

BOARD OF REGENTS, STATE OF IOWA



REQUEST FOR PROPOSAL

EFFICIENCY and TRANSFORMATION REVIEW

RFP Release Date: December 9, 2013

Proposal Due Date: January 10, 2014

Submit Proposals to:

Patrice Sayre
Chief Business Officer
Board of Regents, State of Iowa
11260 Aurora Ave
Urbandale, IA 50322

Tel: (515) 281-6421
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REQUEST FOR PROPOSAL FOR EFFICIENCY AND TRANSFORMATION REVIEW
BOARD OF REGENTS, STATE OF IOWA

SECTION A. – PURPOSE AND BACKGROUND

The Board of Regents, State of Iowa (the Board) requests proposals from qualified and experienced management consultants to perform a comprehensive, system-wide operational and programmatic review of the public universities. The review is to be conducted across support services (administrative and academic), programs, and at an institutional level and as a system. The efficiency and transformation review is also expected to help in the continued development of the strategic plans that are necessary to carry out the mission of each institution and the Board.

The Board, an agency of the State of Iowa, is the governing body of the State University of Iowa at Iowa City, Iowa State University of Science and Technology at Ames, and the University of Northern Iowa at Cedar Falls. Fall 2013 headcount enrollment at the three universities is 76,465. The Board also governs the Iowa Braille and Sight Saving School in Vinton and the Iowa School for the Deaf in Council Bluffs, which are not part of this study.

The Governor appoints members to the Board every two years subject to approval by two-thirds of the Senate of the General Assembly of the State of Iowa. The nine Board members serve six-year over-lapping terms. Eight of the members are selected from the state at large and the ninth member is a student at the time of appointment. Members can be reappointed and are selected on the basis of their qualifications to perform the duties required by the Board. Not more than five of the nine members may be of the same political party at any one time.

By statute, the Board of Regents exercises broad policymaking, coordination, and oversight responsibilities. Under Iowa Code Chapter 262, the Board is to "have and exercise all the powers necessary and convenient for the effective administration of its office and of the institutions under its control..."

University of Iowa

The State University of Iowa (SUI), in Iowa City, Iowa, was established in 1847 as the State's first public institution of higher education. The University is internationally known, among other things, for its Writers Workshop, and its pioneering outer space research, with University-designed research instruments used in major missions since the 1950's. The University operates one of the nation's largest university-owned teaching hospitals; approximately half a million visits are made to the State University of Iowa Hospitals and Clinics every year.

Fall 2013 headcount enrollment at the University is 31,065 students.

The University has been accredited by the North Central Association of Colleges and Secondary Schools since the association's organization in 1913. The University is a member of the Association of American Universities.

The University is organized into the following colleges: the College of Liberal Arts and Sciences, the Tippie College of Business, the College of Education, the College of Engineering, the College of Public Health, the Carver College of Medicine, the College of Nursing, the College of Dentistry, the College of Law, and the College of Pharmacy. The Graduate College supervises graduate study offered by the University's various departments, schools and colleges, and confers master's degrees and doctorates.

Iowa State University

Iowa State University of Science and Technology (ISU), Ames, Iowa, was chartered by the State General Assembly in 1858. Iowa was the first state to accept the terms of the Morrill Land Grant Act of 1862, and in March, 1864, the General Assembly awarded Iowa's grant to the University, known then as the Iowa Agricultural College. Since 1959, the University has been known as Iowa State University of Science and Technology.

The University pioneered in the establishment of agricultural curricula and was the first state institution to found a veterinary school. Experimentation and research have been integral parts of the University from its beginning, first in agriculture, and later in home economics, engineering, veterinary medicine and the physical and social sciences.

Fall 2013 headcount enrollment at the University is 33,241 students.

The University is accredited by the North Central Association of Colleges and Secondary Schools as well as by appropriate professional organizations. It is also a member of the Association of American Universities.

The University is organized into the following undergraduate colleges: the College of Agriculture, the College of Business, the College of Design, the College of Engineering, the College of Human Sciences, and the College of Liberal Arts and Sciences. These colleges each grant bachelor's degrees. The Graduate College administers the graduate programs of the colleges and confers the master's degree and doctor of philosophy. The College of Veterinary Medicine awards the doctor of veterinary medicine degree.

University of Northern Iowa

Located in Cedar Falls, Iowa, the University was established in 1876 and opened on September 5, 1876, as the Iowa State Normal School. In 1909, it was renamed the Iowa State Teachers College and attained a national reputation as a leading institution in the field of teacher education. In 1961, the institution's name was changed to the State College of Iowa and degree programs were added for those not planning to teach. The change to the University of Northern Iowa was made in 1967. The University now offers courses covering a broad spectrum of curriculum on both the undergraduate and graduate level.

Fall 2013 headcount enrollment at the University is 12,159 students.

The University of Northern Iowa is a member of the American Association of State Colleges and Universities (AASCU), the American Association of Colleges for Teacher Education (AACTE), and the Council of Graduate Schools in the United States. The University is accredited through the master's degrees, the specialist's degrees and the doctorate (Doctor of Education and Doctor of Industrial Technology) by the North Central Association of Colleges and Secondary Schools (NCA). Individual programs are accredited by several national accrediting agencies.

SECTION B. – PROJECT SCOPE AND OBJECTIVES

The Board of Regents is dedicated to delivering a quality education at an affordable cost to students and their families. The Board seeks to analyze the system's organizational alignment with the overall Board of Regents mission and strategy to achieve additional fund reductions and reallocations. We seek support from a qualified consulting firm to quantify the business case for efficiency and transformational projects.

The Consultant will perform an assessment of the Regent System and its Universities and Board Office to determine alignment to the overall educational mission and provide an alternative organizational structure that may include but is not limited to centralizing services/programs, de-centralizing services/programs, program review, regional partnerships, developing shared services for common functions/programs, sourcing opportunities and better alignment/deployment of resources. As part of the organizational effectiveness assessment, the Consultant should also include potential process and workflow enhancements that may streamline existing structures.

The Consultant will:

- build a business case for cost savings through an assessment of structure, core processes, staffing levels, performance levels and cost structure;
- Develop detailed recommendations, both short-term and long-term, based on findings;
- Identify opportunities for cost reduction and explain how savings can be realized through changes in the delivery model, business processes, policies, and/or through implementation of enabling technologies (i.e., documentation management);
- Develop recommendations including strategies to create a more efficient environment, as well as address any impact to faculty, staff, and student workload
- Utilize experience in past projects and knowledge of cross-industry best practices to develop an implementation roadmap to achieve the desired results.

It is expected that during this study, each institutional campus and the Board will receive several on-site visits from the successful consultant(s) to be coordinated through the Board Office. In addition, the Board encourages the utilization of peer review as it relates to specific areas where that expertise is relevant and deemed appropriate.

The engagement has three (3) phases:

Phase I – Diagnostics/Benchmarking

Phase II – Design/Solution Development and Implementation Outline

Phase III – Implementation and On-going Consultation

The first phase (Phase I) is intended to identify best practices and performance benchmarks, develop recommendations for opportunities, and conclude with the delivery of a "menu" of potential initiatives with action plans to achieve them.

The second phase (Phase II) of the initiative includes developing detailed action/implementation plans that are designed to achieve the cost savings, quality service improvements and revenue generation opportunities recommended in Phase I.

The Board may choose not to pursue all Phase I initiatives during Phase II. The selection of opportunities for Phase II will represent the opportunities which will yield the greatest benefit to the Board's overall goal of streamlining operations and increasing cost effectiveness, and the selection will be made collaboratively by Board leadership and the selected management

consultant based on the likelihood of realizable benefits and the ability to complete the items in the time period of the project.

Phase III of the project, to be conducted at the option of the Board, will be to assist in the implementation of the agreed-upon recommendations and on-going consultative support. No work shall be performed except upon written approval of the Board.

Overall Guiding Principles:

- Processes for initiative identification and prioritization must be sensitive to key aspects of university culture and support the missions of each campus.
- All cost reduction decisions should be communicated clearly and systematically.
- Decision process and criteria for choosing reductions should be transparent to all parties – Regents, university administration, faculty, staff and students.
- Reductions in costs in one area should not shift costs to another.
- Reductions and potential reallocations will be judged on the basis of alignment with the Board's and the universities' strategic plans.
- The revenue impact of cost reductions must be understood.
- Revenue generation options should be considered as part of the study.

Requirements/Deliverables

- The Consultant will provide a communications plan detailing key supporters, change management message and engagement of campus constituencies.
- The successful Consultant will need to complete the assessment and identified opportunities in a timely manner
- Consultant must provide a detailed action plan that includes intermediate actions that can be implemented to move towards the overall objectives.
- Action plan will provide metrics to enable the measure of success for each item proposed.
- Consultant will provide process flow diagrams and written summaries of the existing organizational structures/processes including strengths and opportunities for improvement. Consultant will also note areas that are sufficient as they currently exist.
- The Consultant will work with the Board to establish a timeframe for regular activity reports relevant to the agreed upon scope of work.
- Consultant will provide a presentation to the Board regarding the findings and the proposed action plan. Following the presentation, the Consultant will prepare a final report

Information obtained during the assessment process should be maintained in confidence by the bidder until such time that the action plan is completed and any necessary action is instituted by the Board or until the Board determines that the action plan is subject to release under the Iowa Open Records Law or otherwise determined by the Board.

Potential Review Areas

The Board expects that all of the following areas will be considered in the review:

- Human Resources
 - Organizational and Employee Development
 - Recruitment and On-Boarding
 - Consolidation of Services
- Student Services/Academic Support Programs
 - Financial Aid
 - Student Career Counseling/Placement

- Student Billing
- Registrar/Transcript Processing
- Marketing and Advertising
- Information Technology Services
 - Infrastructure and System Architecture (server hosting, data storage)
 - Campus Support/Help Desk Services
 - Enterprise Systems Services (SAP, Learning Management Systems, etc.)
 - Email/Active Directory Services
 - IT Product Standardization and strategic sourcing
 - Security
- Finance and Administration
 - Accounts Payable/Expense Processing
 - Procurement
 - Budgeting
 - Treasury Operations
- Academic Programs
 - Competitiveness and demand
 - Productivity and efficiency
 - Alignment with mission and strategy
 - Duplication
- Research
 - Staffing
 - Reporting efficiencies
- Facility Operations, Maintenance and Construction
 - Facilities Planning
 - Space Development and Utilization
 - Stewardship
- Auxiliaries
 - Residence Services
 - Athletics
 - Parking and Transportation Enterprises
 - Utility Systems
 - Student Unions

SECTION C. – INFORMATION TO BIDDERS

RFP Release Date:	December 9, 2013
Submission of Written Questions:	December 19, 2013
RFP Closing Date:	January 10, 2014
Finalists Notified:	January 24, 2014
Final Presentations:	February 7, 2014
Selection Complete:	February 14, 2014
Contract Negotiations/Action Plan Development Complete:	February 28, 2014
Starting Date of Contract	March 14, 2014

The Board reserves the right to change this schedule as needed.

SECTION D. – PROPOSAL PROCESS

1. CLOSING DATE. The closing date for receipt of responses to this Request for Proposal (RFP) is January 10, 2014 at 4:30 p.m. (Central Standard Time) at the address below. It is anticipated that a final decision on the selection of a contractor will be made by February 14, 2014.
2. ELIGIBLE BIDDERS. All eligible bidders must meet the following minimum eligibility requirements:
 - a. Demonstrate a familiarity with the Board of Regents, its universities and its initiatives.
 - b. Have experience in organizational effectiveness and performance consulting for higher education institutions with at least one consultation in a state public system of higher education environment that is substantially similar to the work being requested in this RFP. Although we value commercial client experiences, we are interested in consultants that have successfully navigated change in public service organizations.
 - c. Be able to provide experienced staff to satisfy the scope of services for the Regent system.
 - d. Have access to a database of best practices for higher education organizations that can be used for benchmarking as part of the assessment

The Board is seeking independent and objective advice to the extent possible. The Board also recognizes that many consulting firms may not have all of the skills to complete the work and may need to partner with other individuals and firms. We ask that a clear rationale be provided for the utilization of each subcontractor. The prime contractor will be responsible for managing and paying all subcontractors.

At no cost to the Board of Regents, the bidder finalist will be required to work with the Board to develop a detailed Action Plan that defines objectives, phases, tasks, activities, deliverables, milestones, timelines, and assumptions. The Action Plan will become a key part of the contract and would take precedence over the proposal response and the RFP.

3. FEE STRUCTURE

Provide a fixed cost total for Phase I.

Provide a fixed cost total for each opportunity identified as a potential initiative for Phase II. In addition to a fixed cost, describe any other cost basis you may want us to consider for conducting this work, and methods for ensuring accountability.

In Phase III, provide a description of continuing services that could be provided subsequent to recommendations in Phase II. Include a list of relevant resources supplied by the Consultant in provision of those services. The Board is interested and open to discussing value-based billing or other fee proposals.

4. SUBMISSION OF PROPOSAL. Five paper copies and an electronic version of each proposal should be submitted. All proposals will be considered sealed and not opened until after the closing date.

Proposal must be submitted to:

Board of Regents, State of Iowa
11260 Aurora Avenue
Attn: Patrice Sayre, Chief Business Officer
Urbandale, Iowa 50322
(515)-281-6421; psayre@iastate.edu

The proposal must be comprehensive by including all services and costs to meet the business and technical requirements as outlined in this RFP.

To be considered complete, a signed Assurances, Representations, and Authorization to

Release Information form must accompany the response to this RFP (see last page).

5. REJECTION OF PROPOSALS. Proposals shall be rejected and not reviewed by the Board for any of the following reasons:
 - a. The proposal is not received at the Board by 4:30 p.m. (Central Standard Time) on January 10, 2014 at its offices at 11260 Aurora Avenue, Urbandale, Iowa, 50322.
 - b. The Bidder fails to respond to any part of this RFP or does not provide information in the format required.
 - c. The proposal is not signed by an authorized representative of the Bidder.
 - d. There is evidence that the Bidder engaged in unfair bidding procedures.
 - e. Financial insolvency of the Bidder.
 - f. The Bidder fails to comply with the minimum eligibility requirements of Section D(2) above and is determined to be ineligible.

6. LIMITATIONS and OTHER CONDITIONS. This RFP does not commit the Board to award a contract or to pay costs incurred by bidder in the preparation, submission, presentation or any other action connected with proposing or otherwise responding to this RFP. The Board may accept other than the lowest bid, waive minor informalities, and award a contract based only on the written proposal without any discussions with Bidder.

Such exemption from liability applies whether such costs are incurred directly by the vendor or indirectly through the vendor's agents, employees, assigns or others, whether related or not to the vendor.

Proposals will be opened and reviewed at the convenience of the Board; there is no public opening.

The Board reserves the right to waive any irregularity in any proposal received.

The Board reserves the right to award in part, in whole, or not at all and to multiple vendors.

7. REQUESTS FOR CLARIFICATION. All questions concerning this Request for Proposals are to be directed to Patrice Sayre in writing at psayre@iastate.edu by noon (CST) December 19, 2013. Responses to all questions received will be posted on the Board of Regents web site at <http://www.regents.iowa.gov/rfp/rfpcover.html> no later than December 27, 2013.
8. AMENDMENTS TO RFP; POSTING TO INTERNET
 - a. The Board reserves the right to amend the RFP at any time. The Bidder shall acknowledge receipt of an amendment in its proposal. If the amendment occurs after the closing date for receipt of bid proposals, the Board may, in its sole discretion, allow Bidders to amend their bid proposals in response to the Board's amendment if necessary. The Bidder may amend its bid proposal. The amendment must be in writing, signed by the Bidder and received by time set for the receipt of proposals. Vendors who submit proposals in advance of the deadline may withdraw, modify, and resubmit proposals at any time prior to the deadline for submitting proposals. Vendors must notify the Board contact person in writing if they wish to withdraw their proposals.
 - b. All amendments will be posted on the Board's web page at :
<http://www.regents.iowa.gov/rfp/rfpcover.html>. Each Bidder is advised to check this home page periodically for amendments to this RFP.
9. COPYRIGHTS. By submitting a bid proposal, the Bidder agrees that the Board may copy the bid proposal for purposes of facilitating the evaluation of the bid proposal or to respond to requests for public records. The Bidder consents to such copying by submitting a bid proposal and warrants that such copying will not violate the rights of any third party. The Board shall have the right to use ideas or adaptations of ideas that are presented in the bid proposals.

10. CONTRACTS

- a. The Board reserves the right to either award a contract without further negotiation or to negotiate contract terms with the selected Contractor if the best interests of the Board would be served.
- b. The successful Bidder must, in a timely manner, enter into a contract with the Board to implement the services contemplated by this RFP. This contract will include, but not be limited to, terms and conditions that clarify the respective roles and responsibilities of the Bidder and Board. Representative subjects that will be included in a final contract include, but are not limited to, the following provisions: payment limitations; work authorization procedures; default and termination terms; indemnification requirements; identification of key personnel; intellectual property rights; non-appropriation or reduction in funding; clarification that Iowa law will govern this contract.
- c. It is expected that a contract between the Bidder and Board will be executed within approximately 30 days after the date of the notification of the award. Failure of the successful Bidder to agree to the terms of a contract within this time period may be grounds for the Board to award the contract to another Bidder.
- d. The Bidder Finalist will be required to work with the Board to develop an Action Plan that defines objectives, phases, tasks, activities, deliverables, milestones, timelines, and assumptions. The Action Plan will become a key part of the contract and would take precedence over the proposal response and the RFP.
- e. The contract constitutes the entire agreement between the Board and the Contractor in connection with this RFP.

11. RESTRICTIONS ON GIFTS AND ACTIVITIES. Iowa Code Chapter 68B restricts gifts which may be given or received by state employees and requires certain individuals to disclose information concerning their activities with state government. Bidders are responsible for determining the applicability of this Chapter to their activities and complying with the requirements. In addition, pursuant to Iowa Code section 722.1, it is a felony offense to bribe or attempt to bribe a public official.

12. EVALUATION CRITERIA. The Board will initially review all proposals received for completeness. Completed proposals will be evaluated and rated by January 20, 2014. The following criteria, not necessarily listed in order of importance, will be used to evaluate proposals:

- Project approach and methodology;
- Familiarity with the State of Iowa, the Board of Regents, and the Regent institutions;
- Quality of project work plan;
- Description of the proposed deliverables;
- Firm's and staff qualifications and experience;
- Business references;
- Quality of the Overall Proposal
- Administrative capacity to provide the services;
- Conformance to terms & conditions
- Financial capability; and
- Project fees

These criteria are general in nature and may be used to develop a more detailed evaluation

work sheet. The Board reserves the right to evaluate financial capability of any or all Bidders to satisfactorily complete the requirements of this RFP. Finalists will be chosen to make no more than 90-minute presentations to the Board on February 7 or 11, 2014; date chosen by the Board.

13. PERIOD OF PERFORMANCE. The period of performance will be from March 14, 2014 to September 14, 2014 or until completion of Services in accordance with the contract agreement, whichever occurs first. In the event that the contractor selected through this RFP does not complete the contract, due to termination or any other reason, the Board reserves the right to negotiate with the next highest-ranking Bidder(s) to complete the contract period without releasing an additional RFP.
14. OPTION TO EXTEND. Based on the availability of funds, effective contract performance and the needs of the Board, the contract may be extended for an additional period as agreed between the Board and successful Bidder.
15. PUBLIC RECORDS AND REQUESTS FOR CONFIDENTIAL TREATMENT.
 - a. The Board may treat all information submitted by a Bidder as public information following the conclusion of the selection process unless the Bidder properly requests that information be treated as confidential at the time of submitting the bid proposal.
 - b. The Board's release of information is governed by Iowa Code Chapter 22. Bidders are encouraged to familiarize themselves with Chapter 22 before submitting a proposal. The Board will copy public records as required to comply with the public records laws.
 - c. Any request for confidential treatment of information must be included in the transmittal letter with the Bidder's bid proposal. In addition, the Bidder must enumerate the specific grounds in Iowa Code Chapter 22 or other applicable law which support treatment of the material as confidential and explain why disclosure is not in the best interest of the public. The request for confidential treatment of information must also include the name, address, and telephone number of the person authorized by the Bidder to respond to any inquiries by the Board concerning the confidential status of the materials. Any bid proposal submitted which contains confidential information must be conspicuously marked on the outside as containing confidential information, and each page upon which confidential information appears must be conspicuously marked as containing confidential information. Identification of the entire bid proposal as confidential may be deemed non-responsive and disqualify the Bidder.
 - d. If the Bidder designates any portion of the RFP as confidential, the Bidder must submit one copy of the bid proposal from which the confidential information has been excised. This excised copy is in addition to the number of copies requested in section 3 of this RFP. The confidential material must be excised in such a way as to allow the public to determine the general nature of the material removed and to retain as much of the bid proposal as possible. The Board will treat the information marked confidential as confidential information to the extent such information is determined confidential under Iowa Code Chapter 22 or other applicable law by a court of competent jurisdiction. In the event the Board receives a request for information marked confidential, written notice shall be given to the Bidder seven calendar days prior to the release of the information to allow the Bidder to seek injunctive relief pursuant to Section 22.8 of the Iowa Code.
 - e. The Bidder's failure to request confidential treatment of material will be deemed by the Board as a waiver of any right to confidentiality, which the Bidder may have had.
16. DISPOSITION OF BID PROPOSALS. All proposals become the property of the Board and shall not be returned to the Bidder unless all bid proposals are rejected or the RFP is cancelled. In either event, Bidders will be asked to send prepaid shipping instruments to the

Board for return of the bid proposals submitted. In the event the Board does not receive shipping instruments, the Board will destroy the bid proposals. Otherwise, at the conclusion of the selection process, the contents of all bid proposals will be in the public domain and be open to inspection by interested parties subject to exceptions provided in Iowa Code Chapter 22 or other applicable law.

17. NONDISCRIMINATION. The Board does not discriminate in the contract award process on the basis of sex, age, race, religion, color, national origin, or disability.
18. SMALL BUSINESSES AND TARGETED SMALL BUSINESSES. Under Iowa's targeted small business procurement program, State entities have established procurement goals for the purchase of goods and services supplied by small businesses and targeted small businesses. Certified targeted small businesses and small businesses are encouraged to respond to this RFP. The terms "small business" and "targeted small business" are as defined in Iowa Code (2011) section 15.102.

SECTION E. – FORMAT OF PROPOSAL

All proposals must include the following:

1. Basic Data on Bidder:
 - a. Name, telephone number and address, including email of Bidder.
 - b. Name and title of individual authorized to bind the Bidder and submit the proposal.
 - c. Name e-mail address and telephone number of person the Board may contact during the proposal evaluation process.
 - d. Form of business - e.g. sole proprietorship, partnership, corporation, Not-for Profit organization. If a non-Iowa corporation, indicate state of incorporation.
 - e. Whether the business is owned or controlled by a parent corporation. If yes, provide the name and address of the parent corporation, nearest offices and managing office where the project staff assigned to this project will be located.
 - f. Whether the Bidder is a small business or certified targeted small business as defined in Iowa Code (2011) section 15.102.
2. Executive Summary – this part of the response to the RFP should be limited to a brief narrative highlighting the bidder's proposal. The summary should contain as little technical jargon as possible and should be oriented toward non-technical personnel. The summary should describe the following:
 - a. Bidder's understanding of University's needs.
 - b. Scope of services being proposed.
 - c. Qualifications and Experience in administrative services transformation and/or strategic sourcing in higher education, public sector, and commercial clients (in that order).
 - d. Brief List and Description of Similar Projects Completed (client, scope and duration of assessment, outcome, and client contact name).
 - e. High Level Project Execution Plan.
3. Company Background – the following information is requested to evaluate the Bidder's financial stability and ability to support the commitments set forth in response to the RFP. Please include at a minimum the following:
 - a. How long the company has been in business.
 - b. A brief description of the company size and organizational structure.

- c. How long the company has been working with 1) higher education clients; 2) government clients; 3) commercial clients performing similar services.
 - d. Recent annual financial report or bank references for evaluation of financial capability to satisfactorily complete the requirements of this RFP.
4. Qualifications and Experience,
- a. Additional information deemed pertinent to 2c above.
 - b. A list of personnel to be assigned to this RFP, their functions in the project, length of tenure, and a detailed resume of each.
 - c. Information concerning terminations, litigation and debarment. Bidder shall provide answers to the following questions:
 - i. During the last five (5) years, has the Bidder had a contract for services terminated for any reason? If so, provide full details related to the termination.
 - ii. During the last five (5) years, describe any order, judgment or decree of any Federal or State authority barring, suspending, or otherwise limiting the right of the Bidder to engage in any business, practice, or activity.
 - iii. During the last five (5) years, list and summarize pending or threatened litigation, administrative or regulatory proceedings, or similar matters that could affect the ability of the Bidder to perform the required services. The Bidder must also state whether it or any owners, officers, or primary partners have ever been convicted of a felony. Failure to disclose these matters may result in rejection of the bid proposal or in termination of any subsequent contract. This is a continuing disclosure requirement. Any such matter commencing after submission of a bid proposal, and with respect to the successful Bidder after the execution of a contract, must be disclosed in a timely manner in a written statement to the Board.
 - iv. During the last five (5) years, have any irregularities been discovered in any of the accounts maintained by the Bidder on behalf of others? If so, describe the circumstances of irregularities
5. Statement of Scope – A clear statement of scope is required from each bidder that demonstrates their understanding of this project and how their past engagements provide them with the insight/skills/tools needed to complete this work.
6. Methodology
- a. Diagnostics/Benchmarking Phase
 - i. Describe specifically your assessment/diagnostics delivery model and how the work will be executed. Include a high level description of the steps and confirm that the approach being provided is comprehensive.
 - ii. Describe the client relationship management approach (e.g., Advisory Committee, status reporting) you would recommend for this phase.
 - iii. Include a high-level project timeline that shows phases and tasks by Week.
 - b. Design/Solution Development and Implementation Plans
 - i. Describe the support/transition your firm has provided to clients that have sought to implement transitions/transformations. Describe your approach to this stage for the Board of Regents and its universities.
 - c. Implementation/Consultation Phase
 - i. Describe how you would assist the Board and the universities in this step.

Note: Our recommendation is that this section be written in a manner that can readily be converted into an Action Plan. Please minimize marketing type of content.

7. References – Please provide the contact information and client background for three client references. Submit references for clients that are most similar to the services being proposed for the Board.
8. Sample Documents – Please feel free to submit sample documents of the type of analysis the Board can expect from the work your firm is proposing to do (feel free to remove client names).
9. Cost of Services – Submit in a sealed envelope a comprehensive price proposal that outlines rates and hour by each phase and any other costs incurred.
 - a. A comprehensive price proposal should be submitted on the basis of “not-to-exceed pricing” for this project. Under a not-to-exceed pricing arrangement, the contractor is compensated for hours and expenses incurred up to a ceiling amount. If additional effort is required, the bidder is expected to complete this effort at no additional cost to the Board. If less effort is required than the contract price, the Board would not be billed for the work.
 - b. Billings would take place at the completion of key milestones/deliverables. The Board expects bidders to propose a milestone/deliverable schedule that should assume that the Board will retain 10% of every invoice which would be released at the acceptance of the final deliverable.

Please sign and date the next page and submit along with the bid proposal.

ASSURANCES, REPRESENTATIONS AND AUTHORIZATION TO RELEASE INFORMATION

The Bidder hereby assures and represents with respect to this proposal that:

1. It possesses legal authority to submit this proposal; that a resolution, motion or similar action has been duly adopted or passed as an official act of the Bidder's governing entity authorizing the submittal of this proposal, including all assurances, representations contained herein, and directing and authorizing the person signing below to act in connection with the application and to provide additional information as may be required.
2. It will comply with all applicable federal and state equal opportunity and affirmative action requirements.
3. All statements and information made or furnished to the Board are true and correct in all material respects. Bidder has not knowingly made any false statements in its proposal. Bidder acknowledges that supplying any information determined to be false, misleading or deceptive will be grounds for disqualification from consideration.
4. Bidder hereby authorizes the Board to obtain information regarding its performance on other contracts, agreements or other business arrangements, its business reputation, and any other matter pertinent to evaluation and the selection of a successful Bidder in response to this Request for Proposal. It authorizes the Board to research the company's history, make credit checks, contact the company's financial institution, contact former and current clients of the company, and perform other related activities necessary for reasonable evaluation of this proposal.
 - The Bidder acknowledges that it may not agree with the information and opinions given by such person or entity in response to a reference request. The Bidder acknowledges that the information and opinions given by such person or entity may hurt its chances to receive contract awards from the Board or may otherwise hurt its reputation or operations. The Bidder is willing to take that risk.
 - The Bidder hereby releases, acquits, and forever discharges the State of Iowa, Board of Regents, their officers, directors, employees and agents from any and all liability whatsoever, including all claims, demands and causes of action of every nature and kind affecting the undersigned that it may have or ever claim to have relating to information, data, opinions, and references obtained by the Board in the evaluation and selection of a successful Bidder in response to this Request for Proposal.
 - The Bidder authorizes representatives of the Board to contact any and all of the persons, entities, and references which are, directly or indirectly, listed, submitted, or referenced in the undersigned's proposal submitted in response to this Request for Proposal.
 - The Bidder further authorizes any and all persons or entities to provide information, data,

and opinions with regard to the undersigned's performance under any contract, agreement, or other business arrangement, the undersigned's ability to perform, the undersigned's business reputation, and any other matter pertinent to the evaluation of the undersigned. The undersigned hereby releases, acquits and forever discharges any such person or entity and their officers, directors, employees and agents from any and all liability whatsoever, including all claims, demands and causes of action of every nature and kind affecting the undersigned that it may have or ever claim to have relating to information, data, opinions, and references supplied to the Board in the evaluation and selection of a successful Bidder in response to this Request for Proposal.

- A photocopy or facsimile of this signed Authorization is as valid as an original.

Signature

Type or Print Name, Title

Date

This form must be signed by an authorized representative of the Bidder and submitted to the Board along with Bidder's proposal.

RFP: Efficiency and Transformational Services for the Board of Regents

ENTITY: Board of Regents, State of Iowa

RFP RELEASE DATE: December 9, 2013