January 11, 2001

Subject: Pace University ERP RFP Vendor Questions.

General

1.) What vendors has Pace University asked to bid on this work effort?
   The invited vendors are:
   IBM Global Services--Employer Management Solutions Inc.--Gartner Group Consulting,
   Strategic Initiatives Inc.--KPMG Consulting--Edutech International--DMR Consulting,
   Intelligent Information Systems (IIS)--PriceWaterhouseCoopers--CampusWorks Inc.
   CollegisEduprise Inc.--Oracle Corporation--Peoplesoft USA--SCT Corporation--Datatel.

2.) How will this RFP be awarded, i.e. single vendor or multiple vendors? Will the winning bidder/vendor
    of these work efforts (Business Requirement Analysis, ERP Vendor Selection and Quality Assurance)
    be precluded from bidding on ERP implementation services?

   Pace will prefer to select a single vendor and would probably preclude such a vendor from bidding as
   the prime contractor for implementation services for the ERP project.

3.) Will the software RFP that will be developed in Phase II – ERP Vendor Selection be targeted to
    specific vendors or open to all potential vendors?

   The combine ERP vendor and implementation services provider RFP will be sent to qualified vendors.
   The university will select no more than 5 vendor proposals for final consideration.

4.) Has Pace University developed an ERP Strategy and Plan? If yes, has the ERP Strategy and Plan been
    approved by each of the colleges?

   Pace University has no formal ERP Strategy and Plan to date. However the vision is to replace our
   legacy systems with an integrated ERP (a 3 year project), create a robust reporting environment with
   the ERP and the Data warehouse systems and implement a university web portal in the long run.

5.) What resources/tools can Pace University provide to facilitate the data gathering/interview process, i.e.
    in person/one-on-one, phone interview, video conferencing, e-mail, e-mail survey’s etc? Does Pace has
    a preference?

   Pace will provide reasonable resources /tools to facilitate data gathering efforts of the project.

6.) Does Pace require that the vendor’s costs be quoted at a fixed priced or time & material with a budget?
    If fixed price, how would Pace like us to estimate phase 3 – Quality Assurance, whose length is subject
    to, packages strategy, etc.?

   Pace would prefer fix price quotes for the services requested.
   Quality Assurance may be quoted as either consultant’s hourly rate or rates for time and material as
   needed for the duration of the project but not exceeding a specific amount (Hours) agreed with the
university or as a percentage of the prime contractor implementation services cost for the project but not exceeding a specific amount (dollars) agreed with the university. Vendors can also present their own pricing strategy for QA Services.

Vendors are encouraged to be creative in their overall pricing strategy and show the university how cost effective it is to bundle the services.

**Project Organization**

7.) What will be the governance for this project? Please describe the number and type of representatives on the ERP project team.

Pace University has set up formalized project administration and governance committees. As the project advances through the various stages, these functional teams will be expanded to include other critical groups needed to ensure the success of the project. The governance will include participants for executive sponsors, stakeholders, and advisory groups along with other ‘outside’ project participants.

The various committees, roles and or areas are listed below.

- **Project Executive Sponsor**
  Pace University Executive Council has selected 2 of its members to serve as executive sponsor and co chair the Project Steering Committee

- **Project Steering Committee**
  These participants will be senior management Representatives will be selected from the IT Executive Council (ITEC), Academic Deans, Faculty Council, and HR, SIS, Financial, Division of Information Technology (DoIT) areas. The Project Steering Committee will be involved in monitoring project status, approving changes in project scope, resolving conflicts between parties within the project and participating in policy review of business processes and decisions. These representatives will also be some of the major stakeholders.

- **ERP Operations Office**
  These participants will include ERP Office and DoIT staff as well as functional and technical leads from the SIS, HR, Financial, Training and Communications areas. They will work with other groups to accomplish project tasks and maintain control over the project; assume overall responsibility for the successful completion of the project; measure project success against the budget, original scope and business objectives; attend meetings on a regular basis; and oversee day-to-day work on the project.

- **Advisory Committee for Student, Faculty & Staff,**
  These participants will be members of the University community. They will represent the interests of their respective groups as the project progresses. These advisory groups help to broaden the scope of representation for all University constituencies.

- **SIS/Alumni Functional & Technical Leads**
  Participants, selected from Recruitment & Admissions; Student Registration and Records, Student Financial Aid; Academic Advising; Scheduling; Student Services, Alumni Development and other areas, will assist coordinating work for the functional modules. The level of participation will depend on the stage of the implementation.
• **HR Functional & Technical Leads:**
  Participants, selected from Job Classification, Benefits administration, Payroll Time and Leave Reporting, Student Work Study & Employment, Tenure/Compensation Management, Non-Resident Aliens Reporting, Human Resource Management, Training and Career Development, Applicant Tracking, Federal and State Reporting and other areas, will assist coordinating work for the functional modules. The level of participation will depend on the stage of the implementation.

• **Financial Functional & Technical Leads:**
  Participants, selected from General Ledger, Budgeting and Planning, Financial Reporting, Accounts Receivable, Purchasing, Accounts Payable, Asset Management, Grants Mgmt (pre & post award), Project Accounting, Endowment Accounting, Cash Management, Departmental Financial Mgmt, Facilities Management and other area, will assist coordinating work for the functional modules. The level of participation will depend on the stage of the implementation.

Other positions needed for the ERP implementation will also be included at the appropriate time. Example of some of these roles are

- Database Administrator (SIS, HR, Financial)
- Testing and Conversion Specialist (SIS, HR, Financial)
- Change Management Lead (SIS, HR, Financial)
- Training and Decision Support Leads (SIS, HR, Financial)

8.) What resources will be supplied to support this effort: Administrative, Functional Substantive for knowledge transfer? Also, please provide their availability during the project (i.e., 100% committed, 75%, etc.).

Pace will provide adequate support for the ERP project (departmental backfill etc) and will provide functional and technical personnel up to 100% availability at peak time on the project.

**Question Related to Consulting Services**

9.) Have the required business processes been identified and prioritized?

There is no current identification and prioritization of required business processes.

10.) Has PACE developed a methodology for examination & improvement of mission critical business practices (using Quality Model and FIT-GAP analysis)?

No

11.) Can Pace University provide the complete results of the KPMG ERP Study to the bidders to allow the bidders to appropriately scope the work effort?

KPMG consulting conducted a high level review of our student information system (ISIS) only. This document can be reviewed at the web address [http://www.pace.edu/doit/erpdocs](http://www.pace.edu/doit/erpdocs)

12.) Is an IT Readiness Assessment required, and what is its scope (all IT or just in support of ERP)

ERP RFP Questions and answers.doc 3 of 6
Pace University believes that its IT infrastructure can support an ERP endeavor at this time. However some IT hardware relocation may become necessary.

13.) Are Pace’s seven colleges running a single/multiple instance of ISIS, Advantage and Integral?

Single

14.) Do all 7 colleges use the Millennium system? If yes, do they have single or multiple instances?

The Millennium system is University wide and all colleges deal directly with the Alumni Development division.

15.) Are the modifications made to any of the mainframe systems documented in a format, which ties the software modification to a business process requirement? (References to page 12) Can this information be made available to the bidders?

Over the years changes and modifications have been made to our Student system (ISIS) for any of several different reasons (new dorm addresses added, governmental changes to Financial Aid rules, new colleges added, tuition increases, etc., etc.). Modifications to the HR and Financial Systems have been minimal. No formal (official) documentation exists for modification.

16.) Has Pace done a thorough inventory of all administrative shadows systems by college?

There is no thorough inventory of the shadow systems.

17.) Are the “shadow systems” documented in a format, which ties the software functionality to a business process requirement for a campus, for a business area? (Refer to page 12) Can this information be made available to the bidders?

No official documentation exists for the shadow systems.

18.) Is high-level system documentation, including interface documentation (core/centralized, decentralized/shadow) available for all software applications currently used to support University business and student operations and reporting? If yes, can this information be made available to the bidders?

No. Only user documents and vendor delivered manuals are available for the software applications.

19.) The Pace University RFP requests, in section 1.3.1-page 5 – Business Requirements Analysis, that the vendors assess the “current environment and capabilities”. Is it Pace’s intent to have the vendor perform a current state assessment for the business areas identified, i.e. student/alumni, financial and human resource environment, documenting for each of those business areas the current state and the future requirements for; organizational structure, business process and information technology?

Yes. It’s necessary for the successful vendor to assess the current environment for the core systems in order to do a successful business requirement analysis and subsequently the ERP implementation.
20.) Will the vendor be expected to determine potential gaps between the requirements and software capabilities prior to the distribution of RFP and/or vendor demonstrations? (Refer to Section 1.3.1 – Page 6 – Bullet 4).

Yes. Potential gaps can be identified prior to and during erp vendor demonstrations.

21.) Are Pace University and all of its colleges using any application data models? Does PACE do data modeling? What tools does it currently use for data modeling, requirements, project management, business rule capture, workflow? Does Pace have any tool preferences?

No.

22.) What applications (data) does the current DB2 Data Warehouse support?

The DB2 DW is our first attempt at providing SQL access to our 3 legacy systems. We plan to use QMF and SAS has our query tools.

23.) What is the size/F.T.E’s of administrative support for each area (student/alumni, financial and human resource environment), by campus and central office?

Numbers provided are approximate.

<table>
<thead>
<tr>
<th></th>
<th>Student /Alumni</th>
<th>Financial</th>
<th>Human Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>System support (Doit)</td>
<td>7</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>University administrative support</td>
<td>300</td>
<td>20</td>
<td>24</td>
</tr>
</tbody>
</table>

Administrative support for each area is university wide. (E.g. the registrar office is University wide) Number for University support for Student/Alumni includes personnel from the major areas like Scheduling, Enrollment & Admissions, Registrar/bursar, Student Life, Alumni Development, Academic Advising etc.

24.) Are the same standards and policies for student/alumni followed by each school? If no, how much difference is there (qualitative description)? Are these standards and policies documented?

Yes

25.) Are the same standards and policies for finance followed by each school? If no, how much difference is there (qualitative description)? Are these standards and policies documented?

Yes

26.) Are the same standards and policies for human resource environment followed by each school? If no, how much difference is there (qualitative description)? Are these standards and policies documented?
Yes

27) Page numbering - Are the pages are to be contiguous, i.e beginning with page 1- XX throughout the document, or should each section begin w/page 1 ?

Page numbering can be contiguous.

28) Each section should reference the paragraph number of the corresponding section of the RFP. Is this what you are expecting?

Section 1 - Letter of Transmittal
Section 2 - Table of Contents
Section 3 - Executive Summary and Understanding of Needs (Sections 1.0-1.3)
Section 4 - Project Scope and Approach (Section 1.3)
  Business Requirements Analysis for Student/Alumni, Human Resource Management and Financial Systems (Section 1.3.1)
  ERP Vendor & Implementation Service Provider Analysis (Section 1.3.2)
  Quality Assurance Services (Section 1.3.3)
Section 5 - Project Team
Section 6 - Firm Overview and Qualifications etc

Yes

29) IBM financial statement is greater than 50 pages. Can we provide a summary in the RFP response and send you the complete Annual report as a Zip file or a PDF??

Yes

30) IBM Higher Education Customers can we send a PDF as an attachment?

Yes