Managed Services	TBD	TBD	TBD
v. Annual maintenance fee costs as applicable	Included	Included	Included
vi. Software add-ons and Integrations as relevant			
OwnBackup	TBD	TBD	TBD
vii. White labeling	N/A	N/A	N/A
c. Provide breakdown of one-time costs and breakdown of ongoing costs			
One-time Services Costs	$3,540,000.00	$5,185,000.00	$6,965,000.00
Annual Costs	$1,612,854.00	$1,612,854.00	$1,612,854.00

			Low Range	Middle Range	High Range
B. SERVICE GROUP 2: Academic Advising, Student Success, and Early Alerts					
	a. Costs from IV.A. Implementation Services, Training, and Consulting				
		i. Services	$515,000.00	$815,000.00	$1,540,000.00
		ii. Integration	Included	Included	Included
		iii. Customization	Included	Included	Included
		iv. Anticipated Travel	See Note	See Note	See Note
		v. Testing	Included	Included	Included
		vi. Training	Included	Included	Included
		vii. Documentation	Included	Included	Included
	b. Costs from IV.B. Service Group 2: Academic Advising, Student Success, and Early Alerts				
		i. Subscription Cost	$723,810.00	$723,810.00	$723,810.00
		Full Time Advisors (40 users)	$34,560.00	$34,560.00	$34,560.00
		Part Time Advisors (500 users)	$210,000.00	$210,000.00	$210,000.00
		Student Success Hub (22,000 students)	$132,000.00	$132,000.00	$132,000.00
		Experience Cloud for Learner Success (22,000 students)	$330,000.00	$330,000.00	$330,000.00
		Marketing Cloud Users (20 users)	$6,000.00	$6,000.00	$6,000.00
		Marketing Cloud Contacts (25,000 contacts)	$3,750.00	$3,750.00	$3,750.00
		Marketing Cloud Business Units (1 Business Unit)	$7,500.00	$7,500.00	$7,500.00
		ii. Test Instances	Included	Included	Included
		iii. Hosting	Included	Included	Included
		iv. Annual support	Included	Included	Included
		v. Annual maintenance fee costs as applicable	Included	Included	Included
		vi. Software add-ons and Integrations as relevant	$6,250.00	$6,250.00	$6,250.00
		Riva	TBD	TBD	TBD
		Mogli	$6,250.00	$6,250.00	$6,250.00
		vii. White labeling	N/A	N/A	N/A

	Low Range	Middle Range	High Range
C. SERVICE GROUP 3: Advancement			
a. Costs from IV.A. Implementation Services, Training, and Consulting			
i. Services	$1,500,000.00	$2,200,000.00	$2,675,000.00
ii. Integration	Included in Services	Included in Services	Included in Services
iii. Customization	Included in Services	Included in Services	Included in Services
iv. Anticipated Travel	See Note	See Note	See Note
v. Testing	Included in Services	Included in Services	Included in Services
vi. Training	Included in Services	Included in Services	Included in Services
vii. Documentation	Included in Services	Included in Services	Included in Services
b. Costs from IV.B. Service Group 3: Advancement			
i. Subscription Cost	$470,390.00	$470,390.00	$470,390.00
Service Cloud - Unlimited Edition for Advancement Staff (100 users)	$86,400.00	$86,400.00	$86,400.00
Maps (70 users)	$31,500.00	$31,500.00	$31,500.00
Inbox (70 users)	$10,500.00	$10,500.00	$10,500.00
Tableau CRM Plus (70 users)	$30,240.00	$30,240.00	$30,240.00
Experience Cloud for Donors (Login Based)	$99,000.00	$99,000.00	$99,000.00
Data Storage	$52,500.00	$52,500.00	$52,500.00
Marketing Cloud Users (25 users)	$7,500.00	$7,500.00	$7,500.00
Marketing Cloud Contacts (425,000 contacts)	$63,750.00	$63,750.00	$63,750.00
Marketing Cloud Business Units (4 Business Units)	$30,000.00	$30,000.00	$30,000.00
Affinaquest Site License	$59,000.00	$59,000.00	$59,000.00
ii. Test Instances	Included	Included	Included
iii. Hosting	Included	Included	Included
iv. Annual support	Included	Included	Included
v. Annual maintenance fee costs as applicable	Included	Included	Included
vi. Software add-ons and Integrations as relevant	$23,820.00	$23,820.00	$23,820.00
Blackthorn (5 full users, 25 lite users)	$23,820.00	$23,820.00	$23,820.00
Apsona or Nintex	TBD	TBD	TBD
vii. White labeling	N/A	N/A	N/A

	Low Range	Middle Range	High Range
D. SERVICE GROUP 4: Admissions (Undergraduate, Graduate, and Continuing Education)			
a. Costs from IV.A. Implementation Services, Training, and Consulting			
i. Services	$525,000.00	$920,000.00	$1,250,000.00
ii. Integration	Included in Services	Included in Services	Included in Services
iii. Customization	Included in Services	Included in Services	Included in Services
iv. Anticipated Travel	See note	See note	See note
v. Testing	Included in Services	Included in Services	Included in Services
vi. Training	Included in Services	Included in Services	Included in Services
vii. Documentation	Included in Services	Included in Services	Included in Services
b. Costs from IV.B. Service Group 4: Admissions			
i. Subscription Cost	$364,764.00	$364,764.00	$364,764.00
Full Time reviewers / administrators (66 users)	$57,024.00	$57,024.00	$57,024.00
Part Time reviewers (300 users)	$86,400.00	$86,400.00	$86,400.00
Admissions Connect (366 users)	$87,840.00	$87,840.00	$87,840.00
Maps (30 users)	$13,500.00	$13,500.00	$13,500.00
Experience Cloud for Learner Success Portal (Login Based)	$60,000.00	$60,000.00	$60,000.00
Marketing Cloud Users	$15,000.00	$15,000.00	$15,000.00
Marketing Cloud Contacts	$22,500.00	$22,500.00	$22,500.00
Marketing Cloud Business Units	$22,500.00	$22,500.00	$22,500.00
ii. Test Instances	Included	Included	Included
iii. Hosting	Included	Included	Included
iv. Annual support	Included	Included	Included
v. Annual maintenance fee costs as applicable	Included	Included	Included
vi. Software add-ons and Integrations as relevant	$23,820.00	$23,820.00	$23,820.00
FormAssembly	TBD	TBD	TBD
Nintex DocGen & Workflow Cloud	TBD	TBD	TBD
DocuSign	TBD	TBD	TBD
Blackthorn (5 full users, 25 lite users)	$23,820.00	$23,820.00	$23,820.00
vii. White labeling	N/A	N/A	N/A

Note: During 2020 and 2021, we have adjusted our delivery methods enabling Huron to deliver projects in a fully remote environment. As we prepare for 2022, we have seen a rise in requests from clients to begin meeting onsite. Before presenting a travel budget, we would like to discuss JMU's openness to having vendors on campus. Based on those conversations, we will present a travel budget for all parties to approve. When travel was less restricted, we estimated travel at 10-15% of the service's budget.

E. Provide any discounts available to the university and VASCUPP members who may utilize any resulting cooperative contract.

Huron has an existing contract available for use by VASCUPP members, established by George Mason University, which includes discounted rates. Any additional discounts are applied to Statements of Work at the time of scoping.

In the event that Huron is awarded the engagement, Huron proposes to apply Standard Contract GMU-1442-17-03 between Huron Consulting Services LLC and George Mason University dated October 6, 2017 (the "Existing Agreement") in lieu of the General Terms and Conditions referenced in Section VII and Special Terms and Conditions referenced in Section VIII of the RFP (collectively, the "RFP Terms and Conditions"). Please note that (i) the Existing Agreement is based on substantially similar terms as the RFP Terms and Conditions and (ii) Section X(B) of the Existing Agreement has a cooperative purchasing clause that has been utilized by multiple Virginia universities with Huron (and is identical to the language in Section VIII(I) of the Special Terms and Conditions of the RFP). If this is not acceptable, then Huron will work in good faith with the University to review and revise the RFP Terms and Conditions to align with the Existing MSA and come to a mutual agreement between the parties.

Appendix A: Assumptions

General Project Assumptions

- Client will be responsible for communicating the vision, goals, and business case of the project to its employees with a vested interest in the project.
- Client will lead the effort in advocating and enforcing user adoption and integration into daily work activities for all end users.
- Huron and the Client will establish weekly status reporting to track progress, surface and resolve issues and confirm scope.
- Client's and Huron's project management team will work jointly to facilitate rapid decision making.
- Client's project team members will have the ability and authority to make timely decisions and commitments on the design for their respective areas of responsibility.
- Unless otherwise agreed to, Client will have management responsibility for any subcontractor, independent contractor, or third-party staff hired in lieu of its own staff to be part of the Client project team.
- Delays of any kind that impact the project schedule will be brought to the attention of your project management for resolution. Delays could result in additional hours for the Huron team.
- Executive sponsorship and leadership to enable timely decision-making and problem resolution.
- The setup and management of a steering committee to support project goals, objectives, and decision making.
- Client will configure and maintain the integration of ETL tools, data sources, and targets in non-Salesforce systems and all transformation logic. Huron will configure Salesforce integration ingress and egress.
- The project plan and estimate are made in good faith based on the current understanding of the project scope and timeline per the review of information provided by Client.
- Client is responsible for the operation of hardware, operating system, network, and connectivity.
- Client will provide timely access to source data systems.
- Client will provide data cleansing and validation activities.
- Client will authorize Huron resources remote access to Client environment.
- Client is responsible for software licenses, network, and connectivity.
- Client resources identified in the project plan will need to be reasonably available to fulfill their project responsibilities.
- Resources may be both onsite and remote. Onsite meetings may include key meetings such as kick-off, knowledge transfer, and train-the-trainer sessions.
- Client is responsible for providing adequately provisioned onsite meeting rooms (Conference Phone, Projector, Dry Erase Board) and workspaces.
- Based on the needs of the engagement, Huron will bring in additional roles needed to complete requirements at the resource's billable rate.
- Client team will be responsible for the development and execution of the User Acceptance test plan and cases.

- Any 3rd party applications recommended by Huron, such as AppExchange applications or connectors, will be purchased by the Client. Implementation and integration with 3rd party applications are your responsibility and could potentially add to the delivery scope.

Advancement

- Estimate is based on an 18-month implementation.
- Implementation will not leverage EDA and be in a separate org that student-oriented processes
- Mobile functionality will be accomplished by Salesforce mobile app. Client employees will be responsible for downloading the Salesforce mobile application on their mobile device in accordance with client mobile device policies.
- Huron will configure Salesforce Maps to meet typical advancement use cases related to trip planning and mapping.
- Client will be responsible for establishing an advancement data warehouse solution prior to the completion of the CRM functional sprints.
- Huron will support User Acceptance Testing (UAT) Test Script Creation and Testing Support
  - Provide example test scripts
  - Review client-developed test scripts
  - Support testing sessions during the 6-week sprint
- Client team will be responsible for the development and execution of the User Acceptance test plan and cases
- Huron will perform train-the-trainer training for up to five (5) key stakeholders. Client will be responsible for performing full end-user training.
- Training will include trainer guides and end-user documentation, along with Train-The-Trainer instruction for the defined user roles. Client will be responsible for delivering end-user training.
- Client will leverage the Affinaquest managed package to provide advancement-specific objects, lightning components, and workflows. In addition, Huron will provide the following customizations:
  - Huron’s Custom Object Build will be limited to:
    - 5 Custom Objects
    - 50 Custom Fields in total
  - Huron will provide up to 240 hours of custom development (Flows, Apex, custom validations, etc.)
- Huron will configure an initial set of reports and dashboards that come in the Affinaquest package. Additional custom reports will be delivered as noted below. Client will be able to leverage the Huron-created dashboards and component reports to create on its own additional components and dashboards, as well as to create additional unique dashboards. All reports and dashboards will be generated using Salesforce Reports & Dashboard functionality.
  - Creation of up to 10 Custom Report Types
  - Creation of up to 20 Custom Reports
  - Creation of up to 5 Dashboards with 10 components each
- All key user profiles will be set up according to the business requirements.
  - Huron security model set up will include:
    - Org Wide Defaults
    - Role hierarchy to support up to 3 roles and sub-roles (total of 6 roles) across no more than 2 levels

- Up to 5 Sharing Rules
- Up to 15 Profiles
- Up to 10 Permission Sets

DATA MIGRATION

- Huron will work with Client to identify, specify, and migrate existing legacy data into Client's Salesforce instance.
- Client will review and sign off on data maps which will serve as the criteria for conversion coding.
- Client will be responsible for Legacy System Field Definition.
- The data migration process will be comprised of three (3) data loads. (A data load will be considered the conversion of data from one static source (staged Advance data) into the Affinaquest environment based on the approved mapping. The first will allow Client to review and verify the integrity of the data in Salesforce, as well as provide data to assist in the Quality Assurance and User Acceptance Testing. The second load will incorporate necessary changes from the first load UAT for retesting and refinement. The third load will be the data cutover for production prior to going live.
- Format of data will align with approved data mapping documents. Client will review and sign off on data maps which will serve as the criteria for conversion coding.
- Client will provide access to the legacy system (both front end and data tables) as well as multiple static data set for conversion. Huron will extract data from static data sets to convert and load into Salesforce
- Client will provide access to a data staging environment. Client will be responsible for data cleanup and de-duplication, and transformation activities. Huron will provide advisory services to Client on data preparation.
- Client is responsible for all data cleansing and validation tasks.

DATA INTEGRATION

- Client will be responsible for Legacy System Field Definition
- All integrations will be implemented utilizing the client's standard ETL tool (Jitterbit, Informatica, MuleSoft, Boomi, or similar). Huron will work with Client to identify an appropriate integration architecture.
- Client will be responsible for establishing the ETL environment to which Huron will have access.
- Inbound data (data to be added or updated in Salesforce) will be available in an agreed-upon format on an accessible integration staging location (ETL or SQL). Outbound data (data extracted from Salesforce) will be placed on the integration staging location.
- Client will be responsible for extracting data from and updating data to all Client systems outside of the integrations listed above. Integration with third-party applications not listed in scope is your responsibility.
- Client is responsible for data transformation from source systems.
- Client will be responsible for ETL and table replication in the data warehouse.
- Huron will develop and implement the required Salesforce functionality to call and interact with the web services provided by Client.

Student Success

- Huron will deliver functionality based on currently available Student Success Hub (SSG) functionality offered by Salesforce.
- Huron assumes the use of an Agile tool - such as Agile Accelerator - to track User Stories and Development.
- Huron assumes that discovery will be completed in eight weeks and that JMU resources will be available to provide to attend discovery workshops and provide the information needed to complete the User Stories and Design. JMU will sign off on the collected user stories and Solution Design before Development begins.
- The expected EDA Data Model will include Account (Program), Contact (Student), Term, Course, Course Offering, Course Connection, Attendance Event, Program Enrollment, Term Grade. Any custom objects will be added in a future phase.
- Any automated Advisor Assignment is limited to 35 hours of Flow development. No assignment rules will utilize Apex code.
- Appointment Topics are limited to a combination of 30 Topics/Subtopics.
- Data Conversion is expected to be around 20,000 student contacts and up to 5 related supporting record tables.
- Early Alerts are limited to manual Early Alerts and up to 5 automated alerts (via Salesforce Flow or SIS/LMS integration).
- Up to 3 Sentiment surveys are included in this phase.
- Up to 5 Success Plans are included in this phase.
- Up to 8 listviews (approximately two per object) are included in this phase.
- Up to 10 medium complexity reports are included in this phase.
- Up to 3 dashboards, consisting of up to 10 dashboard components, are included in this phase.
- Up to 3 profiles and 3 permission sets are included in this phase.

STUDENT SUCCESS INTEGRATIONS

- Integration development and testing are estimated to be 1,500 offshore hours. This assumes up to 15 tables at 100 hours per table.
- Integration will be built with an IPaaS tool or with APIs.

OUT OF SCOPE ITEMS

- Tableau CRM will be added in a future phase.
- Dialer integration will be added in a future phase.
- Apex Code, Visualforce, Lightning Components may be added in a future phase.
- Custom Objects will be added in a future phase.
- Pathways and any custom development to support degree audit type functionality will be added in a future phase
- Chat Bots will be added in a future phase.
- Ability to "sign" electronic documents would require a third-party tool and will be added in a future phase.

CLIENT RESPONSIBILITIES

- JMU team will be available to meet for daily Scrum Meetings and weekly PM Meetings.

- JMU will provide business resources to conduct User Acceptance Testing and provide feedback to Huron and will complete UAT in two weeks.
- JMU will provide a part-time Project Manager to coordinate JMU resources, schedule workshops, meetings, and track the budget and project plan.
- JMU will identify and provide a Salesforce Admin to shadow Huron resources and assist in any backlog requests and support Post Go Live.
- JMU will procure a tool such as Riva to assist with Outlook/Gmail Calendar Syncing requirements.
- JMU will own any web development.
- JMU will provide all branding guidelines and formats for marketing materials to fit in the out-of-the-box Experience Cloud template for SSH.
- JMU will own any or org metadata back up in solutions such as GitHub.
- JMU will procure a deployment tool such as Copado or Gearset for code release.
- JMU will procure a full sandbox for UAT and will have a partial sandbox(es) allocated to Huron for initial configuration.
- JMU will co-lead end-user training to the advising group and other success team members.
- JMU will organize Knowledge Articles in the provided template. Huron will load articles in the template to Salesforce.
- JMU will develop an advising model that fits within one of the prescribed Student Success Hub Models (Individual, Success Team, Queues, or Advising Pools). Advisor Assignment mapping will be provided to Huron in the provided template. Groups are limited to Advising, Counseling Center, Tutoring Services, and Health Center for this phase. Additional groups can be addressed in future phases.

Recruiting & Admissions

- Assumes use of Education Data Architecture (EDA)
- Huron will deliver functionality based on currently available Admissions Connect (AC) functionality offered by Salesforce.
- AC implementation includes installation, creating action plans, and checklists.
- Non-credit enrollments are supported through the EDA course model.
- Case Management support for prospects and applicants includes up to 2 record types and 5 levels of assignment.
- Territory Assignment will use Admissions Connect Recruiting Territory functionality
- Application requirements will be configured using Action Plan functionality; Huron will create up to 20 Action Plan templates
- Application review will be managed through Admissions Connect Application Review Assignment. Huron will create up to 20 Reviewer Feedback Questions.
- Applicant community (portal) will leverage the standard AC template.
- Applicant review portal will leverage an Experience Cloud portal and standard template
- Application form & RFI form will leverage Form Assembly’s Admissions Connect template.
- Transfer Credit Evaluation will include the creation of custom Lightning Web Components.
- Admission Offer Letters will leverage Nintex Workflow Cloud.
- Field tracking for up to 20 fields per object.
- Huron may leverage the Salesforce CommonApp JSON to support integration
- Up to 10 lightning email templates are included in this phase.

- Up to 20 custom objects and up to 150 custom fields are included in this phase.
- Up to 5 profiles and 5 permission sets are included in this phase.
- Up to 10 custom reports using Salesforce standard reporting.
- Up to 10 dashboard components using Salesforce standard reports.
- Up to 5 Train-the-Trainer sessions with recording and training materials are included in this phase. JMU will be responsible for delivering end-user training
- Events will be configured using the Blackthorn events tool previously enabled
- Integration with CashNet will be accomplished using the Blackthorn Events CashNet integration
- JMU will provide all branding guidelines and formats for marketing materials to fit in the out-of-the-box Experience Cloud template for Admissions Connect and email templates.
- JMU will own any or org metadata back up in solutions such as GitHub.
- JMU will procure a deployment tool such as Copado or Gearset for code release.
- JMU will procure a full sandbox for UAT and will have a partial sandbox(es) allocated to Huron for initial configuration.
- Integrations will be performed using the ETL tool established in prior releases
- Client will be responsible for data validation
- JMU will provide timely access to all source and integration systems.
- Chat Bots are not in scope for this phase but may be added in a future phase.

RECRUITING AND ADMISSIONS INTEGRATIONS

- Integration development and testing is estimated to be 900 offshore hours. This assumes up to 9 tables at 100 hours per table.
- Integration will be built with an IPaaS tool or with APIs.

CLIENT RESPONSIBILITIES

- JMU team will be available to meet for Scrum Meetings and weekly PM Meetings.
- JMU will provide business resources to conduct User Acceptance Testing and provide feedback to Huron and will complete UAT in two weeks.
- JMU will provide a part-time Project Manager to coordinate JMU resources, schedule workshops, meetings, and track the budget and the project plan.
- JMU will identify and provide a Salesforce Admin to shadow Huron resources, assist in backlog requests, and support Post Go Live.
- JMU will procure the necessary third-party tools described above.
- JMU will provide all branding guidelines and formats for marketing materials to fit in the out-of-the-box Experience Cloud template for AC.
- JMU will procure a full sandbox for UAT and have a partial sandbox(es) allocated to Huron for initial configuration.

Redacted: Pages 132-134, Resumes

Appendix C: Evaluation of Org Structures

Planned and integrated multi-org structures provide greater flexibility and business process coverage throughout an entire university environment. Good governance and thoughtfully managed Salesforce collaboration can go a long way to allow a more nimble and rapid development model, while still enabling architectures that allow for data sharing and visibility.

The key is to develop good governance, communication and data sharing mechanisms that facilitate the ability to surface the needs of the institution at-large and balance them against the ability for a college or department to rapidly develop toward their unique business use cases.
While one Salesforce org is often not enough there is also a limit to how many Salesforce orgs an institution should have. A number of factors that need to be balanced to determine an org structure and where processes should be housed.

I. Process Efficiency: The need for Interdepartmental uniformity of the business processes within the institution needs to be weighed against the process uniqueness and flexibility college or department requires. A college or department may have high-value business processes that is unique to their market situation. Those process may require undue resources from a centralized body and thus be inappropriate for centralization. Conversely, there could be efficiency gained by using unified processes and functions across the institution would provide better customer service.

II. Data Sharing: The data visibility requirements of the institution should be weighed against the governance stipulations of that data. Regulatory and legal requirements need to be examined to ensure that proper data governance and controls are provided. Risk also needs to be reviewed to ensure that data repositories and access methods have the proper security controls. Foundations, specialized grant funding, and chartered legal entities are a few examples of where data may have requirements for separation.

III. Technology Economics: The economics around agile deployment and solution complexity need to be evaluated to determine where the solution is best maintained. A centralized Salesforce org might not be the best org for a complex set of processes, with a specialized data model, even if those processes are used by multiple departments across the institution. Much of this calculus will reside in the ability for technical skill supply to meet resource demand if the process is housed in the central org; it may just be easier, even if centralized, to manage a particular set of process or workflows in a separate org. Integrations can then be used for data sharing and engagement visibility as needed.

    a. Licenses also need to be evaluated to ensure that multiple license purchases aren't required for the same user population. Licenses that are purchased for the same person in two orgs, thus duplicating costs, may be ok if it is limited to a few individuals and there are distinct benefits in other areas that outweigh the cost of a few extra licenses.

b. API or CPU governor limits may be exceeded if there was a single org but multiple orgs may reduce the impact of these limits.
c. Regression testing might be too extensive in a single org thus causing a lengthy backlog of changes due to long testing processes. An environment with too much automation and complexity can be difficult to update and manage.

IV. Constituent Lifecycle Service: Constituent lifecycles needs to be evaluated to make sure that they are central to the strategy of the institution and Salesforce org structure. As constituents move through service processes within the organization the org structure must facilitate high-quality service through all lifecycle contexts. There may be times where constituents reside entirely in one process and service data crossover is infrequent. Other times, constituents may move back and forth between services and have frequent crossover activity. If service or process crossover frequency is high, and that crossover impacts overall service fulfillment, then that is an additional indicator to keep processes in a single org.

Appendix D: Platform Product Attributes

Exporting Events to a SIEM

Salesforce provides the necessary infrastructure and technology to capture and access system events. Capturing those events in an SIEM depends on the capabilities and expectations of the target SIEM and is typically the responsibility of the SIEM or middleware. Both custom and commercial solutions are readily available.

REPRESENTATIVE COMMERCIAL SOLUTIONS

- exabema - https://www.exabeam.com/product/cloud-connectors/
- Splunk - https://docs.splunk.com/Documentation/AddOns/released/Salesforce/About
- IBM Security QRadar - https://www.ibm.com/docs/en/dsm?topic=security-configuring-salesforce-monitoring-server-communicate-qradar
- Imprivata - https://appexchange.salesforce.com/appxListingDetail?listingId=a0N3000000B5YHjEAN

CUSTOM SOLUTIONS

- Custom solutions can be built using native Salesforce capabilities.
- Using Event Monitoring https://developer.salesforce.com/docs/atlas.en-us.api_rest.meta/api_rest/using_resources_event_log_files.htm
- Event Log File Object https://developer.salesforce.com/docs/atlas.en-us.object_reference.meta/object_reference/sforce_api_objects_eventlogfile.htm
- Example: ELK Stack Implementation https://github.com/developerforce/elf_elk_docker

Depending on the types of data that need to be exported, this may require additional Salesforce licenses

Appendix E: Office of Accessibility – FY21

EQUALITY FOR ALL

Office of Accessibility

In this Section:

The Office of Accessibility partners with internal stakeholders to ensure compliance, highlight accessibility needs, develop improvement plans, and build workforce development programs. At Salesforce, we evangelize accessibility on behalf of our employees, customers, partners, and other important work across the industry.

JUMP TO:

Disability Equality Index →
Workplace Support →
Digital Accessibility →
Workforce Development →

Looking Forward →

Learn More:

Get Started with Web Accessibility Trail →

View ESG Metrics & Indicators

Disability inclusion and accessibility are fundamental to our belief that businesses can be powerful platforms for social change and that our higher purpose is working toward Equality for All.

Nearly 1 billion people worldwide have a disability, and in this all-digital, work-from-anywhere world, inclusion and equal access to technology are more critical than ever before. Equal access for people with disabilities is not something that we can do alone, and worldwide, according to the Harvard Business Review, "90% of companies claim to prioritize diversity, but only 4% focus on being disability-inclusive," a figure that we want to help change. Accessibility is a collaborative space where companies such as Salesforce and the many disability-inclusion organizations globally are ready to help. It starts with businesses making the commitment to a more inclusive world for people with disabilities.

As part of the #PurpleLightUp campaign, Salesforce Tower lit purple to recognize International Day of People with Disabilities.

Disability Equality Index

In FY21, to further our prior commitments, we partnered with Disability:IN by signing its CEO letter on disability inclusion. This letter is part of a broader campaign launched by Disability:IN called "Are You IN?," a call to action for CEOs, investors, companies, and business professionals to advocate for the inclusion of people with disabilities within business. As part of this letter, each signatory commits to leveraging the Disability Equality Index (DEI), a comprehensive benchmarking tool for disability inclusion, and to calling on their peers to do the same.

For the second year in a row, we participated in the DEI, bringing together leaders across our

Accessibility, Product, Real Estate, Equality, Legal, and Customer Support teams and our Abilityforce Employee Resource group to understand how we are doing and where we can improve. Though we are grateful to have earned a 100 score and to be named a 2020 Best Place to Work for Disability Inclusion, it is learnings that drive positive change toward a more accessible and inclusive workplace.

Workplace Support

Digital accessibility has always been essential but was even more so in 2020. More people transitioned to remote work and relied on virtual interactions, a trend that looks to continue in 2021 and beyond.

While this opened the door to more opportunities for some people with disabilities, it created challenges for others. Organizations needed to quickly understand and adapt to the impact that the move to remote work could have on people with disabilities. It was a priority for us to focus and create solutions for this.

REPORT

Digital Accessibility and Other Best Practices for Remote Working

We partnered with Disability:IN and other peer companies to create the "Digital Accessibility and Other Best Practices for Remote Working" guide, ensuring that virtual meetings, events, and the resulting materials are accessible to everyone.

View More →

Building on this to ensure that our workplace is inclusive to everyone, we released internal guidelines to help our workforce create accessible meetings and virtual experiences so that all employees can participate. These guidelines contain detailed information, best practices, and further support from the Office of Accessibility on how to do this. Accessible virtual experiences are a priority and part of the corporate Vision, Values, Methods, Obstacles, and Measures V2MOM, expected to be used 100% of the time.

Digital Accessibility

Developing accessible products that allow all individuals to succeed in the Salesforce ecosystem is a top priority, and we are committed to building a better Salesforce that works for everyone.

With technology being an essential lifeline for employment and social interaction, accessibility has to be nonnegotiable. However, most websites are not accessible to all. Following the guidelines that define standards for website accessibility (WCAG 2.0), WebAIM's annual analysis of 1 million homepages found that 98.1% of them had at least one failure and that there were an average of 60.9 errors per homepage.

Even with our focus on accessibility, we recognize that we have work to do on our web properties. These issues directly impact people with disabilities' ability to access job opportunities and complete a vast range of day-to-day tasks as many services have moved online. While we will continuously work to improve the accessibility of our products, we realize that customers will encounter issues that require support.

Accessibility Support and Resources

During Disability Employment Month in October 2020, we launched our new Accessibility Support team, whose focus is to provide customers with the help they need when building accessible environments on the Salesforce Platform.

Our Accessibility Support Engineers are experts in accessible technology, including WCAG standards and Section 508, and certified Salesforce Administrators. They have extensive experience with assistive technology, JAWS Certification, and a strong understanding of how Salesforce operates with screen readers on both desktop and mobile devices. The team is currently U.S.-based but can support customers in English globally. As we grow, we look forward to expanding this support to other languages, regions, and channels.

We hope that the focus on improving the accessibility of our workplace and products, as well as supporting our customers and the disability community, will translate to greater access and inclusion at work.

TRAIL

Getting Started with Web Accessibility

We also want to enable and empower customers to understand and apply accessibility best practices on their own. Our Getting Started with Web Accessibility trail helps customers learn more about accessible Salesforce design, testing, and development best practices, as well as providing other resources. In 2020, we expanded this trail by adding a new module, Designing for Web Accessibility.

Hit the Trail →

Workforce Development

An important area in ensuring an inclusive Salesforce ecosystem for people with disabilities is creating workforce programs that provide the disability community with the opportunity to gain skills for meaningful employment, whether at Salesforce or anywhere else.

We recently hired an individual to lead our Disabilities at Work Program to help create meaningful employment opportunities within Salesforce for people with disabilities. They will be focused on enhancing manager training, developing mentorship and job coaching programs, and partnering with Recruiting teams on attracting, sourcing, and hiring disability talent, among many other things.

It is just the beginning, as both programs will continue to scale in 2021 and beyond.

Blind Institute of Technology (BIT) Salesforce Administration Certification Prep Course

Our Workforce Development Program for people with disabilities partnered with the Blind Institute of Technology (BIT) to pilot their Salesforce Administration Certification Prep Course. We provided certification and recertification vouchers and a $100,000 grant to fund BIT graduates' salaries for pro bono nonprofit consulting projects. The first year had 18 students, with one of the graduates successfully placed in a job at our Salesforce Talent virtual career fair. Graduate Akasia Perran shared her story on the challenges of gaining meaningful employment and her experience in the program. Another graduate found employment within Salesforce in our newly created Accessibility Support Engineer role.

Looking Forward

COVID-19 has created unique opportunities to rethink the way we do things. We are working with teams across the company to ensure that people with disabilities are supported and feel safe returning to work. From the inclusive design of our buildings, accessibility of our internal travel tools, and accommodations to the importance of clear masks in the workplace, we will continue to find ways to support the community.

Our collective responsibility as businesses is to create a world where everyone feels safe, valued, respected, and comfortable to bring their authentic self to work. We are working alongside our peer companies and partnering with Disability:IN, The Valuable 500, Business Disability Forum, and others to create resources that impact the greater society as a whole. The workforce should accurately represent the wider community, and organizations must work together to make the workplace more accessible and close the unemployment rate gap for people with disabilities.

Though we made great strides in 2020 and recognized a landmark year for disability inclusion with the 30th anniversary of the Americans with Disabilities Act and the 75th anniversary of Disability Employment Awareness Month, we are aware that we have a long way to go and are committed to making people with disabilities a core focus and to working hard to increase our 3.1% disability workforce representation at Salesforce. By supporting the disability community, hiring inclusively, and advancing accessible technology, we help build a more valuable global economy, as the disability market influences over $13 trillion a year and, more importantly, includes everyone.

We're focused on the goals where our business is uniquely positioned to have the greatest impact.

Appendix F: Proposed Terms and Conditions

In the event that Huron is awarded the engagement, Huron proposes to apply Standard Contract GMU-1442-17-03 between Huron Consulting Services LLC and George Mason University dated October 6, 2017 (the “Existing Agreement”) in lieu of the General Terms and Conditions referenced in Section VII and Special Terms and Conditions referenced in Section VIII of the RFP (collectively, the “RFP Terms and Conditions”). Please note that (i) the Existing Agreement is based on substantially similar terms as the RFP Terms and Conditions and (ii) Section X(B) of the Existing Agreement has a cooperative purchasing clause that has been utilized by multiple Virginia universities with Huron (and is identical to the language in Section VIII(I) of the Special Terms and Conditions of the RFP). If this is not acceptable, then Huron will work in good faith with the University to review and revise the RFP Terms and Conditions to align with the Existing MSA and come to a mutual agreement between the parties.

Purchasing Department
4400 University Drive, Mailstop 3C5
Fairfax, VA 22030
Voice: 703.993.2580 | Fax: 703.993.2589
http://fiscal.gmu.edu/purchasing/

STANDARD CONTRACT
GMU-1442-17-03

This Contract entered on this 6th day of October, 2017 by Huron Consulting Services LLC hereinafter called "Contractor" (located at 550 W. Van Buren St., Chicago, IL 60607) and Commonwealth of Virginia, George Mason University hereinafter called "Mason".

I. **WITNESSETH** that the Contractor and Mason, in consideration of the mutual covenants, promises and agreement herein contained, agree as follows:

II. **SCOPE OF CONTRACT:** The Contractor shall provide consulting services as set forth in the Contract Documents.

III. **PERIOD OF CONTRACT:** One (1) year with four (4) additional one (1) year renewal options.

IV. **PRICE SCHEDULE:** Following are hourly rates:

A.	Managing Director:	$570.00
B.	Senior Director:	$475.00
C.	Director:	$445.00
D.	Manager:	$380.00
E.	Associate:	$295.00
F.	Analyst:	$265.00

Note: Above rates include all travel and related expenses to the Fairfax Campus.

V. **ORDERING PROCEDURES:** As requirements arise Masson will contact Contractor to discuss the requirement. Using the above rates the Contractor will provide a quote. To initiate the services Mason will issue a purchase order to the contractor. Contractor must reference the purchase order on all invoices submitted for payment.

Note: This contract is not a guarantee of work.

VI. **CONTRACT ADMINISTRATION:** At the beginning of any particular engagement a Contract Administrator will be assigned. 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. All directions and instructions from Mason shall be transmitted through the Contract Administrator, however, the Contract Administrator shall have no authority to approve changes which shall alter the concept or scope or change the basis for compensation.

VII. **METHOD OF PAYMENT:** Net 30

VIII. **THE CONTRACT DOCUMENTS SHALL CONSIST OF (In order of precedence):**

A. This signed form;
B. RFP No. GMU-1442-17, in its entirety (incorporated herein by reference);

C. Contractor's proposal dated August 1, 2017 (incorporated herein by reference);
D. Contractor's revised proposal dated 9/22/17 (incorporated herein by reference);
E. Contractor's Best and Final Offer dated 9/22/17 (incorporate herein by reference).

IX. GOVERNING RULES: This Contract is governed by the provisions of the Restructured Higher Education Financial and Administrative Operations Act, Chapter 4.10 (§ 23-38.88 et seq.) of Title 23 of the Code of Virginia, and in particular § 23-38.90 of the Restructuring Act, referred to as the *"Governing Rules"* and the *Purchasing Manual for Institutions of Higher Education and their Vendors.* Documents may be viewed at: https://vascupp.org

X. STANDARD TERMS AND CONDITIONS:

A. APPLICABLE LAW AND CHOICE OF FORUM: This Contract shall be construed, governed, and interpreted pursuant to the laws of the Commonwealth of Virginia. All disputes arising under this Contract shall be brought before an appropriate court in the Commonwealth of Virginia.

B. ADDITIONAL USERS: It is the intent of this contract to allow for cooperative procurement. Accordingly, any public body, public or private health or educational institutions, or affiliated corporations may access any resulting contract if authorized by the contractor.

Participation in this cooperative procurement is strictly voluntary. If authorized by the Contractor(s), the resultant contract(s) will be extended to the entities indicated above to purchase goods and services in accordance with contract terms. As a separate contractual relationship, the participating entity will place its own orders directly with the Contractor(s) and shall fully and independently administer its use of the contract(s) to include contractual disputes, invoicing and payments without direct administration from the University. No modification of this contract or execution of a separate agreement is required to participate; however, the participating entity and the Contractor may modify the terms and conditions of the contract to accommodate specific governing laws, regulations, policies, and business goals required by the participating entity. Any such modification will apply solely between the participating entity and the contractor.

The Contractor will notify the University in writing of any such entities accessing this contract. The Contractor will provide semi-annual usage reports for all entities accessing the contract. The University 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 University is not responsible for the acts or omissions of any entity and will not be considered in default of the contract no matter the circumstances.

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

C. ANTI-DISCRIMINATION: By entering into this contract contractor certifies to the Commonwealth 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 §§ 9&10 of the *Governing Rules.* 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. (*Governing Rules,* § 36).

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. The contractor will not discriminate against any employee or applicant for employment because of race, religion, color, sex, national origin, age, disability, or any other basis prohibited by state law relating 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. 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 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.

E. ASSIGNMENT: Neither party will assign or otherwise transfer its rights or obligations under this Contract without both parties' prior written consent. Any attempted assignment, transfer, or delegation without such consent is void.

F. 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.

G. 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.

H. AUTHORIZED SIGNATURES: The signatory for each Party certifies that he or she is an authorized agent to sign on behalf such Party.

I. BACKGROUND CHECKS: Contractor's employees performing work on any Mason campus must have successfully completed a criminal background check prior to the start of their work assignment/service. As stated in Administrative Policy Number 2221 – Background Investigations, the criminal background investigation will normally include a review of the individual's records to include Social Security Number Search, Credit Report (if related to potential job duties), Criminal Records Search (any misdemeanor convictions and/or felony convictions are reported) in all states in which the employee has lived or worked over the past seven years, and the National Sex Offender Registry. In addition, the Global Watch list (maintained by the Office of Foreign Assets Control of The US Department of Treasury) should be reviewed. Signature on this contract confirms your compliance with this requirement.

J. CANCELLATION OF CONTRACT: Mason reserves the right to cancel and terminate this

Contract, in part or in whole, without penalty, upon 60 days written notice to the Contractor. In the event the initial Contract period is for more than 12 months, the resulting Contract may be terminated by either party, without penalty, after the initial 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.

K. CLAIMS: Contractual claims, whether for money or other relief, shall be submitted in writing no later than 60 days after final payment. However, written notice of the Contractor's intention to file a claim shall be given at the time of the occurrence or beginning of the work upon which the claim is based. Nothing herein shall preclude a contract from requiring submission of an invoice for final payment within a certain time after completion and acceptance of the work or acceptance of the goods. Pendency of claims shall not delay payment of amounts agreed due in the final payment.

1. The firm must submit written claim to:
   Chief Procurement Officer
   George Mason University
   4400 University Drive, MSN 3C5
   Fairfax, VA 22030

2. The firm must submit any unresolved claim in writing no later than 60 days after final payment to the Chief Procurement Officer.

3. Upon receiving the written claim, the Chief Procurement Officer will review the written materials relating to the claim and will mail his or her decision to the firm within 60 days after receipt of the claim.

4. The firm may appeal the Chief Procurement Officer's decision in accordance with § 55 of the *Governing Rules.*

L. COLLECTION AND ATTORNEY'S FEES: Intentionally Omitted.

M. COMPLIANCE WITH LAW: All goods and services provided to Mason shall be done so in accordance with any and all local, state and federal laws, regulations and/or requirements. This includes any applicable provisions of FERPA or the "Government Data Collection and Dissemination Practices Act" of the Commonwealth of Virginia.

N. CONFIDENTIALITY OF PERSONALLY IDENTIFIABLE INFORMATION: The Contractor shall ensure that personally identifiable information which may include but is not limited to personal identifiers such as name, address, phone, date of birth, Social Security number, student or personal identification number, non-directory information and any other information protected by state or federal privacy laws will be collected and held confidential, during and following the term of this contract, and will not be divulged without the individual's and Mason's written consent and only in accordance with federal law or the Code of Virginia. The Contractor shall utilize, access, or store personally identifiable information as part of the performance of this contract in a secure environment and immediately notify Mason of any breach or suspected breach in the security of such information. Contractor shall allow Mason to both participate in the investigation of incidents and exercise control over decisions regarding external reporting. If Contractor provides goods and services that require the exchange of personal identifiable information the following Data Security Addendum shall apply and be incorporated into this contract:
http://fiscal.gmu.edu/wp-content/uploads/2017/04/Data-Security-Addendum.pdf

O. CONFLICT OF INTEREST: Contractor represents to Mason that its entering into this Contract with Mason and its performance through its agents, officers and employees does not and will not involve, contribute to nor create a conflict of interest prohibited by Virginia State and Local Government Conflict of Interests Act (Va. Code 2.2-3100 *et seq*), the Virginia Ethics in Public

Contracting Act (§57 of the *Governing Rules)*, the Virginia Governmental Frauds Act (Va. Code 18.2 – 498.1 *et seq*) or any other applicable law or regulation.

P. DEBARMENT STATUS: As of the effective date, the Contractor certifies that it is not currently debarred by the Commonwealth of Virginia from submitting bids or proposals on contracts for the type of services covered by this Contract, nor is the Contractor an agent of any person or entity that is currently so debarred.

Q. DRUG-FREE WORKPLACE: During the performance of any resulting 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 violations 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 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.

R. ENTIRE CONTRACT: This Contract constitutes the entire understanding of the Parties with respect to the subject matter herein and supersedes all prior oral or written contracts with respect to the subject matter herein. This Contract can be modified or amended only by a writing signed by all of the Parties.

S. EXPORT CONTROL: N/A.

T. FORCE MAJEURE: Mason will not be responsible for any losses resulting from delay or failure in performance resulting from any cause beyond Mason's control, including without limitation: war, strikes or labor disputes, civil disturbances, fires, natural disasters, and acts of God.

U. IMMIGRATION REFORM AND CONTROL ACT OF 1986: By entering into this contract Contractor certifies 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.

V. INDEMNIFICATION: Contractor agrees to indemnify, defend and hold harmless George Mason University 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 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. To the fullest extent permitted under Virginia law, neither party will be liable to the other party for any special, consequential, incidental, indirect or exemplary damages or loss (nor any lost profits, savings or business opportunity). Further, Contractor's liability relating to the contract will in no event exceed an amount equal to two (2) times the fees (excluding taxes and expenses) it receives from Mason for the portion of services giving rise to such liability.

W. INDEPENDENT CONTRACTOR: The Contractor is not an employee of Mason, but is engaged as an independent contractor. The Contractor shall indemnify and hold harmless the Commonwealth of Virginia, Mason, and its employees and agents, with respect to all withholding, Social Security, unemployment compensation and all other taxes or amounts of any kind relating to the Contractor's performance of this contract. Nothing in this contract shall be construed as authority for the Contractor to make commitments which will bind Mason or to otherwise act on behalf of Mason, except as Mason may expressly authorize in writing.

X. INFORMATION SECURITY: In cases where the contractor will store, process or transmit credit card data for the University, contractor represents and warrants that for the life of the contract and while contractor has possession of University customer cardholder data, the software and services used for processing transactions shall be compliant with standards established by the Payment Card Industry (PCI) Security Standards Council (www.pcisecuritystandards.org). In the case of a third-party application, the application will be listed as PA-DSS compliant at the time of implementation by the University. Contractor acknowledges and agrees that it is responsible for the security of all University customer cardholder data in its possession. Contractor agrees to indemnify and hold University, its officers, employees, and agents, harmless for, from, and against any and all claims, causes of action, suits, judgments, assessments, costs (including reasonable attorneys' fees), and expenses arising out of or relating to any loss of University customer credit card or identity information managed, retained, or maintained by contractor, including but not limited to fraudulent or unapproved use of such credit card or identity information. Contractor shall, upon written request, furnish proof of compliance with the Payment Card Industry Data Security Standard (PCI DSS) within 10 business days of the request. Contractor agrees that, notwithstanding anything to the contrary in the Agreement or the Addendum, the University may terminate the Agreement immediately without penalty upon notice to the contractor in the event contractor fails to maintain compliance with the PCI DSS or fails to maintain the confidentiality or integrity of any cardholder data.

Y. INFORMATION TECHNOLOGY ACCESS ACT: Computer and network security is of paramount concern at George Mason University. The University wants to ensure that computer/network hardware and software does not compromise the security of IT environment. You agree to use commercially reasonable measures in connection with any offering your company makes to avoid any known threat to the security of the IT environment at George Mason University.

All e-learning and information technology developed, purchased, upgraded or renewed by or for the use of George Mason University shall comply with all applicable University policies, Federal and State laws and regulations including but not limited to Section 508 of the Rehabilitation Act (29 U.S.C. 794d), the Information Technology Access Act, §§2.2-3500 through 2.2-3504 of the Code of Virginia, as amended, and all other regulations promulgated under Title II of The Americans with Disabilities Act which are applicable to all benefits, services, programs, and activities provided by or on behalf of the University. The Contractor shall also comply with the Web Content Accessibility Guidelines (WCAG) 2.0. For more information please visit http://ati.gmu.edu, under Policies and Procedures.

Z. INSURANCE: The Contractor shall maintain all insurance necessary with respect to the services provided to Mason. The Contractor further certifies that they will maintain the insurance coverage during the entire term of the Contract and that all insurance is to be placed with insurers with a current reasonable A.M. Best's rating authorized to sell insurance in the Commonwealth of Virginia by the Virginia State Corporation Commission. The Commonwealth of Virginia and Mason shall be named as an additional insured.

1. Commercial General Liability Insurance in an amount not less than $1,000,000 per occurrence for bodily injury or property damage, personal injury and advertising injury, products and completed operations coverage;

2. Workers Compensation Insurance in an amount not less than that prescribed by statutory limits; and, as applicable;

3. Commercial Automobile Liability Insurance applicable to bodily injury and property damage, covering owned, non-owned, leased, and hired vehicles in an amount not less than $1,000,000 per occurrence; and

4. An umbrella/excess policy in an amount not less than five million dollars ($5,000,000) to apply over and above Commercial General Liability, Employer's Liability, Workers' Compensation, and Commercial Automobile Liability Insurance.

AA. INTELLECTUAL PROPERTY: Contractor warrants and represents that it will not violate or infringe any intellectual property right or any other personal or proprietary right and shall indemnify and hold harmless Mason against any claim of infringement of intellectual property rights which may arise under this contract.

BB. NON-DISCRIMINATION: All parties to this Contract agree to not discriminate on the basis of race, color, religion, national origin, sex, pregnancy, childbirth or related medical conditions, age (except where sex or age is a bona fide occupational qualification, marital status or disability.

CC. PUBLICITY: The Contractor shall not use, in its external advertising, marketing programs or promotional efforts, any data, pictures, trademarks or other representation of Mason except on the specific written authorization in advance by Mason's designated representative.

DD. REMEDIES: If the Contractor breaches this Contract, in addition to any other rights or remedies, Mason may terminate this Contract without prior notice.

EE. RENEWAL OF CONTACT: This Contract may be renewed by Mason upon written agreement of both parties for four (4) successive one (1) year renewal options under the terms and conditions and price schedule of the current Contract, and at a reasonable time (normally 30-60 days) prior to the expiration of the current term.

1. If the Commonwealth elects to exercise the option to renew the contract for an additional one-year period, the contract price(s) for the additional one year shall not exceed the contract price(s) of the original contract increased/decreased by more than the percentage increase/decrease of the "services" category of the CPI-U section of the Consumer Price Index of the United States Bureau of Labor Statistics for the latest twelve months for which statistics are available.

2. If during any subsequent renewal periods, the Commonwealth elects to exercise the option to renew the contract, the contract price(s) for the subsequent renewal period shall not exceed the contract price(s) of the previous renewal period increased/decreased by more than the percentage increase/decrease of the "services" category of the CPI-U section of the Consumer Price Index of the United States Bureau of Labor Statistics for the latest twelve months for which statistics are available.

FF. REPORTING OF CRIMES, ACCIDENTS, FIRES AND OTHER EMERGENCIES: Any Mason Employee, including contracted service providers, who is not a staff member in Counseling and Psychological Services (CAPS) or a pastoral counselor, functioning within the scope of that recognition, is considered a "Campus Security Authority (CSA)." CSAs must promptly report all crimes and other emergencies occurring on or near property owned or controlled by Mason to the Department of Police & Public Safety or local police and fire authorities by dialing 9-1-1. At the request of a victim or survivor, identifying information may be excluded from a report (e.g., names, initials, contact information, etc.). Please visit the following website for more information and training: http://police.gmu.edu/clery-act-reporting/campus-security-authority-csa/."

GG. SOC/SSAE16: To facilitate compliance with SSAE16, vendor must provide George Mason University with its most recent SOC report and that of all subservice provider(s) relevant to this contract. It is further agreed that the SOC report, which will be free of cost to George Mason

University, will be provided annually, within 30 days of its issuance by the auditor, and no later than February 1. The SOC report should be directed to Mrs. Peaches Nicholls at pnicholl@gmu.edu or other representative identified by the University. Vendor also commits to providing George Mason University with a designated point of contact for the SOC report, addressing issues raised in the SOC report with relevant subservice provider(s), and responding to any follow up questions posed by George Mason University in relation to the SOC report.

HH. SEVERABILITY: Should any portion of this Contract be declared invalid or unenforceable for any reason, such portion is deemed severable from the Contract and the remainder of this Contract shall remain fully valid and enforceable.

II. SOVEREIGN IMMUNITY: Northing in this Contract shall be deemed a waiver of the sovereign immunity of the Commonwealth of Virginia and of Mason.

JJ. 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.

KK. UNIVERSITY REVIEW/APPROVAL: All goods, services, products, design, etc. produced by the Contractor for or on behalf of Mason are subject to Mason's review and approval.

LL. WAIVER: The failure of a party to enforce any provision in this Contract shall not be deemed to be a waiver of such right.

Huron Consulting Services LLC	**George Mason University**
By: [signature] Signature	By: James F Russell Signature
Name: Shandy Husmann	Name: James F Russell
Title: Managing Director	Title: Director

Redacted: Appendix G -Draft Master Services Agreement

Attachment A: Offeror Data Sheet

TO BE COMPLETED BY OFFEROR

1. QUALIFICATIONS OF OFFEROR: Offerors must have the capability and capacity in all respects to fully satisfy the contractual requirements.

2. YEARS IN BUSINESS: Indicate the length of time you have been in business providing these types of goods and services.

   Years__19______ Months_________

3. REFERENCES: Indicate below a listing of at least five (5) organizations, either commercial or governmental/educational, that your agency is servicing. Include the name and address of the person the purchasing agency has your permission to contact.

CLIENT	LENGTH OF SERVICE	ADDRESS	CONTACT PERSON/PHONE #
University of Miami	3 years	fparodi@miami.edu	Florence Parodi 305.284.5383
University of Wisconsin – Madison	1 year	kyla farroll@wisc.edu	Kyla Farroll 618.530.0250
Sheridan College	3 years	deanna.mcquarrie@sheridancollege.ca	Deanna McQuarrie 905.845.9430 x2109
University of Pittsburgh	2 years	carolyn hoyt@pitt.edu	Carolyn Hoyt 412.647.3792
California State University – San Marcos	1 year	tlazarides@csusm.edu	Tasos Lazarides 760.750.4786

4. List full names and addresses of Offeror and any branch offices which may be responsible for administering the contract.

   Vince Salvato – vsalvato@hcg.com

   Huron Corporate Office: 550 W Van Buren Street Chicago, IL 60607

5. RELATIONSHIP WITH THE COMMONWEALTH OF VIRGINIA: Is any member of the firm an employee of the Commonwealth of Virginia who has a personal interest in this contract pursuant to the CODE OF VIRGINIA, SECTION 2.2-3100 – 3131?
   [ ] YES [**X**] NO

   IF YES, EXPLAIN: **N/A**

Attachment B: SWaM Utilization Plan

Small, Women and Minority-owned Businesses (SWaM) Utilization Plan

Offeror Name: __Huron Consulting Group___________ Preparer Name: __Vince Salvato________

Date: 11-16-21________

Is your firm a **Small Business Enterprise** certified by the Department of Small Business and Supplier Diversity (SBSD)? Yes_____ No__**X**___

If yes, certification number: ____________ Certification date:______________

Is your firm a **Woman-owned Business Enterprise** certified by the Department of Small Business and Supplier Diversity (SBSD)? Yes_____ No__**X**___

If yes, certification number: ____________ Certification date:______________

Is your firm a **Minority-Owned Business Enterprise** certified by the Department of Small Business and Supplier Diversity (SBSD)? Yes____ No__**X**___

If yes, certification number: ____________ Certification date:______________

Is your firm a **Micro Business** certified by the Department of Small Business and Supplier Diversity (SBSD)? Yes_____ No_**X**____

If yes, certification number: ____________ Certification date: ______________

Instructions: *Populate the table below to show your firm's plans for utilization of small, women-owned and minority-owned business enterprises in the performance of the contract. Describe plans to utilize SWAMs businesses as part of joint ventures, partnerships, subcontractors, suppliers, etc.*

Small Business: "Small business " means a business, independently owned or operated by one or more persons who are citizens of the United States or non-citizens who are in full compliance with United States immigration law, 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.

Woman-Owned Business Enterprise: 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. **For purposes of the SWAM Program, all certified women-owned businesses are also a small business enterprise.**

Minority-Owned Business Enterprise: 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. **For purposes of the SWAM Program, all certified minority-owned businesses are also a small business enterprise.**

Micro Business is a certified Small Business under the SWaM Program and has no more than twenty-five (25) employees **AND** no more than $3 million in average annual revenue over the three-year period prior to their certification.

All small, women, and minority owned businesses must be certified by the Commonwealth of Virginia Department of Small Business and Supplier Diversity (SBSD) to be counted in the SWAM program. Certification applications are available through SBSD at 800-223-0671 in Virginia, 804-786-6585 outside Virginia, or online at http://www.sbsd.virginia.gov/ (Customer Service).

RETURN OF THIS PAGE IS REQUIRED

ATTACHMENT B (CNT'D)

Small, Women and Minority-owned Businesses (SWaM) Utilization Plan

Procurement Name and Number: __**RFP# CMJ-1118**__________________________ Date Form Completed:_**11-16-21**_____

Listing of Sub-Contractors, to include, Small, Woman Owned and Minority Owned Businesses
for this Proposal and Subsequent Contract

Offeror / Proposer:

Huron Consulting Group	**550 West Van Buren Street Chicago, IL 60607**	**Vince Salvato (602) 531-1094**
Firm	Address	Contact Person/No.

Sub-Contractor's Name and Address	Contact Person & Phone Number	SBSD Certification Number	Services or Materials Provided	Total Subcontractor Contract Amount (to include change orders)	Total Dollars Paid Subcontractor to date (to be submitted with request for payment from JMU)
N/A	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**

(Form shall be submitted with proposal and if awarded, again with submission of each request for payment)

RETURN OF THIS PAGE IS REQUIRED

Attachment C: Standard Contract

COMMONWEALTH OF VIRGINIA
STANDARD CONTRACT

Contract No.__________

This contract entered into this__________day of______________20____,by ______________________ hereinafter called the "Contractor" and Commonwealth of Virginia, James Madison University 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:

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

PERIOD OF PERFORMANCE: From__________________ through__________________

The contract documents shall consist of:

(1) This signed form;

(2) The following portions of the Request for Proposals dated ____________________:
   (a) The Statement of Needs,
   (b) The General Terms and Conditions,
   (c) The Special Terms and Conditions together with any negotiated modifications of those Special Conditions;
   (d) List each addendum that may be issued

(3) The Contractor's Proposal dated ____________________and the following negotiated modification to the Proposal, all of which documents are incorporated herein.
   (a) Negotiations summary dated ____________.

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

CONTRACTOR:	PURCHASING AGENCY:
By:________________________________	By:________________________________
(Signature)	(Signature)
________________________________	________________________________
(Printed Name)	(Printed Name)
Title:______________________________	Title:______________________________

Redacted:

Attachment D:

Huron Redline to JMU IT Services Addendum

Attachment E: Contract Form Addendum

COMMONWEALTH OF VIRGINIA AGENCY
CONTRACT FORM ADDENDUM TO CONTRACTOR'S FORM

AGENCY NAME: James Madison University

CONTRACTOR NAME: Huron Consulting Group

DATE: November 12, 2021

The Commonwealth and the Contractor are this day entering into a contract and, for their mutual convenience, the parties are using the standard form agreement provided by the Contractor. This addendum, duly executed by the parties, is attached to and hereby made a part of the contract. In the event that the Vendor enters into terms of use agreements or other agreements of understanding with University employees and students (whether electronic, click-through, verbal, or in writing), the terms and conditions of this Agreement shall prevail.

The Contractor represents and warrants that it is a(n) / / individual proprietorship / / association / / partnership /X / corporation / / governmental agency or authority authorized to do in Virginia the business provided for in this contract. **(Check the appropriate box.)**

Notwithstanding anything in the Contractor's form to which this Addendum is attached, the payments to be made by the Commonwealth for all goods, services and other deliverables under this contract shall not exceed Purchase Order Amounts; payments will be made only upon receipt of a proper invoice, detailing the goods/services provided and submitted to James Madison University. The total cumulative liability of the Commonwealth, its officers, employees and agents in connection with this contract or in connection with any goods, services, actions or omissions relating to the contract, shall not under any circumstance exceed payment of the above maximum purchase price plus liability for an additional amount equal to such maximum purchase price. In its performance under this contract, the Contractor acts and will act as an independent contractor, and not as an agent or employee of the Commonwealth.

The Contractor's form contract is, with the exceptions noted herein, acceptable to the Commonwealth. Nonetheless, because certain standard clauses that may appear in the Contractor's form agreement cannot be accepted by the Commonwealth, and in consideration of the convenience of using that form, and this form, without the necessity of specifically negotiating a separate contract document, the parties hereto specifically agree that, notwithstanding any provisions appearing in the attached Contractor's form contract, none of the following paragraphs **1 through 18** shall have any effect or be enforceable against the Commonwealth:

1. Requiring the Commonwealth to maintain any type of insurance either for the Commonwealth's benefit or for the contractor's benefit;

2. Renewing or extending the agreement beyond the initial term or automatically continuing the contract period from term to term;

3. Requiring or stating that the terms of the attached Contractor's form agreement shall prevail over the terms of this addendum in the event of conflict;

4. Requiring the Commonwealth to indemnify or to hold harmless the Contractor for any act or omission;

5. Imposing interest charges contrary to that specified by the *Code of Virginia*, §2.2-4347 through 2.2-4354, Prompt Payment;

6. Requiring the application of the law of any state other than Virginia in interpreting or enforcing the contract or requiring or permitting that any dispute under the contract be resolved in the courts of any state other than Virginia;

7. Requiring any total or partial compensation or payment for lost profit or liquidated damages by the Commonwealth if the contract is terminated before its ordinary period;

8. Requiring that the contract be "accepted" or endorsed by the home office or by any other officer subsequent to execution by an official of the Commonwealth before the contract is considered in effect;

9. Delaying the acceptance of this contract or its effective date beyond the date of execution;

10. Limiting or adding to the time period within which claims can be made or actions can be brought;

11. Limiting the liability of the Contractor for property damage or personal injury. The parties agree that this clause does not extend the Contractor's liability beyond its own acts or those of its agents/employees;

12. Permitting unilateral modification of this contract by the Contractor;

13. Binding the Commonwealth to any arbitration or to the decision of any arbitration board, commission, panel or other entity;

14. Obligating the Commonwealth to pay costs of collection or attorney's fees;

15. Granting the Contractor a security interest in property of the Commonwealth;

16. Bestowing any right or incurring any obligation that is beyond the duly granted authority of the undersigned agency representative to bestow or incur on behalf of the Commonwealth.

17. Requiring the "confidentiality" of the agreement, in whole or part, without (i) invoking the protection of Section 2.2-4342F of the Code of Virginia in writing prior to signing the agreement (ii) identifying the data or other materials to be protected, and (iii) stating the reasons why protection is necessary.

18. Requiring the Commonwealth to reimburse for travel and living expenses in excess of the agency policy located at https://www.jmu.edu/financemanual/procedures/4215mie.shtml

This contract has been reviewed by staff of the agency. Its substantive terms are appropriate to the needs of the agency and sufficient funds have been allocated for its performance by the agency. This contract is subject to appropriations by the Virginia General Assembly.

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

AGENCY by ______________________	**CONTRACTOR by** ______________________
Title ______________________	**Title** **Managing Director**
Printed Name ______________________	**Printed Name** **Vince Salvato**

June. 2020

Attachment F: VHEPC Agreement

VHEPC AGREEMENT
PUBLICLY ACCESSIBLE CONTRACT (PAC)

This Agreement, effective the 1st day of [Date], is by and between James Madison University (the "University"), on behalf of the Virginia Higher Education Procurement Consortium (the "Consortium") (collectively the "University"), and [VENDOR NAME], ("[Vendor]").

TERM

The term of this Agreement is until [Date]. This end date coincides with the Primary Agreement's end date.

WITNESS

WHEREAS, the University and [Vendor] have executed an agreement, UCPJMUXXXX, dated MONTH XX, 20XX (the "Primary Agreement"), and included in the Primary Agreement is a third party access / cooperative clause. Now therefore, the University and [Vendor] wish to express in this Agreement the specific terms that will allow third party access to the Primary Agreement.

Accordingly, and in consideration of the mutual premises and provisions hereof, the parties hereby agree as follows:

I. [Vendor] will:

   A. Pay the University 1% of all sales to accessing entities outside of the Consortium membership associated with the Primary Agreement (as the "PAC Annual Fee"). The PAC Annual Fee will be paid in exchange for marketing services provided by the University and the Consortium described below in Section II.;
   B. Fully support this marketing relationship by promoting the availability of the Primary Agreement to non-Consortium entities;
   C. Provide quarterly sales reports detailing the amount of sales to each non-Consortium accessing entity; and

II. The University/Consortium will:

   A. Promote the Primary Agreement on its website and through other channels (e.g., conferences) to non-Consortium members
   B. Maintain an approved version of [Vendor]'s logo on the Consortium website

III. Payment

   A. Payment of PAC Annual Fee will arrive at the Consortium/University no later than MONTH XX of each year. The University and Consortium will share the payments equally and allocate payments to the appropriate accounts.

   In the event of early termination of the Primary Agreement, this residual payment will arrive at the University no later than 45 calendar days from termination date of the Primary Agreement.

B. Payment of PAC Annual Fee will take the form of a check. Checks will be made payable to the University of Virginia and sent to:

Constance Alexander, Office Manager
Procurement and Supplier Diversity Services
c/o VHEPC
University of Virginia, Carruthers Hall
PO Box 400202
1001 N. Emmet Street
Charlottesville, VA 22904

IV. Notices

Any notice required or permitted to be given under this Agreement will be in writing and will be deemed duly given: (1) if delivered personally, when received; (2) if sent by recognized overnight courier service, on the date of the receipt provided by such courier service; (3) if sent by registered mail, postage prepaid, return receipt requested, on the date shown on the signed receipt: or (4) if sent by electronic mail, when received (as verified by the email date and time) if delivered no later than 4:00 p.m. (receiver's time) on a business day or on the next business day if delivered (as verified by sender's machine) after 4:00 p.m. (receiver's time) on a business day or on a non-business day. All such notices will be addressed to a party at such party's address or facsimile number as shown below.

If to the University:

[Lead School Procurement Director]
[Lead School Procurement Address & Contact Info]

If to [Vendor]:

[Vendor Contact]
[Vendor]
[Address]
Email: [Vendor Email]
Fax: [Fax]

ACCEPTANCE

For [Lead Institution]	**For [Vendor]**
____________________________	____________________________
[Lead Proc Director]	[Vendor Contact]
[Lead Job Title]	[Vendor Contact Title]
_______________	_______________
Date	Date

Agreement #: [Contract-Number]-PAC

Attachment G: HECVAT

Redacted: Attachment G: HECVAT

JMU
JAMES MADISON
UNIVERSITY®

Request for Proposal

RFP# CMJ-1118

Customer Relationship Management System

October 1, 2021

NOTE: The university will be closed
Thanksgiving Break: November 22-26, 2021
Winter Break: December 21, 2021 - January 2, 2022

VIRGINIA ASSOCIATION OF STATE COLLEGE & UNIVERSITY PURCHASING PROFESSIONALS
VASCUPP

REQUEST FOR PROPOSAL

RFP# CMJ-1118

Issue Date: **October 1, 2021**

Title: **Customer Relations Management System**

Issuing Agency:
Commonwealth of Virginia
James Madison University
Procurement Services MSC 5720
752 Ott Street, Wine Price Building
First Floor, Suite 1023
Harrisonburg, VA 22807

Period of Contract: From Date of Award Through One Year (Renewable)

Sealed Proposals Will Be Received Until 2:00 PM on November 16, 2021 for Furnishing The Services Described Herein.

OPTIONAL PRE-PROPOSAL CONFERENCE CALL on October 28, 2021. Participation in this pre-proposal conference call is optional; however, pre-registration is required. Pre-register by completing and submitting the REGISTRATION FORM ON PAGE 1 of this RFP NO LATER THAN Monday, October 25, 2021. See Special Terms and Conditions, Item Q for additional information.

SEALED PROPOSALS MAY BE MAILED, EXPRESS MAILED, OR HAND DELIVERED DIRECTLY TO THE ISSUING AGENCY SHOWN ABOVE.

All Inquiries For Information And Clarification Should Be Directed To: Colleen Johnson, Buyer Senior, Procurement Services, johns9cm@jmu.edu; 540-568-3137; (Fax) 540-568-7935 by October 22, 2021 to provide the university with sufficient time to respond before the Pre-Proposal Conference Call. Additional questions may be submitted up until, but no later than November 3, 2021.

NOTE: THE SIGNED PROPOSAL AND ALL ATTACHMENTS SHALL BE RETURNED.
In compliance with this Request for Proposal and to all the conditions imposed herein, the undersigned offers and agrees to furnish the goods/services in accordance with the attached signed proposal or as mutually agreed upon by subsequent negotiation.

Name and Address of Firm:

____

____

____

By: ______________________________
(Signature in Ink)

Name: ______________________________
(Please Print)

Date: ______________________ Title: ______________________

Web Address: ______________________ Phone: ______________________

Email: ______________________ Fax #: ______________________

ACKNOWLEDGE RECEIPT OF ADDENDUM: #1_____ #2_____ #3_____ #4_____ #5_____ (please initial)

SMALL, WOMAN OR MINORITY OWNED BUSINESS:
☐ YES; ☐ NO; *IF YES* ⇒⇒ ☐ SMALL; ☐ WOMAN; ☐ MINORITY ***IF MINORITY***: ☐ AA; ☐ HA; ☐ AsA; ☐ NW; ☐ Micro

Note: This public body does not discriminate against faith-based organizations in accordance with the *Code of Virginia*, § 2.2-4343.1 or against an offeror because of race, religion, color, sex, national origin, age, disability, or any other basis prohibited by state law relating to discrimination in employment.

REQUEST FOR PROPOSAL

RFP # CMJ-1118

TABLE OF CONTENTS

OPTIONAL PRE-PROPOSAL CONFERENCE CALL REGISTATION FORM

Pre-Registration is Required

PRE-REGISTER FOR THE PRE-PROPOSAL CONFERENCE CALL:
Complete this form and return to Colleen Johnson by email to johns9cm@jmu.edu or by fax to 540-568-7935 by no later than 5:00 PM on Monday, October 25, 2021.

RFP NUMBER: CMJ-1118

PROJECT TITLE: Customer Relationship Management System

CONFERENCE CALL DATE & TIME: **October 28, 2021 @ 10:00 a.m. EST.**

CALL-IN PHONE NUMBER: Call information will be provided to each registered offeror following their registration.

SPECIFY OFFEROR EMAIL TO RECEIVE CALL-IN INFORMATION:

Email: ___________________________

AGENDA: A pre-proposal conference will be held to go over key portions of the RFP and to answer questions offerors may have in regards.

COMPANY NAME: ____

ADDRESS: ____

____

TELEPHONE NUMBER: _________________________ FAX NUMBER: _________________________

LIST THE NAME, TITLE, AND PHONE NUMBER OF THE INDIVIDUALS WHO WILL BE PARTICIPATING IN THE PRE-PROPOSAL CONFERENCE CALL.

Name	Title	Phone Number

I. PURPOSE

The purpose of this Request for Proposal (RFP) is to solicit sealed proposals from qualified sources in order to establish a national contract to provide a Customer Relationship Management System through competitive negotiation for James Madison University (JMU), an agency of the Commonwealth of Virginia in collaboration with the Virginia Higher Education Procurement Consortium (VHEPC). Initial contract shall be for one (1) year with an option to renew for nine (9) additional one-year periods.

II. BACKGROUND

James Madison University is a comprehensive university in Harrisonburg, Virginia, that is part of the statewide system of public higher education in the Commonwealth. The university offers programs at the bachelor's, master's and doctoral levels with its primary emphasis on the undergraduate student. JMU's current enrollment is approximately 22,000 full and part-time students. The university employs approximately 4,000 faculty and staff.

VHEPC was formed in December 2014. It represents 12 public senior Colleges and Universities in Virginia, in addition to the Virginia Community College System ("Members"). The mission of VHEPC, by using the collective buying power of its Members, is to seek opportunities, leverage suppliers, and recommend courses of action in order to further strategic sourcing initiatives. This RFP is one of the strategic sourcing initiatives. The goal of this RFP and the resulting agreement(s) is to provide an opportunity to reduce costs, minimize administrative burden, and to ensure regulatory and policy compliance for VHEPC and VHEPC Members.

JMU has a broad set of Customer Relationship Management (CRM) technology needs and expects these needs to continue to grow moving forward. In particular, the areas of Admissions, Advancement and Advising/Student Success require CRM capabilities. JMU currently utilizes Ellucian Advance for Advancement as well as Slate, CollegeNET, and Salesforce across three separate admitting offices (undergraduate, graduate, and professional and continuing education). Additional related technologies such as Anthology (iModules) and SignalVine are also used. Other significant applications in use at JMU include Oracle/PeopleSoft Campus Solutions version 9.2, Oracle/PeopleSoft Financials version 9.2, Oracle/PeopleSoft HRMS 9.2, Canvas, Tableau, and Accruent's Event Management Systems.

Additional detail of university wide or division/department specific use cases have been provided at the start of subsubsections of section IV. *Statement of Needs* as applicable.

III. SMALL, WOMAN-OWNED AND MINORITY PARTICIPATION

It is the policy of the Commonwealth of Virginia to contribute to the establishment, preservation, and strengthening of small businesses and businesses owned by women and minorities, and to encourage their participation in State 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, and other contractual opportunities. Attachment B contains information on reporting spend data with subcontractors.

IV. STATEMENT OF NEEDS

This section describes the university's requested Scope of Services and the areas to be addressed in Offeror's Proposal. Please read the instructions for tables in this section below, and note that the utilization of the words "shall" or "must" indicates a mandatory requirement.

The university is seeking a cloud-based Enterprise CRM Platform, packaged applications that reside in a CRM Platform, and implementation services to support CRM functions across the university including Recruitment and Admissions, Advancement, and Advising/Student Success. JMU seeks a single platform and single data model that can provide a modern, scalable solution. The Enterprise CRM Platform is expected to replace existing CRM implementations across campus. Expected outcomes include increased engagement, targeted automated communications, increased retention with early alerts, and a cohesive, 360-degree view of each constituent.

To facilitate the evaluation of proposals, the services have been divided into four Service Groups as listed below. Offerors may propose to provide one or more of these service groups. The university may select one offeror for multiple service groups or separate offerors for different service groups. Offerors are instructed to respond to questions in this RFP for each of the Service Groups for which they wish to be considered. Areas that require a response from all offerors are indicated below.

Statement of Needs Sections/Service Groups:

- **Implementation Services, Training and Consulting**
  (All offerors must complete this section)
- **Service Group 1: General, Enterprise-wide CRM Functionality**
  (All offerors must complete this section)
- **Service Group 2: Academic Advising, Student Success and Early Alerts**
  (To be completed by offerors as applicable)
- **Service Group 3: Advancement**
  (To be completed by offerors as applicable)
- **Service Group 4: Admissions (Undergraduate, Graduate and Continuing Education)**
  (To be completed by offerors as applicable)

From an implementation sequence standpoint, the focus will be on Advancement and Advising first with Admissions coming afterwards. JMU employs over 70 individuals in Advancement. JMU has approximately 40 full time academic advisors, in addition to approximately 500 part time faculty advisors. JMU receives approximately 24,000 undergraduate applications annually with an acceptance rate of about 75-80%.

As offerors may propose to provide one or more of these service groups, if an offeror proposes a solution for a subset of Service Groups, the solution offered must be on a CRM platform where solutions for other Service Groups are available in the market. For example, if an offeror submits a proposal for an the General and Advancement Service Groups only, other solutions must be available in the market for Advising/Student Success and Admissions on the same platform/technology. Additionally, the university requests that offerors outline how the proposed solution can reside within the same environment as other available solutions on the same platform. Offerors are instructed to respond to questions marked as required above, and as applicable, in Service Groups for which they wish to be considered. Costs should be provided in Section X: *Pricing Schedule* broken out by Service Group.

The offerors shall have available and be able to demonstrate the use and functions of the following components and/or features of the system. It is expected that any proposed software will already be fully developed, tested, offered publicly for sale, and available immediately for use. For this RFP, JMU is not interested in custom developed software.

Offeror documentation requested with proposal submission:

- Offerors should provide an executive summary of no more than two pages outlining the solution(s) and/or service(s) being offered.
- Complete and return the Higher Education Cloud Vendor Assessment Tool (attached as a separate Excel file) and supporting documentation, see V.A.1.b. of *Proposal Preparation and Submission*.
- Provide most recent SOC 2 Type 2.
- Provide most recent VPAT documentation.
- Provide documentation of vendor's most recent PCI system scan and the signature page from Attestation of Compliance (AOC).
- Provide MSA/SLA agreements as relevant.
- Additional documentation requested within questions of the Statement of Needs, as applicable, should be included as addenda to the proposal.

Instructions for tables in the Statement of Needs:

- Definitions:
    - Standard: Feature available "out of the box."
    - Custom: Feature available only via customization.
    - Third-Party: Feature available via integration/interface with a non-native product/application.
    - Roadmap: Feature not currently available, but on the roadmap for delivery in the future.
- Offerors should indicate availability of an item with an X in the appropriate box, and <u>provide comments, as needed, in the indicated area at the end of each topic table</u>.

A. <u>Implementation Services, Training and Consulting</u>

ALL OFFERORS MUST COMPLETE THIS SECTION

1. Provide the platform, product, and component name(s) for which services are being offered.
2. If you are reselling a platform or product(s), describe the additional value your services bring to the proposed solution.
3. Describe Higher Education enterprise CRM implementation experience including profiles of universities (size and complexity), types of engagements, and product(s) implemented.
    a. Include offeror's experience in providing the proposed resources to higher education institutions who are using PeopleSoft Campus Solutions.
    b. Provide a list of higher education institutions, with contact information, and current platform where this system is currently running in a production environment.
4. Describe CRM implementation experience in the areas of Advancement, Advising/Student Success, and/or Admissions.
5. Provide cost information for implementation services broken out by Service Group in Section X. *Pricing Schedule*. Include in the pricing costs associated with environment setup, configuration, development, testing, deployment and training offerings.

6. Describe the project management, change management and implementation services that shall be provided to the university from the offeror. Include a sample implementation and project plans as used in similar higher education environments.

7. Describe typical implementation timeline and project plan and include examples of previously used project plans.

8. Describe your approach to User Acceptance Testing, outlining the roles of both the offeror and the university.

9. Provide general descriptions of the experience of offeror or personnel with whom the university staff will be expected to work with on a regular basis.

10. Provide specific representatives (include name, title, direct contact information, and length of time with the Offeror) for the initial project and continued customer support and technical assistance during the term of the contract. Contractor shall be responsible for updating the university with any change in representatives.

11. Describe other services, by Service Groups, available that may be included in the final contract and provide any associated cost in Section X. *Pricing Schedule*:

    a. Software development

    b. Project management

    c. Architecture and design

    d. Capacity planning

    e. Configuration

    f. Performance and scalability

    g. Conversion

    h. Monitoring, administration and upgrades

    i. Operations metrics

    j. Change Management

12. Describe the training options and include a catalog of training offerings, include any associated costs, by Service Group, in Section X. *Pricing Schedule*. Response should include differentiation between technical staff, end-users and/or 'train the trainer' methodology.

13. Describe the services that may be required in the normal course of operating the system that are not covered under the proposed maintenance tiers available. Provide any associated costs in Section X. *Pricing Schedule*.

B. SERVICE GROUP 1: General, Enterprise-wide CRM (ECRM) Functionality

ALL OFFERORS MUST COMPLETE THIS SECTION

Product Availability, Attributes, Integrations, Support, Training, and Enhancements:

14. Provide information on guaranteed system uptime.

15. Provide information on platform outages in the last year. If a performance monitoring site is available, provide information here.

16. Describe the proposed maintenance and support plan, including general service-level commitments offered under this support agreement. Maintenance and support descriptions should address:

    a. Define the level of proposed support. If alternative maintenance and support plan levels exist (e.g., platinum, gold, silver, premium), provide a description and associated cost of each alternative plan available in the Section X. *Pricing Schedule*.

    b. Provide options to engage support:

        i. Telephone support

        ii. Web Portal

        iii. Email

        iv. Webchat

    c. Describe problem reporting, resolution, and escalation procedures (e.g., severity levels and response time).

    d. Describe process for requesting a new single point of contact.

    e. Describe procedures for bug fixes, patches, and enhancements.

    f. Describe responsibilities of both the contractor and the university in the isolation and diagnosis of system failures.

    g. Provide detailed information regarding the type of access the Offeror would need to the university's environments to support the new application.

17. Describe your customer resource site(s) (e.g., documentation, troubleshooting FAQ, product information, release notes, upgrade and patch information, training materials, and product feature requests).

18. Provide information on active user communities/groups available to end users of the platform.

Product Updates:

19. Describe the offeror's process for reviewing enhancement requests and the factors that determine which enhancements are put on the product roadmap. Provide information on ability to deliver product enhancements in a timely fashion.

20. Describe how configurations in one version of the software are automatically re-applied in future upgrades to the software. Describe the impact, if any, of configurations on upgrades.

21. Describe the process for bug fixes. Specify if any commitment provided for how quickly bugs will be identified and resolved, or a workaround implemented.

22. Provide information on proactive notification of upcoming releases and availability of release notes prior to such a release.

23. Describe communication to customers of planned downtime.

24. Describe the development methodology used for your system including the approach to security reviews during the software development lifecycle. Provide details about the testing phases and the roles of the people involved in the possible enhancement and/or configuration of the software.

25. Describe the upgrade/patching process for the application including environment availability for testing.

26. Describe the maintenance philosophy including frequency of updates, approach to completing updates, and model for obtaining the updates.

Proposed Enterprise CRM Solution Environment:

27. Provide an overview of the proposed solutions, including Enterprise CRM platform, proposed applications, application modules, and any third-party tools that are required to support JMU's requirements.

  a. Provide an architectural diagram showing how the proposed system addresses the areas of interest (recruitment and admissions, advising and retention, and or advancement) included in this RFP.

28. Describe how the data model for specific Advancement, Advising/Student Success, and Admissions capabilities within the platform can allow these components to co-exist in the same environment and data model.

29. Describe the model for platform environments that JMU will have, including at minimum separate environments for Test, Development, and Production. Include any additional costs in Section X. *Pricing Schedule*.

  a. Indicate how Test and Dev are updated from Production.

30. Describe the platform capabilities to create and export a data dictionary or schema documentation.

31. Identify any third-party tools (e.g., SMS vendors, reporting tools, application server, etc.) included in this proposal including annual licensing costs (provide in Section X. *Pricing Schedule*), support costs for the product(s), implementation costs, and version (e.g., full or modified).

32. Describe any additional client-side software required for development/management of your toolset.

Platform/Product Attributes:

For each question, indicate products ability to… *Indicate status with an X as defined on page 4, provide comments at the end of the section.*	Standard	Custom	Third-Party	Roadmap	Not Available
33. configure help content within the platform.					
34. provide robust and detailed error handling and messaging.					
35. provide auditing of updates made from baseline configurations.					
36. provide logging capabilities and records pertinent information with each event being logged.					
37. export audit logs for ingestion in to a SIEM. *If supported, provide an example as an addendum of the proposal response.*					
38. Comply with the standards listed below.					
a. FERPA (Family Educational Rights and Privacy Act)					
b. HIPAA (Health Insurance Portability and Accountability Act)					
c. GLBA (Gramm-Leach-Bliley Act)					

39. be accessible outside of the United States. *Note any limitations in the comments below.*					
40. provide system archiving and purge process/es that need to be completed at year end, graduation, or post-graduation (or other times as needed). Ex. purging prospective students for a particular admit term after a given set of time.					
41. be accessible via browser and mobile application or responsive design. *Any required changes to default browser or client security settings should be described in the comments below.*					
42. allow the university to brand the application and any associated communications sent from the application to a user.					
43. configure allowable file types and sizes as well as other security measures that relate to attachments and preventing malware instances.					
44. view maps in platform/application including the visualization of addresses and locations.					
45. use geofencing to indicate when customers are in certain areas (ex. if a prospect is on campus [and has downloaded an app], an alert could be sent to the assigned Development Officer).					
46. print from within the platform/applications.					
47. configure the user interface. *If possible, the offeror should provide color/graphics/depictions of available configurations/designs in the comments below.*					
48. send messages to customers. These messages should be customizable including any color or graphics included. This includes:					
a. in-app messaging					
b. text messages					
c. email					
49. obfuscate or mask student contact information within group messages such as email.					
Comments:					

Accessibility:

50. Provide your organization's policy statement on digital accessibility as an addendum to your proposal.

51. Confirm that the product/service conforms to Section 508 of the Rehabilitation Act and the WCAG 2.0 AA or WCAG 2.1 Success Criteria.

- **a.** Describe how this compliance has been verified by providing a Voluntary Product Accessibility Template (VPAT), as well as any written description of compatibility of the product/service with commonly used assistive technology products, such as screen readers, and a description of the process used to evaluate such compatibility.

   - **b.** Include assessments of both accessibility for public/consumer-facing services as well as accessibility for faculty/staff who will produce content, access data, and otherwise utilize the product as part of their jobs.

52. Specify what automated and manual testing is performed to test and evaluate applications for accessibility for individuals with disabilities. Describe the testing process in detail.

53. Specify frequency of accessibility testing, specifically as it relates to each major release.

   - **a.** If offeror uses a third-party accessibility evaluation company to verify accessibility compliance, provide a copy of the most recent evaluation report.

54. If the product is not fully accessible, describe the accessibility roadmap for remediation including defects, fixes, and timelines.

55. Specify if offeror has a designated accessibility representative to address issues or questions and provide oversight related to product accessibility.

   - **a.** Provide credentials of your accessibility team, and specify what portion of their work is dedicated to accessibility.

56. Describe how users report accessibility problems.

   - **a.** Describe offeror processes for responding to and correcting accessibility problems.
   - **b.** Clarify if corrections are provided at the time of issue, or as part of future upgrades.

Integrations:

57. Describe platform integration capabilities including availability of API's, toolkits for creating connectors, available services, etc. JMU intends to use an Integrations Platform As A Service (iPaaS) with integrations involving the proposed CRM platform.

   - **a.** Provide a full list of application connectors and describe any other methods of integration supported. NOTE: Service Groups will also request the same information specific to the use case.
   - **b.** Provide information on how the integrations can or cannot support real-time or near real-time data sharing for inbound and outbound data.
   - **c.** Include any relevant pricing in Section X. *Pricing Schedule*.
   - **d.** Potential Integration Systems of Interest:
     - **i.** PeopleSoft Campus Solutions, Human Resources, and Finance systems
     - **ii.** PeopleSoft Integration Hub for approvals (MyMadison)
     - **iii.** Ticketing systems including Paciolan (ticketing, points, and donor management system for Athletics) and Choice Ticketing for entertainment venues (Performing Arts)
     - **iv.** Microsoft Email, Calendar, Tasks, Teams and, Office 365 solutions
     - **v.** Email marketing systems (exs. Anthology (formerly iModules), Adobe Campaign, Constant Contact, and AlumIQ)
     - **vi.** Anthology (formerly iModules) Event Management, Content Management systems, and Online Giving products
     - **vii.** Cascade (content management system)
     - **viii.** DocuSign and AdobeSign

ix. OnBase (document imaging system)

x. Reporting and analytics solutions including Tableau, Microsoft BI, and/or Cognos (or other cloud-based data warehouses)

xi. Call center systems including Campus Call

xii. Case management/ticketing solutions:

1. Cherwell (IT Service Management)
2. AIM (Facilities and Transportation)
3. Pinnacle (Telephone)
4. PCR 360 (Communications and technology management)

xiii. Campus experience platforms like Campus Labs

xiv. Ellucian Advance system

xv. HandsOn Connect (volunteer management system)

xvi. Instructure's Canvas LMS system

xvii. StarRez housing system

xviii. CS Gold (v8.03) Card Services systems

xix. QuestionPro and Qualtrics survey systems

xx. CaterTrax online catering management software

xxi. Customer satisfaction tools (e.g. Happy Signals or similar)

xxii. Social Media platforms such as Hootsuite

xxiii. VisualZen Orientation system

xxiv. JobLink application tracking solution

xxv. Blackbaud Award Management System (Scholarship system branded Madison Scholarship Hub)

xxvi. Accruent's Event Management System (room scheduling)

xxvii. Parking management systems such as T2's Flex or EDC Corp

xxviii. AIM (transportation reservation system)

xxix. Symplicity Accommodate and Advocate (disability services and student conduct platforms)

xxx. Initium (USPS address verification system)

xxxi. Common CASB (Cloud Access Security Broker) providers such as McAfee, Netskope or Proofpoint

Constituent Entities (Individuals):

For each question, indicate products <u>ability to</u>… *Indicate status with an X as defined on page 4, provide comments at the end of the section.*	Standard	Custom	Third-Party	Roadmap	Not Available
58. support a data model that allows for an array of constituent entities (individuals) to be stored, viewed, and accessed within the system alongside key attributes related to the constituent type. Types include but are not limited to leads, prospects, applicants, students, parents, faculty and staff, vendors, donors, friends of the university, and community members.					
59. create, customize, and configure data elements associated with constituent entities.					
60. support flexibility in the use of name fields for constituents within the system, including:					
a. Using a wide variety of titles.					
b. Using titles which do not indicate gender or marital status.					
c. Omitting titles/salutations.					
d. Using known as, professional, or preferred name vs legal name.					
e. Using name combinations with multiple parts (not solely first/middle/last), missing some part (no last name) or are structured differently.					
61. directly add constituents of diverse types into the system.					
62. create contact records via QR code.					
63. create contacts of a certain type (ex. leads) from a webform submission.					
64. prevent bots or malicious code from creating invalid constituent types or accounts within the system.					
65. display a 360-degree view of a constituent's engagement with JMU including, but not limited to all contact/attempted contact with an entity and related information: phone calls, text messages, emails, chat transcripts, in-person meetings (including location), file attachments, attendance at events (including alumni), gifts to the university, and cases.					
66. create and manage automated Deceasing and Predeceasing processes.					
67. search the contents of notes associated with various engagement activities including but not limited to phone calls, meetings, and events.					
68. allow system users to view email communications sent to constituents by year.					
69. view multiple records/entities within the system at the same time.					

70. determine if the university has permission to share a student's information with another entity such as a parent (ex. Financial Aid information).					
71. confirm a parent's/other contact's identity to provide them access to a student's information (ex. financial aid information) such as the last four digits of social security or a PIN.					
72. provide USPS address verification/validation features, including override capability.					
73. store seasonal addresses for constituents and the ability to make the seasonal address the primary mailing address during certain dates.					
74. capture text and email communications that occur outside of the system with the entity within the system.					
75. support talk-to-text capabilities to populate contact records.					
76. email an entity from within the solution and capturing responses from the recipient within the system, including constituent engagement with communications (read status).					
77. create contact reports that can be viewed within the system.					
78. create and view electronic and/or print trip itineraries.					
79. track and store constituent entity responses to surveys within the application.					
80. create pools/lists/segments of entities within the application for collaboration purposes.					
Comments:					

Organization Entities:

For each question, indicate products <u>ability to</u>… *Indicate status with an X as defined on page 4, provide comments at the end of the section.*	Standard	Custom	Third-Party	Roadmap	Not Available
81. create and configure organization entities within the system. The organization entity along with its associated data points should be viewable by users of the system.					
82. manage organization entity relationships including parent/child organizations, mergers, acquisitions, and dissolutions.					
83. assign organization entity classification types (exs. Donor Advised Fund, Corporation, Educational Institution).					
84. conditionally manage information on an organization entity based on its status.					
Comments:					

Relationships:

For each question, indicate products <u>ability to</u>… *Indicate status with an X as defined on page 4, provide comments at the end of the section.*	Standard	Custom	Third-Party	Roadmap	Not Available
85. create and manage relationships (exs. multiple contacts per entity and multiple parents with a prospective student).					
86. manage relationships including both automatic and manual updates.					
87. relate an individual to an organization.					
88. display legacy relationships to the university in a family tree.					
89. manage relationship types for entities including if limited information exists (ex. is a non-student child of a constituent entity).					
Comments:					

Data Management and Mass Data Loads:

For each question, indicate products <u>ability to</u>… *Indicate status with an X as defined on page 4, provide comments at the end of the section.*	Standard	Custom	Third-Party	Roadmap	Not Available
90. use automation capabilities to identify duplicate data/entries.					
91. merge data within the application including manually, automatically, and en masse (including gift data).					
92. duplicate/copy information from one record to another within the system.					
93. have data entered/staged by one user and approved/finalized by another user based on role/permission level.					
94. view historical and current data for records (ex. may be former address/es or prior fundraiser assignment).					
95. view/report on all data submitted or entered into the system immediately. *Describe any timing or availability limitations in the comments section below.*					
96. allow users to enter/save partial data/records within the application and complete in the future (ex: birthdate).					
97. automatically save form/data as it is being entered/submitted.					
98. systematically import data (including but not limited to constituent entity types such as leads, prospects, applicants, students, faculty, staff, alumni) into the system. *Describe available integration methods, data formats and any limitations in the comments below.*					

99. export data from the system. *Describe any limitations in the comments below.*					
100. execute mass update of data including the following: adding, updating, and deleting.					
101. view data previews and adjustment when loading/updating en masse from an external source.					
102. use automations mass data loads (ex. NCOA address updates).					
103. enforce integrity rules within the application interface and systematic data loads/updates.					
104. calculate/derive values automatically and override them (if needed) within the application (exs. may be a prospect rating or engagement score).					
105. track data updates including change history/audit trail capabilities.					
106. default and auto-populate fields with values based on defined criteria (exs. defaulting the type of constituent on a new record or defaulting the title of a proposal).					
Comments:					

Call Center:

For each question, indicate products <u>ability to</u>… *Indicate status with an X as defined on page 4, provide comments at the end of the section.*	Standard	Custom	Third-Party	Roadmap	Not Available
107. support call center functionality including the following:					
a. Functionality for automatic dialer that uses a configurable "from" phone number.					
b. Capabilities to automatically dial entity phone numbers and display relevant information to the caller.					
c. Functionality to route calls based on caller selection.					
d. Capabilities to automatically provide a receipt and thank you messaging.					
e. Functionality for entities to give money via the phone.					
f. Functionality for entities to give biographical updates via the phone.					
g. Capabilities to capture call center performance statistics.					
h. Functionality to store and view call center history with an entity's record.					
i. Script creation.					
j. Identification and creation of populations for call lists.					
k. Configuration for adding callers.					
l. Configuration of start and stop times.					
m. Documentation of the call including time, date, and results.					
Comments:					

Chat:

For each question, indicate products <u>ability to</u>… *Indicate status with an X as defined on page 4, provide comments at the end of the section.*	Standard	Custom	Third-Party	Roadmap	Not Available
108. provide live chat features. *Discuss any limitations and security options available with this feature in the comments below.*					
109. provide AI driven chatbot capabilities including functionality to provide responses to frequently asked questions.					
110. provide a blended chat approach to customers with chatbot capabilities that move to live chat for complex questions.					
Comments:					

Text Messaging:

For each question, indicate products <u>ability to</u>… *Indicate status with an X as defined on page 4, provide comments at the end of the section.*	Standard	Custom	Third-Party	Roadmap	Not Available
111. provide text messaging capabilities within the application as well as integration capabilities with mass text messaging solutions (ex. Signal Vine) including recording sent messages and replies on the entity record.					
112. create and manage templates for text messages.					
113. configure "from" phone numbers for text messaging purposes.					
Comments:					

Email Communications:

For each question, indicate products <u>ability to</u>… *Indicate status with an X as defined on page 4, provide comments at the end of the section.*	Standard	Custom	Third-Party	Roadmap	Not Available
114. support bulk email processes, including content creation, scheduling, approval workflows, and distribution.					

115. provide email capabilities within the application including the following *(describe any limitations in the comments section below)*:					
a. Capabilities for sending emails to solicitation effort groups/segments.					
b. Functionality for associating sent/received/opened/deleted emails with entity records.					
c. Capabilities for various email format types (ex. plain text, html, and rich text).					
d. Functionality for viewing emails an entity has received.					
e. Functionality to configure the "from" and "reply to" email address.					
f. Capabilities for emails to include images, videos, links, html buttons, attachments, as well as data associated with these (ex. alt text).					
g. Capabilities for incorporation of communication preferences of recipients.					
116. view emails as web pages when clicking a link within the email.					
117. create and manage email templates within the application.					
118. integrate workflow capabilities within email processes (ex. approval for email content, timing, and solicitation group).					
119. embed forms into emails and/or minipages.					
120. schedule emails to be sent at a specific date/time or to be sent immediately.					
121. send emails automatically based on specific criteria (exs. a constituent entities birthday, anniversary of a gift).					
122. preview emails prior to sending.					
123. personalize emails (exs. name, giving history, and location-based content).					
124. support email marketing automation (ex. drip campaigns).					
125. delegate email communications to outside groups (ex. volunteers).					
126. prevent communications from being blocked by spam filters.					
Comments:					

Communication Options:

For each question, indicate products ability to… *Indicate status with an X as defined on page 4, provide comments at the end of the section.*	Standard	Custom	Third-Party	Roadmap	Not Available
127. allow constituent entities to configure their own communication delivery preferences based on topic including text, email, real time vs digest and in-app messaging (ex. HR communications delivered via email,					

critical university messaging [like campus closures] via text).					
128. allow the system to present options for opting in and out of communication preferences at the university level or to completely unsubscribe from all communication (with exceptions, ex. Students cannot opt out of emergency campus messages).					
129. allow system users to set communication preferences for entities (exs. removing an entity from mailing list/s, remove special handling flag after X years or on X date).					
130. mass opt constituent entities in or out of certain messaging.					
131. prevent constituent entities from opting out of critical messaging.					
132. automate the update of webpages, customer portals, and trigger bulk email processes based on certain criteria including system down events.					
Comments:					

System Alerts/Messages:

For each question, indicate products <u>ability to</u>… *Indicate status with an X as defined on page 4, provide comments at the end of the section.*	Standard	Custom	Third-Party	Roadmap	Not Available
133. allow messaging and alerts to be sent to system users within the application and sent from the application, including workflow triggered alerts.					
134. configure custom messaging within the system.					
135. define business rules for alerts, messages, and notifications.					
Comments:					

Events:

For each question, indicate products <u>ability to</u>… *Indicate status with an X as defined on page 4, provide comments at the end of the section.*	Standard	Custom	Third-Party	Roadmap	Not Available
136. to manage events including complex events with sub events including the following:					
a. Information on the speaker/special guests.					
b. Location/Room listings.					
c. Reserving physical spaces.					

d. Designing event spaces (physical set up) within the system (scale drawings for table/furniture layout, floor plans).					
e. Vendor information and cost (i.e. caterers, drivers, photographers, etc.)					
f. Meal choices/requesting catering services.					
g. Programming choices.					
h. Capability for creating, tracking, and reviewing event budgets including cost per person.					
i. Seating assignments, including auto-generated seating assignment capabilities.					
j. Functionality to generate name tags from attendee list prior to the event as well as ad-hoc.					
k. Functionality for internal checklists of items to be completed for an event.					
137. support event registration capabilities within the application including:					
a. Functionality for constituents to 'RSVP' (accept) to an event. *Define any limitations of RSVP/acceptance in the comments below.*					
b. Functionality to configure and capture event registration details for registrants.					
c. Capabilities for online and manual registration both before and at the event.					
d. Limiting the number of people able to register.					
e. Registration open and close dates.					
f. Pricing for the event based on set criteria (exs. registration dates and meal selections).					
g. Discount code/coupon functionality for registration feed.					
h. Capabilities for flexible guest registration/RSVPs for invitees.					
i. Capabilities for event registration options to be based on role/answers of the registrant.					
138. schedule and host virtual webinars and events.					
139. schedule mass appointments, such as COVID re-entry testing.					
140. suggest related events to a constituent while they are registering for another event.					
141. create segments/populations and use them for events invite lists.					
142. provide event calendars to a specific segment/population.					
143. allow customers to request accommodation needed in order to attend an event.					
144. collect, store, and review internal feedback on events.					
145. create waitlists for events/courses.					
146. support guided conference planning including, but not limited to the following:					
a. Checklists configurable by event (ex. in person, virtual)					
b. Workflow (ex. a guide for the event planner to walk through the process).					

147. manage items for auctions at events.					
148. provide electronic check-in methods for events, including managing registration/check in with a QR code.					
149. automatically create a constituent entity based on event registration or check in (including through the use of a QR code).					
150. send electronic and/or print communications to invitees/attendees (exs. save the dates, invites, reminders, surveys, and thank you's).					
151. make event invites dependent on set criteria (ex. if "X" days before the event date, at least "Y" number of people have not registered, then the invite should be sent to a defined secondary group of invitees).					
152. view pre and post event invite/attendee lists.					
153. associate event data with entities.					
154. use solicitation effort groups to create an event invitee list.					
155. capture and view analytics for electronic event correspondence.					
156. print event information.					
157. capture biographical updates for constituents at events and enter them into the system.					
158. provide payment options for event registration or gifts to the university collected during an in-person event. Provide any payment vendor compatibility in the comment section below.					
159. refund registration fees in mass or individually.					
160. allow event participants to use a mobile device(s) to see event info (exs. itinerary, registration details, check-in, etc.)					
161. create and manage event specific web pages.					
Comments:					

Workflow, Tasks, and Approvals:

For each question, indicate products <u>ability to</u>… *Indicate status with an X as defined on page 4, provide comments at the end of the section.*	Standard	Custom	Third-Party	Roadmap	Not Available
162. configure workflow within the application. *Describe any limitations in the comments section below.*					
163. provide visibility into system workflows including tools to identify errors, steps/tasks that have been completed, who completed them, and where the workflow currently sits.					
164. use conditional logic to determine workflow steps including email distribution, form configuration, event invitations, call center scripts, and text messages.					

165. configure multiple workflows to work together in the system.					
166. incorporate workflow with case management including creating, closing, or updating the status of cases.					
167. trigger workflow when a student has provided certain documentation via self-service/portal interface.					
168. allow faculty members to review and approve requests for proctored exams.					
169. create checklists/stages/tasks for business processes within the system.					
170. systematically update data or automatically start a workflow based on certain criteria being met within the system (exs. deceasing and predeceasing processes and receipt type created for a gift varying based on the gift tender type).					
171. create and configure tasks within the application including the following:					
a. Capabilities to assign tasks to individuals and/or a department group/queue and the assignee(s) complete the tasks within the system.					
b. Capabilities around what fields/values display in the application for tasks.					
c. Capabilities for users to see tasks they have been assigned.					
d. Capabilities for associating tasks with entities/individuals/prospects.					
e. Capabilities for automatically creating and assigning tasks when specific criteria is met.					
f. Functionality for tasks to be assigned/completed to non-system users.					
172. create and configure approvals within the application including the following:					
a. Capabilities for automatically sending approvals as part of a workflow process.					
b. Capabilities for sending approvals in sequential and/or parallel order.					
c. Functionality on responding to approval requests, both via email and within the application.					
d. Capabilities for non-system users to respond to an approval request.					
e. Functionality for delegating approvals.					
173. collect and manage electronic signatures within the application.					
Comments:					

Case Management/Ticketing:

174. Describe case management functionality of the application.

Self Service / Constituent Portal:

For each question, indicate products <u>ability to</u>… *Indicate status with an X as defined on page 4, provide comments at the end of the section.*	Standard	Custom	Third-Party	Roadmap	Not Available
175. provide self-service /portal functionality for constituents to be able to do the following:					
a. Create, view, and manage cases.					
b. Submit forms.					
c. Schedule an appointment.					
d. View knowledge articles.					
e. View and submit approvals from various systems.					
f. Initiate chat via live chat/chatbot.					
g. Securely attach/submit documents/files.					
h. Update contact details (email, phone, address).					
i. Guest user access (ex. viewing a preliminary award notice or interacting with admissions as a prospective student).					
j. View Financial Aid information including communications sent by Financial Aid.					
k. View courses constituent are registered for (ex. Professional and Continuing Education course).					
176. Ability to provide a single, one stop shop portal that presents services/information to the constituent based on role (Prospective Student, Student, Parent, Faculty/Staff member etc). *In the comments below, describe the platform's ability to pull data from various systems (or provide views in to such systems) such as an ERP/SIS, Identity and Access Management self-service and various case management platforms to create a single portal experience for constituents.*					
Comments:					

Webpages/Webforms:

For each question, indicate products <u>ability to</u>… *Indicate status with an X as defined on page 4, provide comments at the end of the section.*	Standard	Custom	Third-Party	Roadmap	Not Available
177. create web pages within the system or integrate with a Content Management System.					
178. update content on webpages either manually or as a result of workflow.					
179. track a constituent's activities on webpages and forms.					
180. support search engine optimization for web pages created in the CRM to support email campaigns.					

181. Ability to support constituent webpage customization based on interest (ex. a university faculty member may want Academic Affairs, Library and HR webpages/links on their "home page" whereas a student may select a configuration that is centered around Canvas [LMS] University Event calendar and University Recreation content on their "home page").					
Comments:					

Social Media:

For each question, indicate products <u>ability to</u>… *Indicate status with an X as defined on page 4, provide comments at the end of the section.*	Standard	Custom	Third-Party	Roadmap	Not Available
182. provide social media integration capabilities including the following (platform exs. LinkedIn, Instagram, Twitter, and Facebook):					
a. Analytics capabilities (exs. analytics on ads, clicks, impressions).					
b. Functionality for reporting on social media mentions, retweets, and shares.					
c. Functionality to identify individuals who are active on JMU social media pages.					
d. Capabilities to capture and store entities interests based on Social Media information.					
e. Functionality to capture entity employment information from social media (ex. LinkedIn).					
f. Functionality to integrate event RSVP within the system and social media.					
g. Functionality for preparing images/content to be posted across social media platforms.					
Comments:					

Mobile:

For each question, indicate products <u>ability to</u>… *Indicate status with an X as defined on page 4, provide comments at the end of the section.*	Standard	Custom	Third-Party	Roadmap	Not Available
183. provide mobile support for application users and customers. *Use the comments section below to describe supported browsers, devices, and any limitations.*					
Comments:					

184. Describe your support for mobile technologies including technology used, distribution method, functionality, integration and development toolset and security.

Reporting/Dashboards and Analytics:

For each question, indicate products <u>ability to</u>… *Indicate status with an X as defined on page 4, provide comments at the end of the section.*	Standard	Custom	Third-Party	Roadmap	Not Available
185. provide reporting capabilities within the system including the following (*use the comments section below to outline any limitations, including size/volume*):					
a. Availability of all fields, delivered or custom, for reports.					
b. Capabilities to build and save reports including defining/configuring fields/data elements to display.					
c. Capabilities to run reports on demand with real time data.					
d. Capabilities to distribute reports automatically via email on a defined schedule.					
e. Report format options					
i. XLS					
ii. CSV					
iii. TXT					
iv. PDF					
f. Capabilities around report printing.					
g. Capabilities to view and verify email distribution list reports are being sent.					
h. Capabilities to view statistics on report usage.					
i. Functionality for creating report visualizations.					
j. Capability to support reporting on non-native data sets within the CRM (ex. reporting on integrated data sets from the SIS, HCM or LMS system in use).					
186. provide dashboard capabilities within the application including the following:					
a. Functionality to administer/configure, display, and share dashboards based on roles and/or individual users.					
b. Capabilities for showing various data sets/data elements including drill down to view details.					
c. Functionality to save and share dashboards.					
d. Capabilities for printing dashboards.					
e. Describe functionality to configure dashboards specific to departments that provide visibility in to students that are utilizing their services.					
f. Capabilities for showing real time data/metrics					
187. provide query/search capabilities within the application including (*use the comments section below to outline any limitations on the type of information that can be queried/searched*):					

a. Simple and complex search creation.					
b. Ability to share searches with other system users.					
c. Ability to create, save (for future use) and share reports with others.					
188. provide email analytics capabilities within the system including:					
a. Analyzing how recipients are interacting with emails that are sent including open/unopened rates, kickbacks, clicks, unique clicks, and unsubscribes.					
b. Email metrics such as how many entities have opened linked pages and registered/did not register and recipient responses to specific emails are captured.					
Comments:					

Application Security and Roles:

For each question, indicate products ability to… *Indicate status with an X as defined on page 4, provide comments at the end of the section.*	Standard	Custom	Third-Party	Roadmap	Not Available
189. provide configurable views of data within the platform based on a system user's role within the university. Ex. the same constituent record (a student in this case) will look vastly different depending on the system user viewing it. An advisor may see the student account with grade and attendance data from Canvas and PeopleSoft in addition to the student's bio/demo data, while a Financial Aid staff member may view that same record and see an entirely different data set associated with the constituent. The platform should provide the necessary security and flexibility to provide these specialized views, providing users with the appropriate data at the appropriate time.					
190. configure and apply granular Role-based Security architecture within the application.					
191. automatically provision and deprovision roles.					
192. convert a role based on a particular event (ex. prospective student becomes a student).					
193. support a distributed configuration model (exs. department specific configuration of items such as forms, workflows, email templates, and case management templates).					
194. audit user security information within the application.					
195. define, create, and assign administrative and user accounts.					
196. maintain and delete user accounts.					
197. support delegation of duties in the application.					
198. secure data in the platform including field/row level security and encryption.					

	Standard	Custom	Third-Party	Roadmap	Not Available
199. configure data audit information at the field/record level within the system.					
200. Indicate the product's ability to restrict access to identified data (highly confidential) within the system by:					
a. IP Address					
b. University owned devices					
c. Geo Location					
d. Device type					
Comments:					

201. Describe how and where any sensitive data including authentication credentials is stored on clients, servers, and participating external devices including whether the data is cryptographically protected. If so, provide details on cryptographic protocols, procedures, and key protection.

Authentication:

For each question, indicate products <u>ability to</u>… *Indicate status with an X as defined on page 4, provide comments at the end of the section.*	Standard	Custom	Third-Party	Roadmap	Not Available
202. support SAML single sign on integration including the use of Shibboleth.					
203. Membership with the InCommon Federation.					
204. support use of authentication credentials and associated attributes, group membership, roles, etc. to make authorization decisions.					
205. integrate with identity and access management services (exs. of but not restricted to Microsoft Identity Manager, Fischer Identity Manager, OUD/LDAP, and Oracle Identity Manager.)					
206. integrate/interface with Duo (multi-factor authentication system).					
207. set up local users that can be authenticated separate from those that are part of a single sign on integration/interface.					
Comments:					

C. SERVICE GROUP 2: Academic Advising, Student Success, and Early Alerts

TO BE COMPLETED BY OFFERORS AS APPLICABLE

Academic Advising and Student Success current operations overview:

Academic Planning and Degree Progress: The university currently uses PeopleSoft Campus Solutions for Academic Planning, and does not have a visual Degree Progress provider. An easy-to-use academic planning function and intuitive insight into degree requirements for students and advisors is key for any Academic Advising and Student success product offered.

Notes and Documents: Academic Advising and Student Success uses notes in PeopleSoft Campus Solutions, Canvas, and veCollect for Advising related documentation. A goal is to procure a note system that allows for the creation, management, and sharing of comprehensive documentation between advisor and student. Such a note system should also allow advisors and students to attach documents.

Scheduling: Academic Advising and Student success utilizes Acuity, OnceHub, and Zoom for scheduling, they are seeking a product that provides students easy access to advisor availability, location, and appointment types. Solution should also allow for communication to students (i.e. appointment confirmation/cancellation).

Reporting: Reporting software that captures advising data from PeopleSoft Campus Solutions, student surveys, academic progress, course demand, and the ability to create and share custom views of data is critical for the future product used by Academic Advising and Student Success. Current provider of these features is QuestionPro and Campus Solutions.

Communication and Self Service: Academic Advising and Student success utilizes PeopleSoft Campus Solutions to deliver some information services to students. Ideally, a new product will provide a web portal that provides "all-in-one" access to information services and timely content.

Advising and Student Success Features

Academic Planning and Degree Progress:

For each question, indicate products ability to… *Indicate status with an X as defined on page 4, provide comments at the end of the section.*	Standard	Custom	Third-Party	Roadmap	Not Available
208. Ability to display key data from the SIS system, including, but not limited to Major GPA, Cum GPA, and Credit Hours.					
209. Ability to recognize and display courses in progress, completed courses, and courses required for each Major, Minor, and Concentration.					
210. Ability to display, based on the student's declared Major(s), Minor(s), and Concentration(s), the following. *Describe any limitations in the comments*.					
a. The student's 'official' four-year Academic Plan.					
b. The timeline for completion.					
c. Course co-requisites, prerequisites, and 'actual' available course offerings.					
d. Graduation requirements.					
211. automatically generate a baseline Degree Plan (automatic plan of study).					

212. Ability to utilize existing degree progress requirements stored in the SIS (PeopleSoft Campus Solutions) to inform the Degree Plan presented to the student within the Advising solution.					
213. allow a student to register for classes including the ability to integrate with a SIS. *Describe any limitations in the comments.*					
214. forecast and address course demand and number of seats by semester or year.					
215. display and save 'what-if' scenarios for potential changes to Major(s), Minor(s) and Concentration(s), Degree Plans, and estimated timeline for completion.					
216. allow students or advisors to export key items (ex. the Degree Plan).					
217. integrate with a Student Administration System to support displaying transfer equivalency with university courses to display an approximate number of transfer credits for which the student will get credit.					
218. support multiple advisors for one student, based on Major(s), Minor(s), Athletics, Honors, Peer Support, Faculty Mentors etc.					
219. track a student in a non-degree seeking program seeking to transition to degree seeking.					
220. support Prospective or Transfer students from a Degree Plan perspective.					
221. have 'guest' accounts and/or guest access for the academic planning tool(s).					
Comments:					

Notes and Documents:

For each question, indicate products <u>ability to</u>… *Indicate status with an X as defined on page 4, provide comments at the end of the section.*	Standard	Custom	Third-Party	Roadmap	Not Available
222. create and manage Advising Notes within the application including the ability to configure various levels of access to Advising Notes and the length of time such notes are stored in the system. *Describe any limitations in the comments.*					
223. ‘accept’ or sign electronic documents.					
224. upload or attach documents.					
Comments:					

Scheduling:

For each question, indicate products <u>ability to</u>… *Indicate status with an X as defined on page 4, provide comments at the end of the section.*	Standard	Custom	Third-Party	Roadmap	Not Available
225. schedule and manage appointments. Features of interest include:					
a. the student to request and schedule a meeting with an Advisor or office (i.e. a tutoring session with the University Learning Center).					
b. Advisors or offices to set up group advising sessions.					
c. Advisors to configure appointment preferences/rules.					
d. allow the student to add a Meeting Purpose (chosen from a list of pre-configured options) to each appointment request.					
e. allow an office (i.e., the Learning Center) or the student to select the class a tutoring session appointment pertains to while scheduling.					
f. identify and communicate with students who miss appointments without notice.					
g. have the Advisor's hours and office location displayed on a dashboard for the student.					
h. allow the Advisor to see the student's appointment history.					
i. allow a student or Advisor to cancel an appointment and choose a reason for cancellation.					
j. allow the application to send scheduled meeting reminders via text messaging or email to students asking them to 'confirm' their appointment.					
k. allow for the application to offer a meeting location of 'Phone Call' or Video (Zoom/WebEx/Skype) when the appointment is requested by the student.					
l. allow the Advisor to text message a student via the application and the student response goes to the Advisor's email.					
m. allow the application to default to the next available Advisor or tutor in a unit based on desired appointment timing.					
n. allow the student to manually select a preferred Advisor/tutor to see availability when scheduling an appointment.					
226. support student 'check-in' processes (Exs. are appointment arrival or attendance.)					
Comments:					

Reporting:

For each question, indicate products <u>ability to</u>… *Indicate status with an X as defined on page 4, provide comments at the end of the section.*	Standard	Custom	Third-Party	Roadmap	Not Available
227. use out of the box reports with advising information as well as create reports. Advising reports of interest include:					
a. Reports related to user accounts.					
b. Reports related to student surveys.					
c. Reports related to student academic progress.					
d. Reports related to anticipated course demand.					
e. Include field or row level data security options. *Provide configurability based on user roles in the comments section below.*					
Comments:					

Communication and Self Service:

For each question, indicate products <u>ability to</u>… *Indicate status with an X as defined on page 4, provide comments at the end of the section.*	Standard	Custom	Third-Party	Roadmap	Not Available
228. of an Advising self-service/portal functionality for students. Features of interest include:					
a. Curricular maps/degree plans including responding to course, schedule, and major changes.					
b. Visibility on communications from advisors and others.					
c. To do list.					
d. Appointment scheduling including with, but not limited to Advising, Counseling Center, Tutoring Services, Health Center.					
e. Forms.					
f. Visibility into applicable early alerts.					
g. Ability to grant permission for information sharing with a parent or other listed parental figure.					
h. Provide/update personal bios.					
i. Log course and career events.					
j. Self-reported and official test scores.					
k. Ticket/case initiation.					
229. of an Advising self-service/portal functionality for parents. Features of interest include:					
a. Visibility on communications from advisors and others.					
b. To do list.					
c. Open cases within the system.					

d. Appointment scheduling including with, but not limited to Advising, Counseling Center, Tutoring Services, Health Center.					
e. Forms.					
f. Ticket/case initiation.					
230. allow an advisor to initiate communication campaigns. Examples include, but are not limited to:					
a. System generated surveys sent to students after advising appointments.					
b. Automated emails sent to students based on definable system criteria.					
231. support different 'types' of users including prospective students, applicants, matriculated (paid deposit students), actively enrolled students, and alumni.					
232. offer features/services to alumni (ex. an alum needing information to apply to a graduate program.)					
233. create and manage referrals for students. (Exs. Advisors referring students to the Learning Centers, or Advisors referring students to other Advisors for Minors/Concentrations/Specialty Groups, etc.).					
234. support Knowledge Base and Frequently Asked Questions (FAQ) functionality.					
235. configure the product for branding or personalization. (Exs. adding custom verbiage, pop-up messages, or graphics.)					
236. create online social communities to facilitate distribution of information, discussion, and foster a sense of community.					
237. offer interactive video and whiteboard features (Exs. a virtual tutoring or advising session).					
Comments:					

Early Alerts/Interventions

JMU seeks to implement a system of "flags" and "interventions" based on a set of definable scenarios in the student life cycle as part of the overall advising solution. The vision is that key data from the LMS, SIS, Housing System, Card Services, and other applications flow into the CRM and are associated with a student. If the criteria are met for an early alert flag being triggered, the appropriate intervention is then triggered from within the system (example: midterm grades come in and a student receives low marks, this triggers a notification to the student via text, asking if they need help, message sent to advisor and professor stating the student has been flagged and is struggling). Assigned tasks are triggered to the Advisor, Advising Team and/or the appropriate Faculty member outlining the appropriate follow up action. Dashboards are available to easily view and manage alerts and interventions based on the role of the user. The statements below are in reference to such a system.

238. Describe the early alerts and intervention solution including integration capabilities.

Early Alerts Continued:

For each question, indicate products ability to… *Indicate status with an X as defined on page 4, provide comments at the end of the section.*	Standard	Custom	Third-Party	Roadmap	Not Available
239. configure, manage, and analyze early alerts (definable scenarios) and associated interventions as responses to alerts. Early alerts of interest include:					
a. Grades					
b. Attendance					
c. Missed appointments					
d. No log in activity using the students' eID and password					
e. Student Housing (not leaving dorm for an extended period)					
f. Card Services (not using meal plan for an extended period)					
g. Referrals					
240. associate automated and manual interventions with alerts for a particular student.					
Comments:					

D. SERVICE GROUP 3: Advancement

TO BE COMPLETED BY OFFERORS AS APPLICABLE

JMU Advancement Current Operations Overview:

Communications & Marketing

Manages all official communications for the university including those from the President. Currently utilizes sub-communities inside of Anthology (iModules), a constituent engagement management tool, to segment communications to specific audiences. This unit also manages the university's social media pages and publishes the Alumni magazine.

Constituent Relations

Includes Alumni Relations and Annual Giving; these areas utilize multiple tools for engagement and annual giving solicitation efforts. Alumni Relations uses Mentor Collective to provide mentoring opportunities for alumni to connect with students, uses HandsOn Connect for Volunteer and Board management, and utilizes Anthology (iModules) for event registration/payment. Annual Giving includes a Call Center that is currently using Ruffalo Noel Levitz to solicit by phone. This area uses Target Analytics to inform segmentation for direct mail and email solicitations. They use Anthology (iModules) for email solicitation and online giving; some solicitation campaigns can contain their own custom web pages/giving links. ScaleFunder is the system used for Giving Day efforts and ongoing CrowdFunding; Signal Vine has been used to text solicitations on Giving Day. Annual Giving uses HandsOn Connect for peer-to-peer fundraising which includes the ability to text, email, and record those interactions between peers.

Development/Prospect Management
With the help of Central IT, a mobile contact report application was built that interfaces into Advance Web; however, all other data entry for fundraisers is added into the system manually. Development is also the originator of all legal gift agreements, which go through a gift acceptance committee (workflow outside of any system) before being sent to the donor for signature, most often via DocuSign (soon to be Adobe Sign). The OnBase system will be used to file electronic copies of gift agreements. Prospect Management is focused on wealth screenings and identification of suspected major gift donors but is challenged by the lack of valid USPS addresses (especially for newer alumni). Prospect portfolio and proposal pipeline tracking along with analytical reporting are key in this area.

Donor Relations
This office manages stewardship of major donors including annual reporting of endowments based on financial information transferred to the Advance Web system from the JMU Foundation. They rely heavily on the Blackbaud Award Management system to identify scholarship beneficiaries, manage the student to donor thank you letter process and identify event attendees. Much of this information is also mass uploaded into the Advance Web system. This unit utilizes iModules for major event registration. They have in the past used ThankView to distribute customized communication to major donors.

Advancement Information Services
This unit manages most of the data input, and reporting out of, the Advance Web system and data warehouse, as well as support for the other divisional business applications. AIS runs multiple "interfaces" (mass data loads) from other university large systems, including data loads for academic structure, scholarship recipients, current student data, parent data, a graduate load after each commencement, and data from the HR system for employees. This unit also mass imports some information from Athletics via reports from Paciolan. ETL's for nightly updates to the data warehouse are written and maintained in this unit, as is the reporting created and generated from Cognos. Gift, matching gift and pledge processing occurs in AIS, with multiple types of gift acknowledgement and tax receipting (including full year-end tax summary receipts). Major gift pledges are linked to legal gift agreements and proposals for fundraiser credit. Allocations, mirroring the Foundation fund numbers, are created and maintained in the Advance system and dictate much of the segmentation for gift reporting to areas in the university. Daily gift reports to the Foundation support daily reconciliations from multiple financial sources.

Advancement General:

241. Describe the overall Advancement functions and capabilities of the application.

Advancement Continued:

For each question, indicate products <u>ability to</u>… *Indicate status with an X as defined on page 4, provide comments at the end of the section.*	Standard	Custom	Third-Party	Roadmap	Not Available
242. view pledge balances, gift information, and donor information.					

243. identify and track data source information including a rating or confidence component (ex. there are multiple addresses for an individual, using the most reliable data source to identify the primary address).					
Comments:					

Constituent Entities (Individuals):

For each question, indicate products <u>ability to</u>… *Indicate status with an X as defined on page 4, provide comments at the end of the section.*	Standard	Custom	Third-Party	Roadmap	Not Available
244. use a hierarchy for classification types for giving and reporting purposes (ex. if an entity/individual is both an Alum and a Parent and gives a gift).					
245. constituent entity (individual) self-service/portal capabilities. Features of interest include the following:					
a. Capabilities for viewing and submitting payment on pledges.					
b. Capabilities for updating contact information, contact preferences, and/or recurring payment information.					
c. Capabilities for viewing giving history.					
d. Capabilities for viewing/printing tax documents.					
e. Capability to view engagement information (ex: events attended, etc.)					
246. conditionally manage information on a constituent entity (individual) based on their status. (Exs. managing specific data if a constituent's status is Lost, Inactive, Deceased, Purgeable, or Do not invite).					
247. assign salutations and name formats to individuals & couples including preferred prefix and the ability to customize salutations based on business use case.					
248. assign hard credit and soft credit for a gift to constituent entities.					
Comments:					

Matching Gift Policies:

For each question, indicate products <u>ability to</u>… *Indicate status with an X as defined on page 4, provide comments at the end of the section.*	Standard	Custom	Third-Party	Roadmap	Not Available
249. support matching gift policy. Features of interest include the following:					
a. Capabilities to create matching gift policies for employers.					

b. Capabilities for associating a matching gift policy for an employer with their organization entity (organization).					
c. Capabilities for viewing employer matching gift policy information from the constituent entity (individual) and organization entity (organization) within the application.					
d. Functionality to dynamically update data and forms based on an employer's matching policy (ex. is the ratio for the match automatically generating the money amounts on related claims, forms, and letters).					
e. Capabilities for adding and updating employer matching policies in bulk					
f. Functionality to automatically designate a constituent entity record/gift as matching eligible if their employer has a matching policy setup in the system.					
g. Functionality to automatically generate matching expectancy when gifts are processed for constituent entities (individuals) eligible for employer matches.					
h. Capabilities to update and auto-populate fields on open matching employer expectancies within the system.					
i. Functionality to link/credit third-party matching gift companies (DAF's) along with the company they represent and the originating donor (employee).					
250. Ability to automatically send matching reminder letters including info for matching policy for the employer.					
Comments:					

Gift Clubs:

For each question, indicate products ability to… *Indicate status with an X as defined on page 4, provide comments at the end of the section.*	Standard	Custom	Third-Party	Roadmap	Not Available
251. create and manage gift clubs. Features of interest include the following:					
a. Functionality to automatically add, remove, or update a constituent entity (individual) gift club assignment based on defined criteria.					
b. Functionality to support hierarchy/levels within gift clubs.					
c. Capabilities for visibility of current and previous gift club(s) on constituent entity (individuals) records.					
Comments:					

Scholarship Awards:

For each question, indicate products <u>ability to</u>… *Indicate status with an X as defined on page 4, provide comments at the end of the section.*	Standard	Custom	Third-Party	Roadmap	Not Available
252. view and manage scholarship awards and recipient information including:					
a. Functionality to track scholarship award amounts					
b. Functionality to track beneficiaries					
253. Ability to link scholarships with associated donor entity records as stewardees of the award.					
254. Ability to track faculty grant/scholarship awards.					
Comments:					

Naming Opportunities:

For each question, indicate products <u>ability to</u>… *Indicate status with an X as defined on page 4, provide comments at the end of the section.*	Standard	Custom	Third-Party	Roadmap	Not Available
255. within the application to manage the naming opportunity process. Features of interest include the following:					
a. Functionality for tracking inventory of naming opportunities including the ability to group by initiative.					
b. Ability to configure rules that allow tracking of status of naming opportunities (interested, reserved, etc.)					
c. Ability to link pledges and/or gifts to naming opportunities					
d. Capabilities to search naming opportunities inventory including by fundraising initiative					
e. Capabilities for associating naming opportunities to entities, proposals, and endeavors/allocations.					
f. Workflow capabilities for naming opportunities processes (alerts)					
g. Functionality to distribute naming to the donor for review and approval of signage.					
Comments:					

Document/Letter Functionality:

For each question, indicate products ability to… *Indicate status with an X as defined on page 4, provide comments at the end of the section.*	Standard	Custom	Third-Party	Roadmap	Not Available
256. create customizable letter and document templates (exs. include pledge reminders, gift agreements, thank you letters, tax receipts).					
257. automatically generate editable, print ready and electronic letters when criteria is met (ex. is a pledge reminder automatically generated and mailed to the constituent entity.)					
258. create editable, print ready address labels and/or envelopes.					
259. configure options on how individuals will receive specific letters/documents.					
260. track on an entity that an electronic or physical document has been sent.					
261. configure salutation based on letter/document type.					
Comments:					

Solicitation Efforts:

For each question, indicate products ability to… *Indicate status with an X as defined on page 4, provide comments at the end of the section.*	Standard	Custom	Third-Party	Roadmap	Not Available
262. create and manage solicitation efforts. Features of interest include the following:					
a. Capabilities for defining a group/segment including data within the application and from external data source/s.					
b. Functionality for high volume of electronic requests/solicitations.					
c. Capabilities for tracking performance of a solicitation effort.					
d. Functionality for tracking donors that were not a part of the initial solicitation effort.					
e. Capabilities to view recipients of a solicitation effort through the effort itself and the entities/recipients record.					
f. Functionality for households/entity relationships part of a solicitation effort.					
g. Capabilities to dynamically adjust segments in a solicitation effort based on configurable criteria.					

h. Capabilities to associate solicitation efforts with online giving forms and automatically populate biographical information when a recipient goes to one of these forms from an email.					
i. Capability to personalize solicitations based on data.					
j. Capability to define workflow based on response to the solicitation.					
k. Capability to automate solicitation based on renewal date and channel preference (online, check etc.).					
263. Calendar type visibility into all communication/solicitation efforts that have occurred and are planned/scheduled.					
Comments:					

Online Giving, Online Event Management, Online Communities and Content Management System (web pages and forms):

For each question, indicate products ability to… *Indicate status with an X as defined on page 4, provide comments at the end of the section.*	Standard	Custom	Third-Party	Roadmap	Not Available
264. provide a secure environment for credit card processing that is PCI and NACHA compliant.					
265. process credit cards from multiple clearing houses and integrating with batch processing for online gifts.					
266. allow for a constituent to give a gift online. Features of interest include:					
a. Make a secure credit card gift					
b. Choose from a menu of giving options (multiple funds) and give to multiple funds seamlessly within the application					
c. Complete the transaction through secure web forms					
d. Receive an emailed receipt for the online gift (including a premium or quid pro quo calculation)					
e. Make a pledge and schedule recurring pledge payments					
267. create unique web forms for online giving campaigns.					
268. support an online community in which users can find and contact one another, as well as support multiple permission levels in the alumni online community (e.g., public, registered user, paid member, lifetime member).					
269. create and manage online communities. Features of interest include:					
a. Capabilities for distributing information.					
b. Discussion functionality.					
c. Events calendar functionality.					
270. information updated online to be subject to review and edit by records management staff prior to posting into the database.					

271. provide online self-service for constituents. Features of interest include:					
a. submit address changes					
b. provide information about employment, relationships (e.g., marriages), etc.					
c. check their biographical records					
d. review donation history, including pledge balances.					
e. update their affiliations and subscription preferences					
f. allow alumni to submit class notes, etc.					
g. integrate self-service functions into the alumni online community					
h. manage subscription and communication options					
272. track a potential donor's activity on advancement related web pages and forms including donation history.					
273. identify/flag entities that start a process online, but do not complete it (ex. partially completed giving form).					
274. allow authenticated JMU employees to submit an online form for payroll deduction giving.					
275. identify constituent entities that have submitted a form where the identity is not embedded in the form.					
276. support online event registration with secure credit card payments. *Provide any payment vendor compatibility in the comment section below.*					
a. create multiple fee types and tabulate ticket prices.					
b. combine event payment with a gift					
c. store benefit information (t-shirt, etc.)					
d. link to main database for registrant preference attributes (dietary restrictions, etc.)					
e. store RSVP information					
f. have event rules that would trigger actions, such as alert when prospect registers for an event					
277. support automation such as barcode readers for gift processing and event registration.					
Comments:					

Prospect and Proposal Tracking:

For each question, indicate products <u>ability to</u>… *Indicate status with an X as defined on page 4, provide comments at the end of the section.*	Standard	Custom	Third-Party	Roadmap	Not Available
278. assign and display the assigned development officer for an entity/prospect.					
279. configure and track states for milestones of the major gift/proposal and prospect lifecycles.					
280. automatically assign stages for a prospect/proposal based on defined criteria.					

281. create and track proposals within the application (exs. proposals for constituent, planned gift proposal, and proposal for a grant).					
282. group entities together and classify the group as a prospect.					
283. capture strategy and manage/track goals for prospects including plans for meeting these goals.					
284. automatically create and track stewardship plans for prospects.					
285. analytics/modeling capability of the application regarding potential prospects.					
286. assign credit for funds raised (completed solicitations).					
Comments:					

Allocation/Fund Creation and Maintenance:

For each question, indicate products <u>ability to</u>… *Indicate status with an X as defined on page 4, provide comments at the end of the section.*	Standard	Custom	Third-Party	Roadmap	Not Available
287. configure workflow associated with circulating a gift agreement document for approval (from creation through electronic signature).					
288. create and maintain allocations/funds. Features of interest include:					
a. Capabilities for activating/inactivating allocations with distinct start and end dates.					
b. Functionality for mapping allocations/funds to the Foundation general ledger accounts.					
c. track multiple fund purposes					
d. assign a fee unique to that fund or exclude from fees altogether					
e. track administering organization and benefiting organization(s) and the distribution ratios if there are shared benefiting organizations.					
f. link scanned documents (gift agreements) to allocations/funds as they are created					
g. link a donor's endowed and expendable funds					
h. code funds to accommodate campus-wide reporting needs such as classification of funds for capital projects and other similar elements requiring complex structures for cash flow reporting and management.					
i. record the hierarchy of fund ownership including division, school, department, sub-department, and program.					
j. record donor biographical stories associated with the creation of an endowment.					
k. record endowment terms and restrictions for the fund.					
l. track endowment balances for the fund.					

m. record campaign priority of the fund.					
289. comply with CAE standards and VSE reporting (exs. restricted/unrestricted, endowed/not endowed).					
290. link fund beneficiaries (scholarship recipients) to the specific fund as they are awarded.					
291. import and record fund financial information such as market value, principal, payout, and valuation date.					
Comments:					

Gift Entry, Processing, and Management:

For each question, indicate products <u>ability to</u>… *Indicate status with an X as defined on page 4, provide comments at the end of the section.*	Standard	Custom	Third-Party	Roadmap	Not Available
292. process individual and bulk gifts and pledges including immediate and batch posting of gifts. *Provide any payment vendor compatibility in the comment section below.*					
293. configure volume of gift transactions included in a batch.					
294. configure, manage, and track gift source (ex. Campus Call, Giving Day), gift type (ex. gift, pledge payment, realized bequest), pledge type (ex. straight pledge, EFT-Open, EFT-Finite), payment type (ex. check/cash, credit card), and tender type (ex. Visa, MasterCard, PayPal, Venmo).					
295. track and manage gift dates (exs. date of record, processed (system) date, receipt date, modification date).					
296. configure, manage, and track recurring pledges, both finite and open.					
297. configure, manage, and track standard and custom payment schedules.					
298. adjust pledge payment schedules.					
299. create and track multiple allocation gifts and pledges via all channels (ex online, phone), including a pledge schedule per allocation.					
300. apply a pledge payment at the same time the pledge is created.					
301. make online payments and apply this to an offline pledge.					
302. allow online gifts to be associated with an entity record.					
303. apply/override fees to gifts to flagged allocations and track the fee amount (ex. Gift Reinvestment Percentage).					
304. assign soft, hard, and associated donor credits to entities for gifts including manually and automatically based on defined criteria.					
305. support anonymous giving (exs. entire record marked as anonymous, name is anonymous, but gift is not, gift is anonymous but soft credit goes to the spouse who is not anonymous).					

306. assign hard credit and soft credit for a gift to constituent entities.					
307. view recipients of associated credit for specific gifts.					
308. process 3rd party employee giving/matching program gifts (exs. Benevity and YourCause).					
309. process and track modifications/reversals to payments individually and in bulk.					
310. view associated pledges/gifts, payments, and proposals.					
311. capture the classification type (student, parent, employee, etc.) of an entity at the date the gift is processed.					
312. create and maintain sub allocations that roll up to a single fund (financial account).					
313. process grants within the application.					
314. support planned giving gift processing and tracking (exs. bequests, trusts, gift annuities).					
315. accept gifts/payments from mobile devices in-person.					
316. scan gift cards to automate gift entry.					
317. support special handling at the transaction level (anonymity).					
318. manage Quid Pro Quo scenarios and apply gift premiums including how these are displayed on the donor record.					
319. view giving history and lifetime giving totals on a donor record (summary and detail gift information viewable per donor or household).					
Comments:					

Volunteer Management (Event Volunteers, Fundraising Volunteers, Mentors):

For each question, indicate products ability to… *Indicate status with an X as defined on page 4, provide comments at the end of the section.*	Standard	Custom	Third-Party	Roadmap	Not Available
320. support volunteer management activities. Features of interest include:					
a. Functionality of portal/interface for volunteers to find available volunteer opportunities by interest, region and/or skill set and capabilities to required skills for some volunteer roles and for signups to follow an approval process when necessary.					
b. Management capabilities used by JMU Staff to create/edit/manage volunteer opportunities, including setting up approval requirements (i.e., NDA signature), different volunteer roles and schedules per opportunity and volunteer count limits per role/schedule.					
c. Capabilities for custom communications to both volunteers/volunteer leaders/JMU Staff related to sign up confirmation, reminders and direct communication between JMU staff, volunteer leaders, and volunteers.					

d. Capabilities for administrative volunteers (volunteer leaders) to create/edit/manage volunteer events/opportunities and associated approval track prior to publishing.					
e. Toolsets available to add custom content and descriptions to volunteer opportunities, volunteer time slots (occurrences), and volunteer skill requirements (when applicable).					
f. Functionality for nesting master opportunities with sub-opportunities and manage timeslot and volunteer requirements/counts.					
g. Capabilities for volunteers to confirm attendance and/or cancel participation in the event, view schedule(s), and view available signup opportunities					
h. Functionality for administrative users to see roster of volunteers by event/sub-event and show volunteer itineraries with schedules per volunteer.					
i. Capability for administrative staff to see dashboards and reports for active opportunities					
j. Capability to track time, report on attendance and scoring for each volunteer by event.					
k. Capability to manage volunteer boards with roles, terms, and meetings.					
l. Capability to store sharable resources (documents, FAQs, Meeting Minutes and Agenda) by group/board/event.					
m. Capability for Engagement (outreach and/or fundraising) Volunteer Opportunities where a volunteer manages a portfolio of contacts and follows prescribed task(s) to engage with contacts to achieve a specific outcome (exs. quarantine assistance, gift solicitation, etc).					
n. Functionality for engagement volunteers to view and manage a personal portfolio that includes adding prospects from preselected lists of qualified contacts.					
o. Capability for sending custom communications to assigned contacts and to track the outcome of the outreach (Gift is made, Student questions are answered, stewardship thank you note sent, etc.) and associated tracking and reporting.					
p. Functionality for providing affinity matching between engagement volunteer and prospective prospect lists based on geographical region, college/degree/major, grad year, employer etc.					
q. Capability for communication (chat/email) between volunteers associated with the same volunteer opportunity					
r. Capability for volunteer leaders and JMU Staff to communicate directly to volunteers or to groups of volunteers based on volunteer opportunity					

s. Capability for volunteer leaders/JMU staff to assign ad hoc tasks to a volunteer that can be time based with reminders.					
t. Functionality for volunteer leaders/staff to make portfolio changes to a volunteer, mass assign contacts to volunteers, disable access to a volunteer.					
u. Capability to allow for bio/demographic updates to be submitted by volunteers related to the prospects/contacts they are assigned.					
Comments:					

Advancement Integrations:

321. Describe platform integration capabilities including availability of API's, toolkits for creating connectors, available services, etc. JMU intends to use an Integrations Platform as a Service (iPaaS) with integrations involving the proposed CRM platform.

- **a.** Provide a full list of application connectors and describe any other methods of integration supported.
- **b.** Provide information on how the integrations can or cannot support real-time or near real-time data sharing for inbound and outbound data.
- **c.** Include pricing in Section X. *Pricing Schedule*.
- **d.** Potential Advancement Integration Systems of Interest:
  - **a.** Abila MIP (Foundation system)
  - **b.** 3rd party employee giving programs for payments (exs. Benevity and YourCause)
  - **c.** Large digital fundraising/crowdfunding platforms (ex. Scalefunder)
  - **d.** Prospect research vendors (exs. Lexis Nexis, Wealth Engine, iWave, Relsei).
  - **e.** The National Change of Address database.
  - **f.** Matching employer gift policy providers (ex. HEP)
  - **g.** Handshake (Career & Academic Planning system)
  - **h.** Data from news alerts (exs. Google alerts for obituaries, real estate transfers, and Cision).
  - **i.** Cybersource and Bluefin (credit card processor)
  - **j.** Chrome River (travel expense report system)
  - **k.** Google Maps (mapping platform)
  - **l.** Reviewer (Online submission and management system).

Fund Accounting System:

For each question, indicate products <u>ability to</u>… *Indicate status with an X as defined on page 4, provide comments at the end of the section.*	Standard	Custom	Third-Party	Roadmap	Not Available
322. align accounts/allocations/funds between the application and an external accounting system (MIP used by the JMU Foundation).					
323. provide required IRS reporting to a donor (ex. tax receipts).					
324. view point in time data. Data of interest includes:					
a. Pledge balance on a specific date					
b. Fund/allocation history by date					
325. store discount rate and calculate and capture present value.					
Comments:					

Advancement Events:

For each question, indicate products <u>ability to</u>… *Indicate status with an X as defined on page 4, provide comments at the end of the section.*	Standard	Custom	Third-Party	Roadmap	Not Available
326. track items available to distribute or be claimed for entities within the application (ex. 5 tickets available for development officers to distribute).					
327. bifurcate purchasing/contribution payments (ex. registering for an event and donating at the same time). *Provide any payment vendor compatibility in the comment section below.*					
Comments:					

E. <u>SERVICE GROUP 4:</u> <u>Admissions (Undergraduate, Graduate and Continuing Education)</u>

TO BE COMPLETED BY OFFERORS AS APPLICABLE

Undergraduate Admissions current operations overview:

Undergraduate Recruitment: UG Admissions uses Slate CRM to receive, collect, and track multiple streams of prospective students who are then added to our prospective communication plans based on their current grade level. They are then exported to Evolution Labs 360 JMYou program, a localized private Facebook like platform.

Undergraduate Event Management: UG Admissions uses Slate CRM for event management to register and communicate with prospective students and applicants. UG Admissions hosts open houses, travels to college fairs and meets with high school students and counselors.

Undergraduate Admissions: PeopleSoft Campus Solutions is the UG Admissions system of record needed for the ability to track the admissions cycle and compare historical data. Admissions would like the ability to share specifically targeted data with other university departments at a time of our choosing. PeopleSoft is used to maintain historical data including attended events and applications. Application data is exported to Slate to enter into our applicant communication stream, which includes event invitations and application reminders. Applicants are also exported from PeopleSoft to Signal Vine for texting application reminders.

Graduate Admissions current operations overview:

Graduate Recruitment: The Graduate School has a web portal that prospective students can use to request information and we also directly upload names and contact information to CollegeNET Prospect. In-progress applicants are automatically added to Prospect allowing e-mail and text communication to all these groups.

Graduate Admissions: The Graduate School receives applications through CollegeNET and manages the application process using CollegeNET Admit. This system makes applicant information available to program faculty who make admission recommendations and the system generates and distributes candidate decision letters. The system facilitates e-mail and text communication with applicants.

Graduate Student Services: The Student Services group in The Graduate School does not currently have a unified communication system, but one is needed to facilitate e-mail and text messages that will facilitate communication with currently enrolled students.

Graduate Student Financial Support: The Financial support unit in the Graduate School does not currently have a unified communication system but one is needed to facilitate communications among graduate assistants, financial aid, student employment and our office to assist with the graduate assistant contract development process and other messages.

School of Professional and Continuing Education (SPCE) current operations overview:

Lifelong Learning Institute: This is a membership-based program that allows for enrollment in courses through Aceware. Prospective members are nurtured with courses and events through Salesforce Marketing Cloud.

Youth Programs: These are programs that are offered year-round. Marketing is nurtured through email drip campaign in Salesforce Marketing Cloud and various other events that they host. Camps/Programs are often in partnership with other colleges/schools across campus and organizations within the community. Registration for these camps/programs is through Aceware.

Economic Engagement / Outreach & Engagement/ Events (Carnegie Reclassification, Anchor Institutions, etc.): Announcements and communication are nurtured through Salesforce Marketing Cloud. Registration is done through QuestionPro with registration for some events in Aceware.

Graduate Programs (that SPCE partners with, not all JMU graduate programs): Programs have a web portal on the SPCE website that prospective students can use to request information). Applications for graduate degree and certificate programs are processed through CollegeNet Admit by The Graduate School, who downloads the info into PeopleSoft Campus Solutions. Students are then matriculated and enrolled in Campus Solutions.

Noncredit Programs: Programs have a request for information form on the SPCE website that prospective students can use to request information and we also directly upload names and contact information to our Salesforce instance. Prospective students are engaged in a drip marketing campaign that is managed in Marketing Cloud and are automatically added to "Inquiry". Enrollment is facilitated by Aceware.

Adult Degree Program: Recruitment efforts are managed externally by a firm who nurtures them with emails and conversations to enrollment; Students apply through CollegeNet, and the application is processed by JMU undergraduate admissions, who downloads the info into PeopleSoft Campus Solutions. Students are then matriculated and enrolled in SA; student advising is done by a JMU staff member, with notes kept in the student record in the SPCE instance of Salesforce.

Advancement Events:

328. Describe the overall Admissions functions and capabilities of the application. Describe how the application can support undergraduate, graduate, and continuing education admission activities specifically.

Prospective Students:

For each question, indicate products <u>ability to</u>… *Indicate status with an X as defined on page 4, provide comments at the end of the section.*	Standard	Custom	Third-Party	Roadmap	Not Available
329. create and configure web forms for prospective students to request information (ex. Graduate School program information).					
330. automatically create a prospective student record based on certain actions (ex. creating an account in the self-service portal).					
331. track the life cycle of a student including prospective student, applicant, matriculated student, graduate assistantship, and graduate.					
Comments:					

Prospective Student/Applicant Self-Service/Portal:

For each question, indicate products <u>ability to</u>… *Indicate status with an X as defined on page 4, provide comments at the end of the section.*	Standard	Custom	Third-Party	Roadmap	Not Available
332. Portal/self service capabilities for prospective students or applicants. Features of interest include:					
a. Creating an account to access the portal/self-service functionality					
b. request information on specific programs					
c. submit applications to various programs					
d. submit required supplements such as transcripts, portfolio materials (including audio/video and image files), and letters of recommendation					
e. View admissions decision					
f. View supplemental documentation related to admission (ex. transfer credit evaluation)					
g. Accept offers of admission					
h. Accept or decline a waitlist offer					
i. Request a deferral					
j. View and accept a graduate assistantship					
333. Ability for configuring and managing an application process for a prospective student.					
334. Ability to view missing steps or documentation from an application or workflow process.					
Comments:					

Application Configuration and Workflow:

For each question, indicate products <u>ability to</u>… *Indicate status with an X as defined on page 4, provide comments at the end of the section.*	Standard	Custom	Third-Party	Roadmap	Not Available
335. provide workflow capabilities that support admissions activities. Workflows of interest include the following:					
a. Recruiting					
b. Financial Aid engagement					
c. Routing applications for Program specific review					
d. Offer of Admission					
e. Deferral tracking					
f. Student Employment					
g. Graduate Assistantships					
336. configure program specific applications.					
337. support multiple workflow being applied to a prospective student at the same time (ex. workflows that govern					

mode of instruction as well as workflows related to the particular program of study).					
338. allow individuals such as Program Directors or designated approvers to be able to review completed applications including, but not limited to transcripts, supplemental materials, and letters of recommendation.					
339. allow designated individuals such as Program Directors to make a recommendation for an offer of admission, or not, via the platform.					
340. allow Admissions team members to identify whether an applicant has applied to more than one program/plan in the same term or in different terms.					
341. allow Admissions team members to identify whether an applicant has provided/submitted all required materials.					
342. configure and utilize multiple letters of Admission templates, such as conditional and non-conditional offers.					
343. configure automated Admissions notifications within the system (ex. sending out automated notifications to Program Directors when an applicant responds to an offer of admission).					
344. create and manage high school counselor information and access within the system.					
345. allow high school counselors to view applications for students from their high school. Data points of interest include the following:					
a. Application status					
b. Missing/pending requirements that have not been completed by the student.					
346. communicate Admissions decisions broadly across the university, including to specific departments.					
347. plan recruiting trips. Features of interest are as follows:					
a. Scheduling dates for trips					
b. Identifying locations/locales					
c. Identifying lists of prospects in and around selected locations					
d. Scheduling meet ups/appointments with prospects					
e. Calendar for recruiters to view other recruiters' schedule and locations/locales					
348. identify prospective students that meet requirements for scholarships.					
349. allow recruiters to view recipients of scholarships and graduate assistantships within the system.					
350. configure recruiting regions, region assignments, and high school assignments for recruiters.					
351. automatically assign a region to a student prospect.					
Comments:					

Admissions Reporting, Dashboards and Analytics:

For each question, indicate products <u>ability to</u>… *Indicate status with an X as defined on page 4, provide comments at the end of the section.*	Standard	Custom	Third-Party	Roadmap	Not Available
352. configure and manage Admissions dashboards and reports. *Describe any limitations in the comments below*. Data sets of interest include the following:					
a. Prospective student					
b. Prospective student source (ex. a specific recruitment effort)					
c. Applicants					
d. Applications					
e. Application status by program					
f. Region					
g. In state/out of state applicants					
h. Recruitment efforts					
i. Events (registration, attendance)					
j. Admitted students					
k. Conversion rates					
l. Application method					
353. allow recruiters to use dashboards Key. Metrics of interest include the following:					
a. Applicants per region assigned to recruiter					
b. Number of applicants per recruiter admitted					
c. Number of admitted students per recruiter that matriculate					
d. Historic applicant, admittance, and matriculation data by region					
Comments:					

Admissions Integrations:

354. Describe platform integration capabilities including availability of API's, toolkits for creating connectors, available services, etc. JMU intends to use an Integrations Platform as a Service (iPaaS) with integrations involving the proposed CRM platform.

- **a.** Provide a full list of application connectors and describe any other methods of integration supported.
- **b.** Provide information on how the integrations can or cannot support real-time or near real-time data sharing for inbound and outbound data.
- **c.** Include pricing (in Section X. *Pricing Schedule*).
- **d.** Potential Admissions Integration Systems of Interest:
  - **a.** Social media software Evolution Labs 360

b. Keystone (international student recruitment and marketing automation)

c. The Common Application

d. CollegeNet

e. Coalition

Professional and Continuing Education (PCE) Course Registration:

For each question, indicate products ability to… *Indicate status with an X as defined on page 4, provide comments at the end of the section.*	Standard	Custom	Third-Party	Roadmap	Not Available
355. allow entities to create an account and register for courses.					
356. utilize course registration from web forms/web pages.					
357. accept payment as part of course registration for a PCE course within the system. *Provide any payment vendor compatibility in the comment section below as relevant.*					
358. provide a receipt on screen or send via email to an individual entity that has registered for a course.					
359. allow an individual to register someone for a course other than the individual that is logged into the system (ex. a parent registering a child, or a spouse registering a spouse).					
360. allow someone to register multiple students for different PCE courses in a single transaction (ex. a parent registering multiple children for different youth camps).					
361. allow an individual to register for more than one PCE course in a single transaction.					
362. display related courses and events to an individual that is registering for a PCE course.					
363. configure and utilize promotional codes or discounts for individuals registering for a PCE course.					
364. display additional key information with a course during registration for a PCE course (exs. parking, drop off and pick up locations).					
365. allow employees to register others for a PCE course (ex. during an event).					
366. identify leads/contacts that begin course registration but have not completed it.					
Comments:					

V. PROPOSAL PREPARATION AND SUBMISSION

A. GENERAL INSTRUCTIONS

To ensure timely and adequate consideration of your proposal, offerors are to limit all contact, whether verbal or written, pertaining to this RFP to the James Madison University Procurement Office for the duration of this Proposal process. Failure to do so may jeopardize further consideration of Offeror's proposal.

1. RFP Response: In order to be considered for selection, the **Offeror shall submit a complete response to this RFP**; and shall submit to the issuing Purchasing Agency:

   a. **One (1) original** and **two (2) copies** of the entire proposal, INCLUDING ALL ATTACHMENTS. Any proprietary information should be clearly marked in accordance with 3.f. below.

   b. **One (1) electronic copy in WORD format or searchable PDF** (*CD or flash drive*) of the entire proposal, INCLUDING ALL ATTACHMENTS. Return HECVAT Attachment with the electronic copy as a separate Excel file. Any proprietary information should be clearly marked in accordance with 3.f. below.

   c. Should the proposal contain **proprietary information**, provide **one (1) redacted hard copy** of the proposal and all attachments with **proprietary portions removed or blacked out**. This copy should be clearly marked "*Redacted Copy*" on the front cover. The classification of an entire proposal document, line item prices, and/or total proposal prices as proprietary or trade secrets is not acceptable. JMU shall not be responsible for the Contractor's failure to exclude proprietary information from this redacted copy.

   No other distribution of the proposal shall be made by the Offeror.

2. The version of the solicitation issued by JMU Procurement Services, as amended by an 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 JMU Procurement services 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, JMU reserves the right to decide, on a case-by-case basis in its sole discretion, whether to reject such a proposal. If the modification 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 Procurement Services.

3. Proposal Preparation

   a. Proposals shall be signed by an authorized representative of the Offeror. All information requested should be submitted. Failure to submit all information requested may result in the purchasing agency requiring prompt submissions 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. Proposals shall 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.

c. Proposals should be organized in the order in which the requirements are presented in the RFP. All pages of the proposal should be numbered. Each paragraph in the proposal should reference the paragraph number of the corresponding section of the RFP. It is also helpful to cite the paragraph number, sub letter, and repeat the text of the requirement as it appears in the RFP. If a response covers more than one page, the paragraph number and sub letter should be repeated at the top of the next page. 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 the 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 where the RFP requirements are specifically addressed.

d. As used in this RFP, the terms “must”, “shall”, “should” and “may” identify the criticality of requirements. “Must” and “shall” identify requirements whose absence will have a major negative impact on the suitability of the proposed solution. Items labeled as “should” or “may” are highly desirable, although their absence will not have a large impact and would be useful, but are not necessary. Depending on the overall response to the RFP, some individual “must” and “shall” items may not be fully satisfied, but it is the intent to satisfy most, if not all, “must” and “shall” requirements. The inability of an offeror to satisfy a “must” or “shall” requirement does not automatically remove that offeror from consideration; however, it may seriously affect the overall rating of the offeror’ proposal.

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.

f. Ownership of all data, materials and documentation originated and prepared for the State pursuant to the RFP shall belong exclusively to the State and be subject to public inspection in accordance with the Virginia Freedom of Information Act. Trade secrets or proprietary information submitted by the offeror shall not be subject to public disclosure under the Virginia Freedom of Information Act; however, the offeror must invoke the protection of Section 2.2-4342F of the Code of Virginia, in writing, either before or at the time the data is submitted. The written notice must specifically identify the data or materials to be protected and state the reasons why protection is necessary. The proprietary or trade secret materials submitted must be identified by some distinct method such as highlighting or underlining and must indicate only the specific words, figures, or paragraphs that constitute trade secret or proprietary information. The classification of an entire proposal document, line item prices and/or total proposal prices as proprietary or trade secrets is not acceptable and will result in rejection and return of the proposal.

4. Oral Presentation: Offerors who submit a proposal in response to this RFP may be required to give an oral presentation of their proposal to James Madison University. This provides an opportunity for the Offeror to clarify or elaborate on the proposal. This is a fact-finding and explanation session only and does not include negotiation. James Madison University will schedule the time and location of these presentations. Oral presentations are an option

of the University and may or may not be conducted. Therefore, proposals should be complete.

B. SPECIFIC PROPOSAL INSTRUCTIONS

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

1. Return RFP cover sheet and all addenda acknowledgements, if any, signed and filled out as required.

2. Plan and methodology for providing the goods/services as described in Section IV. Statement of Needs of this Request for Proposal.

3. A written narrative statement to include, but not be limited to, the expertise, qualifications, and experience of the firm and resumes of specific personnel to be assigned to perform the work.

4. Offeror Data Sheet, included as *Attachment A* to this RFP.

5. Small Business Subcontracting Plan, included as *Attachment B* to this RFP. Offeror shall provide a Small Business Subcontracting plan which summarizes the planned utilization of Department of Small Business and Supplier Diversity (SBSD)-certified small businesses which include businesses owned by women and minorities, when they have received Department of Small Business and Supplier Diversity (SBSD) small business certification, under the contract to be awarded as a result of this solicitation. This is a requirement for all prime contracts in excess of $100,000 unless no subcontracting opportunities exist.

6. Identify the amount of sales your company had during the last twelve months with each VASCUPP Member Institution. A list of VASCUPP Members can be found at:.

7. Proposed Cost. See Section X. *Pricing Schedule* of this Request for Proposal.

VI. EVALUATION AND AWARD CRITERIA

A. EVALUATION CRITERIA

Proposals shall be evaluated by James Madison University using the following criteria:

		Points
1.	Quality of products/services offered and suitability for intended purposes	30
2.	Qualifications and experience of Offeror in providing the goods/services	20
3.	Specific plans or methodology to be used to perform the services	20
4.	Participation of Small, Women-Owned, & Minority (SWaM) Businesses	10
5.	Cost	20
		100

B. AWARD TO MULTIPLE OFFERORS: Selection shall be made of two or more offerors deemed to be fully qualified and best suited among those submitting proposals on the basis of the evaluation factors included in the Request for Proposals, including price, if so stated in the Request for Proposals. Negotiations shall be conducted with the offerors so selected. Price shall be considered, but need not be the sole determining factor. After negotiations have been conducted with each offeror so selected, the agency shall select the offeror which, in its opinion, has made the best proposal, and shall award the contract to that offeror. The Commonwealth reserves the right to make multiple awards as a result of this solicitation. The Commonwealth 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 reasons why a particular proposal was not deemed to be the most advantageous. Should the Commonwealth determine in writing and in its sole discretion that only one offeror is fully qualified, or that one offeror is clearly more highly qualified than the others under consideration, 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 solicitation and the contractor's proposal as negotiated.

VII. GENERAL TERMS AND CONDITIONS

A. PURCHASING MANUAL: This solicitation 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 purchasing office. In addition, the manual may be accessed electronically at http://www.jmu.edu/procurement or a copy can be obtained by calling Procurement Services at (540) 568-3145.

B. APPLICABLE LAWS AND COURTS: This solicitation 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 applicable federal, state and local laws and regulations.

C. ANTI-DISCRIMINATION: By submitting their proposals, offerors certify to the Commonwealth 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 §10 of the Rules Governing Procurement, Chapter 2, Exhibit J, Attachment 1 (available for review at http://www.jmu.edu/procurement). 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, sexual orientation, gender identity, 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. *(§6 of the Rules Governing Procurement*).

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. The contractor will not discriminate against any employee or applicant for employment because of race, religion, color, sex, sexual orientation, gender identity, national origin, age, disability, or any other basis prohibited by state law relating 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 entering into a written contract with the Commonwealth of Virginia, the Contractor certifies that the Contractor does not, and shall not during the performance of the contract for goods and services in the Commonwealth, knowingly employ an unauthorized alien as defined in 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 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 RFPs: Failure to submit a proposal on the official state 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. CLARIFICATION OF TERMS: If any prospective offeror has questions about the specifications or other solicitation documents, the prospective offeror should contact the buyer whose name appears on the face of the solicitation no later than five working days before the due date. Any revisions to the solicitation will be made only by addendum issued by the buyer.

J. 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 state 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 30 days will be regarded as requiring payment 30 days after invoice or delivery, whichever occurs last. This shall not affect offers of discounts for payment in less than 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 agency 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, the Commonwealth 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 an agency of its prompt payment obligations with respect to those charges which are not in dispute (*Rules Governing Procurement, Chapter 2, Exhibit J, Attachment 1 § 53; available for review at http://www.jmu.edu/procurement*).

2. To Subcontractors:

   a. A contractor awarded a contract under this solicitation is hereby obligated:

      (1) To pay the subcontractor(s) within seven (7) days of the contractor's receipt of payment from the Commonwealth for the proportionate share of the payment received for work performed by the subcontractor(s) under the contract; or

(2) To notify the agency and the subcontractors, 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 the Commonwealth, 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 the Commonwealth.

3. Each prime contractor who wins an award in which provision of a SWAM procurement plan is a condition to the award, shall deliver to the contracting agency or institution, on or before request for final payment, evidence and certification of compliance (subject only to insubstantial shortfalls and to shortfalls arising from subcontractor default) with the SWAM procurement plan. Final payment under the contract in question may be withheld until such certification is delivered and, if necessary, confirmed by the agency or institution, or other appropriate penalties may be assessed in lieu of withholding such payment.

4. The Commonwealth of Virginia encourages contractors and subcontractors to accept electronic and credit card payments.

K. PRECENDENCE OF TERMS: Paragraphs A through J of these General Terms and Conditions and the Commonwealth of Virginia Purchasing Manual for Institutions of Higher Education and their Vendors, 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.

L. QUALIFICATIONS OF OFFERORS: The Commonwealth 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 the Commonwealth all such information and data for this purpose as may be requested. The Commonwealth reserves the right to inspect offeror's physical facilities prior to award to satisfy questions regarding the offeror's capabilities. The Commonwealth further reserves the right to reject any proposal if the evidence submitted by, or investigations of, such offeror fails to satisfy the Commonwealth 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.

M. TESTING AND INSPECTION: The Commonwealth reserves the right to conduct any test/inspection it may deem advisable to assure goods and services conform to the specifications.

N. ASSIGNMENT OF CONTRACT: A contract shall not be assignable by the contractor in whole or in part without the written consent of the Commonwealth.

O. CHANGES TO THE CONTRACT: Changes can be made to the contract in any 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 Purchasing Agency 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 the Purchasing Agency 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 Purchasing Agency'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 the Purchasing Agency with all vouchers and records of expenses incurred and savings realized. The Purchasing Agency 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 the Purchasing Agency within thirty (30) days from the date of receipt of the written order from the Purchasing Agency. 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 Purchasing Manual for Institutions of Higher Education and their Vendors. Neither the existence of a claim nor 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 Purchasing Agency or with the performance of the contract generally.

P. DEFAULT: In case of failure to deliver goods or services in accordance with the contract terms and conditions, the Commonwealth, 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 the Commonwealth may have.

Q. INSURANCE: By signing and submitting a proposal under this solicitation, the offeror certifies that if awarded the contract, it will have the following insurance coverage 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§ 25 of the Rules Governing Procurement – Chapter 2, Exhibit J, Attachment 1, and 65.2-800 et. Seq. of the Code of Virginia (available for review at http://www.jmu.edu/procurement) The offeror further certifies that the contractor and any subcontractors will maintain these insurance coverage 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. Workers' Compensation: Statutory requirements and benefits. Coverage is compulsory for employers of three or more employees, to include the employer. Contractors who fail to notify the Commonwealth of increases in the number of employees that change their workers' compensation requirement under the Code of Virginia during the course of the contract shall be in noncompliance with the contract.

2. Employer's Liability: $100,000

3. Commercial General Liability: $1,000,000 per occurrence and $2,000,000 in the aggregate. Commercial General Liability is to include bodily injury and property damage, personal injury and advertising injury, products and completed operations coverage. The Commonwealth of Virginia must be named as an additional insured and so endorsed on the policy.

4. Automobile Liability: $1,000,000 combined single limit. (*Required only if a motor vehicle not owned by the Commonwealth is to be used in the contract. Contractor must assure that the required coverage is maintained by the Contractor (or third party owner of such motor vehicle.*)

R. ANNOUNCEMENT OF AWARD: Upon the award or the announcement of the decision to award a contract over $100,000, as a result of this solicitation, the purchasing agency will publicly post such notice on the DGS/DPS eVA web site (www.eva.virginia.gov) for a minimum of 10 days.

S. 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 violations 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 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.

T. NONDISCRIMINATION OF CONTRACTORS: An offeror, or contractor shall not be discriminated against in the solicitation or award of this contract because of race, religion, color, sex, sexual orientation, gender identity, national origin, age, disability, faith-based organizational status, any other basis prohibited by state law relating to discrimination in employment or because the offeror employs ex-offenders unless the state agency, department or institution has made a written determination that employing ex-offenders on the specific contract is not in its best interest. 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.

U. 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 the Commonwealth. The eVA portal is the gateway for vendors to conduct business with state agencies and public bodies. All vendors desiring to provide goods and/or services to the Commonwealth shall participate in the eVA Internet eprocurement solution by completing the free eVA Vendor Registration. All offerors must register in eVA and pay the Vendor Transaction Fees specified below; failure to register will result in the proposal being rejected. Vendor transaction fees are determined by the date the original purchase order is issued and the current fees are as follows:

Vendor transaction fees are determined by the date the original purchase order is issued and the current fees are as follows:

1. For orders issued July 1, 2014 and after, the Vendor Transaction Fee is:

    a. Department of Small Business and Supplier Diversity (SBSD) certified Small Businesses: 1% capped at $500 per order.

    b. Businesses that are not Department of Small Business and Supplier Diversity (SBSD) certified Small Businesses: 1% capped at $1,500 per order.

2. For orders issued prior to July 1, 2014 the vendor transaction fees can be found at www.eVA.virginia.gov.

3. The specified vendor transaction fee will be invoiced by the Commonwealth of Virginia Department of General Services approximately 60 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.

V. AVAILABILITY OF FUNDS: It is understood and agreed between the parties herein that the Commonwealth of Virginia shall be bound hereunder only to the extent of the funds available or which may hereafter become available for the purpose of this agreement.

W. PRICING CURRENCY: Unless stated otherwise in the solicitation, offerors shall state offered prices in U.S. dollars.

X. E-VERIFY REQUIREMENT OF ANY CONTRACTOR: Any employer with more than an average of 50 employees for the previous 12 months entering into a contract in excess of $50,000 with James Madison University to perform work or provide services pursuant to such contract shall register and participate in the E-Verify program to verify information and work authorization of its newly hired employees performing work pursuant to any awarded contract.

Y. CIVILITY IN STATE WORKPLACES: The contractor shall take all reasonable steps to ensure that no individual, while performing work on behalf of the contractor or any subcontractor in connection with this agreement (each, a "Contract Worker"), shall engage in 1) harassment (including sexual harassment), bullying, cyber-bullying, or threatening or violent conduct, or 2) discriminatory behavior on the basis of race, sex, color, national origin, religious belief, sexual orientation, gender identity or expression, age, political affiliation, veteran status, or disability.

The contractor shall provide each Contract Worker with a copy of this Section and will require Contract Workers to participate in training on civility in the State workplace. Upon request, the contractor shall provide documentation that each Contract Worker has received such training.

For purposes of this Section, “State workplace” includes any location, permanent or temporary, where a Commonwealth employee performs any work-related duty or is representing his or her agency, as well as surrounding perimeters, parking lots, outside meeting locations, and means of travel to and from these locations. Communications are deemed to occur in a State workplace if the Contract Worker reasonably should know that the phone number, email, or other method of communication is associated with a State workplace or is associated with a person who is a State employee.

The Commonwealth of Virginia may require, at its sole discretion, the removal and replacement of any Contract Worker who the Commonwealth reasonably believes to have violated this Section.

This Section creates obligations solely on the part of the contractor. Employees or other third parties may benefit incidentally from this Section and from training materials or other communications distributed on this topic , but the Parties to this agreement intend this Section to be enforceable solely by the Commonwealth and not by employees or other third parties.

VIII. SPECIAL TERMS AND CONDITIONS

A. AUDIT: The Contractor hereby agrees to retain all books, records, systems, 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 Commonwealth of Virginia, its authorized agents, and/or State auditors shall have full access to and the right to examine any of said materials during said period.

B. CANCELLATION OF CONTRACT: James Madison University reserves the right to cancel and terminate any resulting contract, in part or in whole, without penalty, upon 60 days written notice to the contractor. In the event the initial contract period is for more than 12 months, the resulting contract may be terminated by either party, without penalty, after the initial 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.

C. IDENTIFICATION OF PROPOSAL ENVELOPE: The signed proposal should be returned in a separate envelope or package, sealed and identified as follows:

From: ____

Name of Offeror   Due Date   Time

____

Street or Box No.   RFP #

____

City, State, Zip Code   RFP Title

Name of Purchasing Officer: ______________________________

The envelope should be addressed as directed on the title page of the solicitation.

The Offeror takes the risk that if the envelope is not marked as described above, it 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.

D. 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 non responsive 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 intra university mail system. It is the sole responsibility of the Offeror to ensure that its proposal reaches the issuing office by the designated date and hour.

E. UNDERSTANDING OF REQUIREMENTS: It is the responsibility of each offeror to inquire about and clarify any requirements of this solicitation that is not understood. The University will not be bound by oral explanations as to the meaning of specifications or language contained in this solicitation. Therefore, all inquiries deemed to be substantive in nature must be in writing and submitted to the responsible buyer in the Procurement Services Office. Offerors must ensure that written inquiries reach the buyer at least five (5) days prior to the time set for receipt of offerors proposals. A copy of all queries and the respective response will be provided in the form of an addendum to all offerors who have indicated an interest in responding to this solicitation. Your signature on your Offer certifies that you fully understand all facets of this solicitation. These questions may be sent by Fax to 540/568-7935.

F. RENEWAL OF CONTRACT: This contract may be renewed by the Commonwealth for a period of nine (9) successive one year periods under the terms and conditions of the original contract except as stated in 1. and 2. below. Price increases may be negotiated only at the time of renewal. Written notice of the Commonwealth's intention to renew shall be given approximately 90 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-year period, the contract price(s) for the additional one year shall not exceed the contract price(s) of the original contract increased/decreased by no more than the percentage increase/decrease of the other services 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.

2. If during any subsequent renewal periods, the Commonwealth elects to exercise the option to renew the contract, the contract price(s) for the subsequent renewal period shall not exceed the contract price(s) of the previous renewal period increased/decreased by more than the percentage increase/decrease of the other services 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.

G. SUBMISSION OF INVOICES: All invoices shall be submitted within sixty days of contract term expiration for the initial contract period as well as for each subsequent contract renewal period. Any invoices submitted after the sixty day period will not be processed for payment.

H. OPERATING VEHICLES ON JAMES MADISON UNIVERSITY CAMPUS: Operating vehicles on sidewalks, plazas, and areas heavily used by pedestrians is prohibited. In the unlikely event a driver should find it necessary to drive on James Madison University sidewalks, plazas, and areas heavily used by pedestrians, the driver must yield to pedestrians.

For a complete list of parking regulations, please go to www.jmu.edu/parking; or to acquire a service representative parking permit, contact Parking Services at 540.568.3300. The safety of our students, faculty and staff is of paramount importance to us. Accordingly, violators may be charged.

I. <u>COOPERATIVE PURCHASING / USE OF AGREEMENT BY THIRD PARTIES</u>: It is the intent of this solicitation and resulting contract(s) to allow for cooperative procurement. Accordingly, any public body, (to include government/state agencies, political subdivisions, etc.), cooperative purchasing organizations, public or private health or educational institutions or any University related foundation and affiliated corporations may access any resulting contract if authorized by the Contractor.

Participation in this cooperative procurement is strictly voluntary. If authorized by the Contractor(s), the resultant contract(s) will be extended to the entities indicated above to purchase goods and services in accordance with contract terms. As a separate contractual relationship, the participating entity will place its own orders directly with the Contractor(s) and shall fully and independently administer its use of the contract(s) to include contractual disputes, invoicing and payments without direct administration from the University. No modification of this contract or execution of a separate agreement is required to participate; however, the participating entity and the Contractor may modify the terms and conditions of this contract to accommodate specific governing laws, regulations, policies, and business goals required by the participating entity. Any such modification will apply solely between the participating entity and the Contractor.

The Contractor will notify the University in writing of any such entities accessing this contract. The Contractor will provide semi-annual usage reports for all entities accessing the contract. The University 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 University is not responsible for the acts or omissions of any entity and will not be considered in default of the contract no matter the circumstances.

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

J. <u>SMALL BUSINESS SUBCONTRACTING AND EVIDENCE OF COMPLIANCE</u>:

1. It is the goal of the Commonwealth that 42% of its purchases are made from small businesses. This includes discretionary spending in prime contracts and subcontracts. All potential offerors are required to submit a Small Business Subcontracting Plan. Unless the offeror is registered as a Department of Small Business and Supplier Diversity (SBSD)-certified small business and where it is practicable for any portion of the awarded contract to be subcontracted to other suppliers, the contractor is encouraged to offer such subcontracting opportunities to SBSD-certified small businesses. This shall not exclude SBSD-certified women-owned and minority-owned businesses when they have received SBSD small business certification. No offeror or subcontractor shall be considered a Small Business, a Women-Owned Business or a Minority-Owned Business unless certified as such by the Department of Small Business and Supplier Diversity (SBSD) by the due date for receipt of proposals. If small business subcontractors are used, the prime contractor agrees to report the use of small business subcontractors by providing the purchasing office at a minimum the following information: name of small business with the SBSD certification number or FEIN, phone number, total dollar amount subcontracted, category type (small, women-owned, or minority-owned), and type of product/service provided.

This information shall be submitted to: JMU Office of Procurement Services, Attn: SWAM Subcontracting Compliance, MSC 5720, Harrisonburg, VA 22807.

2. Each prime contractor who wins an award in which provision of a small business subcontracting plan is a condition of the award, shall deliver to the contracting agency or institution with every request for payment, evidence of compliance (subject only to insubstantial shortfalls and to shortfalls arising from subcontractor default) with the small business subcontracting plan. **This information shall be submitted to: JMU Office of Procurement Services, SWAM Subcontracting Compliance, MSC 5720, Harrisonburg, VA 22807**. When such business has been subcontracted to these firms and upon completion of the contract, the contractor agrees to furnish the purchasing office at a minimum the following information: name of firm with the Department of Small Business and Supplier Diversity (SBSD) certification number or FEIN number, phone number, total dollar amount subcontracted, category type (small, women-owned, or minority-owned), and type of product or service provided. Payment(s) may be withheld until compliance with the plan is received and confirmed by the agency or institution. The agency or institution reserves the right to pursue other appropriate remedies to include, but not be limited to, termination for default.

3. Each prime contractor who wins an award valued over $200,000 shall deliver to the contracting agency or institution with every request for payment, information on use of subcontractors that are not Department of Small Business and Supplier Diversity (SBSD)-certified small businesses. When such business has been subcontracted to these firms and upon completion of the contract, the contractor agrees to furnish the purchasing office at a minimum the following information: name of firm, phone number, FEIN number, total dollar amount subcontracted, and type of product or service provided. **This information shall be submitted to: JMU Office of Procurement Services, Attn: SWAM Subcontracting Compliance, MSC 5720, Harrisonburg, VA 22807**.

K. <u>AUTHORIZATION TO CONDUCT BUSINESS IN THE COMMONWEALTH</u>: A contractor organized as a stock or nonstock corporation, limited liability company, business trust, or limited partnership or registered as a registered limited liability partnership shall be authorized to transact business in the Commonwealth as a domestic or foreign business entity if so required by Title 13.1 or Title 50 of the Code of Virginia or as otherwise required by law. Any business entity described above that enters into a contract with a public body shall not allow its existence to lapse or its certificate of authority or registration to transact business in the Commonwealth, if so required under Title 13.1 or Title 50, to be revoked or cancelled at any time during the term of the contract. A public body may void any contract with a business entity if the business entity fails to remain in compliance with the provisions of this section.

L. <u>PUBLIC POSTING OF COOPERATIVE CONTRACTS:</u> James Madison University maintains a web-based contracts database with a public gateway access. Any resulting cooperative contract/s to this solicitation will be posted to the publicly accessible website. Contents identified as proprietary information will not be made public.

M. <u>CRIMINAL BACKGROUND CHECKS OF PERSONNEL ASSIGNED BY CONTRACTOR TO PERFORM WORK ON JMU PROPERTY</u>: The Contractor shall obtain criminal background checks on all of their contracted employees who will be assigned to perform services on James Madison University property. The results of the background checks will be directed solely to the Contractor. The Contractor bears responsibility for confirming to the University contract administrator that the background checks have been completed prior to work being performed by their employees or subcontractors. The Contractor shall only assign to work on the University campus those individuals whom it deems qualified and permissible based on the results of completed background checks. Notwithstanding any other provision herein, and to ensure the safety of students, faculty, staff and facilities, James Madison University reserves the right to approve or disapprove any contract employee that will work on JMU property. Disapproval by the University will solely apply to JMU property and should have no bearing on the Contractor's employment of an individual outside of James Madison University.

N. 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.

O. ADDITIONAL GOODS AND SERVICES: The University may acquire other goods or services that the supplier provides than those specifically solicited. The University reserves the right, subject to mutual agreement, for the Contractor to provide additional goods and/or services under the same pricing, terms, and conditions and to make modifications or enhancements to the existing goods and services. Such additional goods and services may include other products, components, accessories, subsystems, or related services that are newly introduced during the term of this Agreement. Such additional goods and services will be provided to the University at favored nations pricing, terms, and conditions.

P. 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 James Madison University will be used in product literature or advertising without the express written consent of the University. The contractor shall not state in any of its advertising or product literature that James Madison University has purchased or uses any of its products or services, and the contractor shall not include James Madison University in any client list in advertising and promotional materials without the express written consent of the University.

Q. OPTIONAL PRE-PROPOSAL CONFERENCE CALL: An optional pre-proposal conference call will be held on Thursday, October 28, 2021 at 10:00am. Pre-registration is required by completing the registration form on Page 1 of this RFP and returning to Colleen Johnson (johns9cm@jmu.edu fax to 540-568-7935) by 5:00 PM on Monday, October 25, 2021. Call in information for the pre-proposal conference call will be provided to each registered offeror following their registration.

The purpose of this conference is to allow potential offerors an opportunity to present questions and obtain clarification relative to any facet of this solicitation. While call-in for this conference call will not be a prerequisite to submitting a proposal, Offerors who intend to submit a proposal are encouraged to register and participate. Any changes resulting from this conference call will be issued in a written addendum to the solicitation.

R. 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.

S. 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.

T. CONFIDENTIALITY OF PERSONALLY IDENTIFIABLE INFORMATION: The contractor assures that information and data obtained as to personal facts and circumstances related to faculty, staff, students, and affiliates will be collected and held confidential, during and following the term of this agreement, and will not be divulged without the individual's and the agency's written consent and only in accordance with federal law or the Code of Virginia. This shall include FTI, which is a term of art and consists of federal tax returns and return information (and information derived from it) that is in contractor/agency possession or control which is covered by the confidentiality protections of the Internal Revenue Code (IRC) and subject to the IRC 6103(p)(4) safeguarding requirements including IRS oversight. FTI is categorized as sensitive but unclassified information and may contain personally identifiable information (PII). Contractors who utilize, access, or store personally identifiable information as part of the performance of a contract are required to safeguard this information and immediately notify the agency of any breach or suspected breach in the security of such information. Contractors shall allow the agency to both participate in the investigation of incidents and exercise control over decisions regarding external reporting. Contractors and their employees working on this project may be required to sign a confidentiality statement.

U. EXCESSIVE DOWNTIME: Equipment or software furnished under the contract shall be capable of continuous operation. Should the equipment or software become inoperable for a period of more than four (4) hours, the contractor agrees to pro-rate maintenance charges to account for the period of inoperability. The period of in-operability shall commence upon initial notification. In the event the equipment or software remains inoperable for more than two (2) consecutive days, the contractor shall promptly replace the equipment or software at no charge upon request of the procuring agency. Such replacement shall be with new, unused product(s) of comparable quality, and must be installed and operational within two (2) days following the request for replacement.

V. LATEST SOFTWARE VERSION: Any software product(s) provided under the contract shall be the latest version available to the general public as of the due date of this solicitation.

W. RENEWAL OF MAINTENANCE: Maintenance of the hardware or software specified in the resultant contract may be renewed by the mutual written agreement of both parties for additional one-year periods, under the terms and conditions of the original contract except as noted herein. Price changes may be negotiated at time of renewal; however, in no case shall the maintenance costs for a succeeding one-year period exceed the prior year's contract price(s), increased or decreased by more than the percentage increase or decrease in the other services category of the CPI-W section of the US Bureau of Labor Statistics Consumer Price Index, for the latest twelve months for which statistics are available.

X. 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, included as part of the annual fee.

Y. TERM OF SOFTWARE LICENSE: Unless otherwise stated in the solicitation, the software license(s) identified in the pricing schedule shall be purchased on a perpetual basis and shall continue in perpetuity. However the Commonwealth reserves the right to terminate the license at any time, although the mere expiration or termination of this contract shall not be construed as an intent to terminate the license. All acquired license(s) shall be for use at any computing facilities, on any equipment, by any number of users, and for any purposes for which it is procured. The Commonwealth further reserves the right to transfer all rights under the license to another state agency to which some or all of its functions are transferred.

Z. 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.

AA. TITLE TO SOFTWARE: By submitting a bid or proposal, the bidder or offeror 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.

BB. WARRANTY AGAINST SHUTDOWN DEVICES: The contractor warrants that the equipment and software provided under the contract shall not contain any lock, counter, CPU reference, 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.

CC. NONVISUAL ACCESS TO TECHNOLOGY: 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:

(i) effective, interactive control and use of the Technology shall be readily achievable by nonvisual means;

(ii) 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;

(iii) nonvisual access technology shall be integrated into any networks used to share communications among employees, program participants or the public; and

(iv) 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, 2.2-3500 through 2.2-3504 of the Code of Virginia.

All information technology which, pursuant to this Agreement, 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. (http://www.section508.gov/). 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.

DD. HIPAA – CONFIDENTIALITY AND RECORDS: The Contractor assures that information, data and records obtained during the performance of this contract, to include personal facts and circumstances related to patients, shall be considered confidential during and following the terms of this contract and will be stored and maintained in strict compliance with applicable state and federal laws, and, further, shall not be divulged without JMU's written consent and then only in strict accordance with said applicable laws. The Contractor shall hold all information provided by JMU as proprietary and confidential and shall make no unauthorized reproduction or distribution of such material. Upon termination of this contract and/or within thirty (30) days of receipt of final payment for services, all materials, data, and information in the possession of the Contractor, provided to or obtained by the Contractor during the performance of this contract and to satisfy the requirements of the contract, shall be provided to JMU in hard copy and/or electronic form. Except where law allows, the Contractor shall not retain hard copies of the material, data, and information and all electronically stored material, data, and information shall be expunged from equipment and systems retained by the Contractor.

EE. PCI DSS COMPLIANCE: James Madison University requires that the contractor shall at all times maintain compliance with the most current Payment Card Industry Data Security Standards (PCI DSS). The contractor will be required to provide an Attestation of Compliance on an annual basis. Contractor acknowledges responsibility for the security of cardholder data as defined within the PCI DSS. Contractor acknowledges and agrees that cardholder data may only be used for completing the contracted services as described in the full text of this document, or as required by the PCI DSS, or as required by applicable law. In the event of a breach or intrusion or otherwise unauthorized access to cardholder data stored at or for the contractor, contractor shall immediately notify the Assistant Vice President for Finance at: (540) 568-6433, MSC 5719, Harrisonburg, VA 22807 (fax (540) 568-3346) to allow the proper PCI DSS compliant breach notification process to commence. The contractor shall provide appropriate payment card companies, acquiring financial institutions and their respective designees access to the contractor's facilities and all pertinent records to conduct a review of the contractor's compliance with the PCI DSS requirements.

In the event of a breach or intrusion the contractor acknowledges any/all costs related to breach or intrusion or unauthorized access to cardholder data entrusted to the contractor deemed to be the fault of the contractor shall be the liability of the contractor. Vendor agrees to assume responsibility for informing all such individuals in accordance with applicable law and to indemnify and hold harmless the Commonwealth of Virginia, James Madison University and its officers and employees from and against any claims, damages or other harm related to such breach.

FF. OWNERSHIP OF INTELLECTUAL PROPERTY: All copyright and patent rights to all papers, reports, forms, materials, creations, or inventions created or developed in the performance of this contract shall become the sole property of the Commonwealth. On request, the contractor shall promptly provide an acknowledgment or assignment in a tangible form satisfactory to the Commonwealth to evidence the Commonwealth's sole ownership of specifically identified intellectual property created or developed in the performance of the contract.

IX. METHOD OF PAYMENT

The contractor will be paid based on invoices submitted in accordance with the solicitation and any negotiations. James Madison University recognizes the importance of expediting the payment process for our vendors and suppliers; we request that our vendors and suppliers enroll in our bank's Comprehensive Payable options: either the Virtual Payables Virtual Card or the PayMode-X electronic deposit (ACH) to your bank account so that future payments are made electronically. Contractors signed up for the Virtual Payables process will receive the benefit of being paid Net 15. Additional information is available online at:
http://www.jmu.edu/financeoffice/accounting-operations-disbursements/cash-investments/vendor-payment-methods.shtml

X. PRICING SCHEDULE

The offeror shall provide pricing for all products and services included in proposal indicating one-time and on-going costs. The resulting contract will be cooperative (see Section VIII.I. *Cooperative Purchasing/Use of Agreement by Third Parties*).

Providing pricing for items requested in I.V. Statement of Needs, by Service Group, including but not limited to potential costs listed below:

NOTES:

- **Breakdown all costs by Service Groups below, note any discount available to the university if multiple service groups are contracted by the same offeror.**
- **For all costs provide scalable licensing models with pricing tiers as applicable for use case and usage growth (i.e. applications integrated, number of users, volume of data, etc).**
- **Services and training pricing should include both remote and on-premise rates, with any on premises rates inclusive of travel costs.**

A. **SERVICE GROUP 1: General, Enterprise-wide CRM Functionality**
TO BE COMPLETED BY ALL OFFERORS

a. Costs from IV.A. *Implementation Services, Training and Consulting:* Implementation costs in a detailed format to include by not limited to:

i. Services (including change management)

ii. Integration

iii. Customization

iv. Anticipated Travel

v. Testing

vi. Training

vii. Documentation

b. Costs from IV.B. Service Group 1: *General, Enterprise-wide CRM Functionality*

i. Subscription cost (indicate and provide pricing for all licensing model options available, i.e. named licenses, concurrent users, unlimited, etc.)

ii. Test Instances

iii. Hosting (if separate from subscription cost)

iv. Annual support (provide any optional tiers)

v. Annual maintenance fee costs as applicable

vi. Software add-ons and Integrations as relevant

vii. White labeling

c. Provide breakdown of one-time costs and breakdown of ongoing costs.

B. **SERVICE GROUP 2: Academic Advising, Student Success and Early Alerts**
TO BE COMPLETED AS APPLICABLE

a. Costs from IV.A. *Implementation Services, Training and Consulting:* Implementation costs in a detailed format to include by not limited to:

i. Services (including change management)

ii. Integration

iii. Customization

iv. Anticipated Travel

v. Testing

vi. Training

vii. Documentation

b. Costs from IV.C. Service Group 2: *Academic Advising, Student Success and Early Alerts*

i. Subscription cost (indicate and provide pricing for all licensing model options available, i.e. named licenses, concurrent users, unlimited, etc.)

ii. Test Instances

iii. Hosting (if separate from subscription cost)
iv. Annual support (provide any optional tiers)
v. Annual maintenance fee costs as applicable
vi. Software add-ons and Integrations as relevant
vii. White labeling

c. Provide breakdown of one-time costs and breakdown of ongoing costs.

C. SERVICE GROUP 3: Advancement
TO BE COMPLETED AS APPLICABLE

a. Costs from IV.A. *Implementation Services, Training and Consulting:* Implementation costs in a detailed format to include by not limited to:
    i. Services (including change management)
    ii. Integration
    iii. Customization
    iv. Anticipated Travel
    v. Testing
    vi. Training
    vii. Documentation

b. Costs from IV.D. Service Group 3: *Advancement*
    i. Subscription cost (indicate and provide pricing for all licensing model options available, i.e. named licenses, concurrent users, unlimited, etc.)
    ii. Test Instances
    iii. Hosting (if separate from subscription cost)
    iv. Annual support (provide any optional tiers)
    v. Annual maintenance fee costs as applicable
    vi. Software add-ons and Integrations as relevant
    vii. White labeling

c. Provide breakdown of one-time costs and breakdown of ongoing costs.

D. SERVICE GROUP 4: Admissions (Undergraduate, Graduate, and Continuing Education)
TO BE COMPLETED AS APPLICABLE

a. Costs from IV.A. *Implementation Services, Training and Consulting:* Implementation costs in a detailed format to include by not limited to:
    i. Services (including change management)
    ii. Integration
    iii. Customization
    iv. Anticipated Travel

v. Testing

vi. Training

vii. Documentation

b. Costs from IV.E. Service Group 4: *Admissions (Undergraduate, Graduate, and Continuing Education)*

i. Subscription cost (indicate and provide pricing for all licensing model options available, i.e. named licenses, concurrent users, unlimited, etc.)

ii. Test Instances

iii. Hosting (if separate from subscription cost)

iv. Annual support (provide any optional tiers)

v. Annual maintenance fee costs as applicable

vi. Software add-ons and Integrations as relevant

vii. White labeling

c. Provide breakdown of one-time costs and breakdown of ongoing costs.

E. Provide any discounts available to the university and VASCUPP members who may utilize any resulting cooperative contract.

Specify any associated charge card processing fees, if applicable, to be billed to the university. Vendors shall provide their VISA registration number when indicating charge card processing fees. Any vendor requiring information on VISA registration may refer to https://usa.visa.com/support/small-business/regulations-fees.html and for questions https://usa.visa.com/dam/VCOM/global/support-legal/documents/merchant-surcharging-qa-for-web.pdf.

XI. ATTACHMENTS

Attachment A: Offeror Data Sheet

Attachment B: Small, Women, and Minority-owned Business (SWaM) Utilization Plan

Attachment C: Standard Contract Sample

Attachment D: Information Technology Services Addendum ***(All Offerors are required to complete)***

Attachment E: Commonwealth of Virginia Agency Contract Form Addendum to Contractor's Form ***(All Offerors are required to complete)***

Attachment F: Virginia Higher Education Procurement Consortium (VHEPC) Publicly Accessible Contract Agreement

Attachment G: Higher Education Cloud Assessment Tool (HECVAT) - attached as a separate Excel spreadsheet ***(All Offerors are required to complete)***

ATTACHMENT A

OFFEROR DATA SHEET

TO BE COMPLETED BY OFFEROR

1. QUALIFICATIONS OF OFFEROR: Offerors must have the capability and capacity in all respects to fully satisfy the contractual requirements.

2. YEARS IN BUSINESS: Indicate the length of time you have been in business providing these types of goods and services.

   Years_______ Months_________

3. REFERENCES: Indicate below a listing of at least five (5) organizations, either commercial or governmental/educational, that your agency is servicing. Include the name and address of the person the purchasing agency has your permission to contact.

CLIENT	LENGTH OF SERVICE	ADDRESS	CONTACT PERSON/PHONE #

4. List full names and addresses of Offeror and any branch offices which may be responsible for administering the contract.

____

____

____

____

5. RELATIONSHIP WITH THE COMMONWEALTH OF VIRGINIA: Is any member of the firm an employee of the Commonwealth of Virginia who has a personal interest in this contract pursuant to the CODE OF VIRGINIA, SECTION 2.2-3100 – 3131?
   [ ] YES [ ] NO
   IF YES, EXPLAIN:____

____

____

____

ATTACHMENT B

Small, Women and Minority-owned Businesses (SWaM) Utilization Plan

Offeror Name: ___________________________________ Preparer Name: ___________________

Date: ________

Is your firm a **Small Business Enterprise** certified by the Department of Small Business and Supplier Diversity (SBSD)? Yes_____ No_____

If yes, certification number: ____________ Certification date:______________

Is your firm a **Woman-owned Business Enterprise** certified by the Department of Small Business and Supplier Diversity (SBSD)? Yes_____ No_____

If yes, certification number: ____________ Certification date:______________

Is your firm a **Minority-Owned Business Enterprise** certified by the Department of Small Business and Supplier Diversity (SBSD)? Yes____ No_____

If yes, certification number: ____________ Certification date:______________

Is your firm a **Micro Business** certified by the Department of Small Business and Supplier Diversity (SBSD)? Yes_____ No_____

If yes, certification number: ____________ Certification date: ______________

Instructions: *Populate the table below to show your firm's plans for utilization of small, women-owned and minority-owned business enterprises in the performance of the contract. Describe plans to utilize SWAMs businesses as part of joint ventures, partnerships, subcontractors, suppliers, etc.*

Small Business: "Small business " means a business, independently owned or operated by one or more persons who are citizens of the United States or non-citizens who are in full compliance with United States immigration law, 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.

Woman-Owned Business Enterprise: 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. **For purposes of the SWAM Program, all certified women-owned businesses are also a small business enterprise.**

Minority-Owned Business Enterprise: 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. **For purposes of the SWAM Program, all certified minority-owned businesses are also a small business enterprise.**

Micro Business is a certified Small Business under the SWaM Program and has no more than twenty-five (25) employees **AND** no more than $3 million in average annual revenue over the three-year period prior to their certification.

All small, women, and minority owned businesses must be certified by the Commonwealth of Virginia Department of Small Business and Supplier Diversity (SBSD) to be counted in the SWAM program. Certification applications are available through SBSD at 800-223-0671 in Virginia, 804-786-6585 outside Virginia, or online at http://www.sbsd.virginia.gov/ (Customer Service).

RETURN OF THIS PAGE IS REQUIRED

ATTACHMENT B (CNT'D)

Small, Women and Minority-owned Businesses (SWaM) Utilization Plan

Procurement Name and Number: ____________________________________ Date Form Completed:______________

Listing of Sub-Contractors, to include, Small, Woman Owned and Minority Owned Businesses
for this Proposal and Subsequent Contract

Offeror / Proposer:

________________________ ________________________________ ________________________
Firm Address Contact Person/No.

Sub-Contractor's Name and Address	Contact Person & Phone Number	SBSD Certification Number	Services or Materials Provided	Total Subcontractor Contract Amount (to include change orders)	Total Dollars Paid Subcontractor to date (to be submitted with request for payment from JMU)

(Form shall be submitted with proposal and if awarded, again with submission of each request for payment)

RETURN OF THIS PAGE IS REQUIRED

ATTACHMENT C

JAMES MADISON UNIVERSITY

COMMONWEALTH OF VIRGINIA
STANDARD CONTRACT

Contract No.__________

This contract entered into this__________day of_______________20____,by ______________________ hereinafter called the "Contractor" and Commonwealth of Virginia, James Madison University 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:

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

PERIOD OF PERFORMANCE: From__________________ through__________________

The contract documents shall consist of:

(1) This signed form;

(2) The following portions of the Request for Proposals dated ____________________:
  (a) The Statement of Needs,
  (b) The General Terms and Conditions,
  (c) The Special Terms and Conditions together with any negotiated modifications of those Special Conditions;
  (d) List each addendum that may be issued

(3) The Contractor's Proposal dated ____________________and the following negotiated modification to the Proposal, all of which documents are incorporated herein.
  (a) Negotiations summary dated ____________.

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

CONTRACTOR:	PURCHASING AGENCY:
By:________________________________	By:________________________________
(Signature)	(Signature)
________________________________	________________________________
(Printed Name)	(Printed Name)
Title:______________________________	Title:______________________________

ATTACHMENT D

James Madison University
Information Technology Services Addendum

CONTRACTOR NAME: ____

PRODUCT/SOLUTION: ____

Definitions:

- Agreement: The "Agreement" includes the contract, this addendum and any additional addenda and attachments to the contract, including the Contractor's Form.
- University: "University" or "the University" means James Madison University, its trustees, officers and employees.
- University Data: "University Data" is defined as any data that the Contractor creates, obtains, accesses, transmits, maintains, uses, processes, stores or disposes of in performance of the Agreement. It includes all Personally Identifiable Information and other information that is not intentionally made generally available by the University on public websites.
- Personally Identifiable Information: "Personally Identifiable Information" (PII) includes but is not limited to: Any information that directly relates to an individual and is reasonably likely to enable identification of that individual or information that is defined as PII and subject to protection by James Madison University under federal or Commonwealth of Virginia law.
- Security Breach: "Security Breach" means a security-relevant event in which the security of a system or procedure involving University Data is breached, and in which University Data is exposed to unauthorized disclosure, access, alteration, or use.
- Service(s): "Service" or "Services" means any goods or services acquired by the University from the Contractor.

1. **Rights and License in and to 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 Contractor has a limited, nonexclusive license to use the data as provided in the Agreement solely for the purpose of performing its obligations hereunder. The Agreement does not give a party any rights, implied or otherwise, to the other's data, content, or intellectual property.

2. **Disclosure:** All goods, products, materials, documents, reports, writings, video images, photographs, or papers of any nature including software or computer images prepared or provided to the Contractor (or its subcontractors) for the University will not be disclosed to any other person or entity without the written permission of the University.

3. **Data Privacy:**
   a. Contractor will use University Data only for the purpose of fulfilling its duties under the 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 law.
   b. University Data will not be stored outside the United States without prior written consent from the University.
   c. Contractor will provide access to University Data only to its employees and subcontractors who need to access the data to fulfill obligations under the Agreement. The Contractor will ensure that the Contractor's employees, and subcontractors when applicable, who perform work under the Agreement have received appropriate instruction as to how to comply with the data protection provisions of the Agreement and have agreed to confidentiality obligations at least as restrictive as those contained in this Addendum.
      i. If the Contractor will have access to the records protected by the Family Educational Rights and Privacy Act (FERPA), Contractor acknowledges that for the purposes of the Agreement it will be designated as

a "school official" with "legitimate educational interests" in such records, as those terms have been defined under FERPA and its implementing regulations, and Contractor agrees to abide by the limitations and requirements imposed on school officials. Contractor will use such records only for the purpose of fulfilling its duties under the Agreement for University's and its End Users' benefit, and will not share such data with or disclose it to any third party except as required by law or authorized in writing by the University. Contractor acknowledges that its access to such records is limited to only those directly related to and necessary for the completion of Contractor's duties under the Agreement.

d. The Contractor shall be responsible and liable for the acts and omissions of its subcontractors, including but not limited to third-party cloud hosting providers, and shall assure compliance with the requirements of the Agreement.

4. **Data Security:**

a. Contractor 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 Contractor'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.

b. Contractor will store and process University Data in a secure site and will provide a SOC 2 or other security report deemed sufficient by the University from a third party reviewer along with annual updated security reports. If the Contractor is using a third-party cloud hosting company such as AWS, Rackspace, etc., the Contractor will obtain the security audit report from its hosting company and give the results to the University. The University should not have to request the report directly from the hosting company.

c. Contractor will use industry-standards and up-to-date security tools, technologies and practices such as network firewalls, anti-virus, vulnerability scans, system logging, intrusion detection, 24x7 system monitoring, and third-party penetration testing in providing services under the Agreement.

d. Without limiting the foregoing, Contractor warrants that all electronic University Data will be encrypted in transmission (including via web interface) and stored at AES 256 or stronger.

5. **Data Authenticity, Integrity and Availability:**

a. Contractor will take reasonable measures, including audit trails, to protect University Data against deterioration or degradation of data quality and authenticity. Contractor shall be responsible for ensuring that University Data, per the Virginia Public Records Act, is "preserved, maintained, and accessible throughout their lifecycle, including converting and migrating electronic records as often as necessary so that information is not lost due to hardware, software, or media obsolescence or deterioration."

b. Contractor will ensure backups are successfully completed at the agreed interval and that restoration capability is maintained for restoration to a point-in-time and\or to the most current backup available.

c. Contractor will maintain an uptime of 99.99% or greater as agreed to for the contracted services via the use of appropriate redundancy, continuity of operations and disaster recovery planning and implementations, excluding regularly scheduled maintenance time.

6. **Employee Background Checks and Qualifications:**

a. Contractor shall ensure that its employees have undergone appropriate background screening and possess all needed qualifications to comply with the terms of the Agreement including but not limited to all terms relating to data and intellectual property protection.

b. If the Contractor 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, the Contractor shall perform the following background checks on all employees who have potential to access such data in accordance with the Fair Credit Reporting Act: Social Security Number trace; seven (7) year felony and misdemeanor criminal records check of federal, state, or local records (as applicable) for job related crimes; Office of Foreign Assets Control List (OFAC) check; Bureau of Industry and Security List (BIS) check; and Office of Defense Trade Controls Debarred Persons List (DDTC).

7. **Security Breach:**

a. Response: Immediately (within one day) upon becoming aware of a Security Breach, or of circumstances that could have resulted in unauthorized access to or disclosure or use of University Data, Contractor will notify the University ISO at (ISO@jmu.edu), fully investigate the incident, and cooperate fully with the University's investigation of and response to the incident. Except as otherwise required by law, Contractor 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:

i. If Contractor 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, Contractor will reimburse the University in full for all costs incurred by the University in investigation and remediation of any Security Breach caused by Contractor, 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.

ii. If Contractor 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, Contractor will reimburse the University in full for all costs reasonably incurred by the University in investigation and remediation of any Security Breach caused by Contractor.

8. **Requests for Data, Response to Legal Orders or Demands for Data:**

a. Except as otherwise expressly prohibited by law, Contractor will:

i. immediately notify the University of any subpoenas, warrants, or other legal orders, demands or requests received by Contractor seeking University Data;

ii. consult with the University regarding its response;

iii. cooperate with the University's requests in connection with efforts by the University to intervene and quash or modify the legal order, demand or request; and

iv. Upon the University's request, provide the University with a copy of its response.

b. Contractor will make itself and any employees, contractors, or agents assisting in the performance of its obligations under the Agreement, available to the University at no cost to the University based upon claimed violation of any laws relating to security and\or privacy of the data that arises out of the Agreement. This shall include any data preservation or eDiscovery required by the University.

c. The University may request and obtain access to University Data and related logs at any time for any reason and at no extra cost.

9. **Data Transfer Upon Termination or Expiration:**

a. Contractor's obligations to protect University Data shall survive termination of the Agreement until all University Data has been returned or securely destroyed, meaning taking actions that render data written on media unrecoverable by both ordinary and extraordinary means.

b. Upon termination or expiration of the Agreement, Contractor will ensure that all University Data are securely transferred, returned or destroyed as directed by the University in its sole discretion within 60 days of termination of the Agreement. Transfer/migration to the University or a third party designated by the University shall occur without significant interruption in service. Contractor shall ensure that such transfer/migration uses facilities, methods, and data formats that are accessible and 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.

c. In the event that the University requests destruction of its data, Contractor agrees to securely destroy all data in its possession and in the possession of any subcontractors or agents to which Contractor might have transferred University data. Contractor agrees to provide documentation of data destruction to the University.

d. Contractor 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 Contractor's facilities to remove and destroy University-owned assets and data. Contractor shall implement its exit plan and take all necessary actions to ensure a smooth transition of service with minimal disruption to the University. The Contractor will also provide, as applicable, 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. Contractor will work closely with its successor to ensure a successful transition to the new service, with minimal downtime and effect on the University, all such work to be coordinated and performed in advance of the formal, final transition date.

10. **Audits:**

a. The University reserves the right in its sole discretion to perform audits of the Contractor to ensure compliance with the terms of the Agreement. Contractor shall reasonably cooperate in the performance of such audits. This provision applies to all agreements under which Contractor must create, obtain, transmit, use, maintain, process, or dispose of University Data.

b. If Contractor must under the 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, Contractor will at its expense conduct or have conducted at least annually a(n):

i. American Institute of CPAs Service Organization Controls 2 (SOC 2) audit, or other independent security audit with audit objectives deemed sufficient by the University, which attests to Contractor's security policies, procedures, and controls. Contractor shall also submit such documentation for any third-party cloud hosting provider(s) they may use (e.g. AWS, Rackspace, Azure, etc.) and for all subservice providers or business partners relevant to the Agreement. Contractor shall also provide James Madison University with a designated point of contact for the SOC reports and risks related to the contract. This person shall address issues raised in the SOC reports of the Contractor and its relevant providers and partners, and respond to any follow up questions posed by the University in relation to technology systems, infrastructure, or information security concerns related to the contract.

ii. vulnerability scan of Contractor's electronic systems and facilities that are used in any way to deliver electronic services under the Agreement; and

iii. formal penetration test performed by qualified personnel of Contractor's electronic systems and facilities that are used in any way to deliver electronic services under the Agreement.

c. Additionally, Contractor 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 the Agreement. The University may require, at University expense, the Contractor to perform additional audits and tests, the results of which will be provided promptly to the University.

11. **Compliance:**

a. Contractor will comply with all applicable laws and industry standards in performing services under the Agreement. Any Contractor 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 Contractor upon request.

b. To the extent applicable to the design and intended use of the service, Contractor warrants that the service it will provide to the University is fully compliant with and will enable the University to be compliant with relevant requirements of all laws, regulation, and guidance applicable to the University and/or Contractor, including but not limited to: the Family Educational Rights and Privacy Act (FERPA), Health Insurance Portability and Accountability Act (HIPAA), 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.

12. **No End User Agreements:** Any agreements or understandings, whether electronic, click through, verbal or in writing, between Contractor and University employees or other end users under the Agreement that conflict with the terms of the Agreement, including but not limited to this Addendum, shall not be valid or binding on the University or any such end users.

IN WITNESS WHEREOF, the parties have caused this addendum to be duly executed, intending thereby to be legally bound. In the event of conflict or inconsistency between terms of the Agreement and this Addendum, the terms of this Addendum shall prevail.

	JAMES MADISON UNIVERSITY		**CONTRACTOR**
SIGNATURE:	______________________	SIGNATURE:	______________________
PRINTED NAME:	______________________	PRINTED NAME:	______________________
TITLE:	______________________	TITLE:	______________________
DATE:	______________________	DATE:	______________________

REV: March 23, 2020

ATTACHMENT E

COMMONWEALTH OF VIRGINIA AGENCY
CONTRACT FORM ADDENDUM TO CONTRACTOR'S FORM

AGENCY NAME: __**James Madison University**

CONTRACTOR NAME: ____

DATE: ___________________________

The Commonwealth and the Contractor are this day entering into a contract and, for their mutual convenience, the parties are using the standard form agreement provided by the Contractor. This addendum, duly executed by the parties, is attached to and hereby made a part of the contract. In the event that the Vendor enters into terms of use agreements or other agreements of understanding with University employees and students (whether electronic, click-through, verbal, or in writing), the terms and conditions of this Agreement shall prevail.

The Contractor represents and warrants that it is a(n) / / individual proprietorship / / association / / partnership / / corporation / / governmental agency or authority authorized to do in Virginia the business provided for in this contract. **(Check the appropriate box.)**

Notwithstanding anything in the Contractor's form to which this Addendum is attached, the payments to be made by the Commonwealth for all goods, services and other deliverables under this contract shall not exceed Purchase Order Amounts; payments will be made only upon receipt of a proper invoice, detailing the goods/services provided and submitted to James Madison University. The total cumulative liability of the Commonwealth, its officers, employees and agents in connection with this contract or in connection with any goods, services, actions or omissions relating to the contract, shall not under any circumstance exceed payment of the above maximum purchase price plus liability for an additional amount equal to such maximum purchase price. In its performance under this contract, the Contractor acts and will act as an independent contractor, and not as an agent or employee of the Commonwealth.

The Contractor's form contract is, with the exceptions noted herein, acceptable to the Commonwealth. Nonetheless, because certain standard clauses that may appear in the Contractor's form agreement cannot be accepted by the Commonwealth, and in consideration of the convenience of using that form, and this form, without the necessity of specifically negotiating a separate contract document, the parties hereto specifically agree that, notwithstanding any provisions appearing in the attached Contractor's form contract, none of the following paragraphs **1 through 18** shall have any effect or be enforceable against the Commonwealth:

1. Requiring the Commonwealth to maintain any type of insurance either for the Commonwealth's benefit or for the contractor's benefit;

2. Renewing or extending the agreement beyond the initial term or automatically continuing the contract period from term to term;

3. Requiring or stating that the terms of the attached Contractor's form agreement shall prevail over the terms of this addendum in the event of conflict;

4. Requiring the Commonwealth to indemnify or to hold harmless the Contractor for any act or omission;

5. Imposing interest charges contrary to that specified by the *Code of Virginia*, §2.2-4347 through 2.2-4354, Prompt Payment;

6. Requiring the application of the law of any state other than Virginia in interpreting or enforcing the contract or requiring or permitting that any dispute under the contract be resolved in the courts of any state other than Virginia;

7. Requiring any total or partial compensation or payment for lost profit or liquidated damages by the Commonwealth if the contract is terminated before its ordinary period;

8. Requiring that the contract be "accepted" or endorsed by the home office or by any other officer subsequent to execution by an official of the Commonwealth before the contract is considered in effect;

9. Delaying the acceptance of this contract or its effective date beyond the date of execution;

10. Limiting or adding to the time period within which claims can be made or actions can be brought;

11. Limiting the liability of the Contractor for property damage or personal injury. The parties agree that this clause does not extend the Contractor's liability beyond its own acts or those of its agents/employees;

12. Permitting unilateral modification of this contract by the Contractor;

13. Binding the Commonwealth to any arbitration or to the decision of any arbitration board, commission, panel or other entity;

14. Obligating the Commonwealth to pay costs of collection or attorney's fees;

15. Granting the Contractor a security interest in property of the Commonwealth;

16. Bestowing any right or incurring any obligation that is beyond the duly granted authority of the undersigned agency representative to bestow or incur on behalf of the Commonwealth.

17. Requiring the "confidentiality" of the agreement, in whole or part, without (i) invoking the protection of Section 2.2-4342F of the Code of Virginia in writing prior to signing the agreement (ii) identifying the data or other materials to be protected, and (iii) stating the reasons why protection is necessary.

18. Requiring the Commonwealth to reimburse for travel and living expenses in excess of the agency policy located at https://www.jmu.edu/financemanual/procedures/4215mie.shtml

This contract has been reviewed by staff of the agency. Its substantive terms are appropriate to the needs of the agency and sufficient funds have been allocated for its performance by the agency. This contract is subject to appropriations by the Virginia General Assembly.

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

AGENCY by ______________________________ **CONTRACTOR by**______________________________

Title ______________________________ **Title**______________________________

Printed Name ______________________________ **Printed Name** ______________________________

June. 2020

ATTACHMENT F

VHEPC AGREEMENT
PUBLICLY ACCESSIBLE CONTRACT (PAC)

This Agreement, effective the 1st day of [Date], is by and between James Madison University (the "University"), on behalf of the Virginia Higher Education Procurement Consortium (the "Consortium") (collectively the "University"), and [VENDOR NAME], ("[Vendor]").

TERM

The term of this Agreement is until [Date]. This end date coincides with the Primary Agreement's end date.

WITNESS

WHEREAS, the University and [Vendor] have executed an agreement, UCPJMUXXXX, dated MONTH XX, 20XX (the "Primary Agreement"), and included in the Primary Agreement is a third party access / cooperative clause. Now therefore, the University and [Vendor] wish to express in this Agreement the specific terms that will allow third party access to the Primary Agreement.

Accordingly, and in consideration of the mutual premises and provisions hereof, the parties hereby agree as follows:

I. [Vendor] will:

  A. Pay the University 1% of all sales to accessing entities outside of the Consortium membership associated with the Primary Agreement (as the "PAC Annual Fee"). The PAC Annual Fee will be paid in exchange for marketing services provided by the University and the Consortium described below in Section II.;
  B. Fully support this marketing relationship by promoting the availability of the Primary Agreement to non-Consortium entities;
  C. Provide quarterly sales reports detailing the amount of sales to each non-Consortium accessing entity; and

II. The University/Consortium will:

  A. Promote the Primary Agreement on its website and through other channels (e.g., conferences) to non-Consortium members
  B. Maintain an approved version of [Vendor]'s logo on the Consortium website

III. Payment

  A. Payment of PAC Annual Fee will arrive at the Consortium/University no later than MONTH XX of each year. The University and Consortium will share the payments equally and allocate payments to the appropriate accounts.

  In the event of early termination of the Primary Agreement, this residual payment will arrive at the University no later than 45 calendar days from termination date of the Primary Agreement.

B. Payment of PAC Annual Fee will take the form of a check. Checks will be made payable to the University of Virginia and sent to:

Constance Alexander, Office Manager
Procurement and Supplier Diversity Services
c/o VHEPC
University of Virginia, Carruthers Hall
PO Box 400202
1001 N. Emmet Street
Charlottesville, VA 22904

IV. Notices

Any notice required or permitted to be given under this Agreement will be in writing and will be deemed duly given: (1) if delivered personally, when received; (2) if sent by recognized overnight courier service, on the date of the receipt provided by such courier service; (3) if sent by registered mail, postage prepaid, return receipt requested, on the date shown on the signed receipt: or (4) if sent by electronic mail, when received (as verified by the email date and time) if delivered no later than 4:00 p.m. (receiver's time) on a business day or on the next business day if delivered (as verified by sender's machine) after 4:00 p.m. (receiver's time) on a business day or on a non-business day. All such notices will be addressed to a party at such party's address or facsimile number as shown below.

If to the University:

[Lead School Procurement Director]
[Lead School Procurement Address & Contact Info]

If to [Vendor]:

[Vendor Contact]
[Vendor]
[Address]
Email: [Vendor Email]
Fax: [Fax]

ACCEPTANCE

For [Lead Institution]	**For [Vendor]**
__________________________	__________________________
[Lead Proc Director] [Lead Job Title]	[Vendor Contact] [Vendor Contact Title]
______________	______________
Date	Date

Agreement #: [Contract-Number]-PAC

EDUCAUSE

Shared Assessments Introduction

Campus IT environments are rapidly changing and the speed of cloud service adoption is increasing. Institutions looking for ways to do more with less see cloud services as a good way to save resources. As campuses deploy or identify cloud services, they must ensure the cloud services are appropriately assessed for managing the risks to the confidentiality, integrity and availability of sensitive institutional information and the PII of constituents. Many campuses have established a cloud security assessment methodology and resources to review cloud services for privacy and security controls. Other campuses don't have sufficient resources to assess their cloud services in this manner. On the vendor side, many cloud services providers spend significant time responding to the individualized security assessment requests made by campus customers, often answering similar questions repeatedly. Both the provider and consumer of cloud services are wasting precious time creating, responding, and reviewing such assessments.

The **Higher Education Cloud Vendor Assessment Tool** (**HECVAT**) attempts to generalize higher education information security and data protection questions and issues for consistency and ease of use. Some institutions may have specific issues that must be addressed in addition to the general questions provided in this assessment. It is anticipated that this HECVAT will be revised over time to account for changes in cloud services provisioning and the information security and data protection needs of higher education institutions.

The Higher Education Cloud Vendor Assessment Tool:
- Helps higher education institutions ensure that cloud services are appropriately assessed for security and privacy needs, including some that are unique to higher education
- Allows a consistent, easily-adopted methodology for campuses wishing to reduce costs through cloud services without increasing risks
- Reduces the burden that cloud service providers face in responding to requests for security assessments from higher education institutions

The HECVAT was created by the Higher Education Information Security Council Shared Assessments Working Group. Its purpose is to provide a starting point for the assessment of third-party provided cloud services and resources. Over time, the Shared Assessments Working Group hopes to create a framework that will establish a community resource where institutions and cloud services providers will share completed Higher Education Cloud Vendor Assessment Tool assessments.

https://www.educause.edu/hecvat
https://www.ren-isac.net/hecvat

This Higher Education Cloud Vendor Assessment Tool is brought to you by the Higher Education Information Security Council, and members from EDUCAUSE, Internet2, and the Research and Education Networking Information Sharing and Analysis Center (REN-ISAC).

Proceed to the next tab, Instructions.

Higher Education Cloud Vendor Assessment Tool - Instructions

Target Audience

These instructions are for **vendors** interested in providing the Institution with a software and/or a service.
This worksheet should not be completed by an Institution entity. The purpose of this worksheet is for the vendor to submit robust security safeguard information in regards to the product (software/service) being assessed in the Institution's assessment process.

Document Layout

There are five main sections of the Higher Education Cloud Vendor Assessment Tool, all listed below and outlined in more detail. This document is designed to have the first two sections populated first; after the Qualifiers section is completed it can be populated in any order. Within each section, answer each question top-to-bottom. Some questions are nested and may be blocked out via formatting based on previous answers. Populating this document in the correct order improves efficiency.
Do not overwrite selection values (data validation) in column C of the HECVAT tab.

General Information	This section is self-explanatory; product specifics and contact information. **GNRL-01 through GNRL-10 should be populated by the Vendor**. GNRL-11 and GNRL-12 are for Institution use only.
Qualifiers	Populate this section **completely** before continuing. Answers in this section can determine which sections will be required for this assessment. By answering "No" to Qualifiers, their matched sections become optional and are highlighted in orange.
Documentation	Focused on external documentation, the Institution is interested in the frameworks that guide your security strategy and what has been done to certify these implementations.
Company Overview	This section is focused on company background, size, and business area experience.

Safeguards	The remainder of the document consists of various safeguards, grouped generally by section.

In sections where vendor input is required there are only one or two columns that need modification, Vendor Answers and Additional Information, columns C and D respectively (see Figure 1 below). You will see that sometimes C and D are separate and other times are merged. If they are separate, C will be a selectable, drop-down box and any supporting information should be added to column D. If C and D are merged, the question is looking for the answer to be in narrative form. At the far right is a column titled "Guidance". After answering questions, check this column to ensure you have submitted information/documentation to sufficiently answer the question. Use the "Additional Information" column to provide any requested details.

Figure 1:

C	D	E
Vendor Answers	**Additional Information**	**Guidance**
No		Provide a brief description.

Optional Safeguards Based on Qualifiers

Not all questions are relevant to all vendors. Qualifiers are used to make whole sections optional to vendors depending on the scope of product usage and the data involved in the engagement being assessed. Sections that become optional have the section titles and questions highlighted in orange (see Figure 2).

Figure 2:

BCP - Optional based on QUALIFIER response.		Vendor Answers	Additional Information
BCPL-01	Describe or provide a reference to your Business Continuity Plan.		

Definitions and Data Zones

Institution	Any school, college, or university using the Higher Education Cloud Vendor Assessment Tool
Institution Data Zone	The country/region in which an Institution is located, including all laws and regulations in-scope within that country/region.
Vendor Data Zone	The country/region in which a vendor is headquartered and/or serves its products/services, including all laws and regulations in-scope within that country/region.

Customers from different regions may expect vary protections of data (e.g. GDPR), this is the Institution Data Zone. Vendors may handle data differently depending on the country or region where data is stored, this is the Vendor Data Zone.
As a vendor, if your security practices vary based on your region of operation, <u>you may want to populate a HECVAT in the context for each security zone</u> (strategy). That said, Institutions from different data zones may still use vendor responses from other state Data Zones. If your security practices are the same across all regions of operations, indicate "All" in your Vendor Data Zone.

Example A: If vendor ABC is headquartered and stores data in Canada, and provides services to only customers in Canada, ABC should state "Canada" in both Data Zone fields.
Example B: If vendor ABC is headquartered and stores data in Canada, and additionally provides services to customers in the United Kingdom, ABC may want to assure customers in the United Kingdom that their data is handled properly for their region. In that case, ABC should state "Canada" in the Vendor Data Zone and "United Kingdom" in the Institution Data Zone.
Example C: If your security strategy is broad and doesn't fit this statement model, provide a brief summary in each field and the Institution's Security Analyst can assess your response.

Data Reporting

To update data in the Report tabs, click Refresh All in the Menu tab. Input provided in the HECVAT tab is assessed a preliminary score pending Institution's Security Analyst review.

Proceed to the next tab, HECVAT.

For Institution's Security Analysts
Raw vendor answers can be viewed in the Cloud Vendor Assessment Tool tab. To begin your assessment, review the Analyst Report tab, ensuring that you select the appropriate security standard used in your institution (cell B7) before you begin. Select complaince states for the outstanding non-compliant or short-answer questions in column G. Once all subjective questions are evaluated and compliance indicated, move to the Summary Report tab. To update the report's data, select Refresh All in the Data menu. Review details in the Summary Report and based on your assessment, follow-up with vendor for clarification(s) or add the Summary Report output to your Institution's reporting documents.

Higher Education Cloud Vendor Assessment Tool

Version 2.03

HEISC Shared Assessments Working Group

DATE-01	**Date**	*mm/dd/yyyy*

General Information

In order to protect the Institution and its systems, vendors whose products and/or services will access and/or host institutional data must complete the Higher Education Cloud Vendor Assessment Tool (HECVAT). Throughout this tool, anywhere where the term data is used, this is an all-encompassing term including at least data and metadata. Answers will be reviewed by Institution security analysts upon submittal. This process will assist the institution in preventing breaches of protected information and comply with Institution policy, state, and federal law. This is intended for use by vendors participating in a Third Party Security Assessment and should be completed by a vendor. Review the *Instructions* tab for further guidance.

GNRL-01 through GNRL-08; populated by the Vendor		
GNRL-01	Vendor Name	*Vendor Name*
GNRL-02	Product Name	*Product Name and Version Information*
GNRL-03	Product Description	*Brief Description of the Product*
GNRL-04	Web Link to Product Privacy Notice	*http://www.vendor.domain/privacynotice*
GNRL-05	Vendor Contact Name	*Vendor Contact Name*
GNRL-06	Vendor Contact Title	*Vendor Contact Title*
GNRL-07	Vendor Contact Email	*Vendor Contact E-mail Address*
GNRL-08	Vendor Contact Phone Number	*555-555-5555*
GNRL-09	Vendor Data Zone	*See Instructions tab for guidance*
GNRL-10	Institution Data Zone	*James Madison University is located in Harrisonburg, VA; our data zone is the Contiguous United States (CONUS)*
GNRL-11 and GNRL-12; populated by the Institution's Security Office		
GNRL-11	Institution's Security Analyst/Engineer	*Institution's Security Analyst/Engineer Name*
GNRL-12	Assessment Contact	*ticket#@yourdomain.edu*

Instructions

Step 1: Complete the *Qualifiers* section first. **Step 2:** Complete each section answering each set of questions in order from top to bottom; the built-in formatting logic relies on this order. **Step 3:** Submit the completed Higher Education Cloud Vendor Assessment Tool (HECVAT) to the institution according to institutional procedures.

Qualifiers		Vendor Answers	Additional Information	Guidance
The Institution conducts Third Party Security Assessments on a variety of third parties. As such, not all assessment questions are relevant to each party. To alleviate complexity, a "qualifier" strategy is implemented and allows for various parties to utilize this common documentation instrument. **Responses to the following questions will determine the need to answer additional questions below**.				
QUAL-01	Does your product process protected health information (PHI) or any data covered by the Health Insurance Portability and Accountability Act?	Yes		You are required to complete the questions in the HIPAA section.
QUAL-02	Does the vended product host/support a mobile application? (e.g. app)	Yes		You are required to complete the questions in the Mobile Application section.
QUAL-03	Will institution data be shared with or hosted by any third parties? (e.g. any entity not wholly-owned by your company is considered a third-party)	Yes		You are required to complete the questions in the Third Parties section.

QUAL-04	Do you have a Business Continuity Plan (BCP)?	Yes		You are required to complete the questions in the Business Continuity section.
QUAL-05	Do you have a Disaster Recovery Plan (DRP)?	Yes		You are required to complete the questions in the Disaster Recovery section.
QUAL-06	Will data regulated by PCI DSS reside in the vended product?	Yes		You are required to complete the questions in the PCI DSS section.
QUAL-07	Is your company a consulting firm providing only consultation to the Institution?	No		Responses to the questions in the Consulting section are optional.
Documentation		**Vendor Answers**	**Additional Information**	**Guidance**
DOCU-01	Have you undergone a SSAE 16 audit?			
DOCU-02	Have you completed the Cloud Security Alliance (CSA) self assessment or CAIQ?			
DOCU-03	Have you received the Cloud Security Alliance STAR certification?			
DOCU-04	Do you conform with a specific industry standard security framework? (e.g. NIST Cybersecurity Framework, ISO 27001, etc.)			
DOCU-05	Are you compliant with FISMA standards?			
DOCU-06	Does your organization have a data privacy policy?			
Company Overview		**Vendor Answers**	**Additional Information**	**Guidance**
COMP-01	Describe your organization’s business background and ownership structure, including all parent and subsidiary relationships.			Include circumstances that may involve off-shoring or multi-national agreements.
COMP-02	Describe how long your organization has conducted business in this product area.			Include the number of years and in what capacity.
COMP-03	Do you have existing higher education customers?			

COMP-04	Have you had a significant breach in the last 5 years?			
COMP-05	Do you have a dedicated Information Security staff or office?			
COMP-06	Do you have a dedicated Software and System Development team(s)? (e.g. Customer Support, Implementation, Product Management, etc.)			
COMP-07	Use this area to share information about your environment that will assist those who are assessing your company data security program.			Share any details that would help information security analysts assess your product.
Third Parties		**Vendor Answers**	**Additional Information**	**Guidance**
THRD-01	Describe how you perform security assessments of third party companies with which you share data (i.e. hosting providers, cloud services, PaaS, IaaS, SaaS, etc.). Provide a summary of your practices that assures that the third party will be subject to the appropriate standards regarding security, service recoverability, and confidentiality.			Ensure that all elements of THRD-01 are clearly stated in your response.
THRD-02	Provide a brief description for why each of these third parties will have access to institution data.			If more space is needed to sufficiently answer this question, provide reference to the document or add it as an appendix.
THRD-03	What legal agreements (i.e. contracts) do you have in place with these third parties that address liability in the event of a data breach?			Provide sufficient detail for each legal agreement in place.
THRD-04	Describe or provide references to your third party management strategy or provide additional information that may help analysts better understand your environment and how it relates to third-party solutions.			Robust answers from the vendor improve the quality and efficiency of the security assessment process.
Consulting - Optional based on QUALIFIER response.		**Vendor Answers**	**Additional Information**	**Guidance**
CONS-01	Will the consulting take place on-premises?			
CONS-02	Will the consultant require access to Institution's network resources?			

CONS-03	Will the consultant require access to hardware in the Institution's data centers?			
CONS-04	Will the consultant require an account within the Institution's domain (@*.edu)?			
CONS-05	Has the consultant received training on [sensitive, HIPAA, PCI, etc.] data handling?			
CONS-06	Will any data be transferred to the consultant's possession?			
CONS-07	Is it encrypted (at rest) while in the consultant's possession?			
CONS-08	Will the consultant need remote access to the Institution's network or systems?			
CONS-09	Can we restrict that access based on source IP address?			
Application/Service Security		**Vendor Answers**	**Additional Information**	**Guidance**
APPL-01	Do you support role-based access control (RBAC) for end-users?			
APPL-02	Do you support role-based access control (RBAC) for system administrators?			
APPL-03	Can employees access customer data remotely?			
APPL-04	Can you provide overall system and/or application architecture diagrams including a full description of the data communications architecture for all components of the system?			
APPL-05	Does the system provide data input validation and error messages?			
APPL-06	Do you employ a single-tenant environment?			
APPL-07	What operating system(s) is/are leveraged by the system(s)/application(s) that will have access to institution's data?			List all operating systems and the roles that are fulfilled by each.

APPL-08	Have you or any third party you contract with that may have access or allow access to the institution's data experienced a breach?			
APPL-09	Describe or provide a reference to additional software/products necessary to implement a functional system on either the backend or user-interface side of the system.			Describe the products and how they will be implemented.
APPL-10	Describe or provide a reference to the overall system and/or application architecture(s), including appropriate diagrams. Include a full description of the data communications architecture for all components of the system.			Ensure that all parts of APPL-10 are clearly stated in your response. Submit architecture diagrams along with this fully-populated HECVAT.
APPL-11	Are databases used in the system segregated from front-end systems? (e.g. web and application servers)			
APPL-12	Describe or provide a reference to all web-enabled features and functionality of the system (i.e. accessed via a web-based interface).			Include both end-user and adminstrative features and functions.
APPL-13	Are there any OS and/or web-browser combinations that are <u>not</u> currently supported?			
APPL-14	Can your system take advantage of mobile and/or GPS enabled mobile devices?			
APPL-15	Describe or provide a reference to the facilities available in the system to provide separation of duties between security administration and system administration functions.			Include a detailed description of how security administration and system administration authority is separated, controls are verified, and logs are reviewed regularly to ensure appropriate use.
APPL-16	Describe or provide a reference that details how administrator access is handled (e.g. provisioning, principle of least privilege, deprovisioning, etc.)			Ensure that all parts of APPL-16 are clearly stated in your response.
APPL-17	Does the system provide data input validation and error messages?			
APPL-18	Describe or provide references explaining how tertiary services are redundant (i.e. DNS, ISP, etc…).			Ensure that all parts of APPL-18 are clearly stated in your response. The examples given are not exhaustive - elaborate as necessary.
Authentication, Authorization, and Accounting		**Vendor Answers**	**Additional Information**	**Guidance**
AAAI-01	Can you enforce password/passphrase aging requirements?			

AAAI-02	Can you enforce password/passphrase complexity requirements [provided by the institution]?			
AAAI-03	Does the system have password complexity or length limitations and/or restrictions?			
AAAI-04	Do you have documented password/passphrase reset procedures that are currently implemented in the system and/or customer support?			
AAAI-05	Does your web-based interface support authentication, including standards-based single-sign-on? (e.g. InCommon)			
AAAI-06	Are there any passwords/passphrases hard coded into your systems or products?			
AAAI-07	Are user account passwords/passphrases visible in administration modules?			
AAAI-08	Are user account passwords/passphrases stored encrypted?			
AAAI-09	Does your *application* and/or user-frontend/portal support multi-factor authentication? (e.g. Duo, Google Authenticator, OTP, etc.)			
AAAI-10	Does your *application* support integration with other authentication and authorization systems? List which ones (such as Active Directory, Kerberos and what version) in Additional Info?			
AAAI-11	Will any external authentication or authorization system be utilized by an application with access to the institution's data?			
AAAI-12	Does the *system* (servers/infrastructure) support external authentication services (e.g. Active Directory, LDAP) in place of local authentication?			
AAAI-13	Does the system operate in a mixed authentication mode (i.e. external and local authentication)?			
AAAI-14	Will any external authentication or authorization system be utilized by a system with access to institution data?			
AAAI-15	Are audit logs available that include AT LEAST all of the following; login, logout, actions performed, and source IP address?			
AAAI-16	Describe or provide a reference to the a) system capability to **log** security/authorization changes as well as user and administrator security events (i.e. physical or electronic)(e.g. login failures, access denied, changes accepted), and b) all requirements necessary to implement logging and monitoring on the system. Include c) information about SIEM/log collector usage.			Ensure that all elements of AAAI-16 are clearly stated in your response.

		Vendor Answers	Additional Information	Guidance
AAAI-17	Describe or provide a reference to the retention period for those logs, how logs are protected, and whether they are accessible to the customer (and if so, how).			Ensure that all elements of AAAI-17 are clearly stated in your response.
Business Continuity Plan		**Vendor Answers**	**Additional Information**	**Guidance**
BCPL-01	Describe or provide a reference to your Business Continuity Plan (BCP).			Provide a valid URL to your current BCP or submit it along with this fully-populated HECVAT.
BCPL-02	May the Institution review your BCP and supporting documentation?			
BCPL-03	Is an owner assigned who is responsible for the maintenance and review of the Business Continuity Plan?			
BCPL-04	Is there a defined problem/issue escalation plan in your BCP for impacted clients?			
BCPL-05	Is there a documented communication plan in your BCP for impacted clients?			
BCPL-06	Are all components of the BCP reviewed at least annually and updated as needed to reflect change?			
BCPL-07	Has your BCP been tested in the last year?			
BCPL-08	Does your organization conduct training and awareness activities to validate its employees understanding of their roles and responsibilities during a crisis?			
BCPL-09	Are specific crisis management roles and responsibilities defined and documented?			
BCPL-10	Does your organization have an alternative business site or a contracted Business Recovery provider?			
BCPL-11	Does your organization conduct an annual test of relocating to an alternate site for business recovery purposes?			
BCPL-12	Is this product a core service of your organization, and as such, the top priority during business continuity planning?			
Change Management		**Vendor Answers**	**Additional Information**	**Guidance**
CHNG-01	Do you have a documented and currently followed change management process (CMP)?			

CHNG-02	Indicate all procedures that are implemented in your CMP. a.) An impact analysis of the upgrade is performed. b.) The change is appropriately authorized. c.) Changes are made first in a test environment. d.) The ability to implement the upgrades/changes in the production environment is limited to appropriate IT personnel.			Ensure that all parts of CHNG-02 are clearly stated in your response.
CHNG-03	Will the Institution be notified of major changes to your environment that could impact the Institution's security posture?			
CHNG-04	Do clients have the option to not participate in or postpone an upgrade to a new release?			
CHNG-05	Describe or provide a reference to your solution support strategy in relation to maintaining software currency. (i.e. how many concurrent versions are you willing to run and support?)			Ensure that all relevant details pertaining to CHNG-05 are clearly stated in your response.
CHNG-06	Identify the most current version of the software. Detail the percentage of live customers that are utilizing the proposed version of the software as well as each version of the software currently in use.			Ensure that all parts of CHNG-06 are clearly stated in your response.
CHNG-07	Does the system support client customizations from one release to another?			
CHNG-08	Does your organization ensure through policy and procedure (that is currently implemented) that only application software verifiable as authorized, tested, and approved for production, and having met all other requirements and reviews necessary for commissioning, is placed into production?			
CHNG-09	Do you have a release schedule for product updates?			
CHNG-10	Do you have a technology roadmap, for the next 2 years, for enhancements and bug fixes for the product/service being assessed?			
CHNG-11	Is Institution involvement (i.e. technically or organizationally) required during product updates?			
CHNG-12	Do you have policy and procedure, currently implemented, managing how critical patches are applied to all systems and applications?			
CHNG-13	Do you have policy and procedure, currently implemented, guiding how security risks are mitigated until patches can be applied?			

CHNG-14	Are upgrades or system changes installed during off-peak hours or in a manner that does not impact the customer?			
CHNG-15	Do procedures exist to provide that emergency changes are documented and authorized (including after the fact approval)?			
Data		**Vendor Answers**	**Additional Information**	**Guidance**
DATA-01	Do you physically and logically separate Institution's data from that of other customers?			
DATA-02	Will Institution's data be stored on any devices (database servers, file servers, SAN, NAS, …) configured with non-RFC 1918/4193 (i.e. publicly routable) IP addresses?			
DATA-03	Is sensitive data encrypted in transport? (e.g. system-to-client)			
DATA-04	Is sensitive data encrypted in storage (e.g. disk encryption, at-rest)?			
DATA-05	Do you employ or allow any cryptographic modules that do not conform to the Federal Information Processing Standards (FIPS PUB 140-2)?			
DATA-06	Does your system employ encryption technologies when transmitting sensitive information over TCP/IP networks (e.g., SSH, SSL/TLS, VPN)? (e.g. system-to-system and system-to-client)			
DATA-07	List all locations (i.e. city + datacenter name) where the institution's data will be stored?			Ensure that all parts of DATA-07 are clearly stated in your response.
DATA-08	At the completion of this contract, will data be returned to the institution?			
DATA-09	Will the institution's data be available within the system for a period of time at the completion of this contract?			
DATA-10	Can the institution extract a full backup of data?			
DATA-11	Are ownership rights to all data, inputs, outputs, and metadata retained by the institution?			
DATA-12	Are these rights retained even through a provider acquisition or bankruptcy event?			
DATA-13	In the event of imminent bankruptcy, closing of business, or retirement of service, will you provide 90 days for customers to get their data out of the system and migrate applications?			

Database		Vendor Answers	Additional Information	Guidance
DATA-14	Describe or provide a reference to the backup processes for the servers on which the service and/or data resides.			If your strategy uses different processes for services and data, ensure that all strategies are clearly stated and supported.
DATA-15	Are backup copies made according to pre-defined schedules and securely stored and protected?			
DATA-16	How long are data backups stored?			If your backup strategy uses varying periods, ensure that each strategy is clearly stated and supported.
DATA-17	Are data backups encrypted?			
DATA-18	Do you have a cryptographic key management process (generation, exchange, storage, safeguards, use, vetting, and replacement), that is documented and currently implemented, for all system components? (e.g. database, system, web, etc.)			
DATA-19	Do current backups include all operating system software, utilities, security software, application software, and data files necessary for recovery?			
DATA-20	Are you performing off site backups? (i.e. digitally moved off site)			
DATA-21	Are physical backups taken off site? (i.e. physically moved off site)			
DATA-22	Do backups containing the institution's data ever leave the Institution's Data Zone either physically or via network routing?			
DATA-23	Do you have a media handling process, that is documented and currently implemented, including end-of-life, repurposing, and data sanitization procedures?			
DATA-24	Does the process described in DATA-23 adhere to DoD 5220.22-M and/or NIST SP 800-88 standards?			
DATA-25	Do procedures exist to ensure that retention and destruction of data meets established business and regulatory requirements?			
DATA-26	Is media used for long-term retention of business data and archival purposes stored in a secure, environmentally protected area?			
DATA-27	Will you handle data in a FERPA compliant manner?			
DATA-28	Is any institution data visible in system administration modules/tools?			

DBAS-01	Does the database support encryption of specified data elements in storage?			
DBAS-02	Do you currently use encryption in your database(s)?			
Datacenter		**Vendor Answers**	**Additional Information**	**Guidance**
DCTR-01	Does your company own the physical data center where the Institution's data will reside?			
DCTR-02	Does the hosting provider have a SOC 2 Type 2 report available?			
DCTR-03	Are the data centers staffed 24 hours a day, seven days a week (i.e 24x7x365)?			
DCTR-04	Do any of your servers reside in a co-located data center?			
DCTR-05	Are your servers separated from other companies via a physical barrier, such as a cage or hardened walls?			
DCTR-06	Does a physical barrier fully enclose the physical space preventing unauthorized physical contact with any of your devices?			
DCTR-07	Select the option that best describes the network segment that servers are connected to.			Provide a general summary of the implemented networking strategy.
DCTR-08	Does this data center operate outside of the Institution's Data Zone?			
DCTR-09	Will any institution data leave the Institution's Data Zone?			
DCTR-10	List all datacenters and the cities, states (provinces), and countries where the Institution's data will be stored (including within the Institution's Data Zone).			Ensure that all parts of DCTR-10 are clearly stated in your response.
DCTR-11	Are your primary and secondary data centers geographically diverse?			
DCTR-12	If outsourced or co-located, is there a contract in place to prevent data from leaving the Institution's Data Zone?			
DCTR-13	What Tier Level is your data center (per levels defined by the Uptime Institute)?			Review the Uptime Institute's level/tier direction provided on their website if you need addition information to answer DCTR-13.

DCTR-14	Is the service hosted in a high availability environment?			
DCTR-15	Is redundant power available for all datacenters where institution data will reside?			
DCTR-16	Are redundant power strategies tested?			
DCTR-17	Describe or provide a reference to the availability of cooling and fire suppression systems in all datacenters where institution data will reside.			Ensure that all parts of DCTR-17 are clearly stated in your response.
DCTR-18	State how many Internet Service Providers (ISPs) provide connectivity to each datacenter where the institution's data will reside.			State the ISP provider(s) in addition to the number of ISPs that provide connectivity.
DCTR-19	Does every datacenter where the Institution's data will reside have multiple telephone company or network provider entrances to the facility?			
Disaster Recovery Plan		**Vendor Answers**	**Additional Information**	**Guidance**
DRPL-01	Describe or provide a reference to your Disaster Recovery Plan (DRP).			Provide a valid URL to your current DRP or submit it along with this fully-populated HECVAT.
DRPL-02	Is an owner assigned who is responsible for the maintenance and review of the DRP?			
DRPL-03	Can the Institution review your DRP and supporting documentation?			
DRPL-04	Are any disaster recovery locations outside the Institution's Data Zone?			
DRPL-05	Does your organization have a disaster recovery site or a contracted Disaster Recovery provider?			
DRPL-06	Does your organization conduct an annual test of relocating to this site for disaster recovery purposes?			
DRPL-07	Is there a defined problem/issue escalation plan in your DRP for impacted clients?			
DRPL-08	Is there a documented communication plan in your DRP for impacted clients?			
DRPL-09	Describe or provide a reference to how your disaster recovery plan is tested? (i.e. scope of DR tests, end-to-end testing, etc.)			Ensure that all elements of DRPL-09 are clearly stated in your response.
DRPL-10	Has the Disaster Recovery Plan been tested in the last year? Please provide a summary of the results in Additional Information (including actual recovery time).			

DRPL-11	Do the documented test results identify your organizations actual recovery time capabilities for technology and facilities?			
DRPL-12	Are all components of the DRP reviewed at least annually and updated as needed to reflect change?			
DRPL-13	Do you carry cyber-risk insurance to protect against unforeseen service outages, data that is lost or stolen, and security incidents?			
Firewalls, IDS, IPS, and Networking		**Vendor Answers**	**Additional Information**	**Guidance**
FIDP-01	Are you utilizing a web application firewall (WAF)?			
FIDP-02	Are you utilizing a stateful packet inspection (SPI) firewall?			
FIDP-03	State and describe who has the authority to change firewall rules?			Ensure that all parts of FIDP-03 are clearly stated in your response.
FIDP-04	Do you have a documented policy for firewall change requests?			
FIDP-05	Have you implemented an network-based Intrusion Detection System?			
FIDP-06	Have you implemented an network-based Intrusion Prevention System?			
FIDP-07	Do you employ host-based intrusion detection?			
FIDP-08	Do you employ host-based intrusion prevention?			
FIDP-09	Are you employing any next-generation persistent threat (NGPT) monitoring?			
FIDP-10	Do you monitor for intrusions on a 24x7x365 basis?			
FIDP-11	Is intrusion monitoring performed internally or by a third-party service?			In addtion to stating your intrusion monitoring strategy, provide a brief summary of its implementation.
FIDP-12	Are audit logs available for all changes to the network, firewall, IDS, and IPS systems?			
Mobile Applications		**Vendor Answers**	**Additional Information**	**Guidance**

MAPP-01	On which mobile operating systems is your software or service supported?			Ensure that all supported operating systems are listed - be sure to provide version number, where relevant.
MAPP-02	Describe or provide a reference to the application's architecture and functionality.			Ensure that all elements of MAPP-02 are clearly stated in your response. (i.e. (architecture AND functionality are defined)
MAPP-03	Is the application available from a trusted source (e.g., iTunes App Store, Android Market, BB World)?			
MAPP-04	Does the application store, process, or transmit critical data?			
MAPP-05	Is Institution's data encrypted in transport?			
MAPP-06	Is Institution's data encrypted in storage? (e.g. disk encryption, at-rest)			
MAPP-07	Does the mobile application support Kerberos, CAS, or Active Directory authentication?			
MAPP-08	Will any of these systems be implemented on systems hosting the Institution's data?			
MAPP-09	Does the application adhere to secure coding practices (e.g. OWASP, etc.)?			
MAPP-10	Has the application been tested for vulnerabilities by a third party?			
MAPP-11	State the party that performed the vulnerability test and the date it was conducted?			Ensure that all elements of MAPP-11 are clearly stated in your response.
Physical Security		**Vendor Answers**	**Additional Information**	**Guidance**
PHYS-01	Does your organization have physical security controls and policies in place?	No		Describe your intent to implement physical security controls and policies.
PHYS-02	Are employees allowed to take home Institution's data in any form?			
PHYS-03	Are video monitoring feeds retained?			
PHYS-04	Are video feeds monitored by datacenter staff?			
PHYS-05	Are individuals required to sign in/out for installation and removal of equipment?			

Policies, Procedures, and Processes		Vendor Answers	Additional Information	Guidance
PPPR-01	Can you share the organization chart, mission statement, and policies for your information security unit?			
PPPR-02	Do you have a documented patch management process?			
PPPR-03	Can you accommodate encryption requirements using open standards?			
PPPR-04	Have your developers been trained in secure coding techniques?			
PPPR-05	Was your application developed using secure coding techniques?			
PPPR-06	Do you subject your code to static code analysis and/or static application security testing prior to release?			
PPPR-07	Do you have software testing processes (dynamic or static) that are established and followed?			
PPPR-08	Are information security principles designed into the product lifecycle?			
PPPR-09	Do you have a documented systems development life cycle (SDLC)?			
PPPR-10	Do you have a formal incident response plan?			
PPPR-11	Will you comply with applicable breach notification laws?			
PPPR-12	Will you comply with the Institution's IT policies with regards to user privacy and data protection?			
PPPR-13	Is your company subject to Institution's Data Zone laws and regulations?			
PPPR-14	Do you perform background screenings or multi-state background checks on all employees prior to their first day of work?			

PPPR-15	Do you require new employees to fill out agreements and review policies?			
PPPR-16	Do you have documented information security policy?			
PPPR-17	Do you have an information security awareness program?			
PPPR-18	Is security awareness training mandatory for all employees?			
PPPR-19	Do you have process and procedure(s) documented, and currently followed, that require a review and update of the access-list(s) for privileged accounts?			
PPPR-20	Do you have documented, and currently implemented, internal audit processes and procedures?			
Product Evaluation		**Vendor Answers**	**Additional Information**	**Guidance**
PROD-01	Do you incorporate customer feedback into security feature requests?			
PROD-02	Can you provide an evaluation site to the institution for testing?			
Quality Assurance		**Vendor Answers**	**Additional Information**	**Guidance**
QLAS-01	Provide a general summary of your Quality Assurance program.			Provide a valid URL to your Quality Assurance program or submit it along with this fully-populated HECVAT.
QLAS-02	Do you comply with ISO 9001?			
QLAS-03	Will your company provide quality and performance metrics in relation to the scope of services and performance expectations for the services you are offering?			
QLAS-04	Have you supplied products and/or services to the Institution (or its Campuses) in the last five years?			
QLAS-05	Do you have a program to keep your customers abreast of higher education and/or industry issues?			
Systems Management & Configuration		**Vendor Answers**	**Additional Information**	**Guidance**

SYST-01	Are systems that support this service managed via a separate management network?			
SYST-02	Do you have an implemented system configuration management process? (e.g. secure "gold" images, etc.)			
SYST-03	Are employee mobile devices managed by your company's Mobile Device Management (MDM) platform?			
SYST-04	Do you have a systems management and configuration strategy that encompasses servers, appliances, and mobile devices (company and employee owned)?			
Vulnerability Scanning		**Vendor Answers**	**Additional Information**	**Guidance**
VULN-01	Are your *applications* scanned externally for vulnerabilities?			
VULN-02	Have your applications had an external vulnerability assessment in the last year?			
VULN-03	Are your applications scanned for vulnerabilities prior to new releases?			
VULN-04	Are your *systems* scanned externally for vulnerabilities?			
VULN-05	Have your systems had an external vulnerability assessment in the last year?			
VULN-06	Describe or provide a reference to the tool(s) used to scan for vulnerabilities in your applications and systems.			Ensure that all elements of VULN-06 are clearly stated in your response.
VULN-07	Will you provide results of security scans to the Institution?			
VULN-08	Describe or provide a reference to how you monitor for and protect against common web application security vulnerabilities (e.g. SQL injection, XSS, XSRF, etc.).			Ensure that all elements of VULN-08 are clearly stated in your response.
VULN-09	Will you allow the institution to perform its own security testing of your systems and/or application provided that testing is performed at a mutually agreed upon time and date?			
HIPAA		**Vendor Answers**	**Additional Information**	**Guidance**

HIPA-01	Do your workforce members receive regular training related to the HIPAA Privacy and Security Rules and the HITECH Act?			Refer to HIPAA regulations documentation for supplemental guidance in this section.
HIPA-02	Do you monitor or receive information regarding changes in HIPAA regulations?			Refer to HIPAA regulations documentation for supplemental guidance in this section.
HIPA-03	Has your organization designated HIPAA Privacy and Security officers as required by the Rules?			Refer to HIPAA regulations documentation for supplemental guidance in this section.
HIPA-04	Do you comply with the requirements of the Health Information Technology for Economic and Clinical Health Act (HITECH)?			Refer to HIPAA regulations documentation for supplemental guidance in this section.
HIPA-05	Do you have an incident response process and reporting in place to investigate any potential incidents and report actual incidents?			Refer to HIPAA regulations documentation for supplemental guidance in this section.
HIPA-06	Do you have a plan to comply with the Breach Notification requirements if there is a breach of data?			Refer to HIPAA regulations documentation for supplemental guidance in this section.
HIPA-07	Have you conducted a risk analysis as required under the Security Rule?			Refer to HIPAA regulations documentation for supplemental guidance in this section.
HIPA-08	Have you identified areas of risks?			Refer to HIPAA regulations documentation for supplemental guidance in this section.
HIPA-09	Have you taken actions to mitigate the identified risks?			Refer to HIPAA regulations documentation for supplemental guidance in this section.
HIPA-10	Does your application require user and system administrator password changes at a frequency no greater than 90 days?			Refer to HIPAA regulations documentation for supplemental guidance in this section.
HIPA-11	Does your application require a user to set their own password after an administrator reset or on first use of the account?			Refer to HIPAA regulations documentation for supplemental guidance in this section.
HIPA-12	Does your application lock-out an account after a number of failed login attempts?			Refer to HIPAA regulations documentation for supplemental guidance in this section.
HIPA-13	Does your application automatically lock or log-out an account after a period of inactivity?			Refer to HIPAA regulations documentation for supplemental guidance in this section.
HIPA-14	Are passwords visible in plain text, whether when stored or entered, including service level accounts (i.e. database accounts, etc.)?			Refer to HIPAA regulations documentation for supplemental guidance in this section.
HIPA-15	If the application is institution-hosted, can all service level and administrative account passwords be changed by the institution?			Refer to HIPAA regulations documentation for supplemental guidance in this section.
HIPA-16	Does your application provide the ability to define user access levels?			Refer to HIPAA regulations documentation for supplemental guidance in this section.

HIPA-17	Does your application support varying levels of access to administrative tasks defined individually per user?			Refer to HIPAA regulations documentation for supplemental guidance in this section.
HIPA-18	Does your application support varying levels of access to records based on user ID?			Refer to HIPAA regulations documentation for supplemental guidance in this section.
HIPA-19	Is there a limit to the number of groups a user can be assigned?			Refer to HIPAA regulations documentation for supplemental guidance in this section.
HIPA-20	Do accounts used for vendor supplied remote support abide by the same authentication policies and access logging as the rest of the system?			Refer to HIPAA regulations documentation for supplemental guidance in this section.
HIPA-21	Does the application log record access including specific user, date/time of access, and originating IP or device?			Refer to HIPAA regulations documentation for supplemental guidance in this section.
HIPA-22	Does the application log administrative activity, such user account access changes and password changes, including specific user, date/time of changes, and originating IP or device?			Refer to HIPAA regulations documentation for supplemental guidance in this section.
HIPA-23	How long does the application keep access/change logs?			Refer to HIPAA regulations documentation for supplemental guidance in this section.
HIPA-24	Can the application logs be archived?			Refer to HIPAA regulations documentation for supplemental guidance in this section.
HIPA-25	Can the application logs be saved externally?			Refer to HIPAA regulations documentation for supplemental guidance in this section.
HIPA-26	Does your data backup and retention policies and practices meet HIPAA requirements?			Refer to HIPAA regulations documentation for supplemental guidance in this section.
HIPA-27	Do you have a disaster recovery plan and emergency mode operation plan?			Refer to HIPAA regulations documentation for supplemental guidance in this section.
HIPA-28	Have the policies/plans mentioned above been tested?			Refer to HIPAA regulations documentation for supplemental guidance in this section.
HIPA-29	Can you provide a HIPAA compliance attestation document?			Refer to HIPAA regulations documentation for supplemental guidance in this section.
HIPA-30	Are you willing to enter into a Business Associate Agreement (BAA)?			Refer to HIPAA regulations documentation for supplemental guidance in this section.
HIPA-31	Have you entered into a BAA with all subcontractors who may have access to protected health information (PHI)?			Refer to HIPAA regulations documentation for supplemental guidance in this section.
PCI DSS		**Vendor Answers**	**Additional Information**	**Guidance**
PCID-01	Do your systems or products store, process, or transmit cardholder (payment/credit/debt card) data?			Refer to PCI DSS Security Standards for supplemental guidance in this section

PCID-02	Are you compliant with the Payment Card Industry Data Security Standard (PCI DSS)?			Refer to PCI DSS Security Standards for supplemental guidance in this section
PCID-03	Do you have a current, executed within the past year, Attestation of Compliance (AoC) or Report on Compliance (RoC)?			Refer to PCI DSS Security Standards for supplemental guidance in this section
PCID-04	Are you classified as a service provider?			Refer to PCI DSS Security Standards for supplemental guidance in this section
PCID-05	Are you on the list of VISA approved service providers?			Refer to PCI DSS Security Standards for supplemental guidance in this section
PCID-06	Are you classified as a merchant? If so, what level (1, 2, 3, 4)?			Refer to PCI DSS Security Standards for supplemental guidance in this section
PCID-07	Describe the architecture employed by the system to verify and authorize credit card transactions.			Refer to PCI DSS Security Standards for supplemental guidance in this section
PCID-08	What payment processors/gateways does the system support?			Refer to PCI DSS Security Standards for supplemental guidance in this section
PCID-09	Can the application be installed in a PCI DSS compliant manner ?			Refer to PCI DSS Security Standards for supplemental guidance in this section
PCID-10	Is the application listed as an approved PA-DSS application?			Refer to PCI DSS Security Standards for supplemental guidance in this section
PCID-11	Does the system or products use a third party to collect, store, process, or transmit cardholder (payment/credit/debt card) data?			
PCID-12	Include documentation describing the systems' abilities to comply with the PCI DSS and any features or capabilities of the system that must be added or changed in order to operate in compliance with the standards.			Refer to PCI DSS Security Standards for supplemental guidance in this section

EDUCAUSE

Acknowledgments

The Higher Education Information Security Council Shared Assessments Working Group contributed their vision and significant talents to the conception, creation, and completion of this resource.

Members that contributed to Phase III (2018) of this effort are:

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- Todd Herring, REN-ISAC
- Kolin Hodgson, University of Notre Dame
- Tom Horton, Cornell University
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- Nick Lewis, Internet2
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Members that contributed to Phase I (2016) of this effort are:

- Jon Allen, Baylor University
- John Bruggeman, Hebrew Union College, Jewish Institute of Religion
- Charles Escue, Indiana University
- Joanna Grama, EDUCAUSE
- Karl Hassler, University of Delaware
- Todd Herring, REN-ISAC
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- Mitch Parks, University of Idaho
- Laura Raderman, Carnegie Mellon University
- Valerie Vogel, EDUCAUSE

November 2, 2021

ADDENDUM NO.: One

TO ALL OFFERORS:

REFERENCE:	Request for Proposal No:	**RFP# CMJ-1118**
	Dated:	October 1, 2021
	Commodity:	Customer Relationship Management System
	RFP Closing On:	November 16, 2021 at 2:00pm Est.

Please note the clarifications and/or changes made on this proposal program:

1) **Question: Why aren't you using Anthology for this? They already have a good CRM product for Higher Ed, just what you are looking for. Why put this out for an RFP?**
Answer: Contract via competitive procurement methodology is required of agencies of the Commonwealth of Virginia to the fullest extent possible.

2) **Question Service Group 1: General, Enterprise-wide CRM Functionality is listed as a section that "all offerors must complete" in the RFP. Can JMU confirm that, although Service Group 1 is required, it is acceptable for offerors to answer "Not Available" for some sections within this Service Group? Put another way, will an offerors proposal still be considered if some sections within Service Group 1 are "Not Available," as long as Service Group 1 is completed in full?**
Answer: Yes. JMU does seek an Enterprise CRM platform to be utilized across the university, however, we recognize that not every function/capability will be available within a CRM.

3) **Question: Has JMU identified a budget for this initiative, and if so, is it possible to share? Is there a price above which proposals would not be accepted?**
Answer: Budget information is not available to offerors. Proposals will not be considered nonresponsive based on cost, but per Section VI *Evaluation and Award Criteria* cost is weighted in scoring.

4) **Question: Can JMU please provide the decision timeline for this RFP?**
Answer: The process is ongoing and there is no set date for award of contract.

5) **Question: Is there an incumbent providing similar services to your institution? If yes, then please name the incumbent. If yes, then can you describe why you are proceeding with an RFP to procure services? Are there different / new services you'd like a new vendor to provide?**
Answer: See answer to question #1 above. See Section II *Background* for current CRM providers. This RFP seeks an Enterprise CRM provider as stated.

6) **Question: Did JMU evaluate solutions that could meet its requirements through vendor presentations leading up to the RFP release? If so, what types and names of solutions and vendors were evaluated.**
Answer: The committee did not evaluate any formal offers prior to the RFP release. Top ranked offerors will be asked to present solutions to the stakeholders.

7) **Question: Can JMU share who will be on the evaluation committee for this RFP? Who has the authority to sign the proposal and how do they make decisions?**
Answer: As an active open solicitation, this is not available for public disclosure. We have an internal committee.

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8) **Question: As a private company, EAB requires an NDA before we can provide a copy of our SOC 2 report. Is JMU willing to sign an NDA prior to the RFP submission deadline so that we may provide our audited financial statements in a protected manner?**
Answer: In the event an Offeror requires an NDA to provide the security information requested with the proposal, JMU asks the Offer to indicate this in the response. Offeror should include the NDA language as an appendix to their proposal for review. The NDA, if utilized, will be specific to the security documents in question, not the entire proposal nor potential business relationship.

9) **Question: Due to COVID-19 and local mandates, our firm has continued to limit access to our local office (where printing and shipping typically occurs) and employees responsible for this RFP response work remotely for the time being. Additionally, employees have been instructed not to enter printing/delivery service buildings if at all possible. With this in mind:**
   a. **Are you willing to accept an electronic signature in lieu of a wet ink signature on all forms?**
   b. **Are you willing to accept an electronic submission in lieu of the hard copies? If not, will JMU accept responses on a USB shipped to your location (no hard copy provided) to reduce the public locations respondents are required to visit in order to submit a response?**

   Answer: The university can accept electronic signature on documents. However, the university cannot accept electronic submission of the RFP response. See Section V *Proposal Preparation and Submission* for detailed submission instructions. In the past, Offerors have successfully submitted electronically signed, sealed, copies of proposals to the university through the use of third parties such as Kinkos or Staples which require low/no contact options for their services.

10) **Question: Are there are existing technology investments in student intervention? If yes, how would JMU imagine a new solution to integrate with them?**
Answer: JMU does not currently have a systematic or centralized alerts and intervention system and process.

11) **Question: What other technologies does JMU use to manage the advising process and interact with students?**
Answer: See Section IV.C. Service Group 2: Academic Advising, Student Success, and Early Alerts, current operations overview is provided with technologies used.

12) **Question: What is the level of support – in implementation, launch, and ongoing support – do you require and want out of a partner vendor?**
Answer: Offers should provide any options for levels of support including cost in response.

13) **Question: Does JMU have an implementation team or group in mind that will support from JMU. If so, what roles are included in that group?**
Answer: JMU does not have an external implementation team contracted at this time. JMU will form internal implementation project teams once the CRM platform is selected and the project scope of initial phases are determined. These teams will be cross functional and represent IT and the specific business offices involved.

14) **Question: What strategic challenges is JMU looking to address through this RFP? Are there specific goals JMU is looking to achieve? And in what time period?**
Answer: JMU seeks an Enterprise CRM approach as opposed to individual silos in various areas. This includes seeking a single platform and single data model. Expected outcomes include increased engagement, targeted automated communications, increased retention with early alerts, and a cohesive, 360-degree view of each constituent. There is no set timeline for award of this RFP or go-live of any selected system(s).

15) **Question: What are some challenges unique to JMU that you think proposing vendors should be aware of as they compose their responses?**
Answer: See Section II *Background* and Section IV *Statement of Needs* for narratives on JMU use case and goals.

16) **Question: Does JMU have a preferred "go live" date? When would JMU expect to begin realizing the benefits from the selected solution?**
Answer: There is no set timeline for award of this RFP or go-live of any selected system(s). From an implementation sequence standpoint, the focus will be on Advancement and Advising first with Admissions coming afterwards. JMU is open to recommendations on phasing within these two initial areas from offerors.

17) **Question: What is the total enrollment of students anticipated to be using the solution?**
Answer: See Section II *Background* for enrollments.

18) **Question: Describe how JMU measures success. What metrics is JMU looking to impact with this partnership?**
Answer: As noted in #14, expected outcomes include increased engagement, targeted automated communications, increased retention with early alerts, and a cohesive, 360-degree view of each constituent.

19) **Question: For the goals for participation by certified MBE and WBE firms, can JMU please share if this is graded on a participation scale? Meaning if vendors show effort towards the participation goals, will they be provided a full score for this category in the evaluation criteria?**
Answer: Scoring Participation of Small, Women-owned, and Minority (SWaM) Businesses is based on Offeror or Subcontractor enrollment with the Virginia Department of Small Business Supplier Diversity at proposal receipt, per Section VIII *Special Terms and Conditions* item J. *Small Business Subcontracting and Evidence of Compliance.*

20) **Question: For the "Potential Integration Systems of Interest" on page 16 – how does JMU use some of these tools currently? For example, how is JMU using Customer Satisfaction tools like Happy Signals?**
Answer: Each of the systems listed serve the specific needs of the areas and groups that use them. The provided descriptors for each system provide a general indication of the purpose and how they are being used. In the case of Happy Signals, JMU seeks to understand how the CRM platform can integrate with common customer satisfaction tools to bring a rich and varied view of performance of service-based teams into a CRM (Happy Signals is one example).

21) **Question: Regarding Questions 183 and 184 – Could JMU please explain the difference between the two questions?**
Answer: Question #183 is regarding whether mobile support is included for application users and for what devices and browsers. It asks for any functionality that is not available via mobile relative to a desktop or laptop to be outlined. Question #184 is regarding the offeror's mobile development strategy. For example, whether an app or responsive web design are utilized; how the application is distributed; available development toolsets and security of the application itself.

22) **Question: Regarding Question 175.d – Could JMU please provide an example of a "knowledge article" and who the intended audience is?**
Answer: The audience would be JMU constituents where JMU employees have created knowledge articles/content. Examples of knowledge articles may include information for applicants regarding the schedule for admissions decisions or for a student to find how and where to request tutoring services.

23) **Question: Could JMU please confirm that it uses the PeopleSoft degree audit as well as SIS?**
Answer: Yes.

24) **Question: Could JMU provide examples of the information shared with students by Academic Advising and Student Success via PeopleSoft Campus Solutions?**
Answer: Students can view items such as their transcript, academic requirements, majors/minor, and grades via self-service in PeopleSoft (branded as MyMadison at JMU).

25) **Question: At what point does JMU provide an SIS ID for students? For instance, at the point of enrollment or as prospective students?**
Answer: A prospective student is created in JMU's SIS when they apply to the university at the latest. In many cases, a prospective student is created in the SIS before they apply depending on how they have engaged with JMU.

An electronic ID (eID), along with setting up a password, is created for a prospective student when they apply to JMU. This is used to access JMU applications.

26) **Question: Regarding Question 228.k – Could JMU please provide an example of ticket/case initiation?**
Answer: An example of question #228.k. is if a student has a question about their transcript and would like to submit a ticket or case via a self-service mechanism to have their question answered by the appropriate JMU employee.

27) **Question: Regarding Question 234 – Could JMU please explain what the intended use of a Knowledge Base/FAQ functionality?**
Answer: Use of Knowledge Base/FAQ functionality would allow students to "self-serve" regarding frequent Advising/Student Success questions.

28) **Question: Regarding Question 239.d – Could JMU please explain what the eID/password login described provides access to?**
Answer: The eID acronym is short for electronic ID and represents a JMU constituent's unique username for accessing various systems. In question #239.d, the early alert is to identify students that are not logging into any JMU applications/systems in a specified timeframe.

29) **Question: Would JMU be willing to sign an NDA with the Offeror? This is required for the offeror to share the SOC 2 Type 2 and VPAT documents.**
Answer: See question #8 above.

30) **Question: Have you evaluated any product(s) for the CRM implementation? Is JMU expecting the SI to do a product evaluation?**
Answer: JMU will evaluate products for the CRM platform implementation as part of this RFP. JMU's goal is to procure the base platform as well as solutions for each of the three remaining service groups (Advancement, Admissions and Advising, Student Success and Early Alerts). The solution(s) for the three service groups must reside on a single platform. See Section IV *Statement of Needs* for additional information.

31) **Question: Is a detailed As-is process documentation available with JMU?**
Answer: JMU is currently working within a distributed and siloed environment where each of the main service areas (Advancement, Admissions and Advising, Student Success and Early Alerts) is managed via separate platform(s). As-is documentation is available for some of these areas but there is not a single as-is documentation for a CRM platform as this will be a net new product/set of services.

32) **Question: Could you please provide the user count, location details for Enterprise CRM, Admissions?**
Answer: See response to question #101 below.

33) **Question: Once you've made the vendor selections, what are the next steps in the procurement process? What is the timeline for completion and contract signature?**
Answer: See answer to #16 above. Top offerors will be contacted for clarifications and negotiations.

34) **Question: Has a budget been identified or approved for each Service Group or the entire project? If so, what is/are the budgeted amount(s)?**
Answer: See response to question #3 above.

35) **Question: Due to the current Covid pandemic, our company is taking safety incredibly seriously. We are still working remotely and not sending employees to the post office or other public spaces - would JMU make an exception and allow bid submission via email, through a portal or other mode of electronic transmission, instead of mailing bound original and hard copies with a CD or flash drive?**
Answer: See answer to question #9 above.

36) **Question: If you cannot make an exception and still require mailing hard copies,**
   a. **Can you extend the deadline to account for the possibility of mail delays or delivery issues?**
   b. **In section 3. E., you indicate that each copy needs to be bound - is there any specific type of binding that is required?**

   Answer: At this time the university does not intend to extend the deadline of the RFP. No specific binding type is required.

37) **Question: What date do you:**
   a. **expect to notify/announce shortlisted vendors?**
   b. **expect to award the winning vendors?**
   c. **want the project start date to be?**

   Answer: See answer to question #16 above.

38) **Question: What are the minimum functions that need to be in place for go-live (e.g., full legacy system replacement, Email System replacement, Events System replacement, etc.)?**
   Answer: See response to question #16. JMU is open to recommendations for sequencing and potential MVP go live proposals.

39) **Question: Do you have engagement goals, fundraising goals, or campaign goals you are trying to meet in the coming fiscal year or over the next several fiscal years?**
   Answer: In Advancement, we will complete our capital campaign June 30, 2022 and have already met our goal of $200M. We hope to implement a new system prior to starting the next campaign. Fundraising for expendable scholarships and a focus on tracking alumni engagement will be priorities in the coming years. See Section IV *Statement of Needs* for expected outcomes across the university a result of implementing an Enterprise wide CRM.

40) **Question: Are you currently in a capital campaign? If so, when does it conclude?**
   Answer: Yes. The current capital campaign ends June 30, 2022. Goal was $200M which we have exceeded already.

41) **Question: Are there any institutional initiatives (e.g., Capital Campaign, Student System Replacement, etc.) that could affect resource availability?**
   Answer: JMU is open to proposals that include multiple options for support/consulting services so that it can appropriately address resource availability for the project while supporting other ongoing institutional initiatives.

42) **Question: When does your fiscal year begin, assuming July 1?**
   Answer: Our fiscal year begins July 1.

43) **Question: Will you be able to award to multiple vendors off this singular RFP (software and services/implementation)?**
   Answer: The university may opt to award to one or more offerors for single or multiple Service Groups outlined in the RFP. Note: negotiations and contract will be with the Prime Contractor that submits the RFP and signs the coversheet, not awarded to Subcontractors. See Section VIII. Special Terms and Conditions #R. *Prime Contractor Responsibilities* and #S. *Subcontracts*.

44) **Question: Do you use MS Outlook, SharePoint, Teams or G Suite and Slack?**
   Answer: JMU utilizes the Office365 suite of products including Outlook, Teams, and SharePoint.

45) **Question: JMU has a broad vision and set of technology needs. What is your appetite for doing a large MVP? Is JMU open to a phased project approach and running concurrent workstreams?**
   Answer: See answer to question #16 above.

46) **Question: If so, do you envision doing the different phases of this project (Advancement, Student Success, Admissions) sequentially or concurrently/in-parallel?**

Answer: See answer to question #16 above.

47) **Question: There are two different ways we could approach your desired project vision: 1) we could build extensive scope and functionality within individual units and sequentially address each unit or 2) we could build a MVP for individual units (e.g., Advancement and Advising) and layer on additional functionality for subsequent phases. Has JMU discussed a preferred project approach? Factors that may influence this include:**
    a. **Desired time to go live**
    b. **Stakeholder availability for detailed requirements gathering and collaboration**
    c. **Stakeholder acclimation to a new technology and stabilization period where we can fine tune requirements for additional phases**

    Answer: JMU has not committed to a specific approach as outlined. We are open to recommendations from offerors on approach. We request that options be outlined from a cost standpoint be included in Section X *Pricing Schedule*. Advancement and Advising will come first from a sequencing standpoint.

48) **Question: Has JMU considered a multi org strategy?**
    Answer: JMU seeks a single platform and single data model that can provide a modern, scalable solution.

49) **Question: Are there plans to merge the SPCE instance of Salesforce with a new org?**
    Answer: See response to question #48 above.

50) **Question:**
    Change and Training:
    a. **What is prompting this implementation for your organization? Are there any critical dates or milestones that are driving this engagement?**
    b. **How much will you be engaging end users in this process? Will your implementation partner have access to end users?**
    c. **Will you be involving external constituents (e.g., donors) within this process?**
    d. **What members of staff and/or departments will be involved in this implementation and how much of their time will be dedicated to this implementation? What is their technical capacity?**
    e. **What resources will support the project post go-live? Are you seeking vendor support?**
    f. **What onboarding needs does JMU have?**
    g. **Has your institution ever undertaken a digital transformation like this before?**

    Answer:
    a. See Sections II (Background) and IV (Statement of Needs) for descriptions of needs and expected outcomes. As stated in the response to question #16, there is no set timeline for award of this RFP or go-live of any selected system(s).
    b. JMU plans to organize cross functional project teams to support the implementation and delivery. Selected power users will represent the needs to their area and be available to the implementation partner.
    c. Project team members will represent the needs of external constituents during this process.
    d. See response to question #13. Some team members will be allocated 100% to the implementation, however many others will not. JMU will assess based on proposals and adjust as needed. IT involvement will ensure a high level of technical capacity for JMU's existing systems and environments. Depending on the platform selected, some technologies may be net new to JMU from a technical perspective.
    e. Unable to provide an answer at this time, the need for post go-live support will be negotiated with top offerors.
    f. JMU is interested in understanding what offerors can provide in support of new user onboarding and what the associated pricing would be. Offerors should provide pricing in Section X, *Pricing Schedule*).
    g. No.

51) **Question Service Group 1: How important is a 360 degree view of constituents across the entire lifecycle, from prospect to alumni?**
Answer: This is a high priority expected outcome for this project. Although JMU will control access to some data associated with a constituent based on need, a primary goal of this project is to create a centralized, non-siloed approach to constituent engagement.

52) **Question Service Group 1: How many constituent records do you have in your current system?**
Answer: JMU does not have a current enterprise wide CRM platform.

53) **Question Service Group 1: General Integration:**
   a. **Understandably JMU has a complex ecosystem. Have you considered which systems you're looking to replace or sunset (e.g., HandsOn Connect, Blackbaud Award Management, iModules, OnBase, Slate, CollegeNET, Aceware, etc.)?**
   b. **Does JMU have existing integration tools that will be used for this project?**
   c. **Do you have internal resources who will be performing integration development on this project or are you looking for the selected vendor to fully complete the integration?**
   d. **Do you have IT support to manage your internal infrastructure?**
   e. **Are you currently targeting an integration solution (i.e. Mulesoft)?**
   f. **We have three integration options that we could suggest. Is one of the options below more appealing from a maintenance standpoint? (Note: There is a path from #1 to #3 in the future as your organization evolves.):**
      i. **We build and operate your integrations for you**
      ii. **We build and operate your integrations, but you own the underlying integration platform**
      iii. **We build and transition your integrations; you own the integration platform and operate the integrations after go live**

Answer:
   a. JMU will evaluate the replacement of existing systems based on available functionality/feature sets, however, as stated in Section IV *Statement of Needs*, JMU is seeking a cloud-based Enterprise CRM Platform, packaged applications that reside in a CRM Platform, and implementation services to support CRM functions across the university including Recruitment and Admissions, Advancement, and Advising/Student Success at this time.
   b. See response to question #54, the offeror should provide information on any systems they are or are not compatible with.
   c. JMU expects offerors to provide multiple options for integration.
   d. Yes.
   e. See response to question #54, the offeror should provide information on any systems they are or are not compatible with.
   f. JMU requests offerors to provide multiple options for integration, offerors must provide a cost breakdown in Section X *Pricing Schedule*.

54) **Question Service Group 1: You mention ISaaS as your method of integration, please can you share what tool you are planning to use?**
Answer: There is an ongoing sealed solicitation in progress at this time, no further information about that procurement will be shared publicly at this time.

55) **Question Service Group 1: What financial system do you have in place? Describe your current integration with Ellucian and your future integration needs?**
Answer: JMU Advancement does not integrate with our Foundation financial system. The Foundation is provided financial reports from Advance daily to enter in their system.

56) **Question Service Group 1: Other than Ellucian Advance, are any other applications of the ones listed under integrations under 57d that you are open to replacing?**
Answer: See response to question #53a.

57) **Question Service Group 1: Is your current Tableau Server hosted on premise or in a JMU-owned cloud deployment?**
Answer: On premise.

58) **Question Service Group 1: What types of operational reports do you run? What types of leadership reports or dashboards do you have?**
Answer: There are no dashboards. JMU has Fundraising Progress, Progress to Goal, Year over Year progress reports as well as campaign and fundraiser KPI reports.

59) **Question Service Group 1: What types of high level leadership reports do you generate and how often? (e.g. Fundraising Progress, Progress to Goal, Year over Year progress).**
Answer: JMU has Fundraising Progress, Progress to Goal, Year over Year progress reports as well as campaign and fundraiser KPI reports. Everything is scheduled for weekly delivery to email on Monday.

60) **Question Service Group 1: We want to find efficiencies where possible and capitalize on good work you've already done. Have you gone through data standardization or data definition exercises? Often this happens with data warehouse and BI initiatives.**
Answer: JMU is actively working on data definitions which will be used for data standardization in the future.

61) **Question Service Group 1: Does JMU have a center of excellence or a data governance committee?**
Answer: JMU has an established data stewardship process and has formed a data governance committee. This committee is actively engaged in data definitions at this time.

62) **Question Service Group 1: Can you tell us more about the call center functionality? Does the call center only support the Office of Advancement?**
Answer: Call center functionality is used by multiple campus areas including Advancement and Admissions.

63) **Question Service Group 1: Referencing requirement 176, what type of content will users see in the one stop shop portal?**
Answer: Sample feature sets/content are listed in the RFP document under Case Management/Ticketing item number #175. For initial implementation the focus will be on content in support of constituent engagement in the areas of Advancement, Admissions and Advising.

64) **Question Service Group 2: For the Service Group 2 requirements: timeline for completion; course co-requisites, prerequisites, and actual available course offerings; graduation requirements – does this data exist in current IT systems? If so, what systems does this data reside in?**
Answer: Yes, within PeopleSoft Campus Solutions. Co-requisite (CR), Pre-requisite (PR), and graduation requirements exist in the current system. However, the sequence of requirements and PRs do not exist. Course offerings only exist for the upcoming semester (not for distant future).

65) **Question Service Group 2: The goal of the following questions is to assess the level of complexity to build an accurate ROM for an advising solution.**
    a. **How many different advising models do you have (e.g., assigned advisors, advising pools, walk-in hours, etc.)**
    b. **How many advising units or departments do you have (e.g., career services, financial aid, etc.)?**
    c. **Are you serving multiple schools? What is the average caseload per academic advisor?**
    d. **How well understood are your advising processes? Have any units gone through a documentation generation phase that would be a starting point when working with an implementation partner? This could include business process and workflow documentation, enterprise system architecture, etc.**
    e. **When you are advising, do you have prescribed activities? Do you have defined student steps? Is it the same list for first generation students for example?**

Answer:
    a. JMU has a Split Shared Model where advising is carried out by faculty in some departments, an advising center in other departments, and an advising hub to support advising throughout campus. Students are assigned advisors which consist of one or more of the following types: First-year, major, honors, pre-

professional programs, pre-professional health (minors), graduate, athletic, minor, and career. Advisors typically offer individual appointments (in-person, phone, virtual), group appointments, and walk-in (in-person, virtual). Some advisors meet with current students, newly admitted, returning students, and alumni [pre-professional health].

b. There are approximately 53 departments (including honors, university advising, pre-professional health advising, advising and success center (COB), university career center, student-athlete services, and financial aid).
c. No, we serve a single campus. Caseloads range from 5-1100, depending on the college, degree program level (UG/GR), and advisor responsibilities.
d. Comprehension of advising processes varies among departments and units. Pre-professional health advising and honors have worked with an implementation partner.
e. Activities vary among departments and units. There is no known list for first-generation students specifically.

66) **Question Service Group 2: We see a lot of traditional SIS capabilities in the requirements, specifically in the Academic Planning and Degree Progress section of the RFP. Can you tell us more about your SIS strategy?**
Answer: JMU is interested in how the Advising solution can integrate existing features/data from the SIS within the Advising solution, providing a one stop shop for students and advisors alike.

67) **Question Service Group 2: Can you provide additional detail about the system of flags and interventions that you are looking to implement? Is this something you do today? Are you looking to build predictive models to predict early intervention?**
Answer: This would be a net new set of functionalities for JMU. See the overview provided in the Early Alerts/Interventions section of the RFP questions #238-240.

68) **Question Service Group 2: For the requirement: forecast and address course demand and number of seats by semester or year. - What data does JMU currently use to forecast course demand?**
Answer: Within the SIS, queries are run on course enrollment/course registration and degree audits (how many students need to complete x requirement) to provide data around course demand.

69) **Question Service Group 2: For: "allow the Advisor to text message a student via the application and the student response goes to the Advisor's email." - Are you asking for a record of the text message response from the student on the student's record for advisors to see? Or, are you asking for a workflow for the text message just to be sent to the advisor's email address?**
Answer: Both.

70) **Question Service Group 2: For: "Reports related to anticipated course demand." - can you describe what metrics you currently use to anticipate course demand? What threshold for course enrollments would JMU use to open a new section of a course?**
Answer: See response to question #68. The current process is manual involving spreadsheets.

71) **Question Service Group 2: What is the number of contacts (students, faculty, etc.) you expect to be in your database annually?**
Answer: JMU's current enrollment is approximately 22,000 full and part-time students. The university employs approximately 4,000 faculty and staff. Beyond Advising, constituents for which we may have contacts for in an Enterprise CRM may include almuni, parents, friends, and external organizations/partners. From an Advancement standpoint, we have a total of 148,689 alumni and 16,605 donors in FY21 with over 425,000 total contacts in our current system.

72) **Question Service Group 2: What is the number of annual email messages sent annually to contacts in your constituents?**
Answer: From Anthology (iModules), over the last year, close to 2,000 individual emails to multiple groups. Student affairs uses Anthology (iModules) to send weekly updates to students.

73) **Question Service Group 2: Do the 40 full-time Advisors operate within a single department or multiple departments? If multiple departments, how many different departments will the solution support?**
Answer: Multiple departments. The intent is that the Advising solution in the Enterprise CRM platform will be utilized by all advisors; including, but not limited to, full time advisors, faculty advisors, athletics advisors, and tutoring. As many as 53 departments would be served by the solution. JMU is open to recommendations on phasing.

74) **Question Service Group 2: Academic Advising Marketing:**
   a. **We see that one of your requirements for communication is to "allow the application to send scheduled meeting reminders via text messaging or email to students asking them to 'confirm' their appointment" - do you anticipate the need for a separate Marketing build for this unit or will you partition the Marketing build from Service Group 1: General Enterprise-wide CRM Functionality**

Answer: JMU expects the offeror to provide available options (separate marketing build vs partition) and provide a price breakdown in Section X *Pricing Schedule*.

75) **Question Service Group 3: Has an overall timeline been established for the desired go-live of the new Comprehensive Advancement Software Solution? Is there an event (e.g., current system expiration date, campaign readiness, etc.) that is influencing the timeline?**
Answer: See response to question #16 above.

76) **Question Service Group 3: Can you please provide a high-level overview of your Advancement Office structure and how Central IT and Advancement work together?**
Answer: See JMU Advancement Current Operations Overview provided in Service Group 3. Organization chart is available here: https://www.jmu.edu/advancement/organization/index.shtml.

77) **Question Service Group 3: Will this project be led by Advancement, Central IT, both, other? If multiple, which office will be responsible for what role?**
Answer: Both, Advancement project representatives will serve as subject matter experts as well as preparing and identifying data for migration. Central IT will provide project and technical implementation support.

78) **Question Service Group 3: How many users will be using it? *(70 FTE noted in RFP for Advancement)***
   a. **Is it possible to provide a breakdown of user counts by role (e.g., Advancement Services/Operations, Gift Officers, etc.)?**
   b. **Are the 70 users in Advancement in a single, centralized department? If not, how many different departments will the solution support?**
   c. **If you have an organization chart that shows the staff/roles that would be great to have.**

Answer: Expect that all individuals in Advancement as well as key resources in other departments would use the system. Advancement is centralized. An organization chart and department information is available here: https://www.jmu.edu/advancement/organization/index.shtml.

79) **Question Service Group 3: For data to convert from a legacy advancement system?**
   a. **Are there any additional shadow databases that need to be migrated?**
   b. **How many total New Constituent records will need to be migrated?**
   c. **How many total Income/Gift records will need to be migrated?**
   d. **How many new Constituent (Entity) and Gift records are estimated to be added on a yearly basis?**
   e. **Are you aware of any data issues in your current legacy system (e.g., historical data issues from a prior conversion that were never cleaned up, etc.)?**

Answer:
   a. No shadow databases.
   b. 425,000 constituent records.
   c. 1.5M gifts/pledges/matching gifts.
   d. Yearly addition of 10,000 (mostly students and their parents).
   e. Not aware of significant data issues.

80) **Question Service Group 3: Do you currently have a data warehouse either specifically for Advancement or at the enterprise/university level?**
Answer: Yes, specifically for Advancement. We do not have an enterprise/university level data warehouse.

81) **Question Service Group 3: Does Advancement have access to data across campus or build programs with certain departments like athletics, as an example?**
Answer: Advancement has access to some data from across campus and the intent is to expand this over time within the Enterprise CRM.

82) **Question Service Group 3: Do you currently have a grateful patient program?**
Answer: No. There's no hospital/medical center affiliated with JMU.

83) **Question Service Group 3: Do you have examples of any other type of analytical reports the Advancement team uses? (e.g Financial forecasts, Prospect Pool Potential, Likelihood to Give)**
Answer: Pipeline reports are utilized. Examples will be provided to the awarded contractor at the outset of implementation.

84) **Question Service Group 3: Which groups do you share your reports with, both inside and outside the Advancement team?**
Answer: Stewardship reporting is provided to all areas of the University.

85) **Question Service Group 3: Referencing requirements 264-277, can you tell us more about what you are looking to do in the alumni online community? Do you want to support gift giving as well as traditional alumni relations features like class notes all in one place?**
Answer: JMU expects offerors to provide an overview of available alumni community features. Core features JMU is interested in are outlined in RFP CMJ-1118 items #264-277, including alumni relations features.

86) **Question Service Group 3: Please confirm that you are using Anthology (iModules) for your alumni website and/or donor portal. What is included in the website/platform? Directory? Clubs and groups? Jobs Board? Giving history?**
Answer: Yes, we are using Anthology (iModules) for Online Giving, Event Registration and Email Marketing. There are 142 landing pages for either fundraising, events or information.

87) **Question Service Group 3: How many staff currently have access to Anthology (iModules)?**
Answer: There are 173 Anthology (iModules) accounts in use across campus.

88) **Question Service Group 3: Please confirm that you use Anthology (iModules) for your events platform for alumni and constituents. Are there other Events platforms in use by alumni? Are there other event platforms in use for students? Are your events paid? Free?**
Answer: Yes, we are using Anthology for Online Giving, Event Registration, and Email Marketing in Advancement. Some Advancement events are free, many are paid. Other events products are in use in areas outside of Advancement. Additionally, other systems are involved including an Event Management System related to physical space.

89) **Question Service Group 3: Are volunteers primarily supporting the Office of Advancement? Can you tell us more about who your volunteers are (e.g., alumni, students, etc.) and what they should be able to see or do in a portal?**
Answer: Currently the portal primarily supports volunteers for Advancement-related events and opportunities, but could be used for much more with wider adoption. Our target for volunteers is alumni but would love to expand to students.

90) **Question Service Group 3: For the External Constituent Portal, please indicate which of the following features are of interest: Events, Volunteer Management, Chapters/Clubs, Mentoring, News, Directory, Online Giving, Profile Updating/Viewing, Giving History Portal, Job postings and referrals.**
Answer: All of the above.

91) **Question Service Group 3: How many total Alumni records will need to be migrated to the new solution?**
Answer: More than 150,000 alumni.

92) **Question Service Group 3: How many Alumni could make use of a new, richer Alumni Community (portal)?**
Answer: Unknown at this time.

93) **Question Service Group 3: How many alumni visit or login to your existing website/donor portal on average in a month or a year?**
Answer: JMU received 16,000 online gifts during the FY21.

94) **Question Service Group 3: How many gift officers are on staff? How many in advancement services?**
Answer: 20 Gift Officers; 12 in Advancement Services.

95) **Question Service Group 3:**
Advancement Integration:
   a. **For systems to integrate with this new solution?**
      i. **If possible, please describe the method of integration (e.g. flat file, API, etc.) and frequency (Nightly, Monthly, on-demand, etc.) preferred for the different system integrations.**
      ii. **If you have a diagram that shows your current integrations and their flow/relationship to your current advancement system that would be helpful.**
   b. **For the Integration/Middleware solution, is JMU open to alternative solutions?**
   c. **Are you using payment processors today for financial transactions? If yes, which products and for what type of information?**

Answer:
   a. JMU anticipates both real time/near real time and batch type integrations to be a part of the solution.
   b. JMU anticipates using an iPaaS (integration platform as a service) product as an option for integrations with the Enterprise CRM; Pre-built connectors/integrations are also an option.
   c. Cybersource and Bluefin are used currently.

96) **Question Service Group 4: Is Recruitment and Admissions a single department, or are there multiple independent departments? If there are multiple departments, how many separate admissions departments will require support? (Please consider undergraduate and graduate programs.)**
Answer: There are three admitting offices at JMU, Undergraduate, Graduate, and Professional & Continuing Education. The intention is for all three to move into an Enterprise CRM.

97) **Question Service Group 4: Out of your existing tech stack detailed across R&A use cases, can you identify which systems you intend to keep vs. which ones you're open to replacing? (i.e. Slate, EvolutionLabs360, etc.)**
Answer: The intention is to utilize the Enterprise CRM for CRM functions across the university including in all three admitting areas. Additional peripheral or third-party integrations will be utilized where necessary.

98) **Question Service Group 4: Can you please share your institution's data retention policy regarding applications for both enrolled and unenrolled applicants?**
Answer: Not available at this time.

99) **Question Service Group 4:**
Recruitment and Admissions:
   a. **Where are applications coming from (e.g., Common App)?**
   b. **Do you currently have a webform tool? If so, which one?**

c. **Can you walk us through a typical day in the life of someone on the Recruitment and Admissions team for Undergraduate and Graduate Admissions? Are there any edge cases/processes we should be aware of?**
d. **Do all of your programs follow a single academic calendar? If not, how many academic calendars do you have?**
e. **Do you ever enter leads into your database that may not have explicitly requested information about your school or its programs (i.e., list purchases, names from test sites, etc.)? If yes, what does that volume look like (i.e., hundreds of names or thousands)?**
f. **What is the volume of applications and applicants per year?**
g. **How do you communicate application status to an applicant? For this purpose, do you send emails manually or are they automated? What details about the individual's application do you include in the body of this email? How does this vary based on application source?**
h. **How does an applicant accept or decline admission? Is there a formal process and financial deposit?**
i. **When do you release admissions decisions (e.g., by semester, rolling basis)? Do you send paper or electronic decision letters?**

Answer:

a. The Graduate School: CollegeNet
Undergraduate Admissions: CollegeNET, Coalition and the Common App.
School of Professional & Continuing Education (SPCE): CollegeNet for credit courses, non-credit programs are just enrollments.
b. The Graduate School: CollegeNet
Undergraduate Admissions: Admissions uses Qualtrics or Question Pro. Our current CRM, Slate, also has a form tool that we use.
SPCE: Currently use Wufoo form builder, would prefer to something more robust.
c. Not available. Information may be made available to top offerors in negotiations.
d. Undergraduate Admissions: Three, Spring, Summer, and Fall.
The Graduate School: Three, Spring, Summer, and Fall.
SPCE: The programs follow the academic year, but have various starts to programs for Adult Degree Program and various noncredit programs. Credit programs are on the academic schedule but have cohorts that may or may not start every year.
e. The Graduate School: Yes, thousands.
Undergraduate Admissions: Yes, thousands.
SPCE: Not at this time.
f. The Graduate School: 2,600.
Undergraduate Admissions: Between 24,000 and 27,000 freshman, transfers and international applications.
SPCE: Less than 200 for credit programs. Less than 500 for non-credit programs.
g. The Graduate School: CollegeNET Activity Center, emails are automated.
Undergraduate Admissions: By email, mostly automated, there is no variation by applicant source, there is a variation by applicant type (freshman, transfer, or international).
SPCE: Adult Degree Program through the applicant center; Graduate Students go through CollegeNet, Nondegree seeking are processed all in SPCE by personnel using PeopleSoft. Emails are sent to those students about acceptance and all registration.
h. The Graduate School: Through the CollegeNET Activity Center.
Undergraduate Admissions: UG Admissions has a portal through MyMadison that the applicant uses to accept or decline. There is a formal process and a financial deposit.
SPCE: Various applicants for SPCE programs: nondegree seeking (apply but not really an acceptance process), credit students (manage in partnership with The Graduate School process), Adult Degree program (managed by an outside agency), nondegree seeking students (enroll but not accepted, they enroll), Lifelong Learning Institute (enroll but membership based), Youth Programs (enroll), Economic Development projects (sign up but not accepted or enrolled), and Outreach & Engagement (enroll or register to participate). ADP currently has a deposit required.
i. The Graduate School: Rolling basis, via the Applicant's CN Activity Center page.
Undergraduate Admissions: By semester (term), electronic.

SPCE: Follows university processes and is electronic, on a rolling basis.

100) **Question Service Group 4: What is your current document management solution used to support physical application materials that must be scanned, indexed and mapped to current applicants? (we would love to learn what tool is being used and more about this process)**
Answer: OnBase is the current document management solution at JMU.

101) **Question Service Group 4: What is the total number of individuals that would require access to applications across all use cases?**
Answer:
The Graduate School: 300.
Undergraduate Admissions: Greater than 44.
School of Professional & Continuing Education: 10-15.

102) **Question Service Group 4: What is the volume of applications across all use cases you anticipate annually?**
Answer:
The Graduate School: 2,600.
Undergraduate Admissions: 27,000 to above 30,000z.
School of Professional & Continuing Education: Estimated at 500 or less with the inclusion of all programs.
Applications – Registration – Enrollment depending on the program what term would apply.

103) **Question Service Group 4: What is the total number of individuals who would require create/edit access to application forms?**
Answer:
The Graduate School: 4.
Undergraduate Admissions: 3+.
School of Professional & Continuing Education: 10-15.

104) **Question Service Group 4: What is the total number of individuals who would require create/edit access to events?**
Answer:
The Graduate School: 2.
Undergraduate Admissions: 13.
School of Professional & Continuing Education: 10-15.

105) **Question Service Group 4: Do you have a required/preferred payment gateway?**
Answer: Application fees are processed through the respective systems used in the application process, CollegeNet, Coalition and the Common App. Deposits are processed through the University Business office using CashNet.

106) **Question Service Group 4: What systems does the Graduate Student Financial Aid team currently use that would require integration(s) to support marketing automation?**
Answer: Response unavailable at this time.

107) **Question Service Group 4: Application Review:**
   a. **What's the ideal end state for the review process?**
   b. **Please describe how your prospects and applications are assigned. Do you require territory management? If yes, please describe your territory assignment rules.**
   c. **Out of the total number of individuals who would require access to applications, how many of those individuals are only applicant reviewers (meaning, they review complete applications to make admissions recommendations) only?**
   d. **How many programs do you have?**
   e. **Can you describe how your applications are routed for decisions? Do you use committees, or are decisions made by single individuals?**
   f. **What tasks does an application reviewer complete to make a decision on an application?**

g. **What feedback would an application reviewer be providing internally or externally about the applicant?**

Answer:

a. Offeror should detail available options. JMU response not available at this time, information may be made available to top offerors in negotiations.
b. The Graduate School: By graduate program/grad program director and not by territory
   Undergraduate Admissions: UG Admissions uses Regions based on a Zip code tree in our system of record. Our prospects get regions assigned based on the available data.
   School of Professional and Continuing Education (SPCE): Our review process is not by location/territory but by program. Education Dynamics handles the process for Adult Degree Program (contract expires 6/2023).
c. The Graduate School: 293.
   Undergraduate Admissions: 0.
   SPCE: Not part of SPCE processes.
d. The Graduate School: 76.
   Undergraduate Admissions: 8 see https://www.jmu.edu/advising/acadreq/degreereq.shtml for additional information.
   SPCE: 6 within the school: Economic Development, Outreach & Engagement, Youth Programs, Lifelong Learning Institute, Credit (with The Graduate School), and noncredit (Professional Development).
e. The Graduate School: Varies by program.
   Undergraduate Admissions: Applicant decisions are made both by individual recruiters and by committee. There is also a further review process for non-standard applicants.
   SPCE: Nondegree seeking students are made by one individual. Other programs either follow the university model or do not require a decision as they register/enroll and proceed.
f. The Graduate School: Varies by program.
g. The Graduate School: Admission recommendation and conditions for admission.

108) **Question Service Group 4: For your continuing education programs, how many students do you serve? Are you looking to expand the JMU SPCE brand?**
Answer: JMU serves about 500 students in various ways because of the programs that we offer. We are always growing and expanding our student base because of the new events/workshops/courses we offer.

109) **Question Service Group 4: What processes are currently in the SPCE instance of Salesforce? Is this just for adult degree programs? Would you be looking to replicate this functionality in a new org?**
Answer: Marketing for various Professional and Continuing Education programs is occurring via Salesforce currently. The intention is to eventually have the current PCE processes in the Enterprise CRM.

110) **Question: What teams/departments is your Marketing Team currently serving?**
Answer: Communications and Marketing serves the entire university. Additional departments have marketing resources that serve both internal and external constituents.

For example, the School of Professional & Continuing Education is served by one person currently. Within the school, there are several programs and partnerships that are supported inclusive of: Professional Development (noncredit and credit with colleges), Economic Development, Outreach & Engagement (Lifelong Learning Institute, Youth Programs, etc.), and Adult Degree Program.

111) **Question: What functionalities would you like to use but aren't today?**
Answer: Examples include visibility into emails that are planned to be sent; essentially an email marketing calendar across areas as well as analytics on emails (click rates, open rates, etc.).

112) **Question: Can you describe a use case for the following requirements listed in the RFP requirements point 65 "display a 360-degree view of a constituent's engagement with JMU including, but not limited to all contact/attempted contact with an entity and related information: phone calls, text messages, emails, chat transcripts, in-person meetings (including location), file attachments, attendance at events (including alumni), gifts to the university, and cases."**

Answer: A user, with appropriate access, can view the emails a prospective student received prior to joining JMU, a file with supplemental information from their application to JMU, a chat transcript from when the student needed advising assistance, a ticket/case logged with a question regarding having their transcript provided to a graduate program, and attendance at a 5 year graduation anniversary event as an alum.

113) **Question: How do you currently capture and track email preferences (eg. opt-in vs. opt-out)?**
Answer: Varies by department and the technology in use.

For example, within the School of Professional & Continuing Education (SPCE), emails are collected via a registration for a course or by asking to be included on a mailing/subscription list. For communications that are sent out using our current tool users have the option on every email to opt-out and select what they are opting out of - a singular message for a specific program or messages from all programs

114) **Question: Who will be the power users of the platform on a day to day basis?**
Answer: Initially, key users in Advancement and Advising will be power users of the Enterprise CRM as these are the first two areas from an implementation sequence standpoint. JMU anticipates this will increase over time.

For the Marketing Specific features, within School of Professional & Continuing Education (SPCE) power users would be the Adult Degree Program and Professional Development (noncredit courses). Both programs actively engage and recruit/sale of the programs to students.

115) **Question: What is the total number of contacts in your marketing database, inclusive of prospects, inquiries, applicants, etc.?**

a. **What is the number of annual email messages sent annually to contacts in your marketing database?**
b. **Does JMU manage its own search marketing campaigns for new prospects? If so, what is the volume of prospects purchased each year? If possible please share the typical distribution of Sophomores, Juniors and Seniors.**

Answer: Varies by area. See responses to questions #72 and #79 for Advancement information.

For example, within School of Professional & Continuing Education (SPCE), SPCE does not manage its own digital marketing campaigns, but SPCE does place posts on social media to drive prospects to a website to subscribe, register, etc.

116) **Question Service Groups 3 & 4: How many separate landing pages are used in your marketing campaigns (for Advancement SVC GRP 3 and Admissions SVC GRP 4) to contacts within your marketing database, inclusive of all stages?**
Answer: For Advancement, 142; for The Graduate School Admissions, 100, one landing page per program; School of Professional & Continuing Education (SPCE), about 10 that are managed internally or by Education Dynamics through contract for recruitment purposes.

117) **Question Service Group 4: What number of contacts are your marketing database(s) for Advancement?**
Answer: See response to question #79.

118) **Question: What is the number of annual email messages sent annually to contacts in your marketing database?**
Answer: See response to question #115.

119) **Question: Do you anticipate partitioning the email system into different business units (e.g. different brands or different regions) or will all marketing activity be consolidated into one business unit?**
Answer: Marketing activities will be executed by different JMU business areas for different constituencies.

120) **Question: What is your priority phasing for Communication Channels for the project?**

a. **Email**
b. **SMS**

c. **App push messaging**

Answer: JMU is open to recommendations from offerors on phasing. See question #16.

121) **Question: Can you share any current state architecture diagrams of your systems landscape & integrations?**
Answer: Current landscape is described in Section II *Background* and at the beginning of each section of the Section IV *Statement of Needs*. Integrations of interest are listed where applicable.

122) **Question: Are there any automated journeys (drip nurture campaigns) or triggered emails that you currently use today or are looking to implement in this first phase?**
Answer: JMU would eventually like to support drip campaigns. There are none now, Advancement would like to create one as part of the first phase of its implementation. The School of Professional & Continuing Education (SPCE) would prefer at least three during the implementation for their department. The first phases will be focused around Advancement and Advising, with Admissions coming later.

123) **Question Service Group 3: How many emails does the department send to constituents per year?**
Answer: See response for questions #72.

124) **Question Service Group 3: How many contacts (unique email addresses/handles) are there in your marketing database?**
Answer: See response for question #79.

125) **Question Service Group 3: How many users are there in the current marketing automation system(s)? If applicable, please list an approximate number of users by business unit (i.e. Annual Giving – 3, Alumni Association – 6, Donor Communications – 4, etc.).**
Answer: JMU cannot provide a breakdown but there are 173 total users of Anthology (iModules) across the university.

126) **Question Service Group 3: How many departments will be utilizing the solution?**
Answer: JMU anticipates that the number of departments using the Enterprise CRM will increase over time. We request pricing model/tiers that reflects growth over time in Section X *Pricing Schedule*.

127) **Question Service Group 3: Do your departments require separate data security, content, and reporting? Or can they work in a shared environment?**
Answer: The intention is to utilize a single shared environment with a single data model, however, data security will need to be in place. For example, an academic advisor should not be able to access wealth screening information for an advancement prospect. For the three Admissions offices, there are certainly unique business processes and data for each area, however, there is overlap as well.

128) **Question Service Group 3: What reporting do you rely on from your current email marketing solution?**
Answer:

- Email reporting export with the following fields: Email Name, Last Run, Number Delivered, Kickbacks, Opens, Clicks, Unique Clicks, Subject Line, Unsubscribes, From email, From name, Preheader.
- Email reporting data available via API.

129) **Question Service Group 3: What are the key metrics / reports you expect to be able to monitor?**
Answer: See response to question 128 above.

130) **Question Service Group 3: What are your key objectives for digital marketing/marketing automation**
Answer:

- Increased Recruitment yield.
- Increased Alumni engagement (email clicks, event attendance).
- Increased donations.

131) **Question Service Group 3: What is your current email system(s) being used for today (mass emails, drip campaigns, fundraising, other)?**
Answer: Anthology (iModules) and Outlook.

132) **Question Service Group 3: Are you planning to retire all other email solutions as part of this transition?**
Answer: Yes, eventually JMU would like to utilize a single emailing solution.

133) **Question Service Group 3: Do you have documented personas (prospect profiles / audiences) for your digital campaign work?**
Answer: Not "personas" but we have our audiences segmented in various ways by class year and engagement behaviors.

134) **Question Service Group 3: Describe a typical email campaign. Is it automated? If available, please share a diagram or workflow.**
Answer: No current automation or triggered workflow.

135) **Question Service Group 3: Do you anticipate needing strategy/tactical consultation and support for your email campaign development moving forward?**
Answer: Yes, particularly as we get started, offerors should provide pricing tiers/rates in Section X *Pricing Schedule.*

136) **Question Service Group 3: Will you require multiple IP addresses or domain names? If so, please describe.**
Answer: No.

137) **Question Service Group 3: Can you describe how you manage email subscriptions today (email opt ins/outs)?**
Answer: Unsubscribe links go to a confirmation page for the particular category that the email was sent from, however the page does not show all of the categories to which the person has the option to unsubscribe from.

138) **Question Service Group 3: In addition to email, are you planning on using Social Studio, Mobile Studio (SMS) or Advertising Studio (digital ad management)?**
Answer: JMU is not able to answer this question. A base platform selection has not been made.

139) **Question Service Group 3: How does the department currently make use of social media platforms (Facebook, Instagram, Twitter, Weibo, WeChat etc.) for marketing purposes?**
Answer: Social posts often share links to articles and videos created by teams inside and outside Advancement.

140) **Question: What are the volumes of posts, mentions etc.? How is social listening utilized? How many social media accounts will be managed?**
Answer: Social media management and social listening are both an essential part of our communications and marketing strategy. We currently use two pretty advanced programs for 1) Social Listening [Netbase] & 2) Social Media Management [Falcon.io]. We rely heavily on the capabilities of each of these and are generally happy with how they serve our needs.

For social media management, we have 20 campus partners and 165 channels that currently utilize Falcon.io. for their daily posting and social monitoring/reporting, including the main university accounts. This includes post scheduling, an audience engagement module, content performance tracking/measurement, and audience insights/management capability.

For social listening, we utilize Netbase from an issues management perspective to monitor crisis keywords across. We also utilize this software to track volume and sentiment of conversations related to JMU across social. We use this surrounding communications and marketing campaigns as well as tracking general brand sentiment.

141) **Question Service Group 3: How many text messages and push notifications does the department send to constituents per year?**
Answer: Texting is a relatively new platform for us. We currently have the ability to reach out to up to 40,000 contacts at a given time. During calling shifts, around 200 – 300 contacts are assigned per caller. Campaign specific – we will be leveraging it for 3 targeted campaigns this year (#GivingTuesday, Warden Match and JMU Giving Day 2022).

142) **Question: Will social listening or social media management be a part of your marketing campaigns (for any relevant Service Group)? If so, please describe your Mobile SMS App, the audience it serves, and its purpose. How many users have installed the mobile app? If so, how many social media accounts will be managed?**
Answer: Offerors should detail their related offerings. Yes, JMU considers this relevant, details on current use case may be made available to top offerors in negotiation.

143) **Question: The RFP states 70 advancement individuals, 40 full time academic advisors, and 500 part time faculty advisors. Are these the number of users JMU anticipates will need access to the CRM system?**
Answer: JMU anticipates other users beyond Advancement and Advisors will use the Enterprise CRM. This will include Admissions, other departments on campus and IT/technology administrators and support at a minimum. The expectation is that volume of users will increase over time as more capabilities and business functions are implemented.

144) **Question: What are the number of users currently utilizing/needing full time access to your existing Admissions solution?**
Answer:
The Graduate School Admissions: Application 4, Admit 373, Prospect 7 all within the United States.
Undergraduate Admissions: UG Admissions has 44 full or part time staff. We mainly work in Madison Hall but we do have remote staff in Richmond. We also have student employees. The number varies.
School of Professional & Continuing Education: 10-15 in SPCE and a few external through contract.

145) **Question: How many marketing staff do you anticipate needing access to the system that fall outside of the 70 advancement and 40 full time academic advisors?**
Answer: Response not available at this time. Provide any tiers of users in Section X *Pricing Schedule.*

146) **Question: Has the University had demonstrations or evaluations of CRM solutions within the past 12 months leading up to the publishing of the RFP?**
Answer: See answer to question #6 above.

147) **Question: Does the University currently have a volume license agreement with Microsoft for purchasing Microsoft software licenses?**
Answer: Yes.

148) **Question: Does the university use Azure Active Directory?**
Answer: Yes. JMU does have a broader Identity and Access Management ecosystem beyond Active Directory.

149) **Question: Does all staff use Office 365 and Microsoft Outlook as their web interface?**
Answer: Yes, JMU employees use Office 365 and Outlook for collaboration/office productivity/email needs.

150) **Question: What are your existing data warehouse and reporting solutions? How will this new system interact with those? Are any subject to replacement?**
Answer: JMU Advancement has a data warehouse specifically for Advancement. There is not a university wide enterprise data warehouse currently.

151) **Question Service Group 3: To what do you attribute the lack of USPS addresses?**
Answer: Young alumni moving frequently and keeping parent's address as their home address.

152) **Question Service Group 3: What is driving the change of advancement systems?**
Answer: Current product does not meet all needs.

153) **Question Service Group 3: What are some key initiatives or goals James Madison University (JMU) advancement is working towards in the next 5 years?**
Answer: We will be setting those goals in the next few months as we wrap up our current capital campaign. Fundraising for expendable scholarships and a focus on tracking alumni engagement are high on the list.

154) **Question Service Group 3: When is the next campaign slated to happen?**
Answer: TBD based on timing of the implementation of the new CRM. Management is reluctant to start a new campaign mid-implementation.

155) **Question Service Group 3: What are some key functionalities you / Advancement /IT wish you would have now with the current solution that you would like to have in the new one?**
Answer: Offerors should propose all functionality available.

156) **Question Service Group 3: Who is JMU's preferred technology consultant or systems integrator?**
Answer: JMU does not have a preferred consulting partner or system integrator at this time.

157) **Question Service Group 3: If no portal is currently in use, what would you estimate the daily number of logins to be?**
Answer: We have close to 150,000 alumni.

158) **Question Service Group 3: How many Giving Societies or Giving Circles does currently JMU have?**
Answer: 10 (some have sub-levels).

159) **Question Service Group 3: What is the breakdown of staff? i.e. # of MGO's, front office staff, back office staff etc.**
Answer: See response to question #78.

160) **Question Service Group 3: How many business units/departments will be utilizing the solution?**
Answer: We do not limit access to our Advancement system to Advancement-only departments. There are currently 62 departments represented in our data.

161) **Question Service Group 3: How many constituent records are in the current advancement database?**
Answer: See response to question #71.

162) **Question Service Group 3: Can the University please provide additional details regarding their legacy data to be imported? For example, what is the volume of the records, number of tables, etc.**
Answer: Currently more than 425,000 people or org records and over 1.5M gift/pledge/matching gift records. There are roughly 2,000 tables to migrate.

163) **Question Service Group 3: Re analytical capabilities: Please map the current Databases + current reporting tools and scope what is planned to be replaced by the new project.**
Answer: The university anticipates that the current ecosystem, including Ellucian Advance, Advance Performance, and Cognos are replaced with the Enterprise CRM solution.

164) **Question Service Group 3: When was the last time you did a contact info, employment, wealth screen, or other appends?**
Answer: We do quarterly NCOA washes for address data. It has been several years since we did wealth or employment screening.

165) **Question Service Group 3: Have you been satisfied with the quality of your data appends?**
Answer: No.

166) **Question Service Group 3: Do you feel you spend a lot of time on maintaining data?**
Answer: Yes.

167) **Question Service Group 3: Are you looking to improve the efficiency of your staff in maintaining data updates?**
Answer: Yes.

168) **Question Service Group 3: Is a batch processing of data appends of interest?**
Answer: Yes, we currently do mass updates of data appends in-house and would like to keep that functionality.

169) **Question Service Group 3: Are you interested in customized data analytics to vet your constituents by propensity to give and inclination to give? We can tailor analytics to your fundraising use case.**
Answer: Yes. JMU is interested in what offerors can provide regarding customized data analytics.

170) **Question Service Group 3: What is JMU doing around identity resolution?**
Answer: We have strong programmatic duplicate checking in our current system and would like to keep that functionality in the future.

171) **Question Service Group 3: How does JMU Athletics and JMU Advancement currently share data? How do you want to improve or build upon it?**
Answer: Batch process to import gifts from Athletics to Advancement nightly. Bio data updates are all manual between the two systems. There are many opportunities for improvement here.

172) **Question Service Group 3: Paciolan is a core competency for SSB how do you integrate now with PAC and how do you see integrating in the future?**
Answer: No true integration with Paciolan.

173) **Question Service Group 4: Is an application or supplemental application needed or application portal? Will Collegenet and Slate be replaced by the new CRM?**
Answer: We request offerors provide information on self-service/portal capabilities for applicants.

174) **Question: Given the number of projects (service groups), are implementations concurrent or linear?**
Answer: Yes, expect to work at Advancement and Advising in parallel.

175) **Question: Beyond this RFP – in the future after this project is complete, HR system other integrations and scopes that are not listed that might tie into the CRM?**
Answer: Yes, but it is not the primary scope of the RFP at this time.

176) **Question: Is JMU pursuing only systems that can offer the wholistic response, vs an offeror for one area (e.g. Advancement)?**
Answer: JMU is looking for an Enterprise CRM platform, ideally in a single environment with a single data model. We do expect integrations with other systems will be needed.

177) **Question: Are subscription based platforms acceptable (SaaS)?**
Answer: Yes, cloud based, SaaS is acceptable.

178) **Question: Data governance, how does JMU anticipate the "people" parts of the project being successful.**
Answer: We have a data governance workstream in progress that is working at scenarios and data definitions. Our broader Steering Committee drives key decisions.

179) **Question: Does JMU want one environment or multiple data silos by area?**
Answer: Ideally the university would like a single environment and data model.

180) **Question: Does JMU intend to replace their central marketing platform?**
Answer: With Advancement and Advising going first it would include their marketing efforts. JMU is open to recommendations on phasing.

181) **Question: One-stop-shop portals – expand on how JMU wants to engage each group.**
Answer: Presently JMU links the majority of Faculty/Student items in one location. We do not have Alumni information included. Some of the tools like registration are exposed in the student portals. We are student focused and will continue that philosophy. The goal will be for constituents to need to go to less total places to access relevant data.

182) **Question: SPCE does JMU want course registration as functionality?**
Answer: JMU's use of PeopleSoft only has credit bearing courses. PCE uses Aceware and registration would be a component of interest to SPCE. SPCE has many programs for K-12 and other groups that are not managed in our Student System.

183) **Question: Can JMU expand on the Advising use case? Course, grade, attendance, early intervention desires?**
Answer: JMU needs for Advising use case are indicated in Section IV.C. Service Group 2: Academic Advising, Student Success, and Early Alerts. Offerors should detail in their response what they can offer in this area. JMU does not have overarching functionality in this area at present. Different areas use different methods to reach out (e.g. texting platforms, and midterm grade prompts to professors).

Signify receipt of this addendum by initialing *"Addendum #1_____"* on the signature page of your proposal.

Sincerely,

Colleen Johnson
Buyer Senior
Phone: 540-568-3137

November 9, 2021

ADDENDUM NO.: Two

TO ALL OFFERORS:

REFERENCE:	Request for Proposal No:	**RFP# CMJ-1118**
	Dated:	October 1, 2021
	Commodity:	Customer Relationship Management System
	RFP Closing On:	November 16, 2021 at 2:00pm Est.

Please note the clarifications and/or changes made on this proposal program:

1) **Question: Service Group 1 is focused on capabilities, but not a specific functional area as is the case with Service Groups 2-4. However, there is still a request for implementation pricing for Service Group 1 in the Pricing Section. Is this in error? if not, can you provide the details of what group will be using the defined functionality outlined in Service Group 1 for which you would like implementation pricing?**
Answer: The capabilities and system attributes outlined in Service Group 1 represent two main functional areas in JMU's CRM implementation, the platform itself, and an aggregation of shared needs that span the University and Service Groups. JMU expects offerors to provide pricing Section X. Pricing Schedule for implementing the platform itself and preparing it for the components outlined in Service Groups 2-4 (data structure, core integrations, authentication, and application security).

2) **Question: We understand the goal is to purchase the same technology platform across Service Groups 2-4. How important is it to the team to also use the same implementation partner across all those service groups?**
Answer: JMU is open to using multiple implementation partners based on their area of subject matter expertise.

3) **Question: Given the variables on the level of effort for the implementation services based on the confirmed scope of the project, is a range for the cost suitable at this stage, to be confirmed after discovery**
Answer: A cost range is suitable at this stage. JMU requests that factors that drive the cost variations be outlined.

4) **Question: We understand you will be forming internal CRM implementation project teams to fit the requirements of the project. Can you tell us more about your program management team? Will there be someone overseeing the CRM project as a whole as well as the individual CRM work streams?'**
Answer: JMU does have program/project management and business analysis resources that will be involved with the implementation. Governance will include a Steering Committee and program/project management. We anticipate multiple work streams that will each include project management and business analysis resources.

5) **Question: In an effort to tailor our estimate to meet your specific needs and not duplicate work that may have already been completed, does JMU have a multi-year plan for this project? If so, what milestones have been identified? Is JMU interested in a strategy engagement to determine high-level requirements and a long term roadmap?**
Answer: See response to question 16 on Addendum one which states *"There is no set timeline for award of this RFP or go-live of any selected system(s). From an implementation sequence standpoint, the focus will be on Advancement and Advising first with Admissions coming afterwards. JMU is open to recommendations on phasing within these two initial areas from offerors."*

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6) **Question: Call Center - Does the call center need to have capabilities to handle inbound calls? If yes, could you please specify:**
   a. **count of published numbers (DID, Toll-free),**
   b. **List of languages to be supported,**
   c. **Can you share the count of call flows and a high-level description of the intent or reason, and if you have any flow diagram for each flow? Please provide**
   d. **Count of recipient groups (unique skill groups)**

   Answer: Undergraduate Admissions does not need inbound calls. Advancement: Yes.
   a. Advancement: One primary, and during the annual day of giving one more is added.
   b. Advancement: English.
   c. Advancement: Each representative can handle the entirety of the call. Sometimes, managers will be brought on the call to answer questions but there are no transfers.
   d. Advancement: One.

7) **Question: Call Center - Does JMU need the functionality to handle inbound Text & Emails? If yes, please specify the:**
   a. **count of distinct text numbers, emails IDs, and recipient groups**
   b. **Can you share the count of email flows and a high-level description of the intent or reason, and if you have any flow diagram for each flow? Please provide**
   c. **Please share the Integration with systems required**

   Answer: Within the context of call center, Undergraduate Admissions does not need inbound text or email. Advancement: Yes.
   a. Advancement: 80k total contacts for calling, texting and email. We don't currently handle inbound emails, but it would be nice to have.
   b. Advancement: Email is usually one way stewardship touch with no response required though sometimes prospect do.
   c. Advancement: Anticipated integrations include Mongoose and ThankView. Integration with university email (currently iModules/Anthology) platform may be necessary depending on native email marketing feature set in the platform.

8) **Question: Call Center - How many persons would be engaged in:**
   a. **Receiving inbound calls. How many maximum persons would be logged in simultaneously to manage inbound calls?**
   b. **Making outbound calls. How many maximum persons would be logged in simultaneously to manage outbound calls?**
   c. **Managing Chat &Text. How many maximum persons would be logged in simultaneously to manage Chat & Text messages?**
   d. **Managing Emails. How many maximum persons would be logged in simultaneously to manage emails?**
   e. **Supervising**
   f. **Administrating (monitor, access reports)**
   g. **Is there any automated dialer required for making outgoing calls?**

   Answer:
   a. UG Admissions: None.
      Advancement: 6.
   b. UG Admissions: 25-30 max.
      Advancement: 12.
   c. UG Admissions: 25-30 max.
      Advancement: 12.
   d. UG Admissions: 25-30 max.
      Advancement: 1.
   e. UG Admissions: we currently have 4 Telecenter supervisors.
      Advancement: 2.

f. UG Admissions: we currently have 2 Telecenter administrators.
Advancement: 4.

g. UG Admissions: An automated dialer is not needed or currently used.
Advancement: Automated dialing is strongly preferred.

9) **Question: Call Center - Would the outbound calls be made to international locations? If yes, could you please share the list of Countries?**
Answer:
UG Admissions: No.
Advancement: The capability is desired, but JMU doesn't currently have this ability.

10) **Question: Call Center - Would you need a recording of voice calls and screen share? If yes, What should be the retention period for Voice and Screen separately?**
Answer: UG Admissions: No.
Advancement: Yes, but only if it can be on-demand and not persistent (to avoid prospects having to consent). For the voice, the retention period would be indefinitely for training purposes, screen recording could be as frequent as monthly.

11) **Question: Call Center #107. d. - Do you wish to provide voice confirmation as a receipt, or do you need to send out an email with an attachment or any other modes to provide a receipt?**
Answer:
UG Admissions: No.
Advancement: Receipting via email.

12) **Question: Call Center #107. e. - Would you please define entities (is it the caller or dept within JMU)? Do you need functionality to pay/receive money via specific wallets associated via phone or capability on IVR to send/receive money? Could you kindly elaborate on all payment options the caller would have?**
Answer: Entities refer to the prospects i.e the individuals we are calling or receiving a call from. Via phone, we are concerned with payment card transactions only. Other options would include sending out a follow up email or text with a giving link to the prospect. In such a case, the prospect should be able to pay with digital wallet or PayPal as well.

13) **Question: Chat - Kindly list channels a chat would be initiated from, E.g., Web, Mobile app**
Answer: JMU would like the offeror to provide all available channels the product supports for JMU's consideration.

14) **Question: Chat #109 - Could you share a list of use cases that you need AI-driven chatbots to handle?**
Answer: JMU sees opportunities for using AI driven chatbots across the University in different areas to respond to Frequently Asked Questions, and to use as a triage tool, escalating users to a live chat feature after attempting to resolve their issue or answer their question using the chatbot first.

15) **Question: General - Does JMU expect the offerors to fill in responses only in the shared RFP Doc format "CMJ-1118-CRM RFP" or a separate document filled with responses to the 4 Service Groups? Please confirm. The offeror's final response would be mailed to the university with SEALED PROPOSALS as requested in the RFP**
Answer: The RFP is provided in Word to be a working document filled in with offerors' responses. Offerors may send additional information, as needed, with their proposal as appendices.

16) **Question: How many CRM users are anticipated within the three admissions offices?**
Answer: See CMJ-1118 Addendum One, answer to question #101.

17) **Question: How many applicant reviews are involved with R&A?**
Answer: Not available. Information may be made available to top offerors in negotiations.

18) **Question: How many students are actively being advised during any given school year?**
Answer: All students.

19) **Question: If you were to guess, how many times a semester does a student engage with an advisor?**
Answer: The number can vary between departments and programs. See CMJ-1118 Addendum One, answer to question #65a for additional details on JMU's Advising model.

20) **Question: What is JMU's ideal goal for retention ROI for a new system? For example, JMU would like to see a +5% in retention by 2024.**
Answer: Not available. Information will be made available post award.

21) **Question: General - Can you provide an estimated number of users for each of the following departments:**
    a. **Service Group 1 (IT staff and others involved in administering the solution, not included in the groups below)**
    b. **Service Group 2 (Advancement Staff)**
    c. **Service Group 3 (Advisors, including professional and faculty)**
        i. **Full Time Advisors**
        ii. **Part Time Advisors**
    d. **Service Group 4 (Admissions Staff)**
        i. **Admission Recruiters / Counselors**
        ii. **Application Reviewers (not included above)**
        iii. **Other admissions staff (back office, IT)**
        iv. **Student Workers**

Answer:
    a. There will be a small number of users in Service Group 1 initially (relative to the other Service Groups), but we expect this number to grow over time.
    b. See CMJ-1118 Addendum One, answer to question(s) #78.
    c. Full Time Advisors: ~55, Part Time Advisors ~300.
    d. See CMJ-1118 Addendum One, answer to question(s) # 101, #107c further breakdown not available.

22) **Question: Service Group 4 - Admissions (Undergraduate, Graduate and Continuing Education)**
    a. **Is there a requirement for interview scheduling?**
    b. **How are new prospective names transferred to JMYou? Flat file?**
    c. **Are first-year, transfer, and international applicants managed through the same processes?**
    d. **Are there any specialty programs (Pre-college, dual enrollment, visiting/exchange, non-degree?**
    e. **What prospect sources should be considered for this project? Purchased lists, etc.?**
    f. **How are graduate services distributed? By academic unit? By school?**

Answer:
    a. UG: Not currently.
       Graduate: Currently we do not have this functionality, but it is desirable, many individual programs conduct interviews as part of their admission processes and they need to manage this outside of the primary system.
       SPCE: No.
    b. UG: Between 75,000 and 150,000. This year we are at 98,000.
    c. UG: No, it is not the same, but the processes are very similar.
    d. See CMJ-1118 Addendum One, answer to question(s) #107d.
    e. UG: Purchased names, campus visitors, volunteered information (info requests, email requests, phoned in requests, JMYou joiners), college fairs, non-admissions on campus events.
       Graduate School: Prospects are entered into the CRM from a few sources:
        i. Web-based "request information" forms that appear on multiple web pages. We can't currently do this but the new system should be able to customize these forms for each page, so, for example, we know the student is interested in a particular program because they are completing the request information form on the page that describes a particular program.

ii. Lists uploaded by staff members that include people who inquire by e-mail or phone, individuals who add their names to physical lists during events, individuals who sign up for Zoom information sessions about programs, and inquiries that come through directory websites to whom we subscribe.

iii. Lists that we acquire that are entered as "suspects." These individuals that we acquire for free (McNair Scholars, National Name Exchange, Grad Fair Participants) or that we pay for. They are entered as "suspects" and not prospects because they have not expressed an interest in receiving information from JMU. If they respond to these messages with an expression of interest, we need to be able to convert these individuals from suspects to prospects.

SPCE: We currently are not purchasing lists to market our programs. Most prospect sources would be leveraged through digital marketing with specific mediums (LinkedIn, Google, Bing, Instagram, Facebook, etc.) determined by the target audience and budget.

f. Graduate School: Services for the graduate school are primarily organized by either program or concentration within a program. This varies by program depending on the entity to which the student applies. In some cases, students apply to the program, and if there is more than one concentration, they select the concentration within the application for the program. In other cases, students apply to the concentration and there are separate application pools for each concentration.

Signify receipt of this addendum by initialing *"Addendum #2_____"* on the signature page of your proposal.

Sincerely,

Colleen Johnson

Colleen Johnson
Buyer Senior
Phone: 540-568-3137