

SCHEDULE 2

SCHEDULE OF REQUIREMENTS

SCHEDULE 2

Section 1: Specification of Contract

Background and Introduction

The University of Glasgow is one of the United Kingdom's oldest and most prestigious universities ranked 81st in the world, with an international reputation for its research and teaching excellence. With almost 16,000 undergraduates, 4,000 postgraduates and 4,000 adults in continuing education, studying in nine faculties, it is one of the country's largest universities. We offer an exceptional breadth of undergraduate student choice across the physical and life sciences, the social sciences and the humanities, together with a rapidly expanding range of postgraduate courses. Employing over 5,000 staff the University is a major employer in the city. With an annual turnover of £312M, it makes a substantial contribution to the local economy and plays an important role in the cultural and commercial life of the country.

The University has successfully maintained and developed its own in-house Student Records System (SRS) since the MAC initiative. It is used to manage information relating to all students from admission through to graduation and beyond and is currently used by approximately 1,000 staff, 26,000 students and will be used by c.18,000 applicants in the next admissions cycle.

In March 2006 the University published a new four year strategic plan which can be accessed via: www.gla.ac.uk/buildingonexcellence/

In an increasingly competitive environment combined with the objectives set out in the Building on Excellence strategy, the University must adopt the optimal approach for delivering an effective student information system. It has been decided that continuing with the in-house SRS is not a strategic option. The University is currently considering the purchase of an 'off the shelf' 3rd party Student Information System (SIS) to replace the current in-house SRS.

The University's strategic plans are ambitious and require a step change to processes and systems to improve the applicant and student experience through web based interactions, reduce bureaucracy and time spent on administrative processes (particularly by academic staff) and improve efficiency and reduce the costs of central administrative services. The need is for a software application platform with substantial inbuilt flexibility to manage the complex and continually changing needs of management of students, courses and the production of management information to support decision-making by senior management. The systems must enable self-service and must be responsive and accessible to all users.

This step change is required to deliver key elements of the business strategy including:

1. Significantly increased recruitment of PGT, PGR and overseas students.
2. Improved use of business and market intelligence.
3. Improved undergraduate recruitment from regions other than the West of Scotland.
4. Significantly improved retention of undergraduates.
5. More efficient and effective administrative support for academic staff.

Key improvements are required in the areas of:

1. The efficiency and effectiveness of its student administrative processes.
2. Its ability to access, process and analyse key data for the purposes of informing recruitment and marketing activities.
3. The relative flexibility, modernity and capability of its student management information systems.
4. The consequent quality of the student experience both before and during their time of study with the University.
5. Overall competitive advantage.

Overall requirements

With the continuation of the current in-house SRS not being viewed as a long term strategic option the University now wishes to engage the services of a professional services consultancy firm or a suitably qualified independent consultant to draw upon their experience of initiating and running a complex change programme to advise on the preparation of the specification and procurement of a new SIS. The consultant (s) would be expected to work, with a small team of internal resources, to:

1. Act as Principal Consultant / Programme Manager to guide the University through Process Review, requirements gathering, creation of an Invitation to Tender and selection of a preferred supplier. Appendix I contains a summary of the key areas of functionality being targeted.
2. Fully scope the work required to complete the procurement of a new SIS.
3. Play a key role in expanding the future shape of SIS and the refinement / design of appropriate new business processes.
4. Develop a detailed project plan for activities up to the point of selection of a preferred supplier.
5. Provide estimates in terms of cost, timescale and resource model for the above activities.
6. Manage and recommend the level of business process review and requirements gathering that will be necessary to generate a shortlist of suppliers.
7. Manage the activities required to complete the detailed process design / solution review in partnership with the short-listed suppliers (ideally no more than two), once they have been identified.
8. Assist with the authoring of the relevant procurement documentation and process, and managing the procurement process.
9. Contribute to the completion of a business case and identification of savings / improvements.
10. Manage the solution selection process and production of a detailed recommendation including plans, costs, risks, and justification.

Supplier Profile

The supplier should be able to demonstrate the following:

1. Experience of working in the UK Higher Education market or similar at an appropriate level.
2. Extensive knowledge of the Student Life Cycle and supporting systems.
3. Strong Programme Management Skills, including experience of Prince2 methodology.
4. Experience of successfully implementing a SIS, in a research led institution.
5. Extensive knowledge of various off the shelf 3rd party solutions, strengths and weaknesses of main suppliers.
6. Proven track record in supplier relationship management and solution selection process.
7. Sound knowledge of business process review and requirement definition.
8. Experience of developing a Business Case, for a programme of this scale and strategic importance.
9. Experience of facilitating workshops with stakeholders / users, gaining consensus, driving change and acceptance of new practices.
10. Experience of maximising the return on information to be found in the public domain and available as a result of supplier pre-sales activities – i.e. not reinventing the wheel.
11. Demonstrate an ability to help add to and translate the University's Student Records vision into efficient and customer focused processes.

The supplier must include current clients who should be available for consultation and reference.

Summary of Activities and Profile of Team Required

An overview of the supplier's approach to the phase of work previously described is required. This should define:

1. The expected key activities.
2. The approximate time frame for each activity.
3. The level of detail required for requirements definition / process review.
4. The tools to be used (e.g. process mapping tool).
5. The resource / skill requirements and team profile.
6. The costs for the project breakdown in a clear and transparent manner

The University is seeking to build a robust plan targeting the early identification of a preferred supplier and finalising the detailed process design in partnership with the supplier. Respondents should clearly state how they would determine the degree of information required to be able to publish a comprehensive Invitation to Tender, without detailing every existing and new process to the finest level of detail.

Timescales

The supplier should be prepared to start by in September 2007 with a target completion of this phase of work no later than September 2008.

Responses to Tender

Key elements of all responses should include:

1. Detailed response to overall requirements plus any additional relevant information to illustrate understanding, added value and / or suggestions of alternative approaches.
2. Profile and background of each individual consultant.
3. Initial suggestions on the key phases on the procurement phase along with recommendations on how each activity should be managed.
4. Recommendation on the profile of team required in addition to the individual consultants being proposed.
5. Proposed commercial terms and approximate number of person days consultancy thought to be required.

The University would be prepared to consider responses from a professional services consultancy firm or a qualified independent consultant.

Evaluation

Suppliers will be assessed on how well they meet the requirements of the University. Below is a table of the University's essential requirements. These are not listed in priority to the University. It is envisaged that the following process will be followed leading to the planned contract award:

1. Receipt of tender responses.
2. Desk review with possible clarification by phone.
3. Selection of shortlist – ideally no more than three.
4. Face to face meetings to allow clarification, expansion and detailed understanding of the University's requirements and the recommended approach from potential consultants.
5. Selection of preferred supplier and award of contract.

PLEASE NOTE: A condition of being awarded the contract is that there will be an agreed, short familiarisation and high level planning period to ensure there is compatibility between key University players and the preferred supplier. At the end of this period, approximately one week in duration, a decision will be taken to continue the contract or to allow either party to terminate. This matter will be discussed in more detail during the face to face meetings (Item 4 above).

No.	Essential Requirements	Met	Not Met	Partially Met
1	Experience of working in the UK Higher Education market or similar at an appropriate level.			
2	Extensive knowledge of the Student Life Cycle and supporting systems			
3	Strong Programme Management skills, including experience of Prince2.			
4	Recent experience of tendering for a SIS			
5	Experience of successfully implementing a SIS, in a research led institution.			
6	Sound knowledge of business process review and requirement definition.			
7	Experience of developing a Business Case, for a programme of this scale and strategic importance.			
8	Extensive knowledge of various 'off the shelf' 3 rd party solutions.			
9	Overall understanding of proposed project as evidenced in the suggested approach, team size / skills.			

At no stage in the engagement of services will the supplier be regarded as a University employee.

This tender document does not represent a commitment to purchase. Commitment to purchase will have been made only when the Supplier is in receipt of a correctly authorised contract and University purchase order.

Appendix I

Processes
Marketing and Recruitment Management
Applications and Admissions
Enquiry Management – Recording and Tracking
Registration
Student Finances
Progression, Assessment and Examinations
Curriculum Management
Graduations and Awards
Alumni
Employability and Careers
E-Learning
Statutory External Reporting – SFC, HESA, DLHE, NSS
MI Reporting
Research Management

SCHEDULE 2

Schedule 2: to be completed by the Tenderer

1. VALUE OF TENDER
i.e. total cost of items referred to above £

2. VALUE ADDED TAX
i.e. total amount of value added tax payable on this tender £

SIGNED _____

DATED _____

NAME (BLOCKS) _____

COMPANY NAME _____

POSTAL ADDRESS _____

TELEPHONE NO. _____

FAX NO. _____

E-MAIL _____

TERMS AND CONDITIONS OF PURCHASE

1.	General	10.	Prices
	The terms of the Contract, of which these terms form part, apply in preference to and supersede any terms and conditions referred to, offered, or relied on by Seller at any stage in the dealings between Buyer and Seller with reference to Goods or Services to which this Contract relates notwithstanding any provision similar in meaning to this in Seller's own terms and conditions. Delivery of Goods or Services shall be conclusive evidence that the terms of the Contract apply. Without prejudice to the foregoing generality, Buyer shall not be bound by any standard or printed terms referred to or furnished by Seller in any of its documents, unless Seller specifically states in writing separately from such terms that such terms are required to apply and Buyer acknowledges this in writing. In this context, quotations referred to in the Contract are referenced only for price, delivery and quality. When the Contract contains other terms and conditions, and conflict occurs the order of precedence shall be:-		Unless otherwise agreed, all prices shall be Firm and Fixed Prices for the duration of the Contract, inclusive of carriage, Packaging and certification (where required) but exclusive of VAT.
1.1	An agreed amendment to the Contract,	11.	Payment
1.2	The terms and conditions in the Contract overleaf,	11.1	Provided Goods or Services have been delivered and comply with the requirements of the Contract, unless otherwise agreed, payment shall be made by the end of the calendar month following that in which the invoice is received, or Goods or Services are delivered, whichever is the later.
1.3	The terms and conditions in the attachments to the Contract,	11.2	Value Added Tax, where applicable, must be shown separately on all invoices.
1.4	These Terms and Conditions.	11.3	Payment may be delayed, but no prompt discount shall be forfeited by Buyer and no interest shall be payable in respect of late payment, if Seller fails to mark the Contract number on the consignment, Packaging, packing or advice notes, invoices, monthly statements and all other correspondence.
2.	Definitions	11.4	Interest shall be payable on payments at the rate of 2% above the base rate for the time being of any clearing bank that Buyer may nominate from time to time.
2.1	'Amendment' means any authorised variation to the Contract confirmed by Buyer by furnishing Seller with an Authorised Contract Amendment form carrying the words 'This Contract Amends Contract No.....'	11.5	Any payment made shall be without prejudice to Buyer's rights, should Goods or Services prove unsatisfactory or not in accordance with the Contract.
2.2	'Authorised' means signed by the person(s) either named or whose status is shown on the face of the Contract.	12.	Warranty
2.3	'Buyer' means the Court of the University of Glasgow or any wholly owned or associated subsidiary so named at the address stated on the Contract.		Without prejudice to any rights Buyer may have by statute, common law or otherwise Seller warrants that:-
2.4	'Contract' means Buyer's Authorised Purchase order form or any other terms and conditions contained in Buyer's documentation entered into between Buyer and Seller pursuant to which Buyer's Authorised Purchase order form has been issued or a transaction constituted with a purchasing card issued by the Buyer.	12.1	Goods will be free from defects in design, material and workmanship and will conform to any relevant drawings, patterns or specifications or other requirements of Buyer;
2.5	'Delivered' means Goods or Services have been satisfactorily received at the address for delivery stated on the Contract.	12.2	Goods or Services shall be supplied or performed by suitably qualified and trained personnel who will carry out their duties with due care and diligence using materials of good construction and adequate strength. Goods or Services will be supplied or performed to such high standard of quality as is reasonable for Buyer to expect in all the circumstances; notwithstanding the foregoing, Goods or Services supplied must comply with the express terms of the Contract and with any specification of the British Standards Institution ('BSI') (or equivalent) or requirements of law relevant to Goods or Services at the time of the Contract;
2.6	'Firm and Fixed Price' means no variation of price nor reconciliation of costs is permitted.	12.3	adequate instruction shall be given to Buyer to ensure proper use and storage requirements of Goods, and that the life expectancy of any item, in storage and in use, is notified to Buyer. Buyer's rights will not be prejudiced by Seller's specification of a supposed life expectancy of any item;
2.7	'Goods or Services' means all matter, articles, things, or provision of labour to carry out tasks, which are the subject of the Contract.	12.4	without prejudice to any other remedy, if any Goods or Services are not supplied or performed in accordance with the Contract or the aforementioned BSI specifications, Buyer shall be entitled to require Seller to repair Goods or to supply replacement Goods or Services in accordance with the Contract or any other relevant specifications within 7 days or such other period specified by Buyer; in pursuance of this provision Seller shall provide and fit free of charge all necessary spares including without prejudice to the foregoing generality compatible electro-mechanical spares to effect repairs for a period of 7 years from the date of the Contract or for any other period shown on the Contract.
2.8	'Packaging' includes bags, cases, carboys, cylinders, drums, pallets, tank wagons and other containers.	13.	Right of rejection
2.9	'Seller' means the person, firm or company to whom the Contract is awarded.		In the case of Goods and Services delivered against the Contract by Seller not conforming whether by reason of not being of the quality or the quantity or fit for the purpose specified on the Contract, then Buyer shall have the right to reject any or all such Goods or Services within a reasonable time of their delivery. Further, where Buyer receives Goods as unexamined Buyer's rights subsequently to reject them if any latent defect is found shall not be prejudiced nor shall any right of claim for shortage be prejudiced. Where Goods are rejected Buyer will afford Seller reasonable opportunity to replace rejected Goods or Services with Goods or Services which conform in all respects to the requirements specified in the Contract. If Seller fails for whatever reason to meet the foregoing requirement then Buyer shall have the right to procure equivalents elsewhere without prejudice to any other rights which Buyer may have against Seller.
2.10	'WEEE' means any Goods or Services which fall within the definition of waste electrical or electronic equipment in Directive 2002/96/EC.		The making of payment shall not prejudice Buyer's right of rejection.
	Any reference to a statute, Directive or Inland Revenue scheme shall include any amendment, re-enactment or replacement thereof.	14.	Cancellation
3.	Authority		Buyer shall be entitled to cancel the Contract or any part thereof and/or claim reimbursement for all losses and expenses suffered in the event that:
	Buyer shall not be liable for any Contract amendment, letter of intent, or instruction to proceed with a Contract unless and until Seller is issued with Buyer's Authorised Contract form.	14.1	Seller fails to deliver Goods or Services in accordance with the terms of the Contract.
4.	Assignment and Sub-Contracting	14.2	Seller fails to make satisfactory progress with the Contract so as to jeopardise the purpose of the Contract.
	Seller shall not assign or contract any of its rights or duties under the Contract without prior written consent of Buyer.	14.3	Seller having been given a reasonable period to rectify the situation fails to provide an adequate or satisfactory Service.
	Where prior written consent is given, Seller shall remain liable for the performance of the Contract, and ensure that any assignee or sub-contractor complies with the requirements of the Contract. When requested by Buyer, details and a copy of any assignment or sub-contract documentation shall be immediately provided at no charge.	14.4	Seller becomes insolvent and has a trustee in bankruptcy or receiver or liquidator or administrator appointed over all or a substantial part of its assets.
5.	Intellectual Property	14.5	Seller is subject to a change of control.
	Seller warrants that no Goods or Services supplied against the Contract will infringe any patent, trade mark, registered design, copyright or other intellectual property of any third party and Seller shall indemnify Buyer against all actions, suits, claims, demands, losses, charges, costs and expenses which Buyer may suffer or incur as a result of or in connection with any breach of this condition.		In the event of cancellation for any of the foregoing reasons Buyer shall not be liable for any unfulfilled commitment.
	Where development forms part of this Contract, the right of ownership of any invention, design or intellectual property arising from such development shall be transferred to Buyer, and Seller shall co-operate in any measure necessary to make such transfer effective as soon as any such right arises.	15.	Suspension
	Seller shall treat all information provided by Buyer as confidential and use such information only for the purposes of fulfilling the Contract. Where drawings or other data are issued, Seller shall exercise proper custody and control of same. Such drawings or other data provided by Buyer shall remain the property of Buyer. On completion, cancellation or termination of the Contract for any reason Seller shall return/dispose of such in accordance with Buyer's written instructions and shall keep no copies.		In the event of any interruption of Buyer's business due to circumstances beyond Buyer's control such as but not limited to any dispute, fire, explosion or accident which would prevent or hinder the use of Goods or Services which are the subject of the Contract, Buyer shall have the right to suspend the Contract until such circumstances have ceased.
6.	Variations	16.	Indemnity
	Seller shall not alter any of Goods or Services, except as directed in writing by Buyer. Buyer shall have the right, from time to time during the execution of the Contract by Amendment, to direct Seller to add to or omit, or otherwise vary, Goods and Services, and Seller shall carry out such variations and be bound by the same conditions, so far as applicable, as though the terms of the Amendment were stated in the contract.	16.1	Without prejudice to any rights or remedies of Buyer, Seller shall indemnify Buyer forthwith on demand against all actions, suits, claims, demands, losses, charges, costs and expenses which Buyer may suffer or incur directly or indirectly from any defect in Goods or Services or the negligent or wrongful act or omission of Seller.
7.	Delivery, Packaging, Marking and WEEE	16.2	Seller shall effect with a reputable insurance company a policy or policies of insurance covering all the matters which are the subject of indemnities under these Conditions and shall at the request of Buyer produce the relevant policy or policies together with receipts or other evidence of payment of the latest premium due thereunder.
	Any time or period for delivery, despatch or completion shall be of the essence. All goods supplied against the Contract must be adequately protected against damage and deterioration in transit and delivered carriage paid. Any information relating to the handling of goods upon receipt is to be clearly marked on the exterior Packaging and accompanying paperwork. Unless otherwise provided in the Contract, Seller shall be responsible for the collection and disposal of all returnable Packaging at no cost to Buyer, and Seller hereby warrants to Buyer that Seller conforms and will conform to all laws and regulations governing the disposal of Packaging. Seller shall be responsible for the collection, treatment and disposal of all WEEE at no cost to Buyer. Seller hereby warrants to Buyer that Seller conforms and will conform to all laws and regulations governing WEEE and that regardless of whether it is being replaced by Buyer or not.	17.	Governing Law
8.	Property and risk		The validity and performance of the Contract shall be governed by and construed in accordance with Scots Law and Seller submits to the jurisdiction of the Scottish courts. The submission to such jurisdiction shall not (and shall not be construed so as to) limit the right of Buyer to take proceedings against Seller in any other court of competent jurisdiction, nor shall the taking of proceedings in any one or more jurisdiction preclude the taking of proceedings in any other jurisdiction, whether concurrently or not.
	Property and risk in the subject matter of the Contract shall pass to Buyer immediately after delivery has been satisfactorily effected, provided that such passing shall not prejudice either Buyer's right to reject for non-conformity with specification or any other rights that Buyer may have under the Contract, provided that where advance or progress payments are made title but not risk shall pass to Buyer as soon as items are allocated to the Contract. All items so allocated shall be adequately marked and recorded as being the property of Buyer.	18	Where work is for 'Construction Operations'.
9.	Safety	18.1	Seller shall comply with the provisions of the Inland Revenue Construction Industry Scheme.
9.1	In accordance with the requirements of the Health and Safety at Work etc, Act 1974, any safety precautions required for the handling of the material covered by the Contract are to be clearly indicated on each consignment.	18.2	You are reminded of your responsibilities for carrying out the requirements of the Health and Safety at Work, etc. Act 1974. In this connection your attention is drawn to the University Booklets. 'Code of Safe Practice for Contractors' and 'Asbestos: a Code of Practice in the Safe Identification and Handling of Asbestos Products'. Copies of which can be obtained from the person named overleaf.
9.2	Hazardous goods must be marked in accordance with the Carriage of Dangerous Goods and Use of Transportable Pressure Equipment (Amendment) Regulations 2005. Risk and safety phrases must be in English.		Please ensure that both your own tradesmen and also any sub-contractors have access to, and are familiar with, the contents of both.
9.3	Goods must be accompanied by emergency information in English in the form of written instructions, labels or markings. Seller shall observe the requirements of U.K. and international agreements relating to the packing, labelling and carriage of hazardous goods.		
9.4	Hazard data sheets must be supplied with the delivery for all hazardous materials, and the information contained in the data sheets must meet the legal requirements of the Health & Safety at Work, etc Act 1974 and all regulations and requirements promulgated thereunder		
.			

