

**SUNY ULSTER
STONE RIDGE, NEW YORK**

**REQUEST FOR PROPOSALS FOR
Compensation, Classification and Organizational Study**

Proposal No. UCCC 218/1

SUNY Ulster
Request for Proposals
Compensation, Classification and Organizational Study

A. INTRODUCTION

Founded in 1963, SUNY Ulster is a public, open access community college that is part of the State University of New York (SUNY) system. It is located on a 165-acre main and satellite campus in New York's Hudson Valley region. SUNY Ulster's mission is to provide high quality and cost-effective learning experiences that meet the educational, professional, and individual goals of its students. Responsive to the broader economic and regional needs of its community, SUNY Ulster prepares students for the challenges and opportunities of tomorrow in a diverse, ever changing, and interconnected global community. Currently, SUNY Ulster has approximately 1400 full time and 2100 part time students enrolled in both traditional and online courses.

B. BACKGROUND RELEVANT TO RFP

In accordance with New York State Education Law, SUNY Ulster is governed by a 10-member board of trustees comprised of community leaders appointed by the Governor of New York or the Ulster County Legislature to serve the College, as well as a student trustee. The College President is appointed by the Board and serves as the chief executive officer responsible for executing and enforcing policies of the College and for making all full time personnel appointments as confirmed by the Board.

As set forth in the attached organizational chart (Attachment B), the College is divided operationally into four overarching divisions managed by administrators at the senior vice president, vice president and executive director level. Currently, the four divisions are: Academic Affairs (including continuing education); Administrative Services (including facilities, public safety, human resources, bursar and finance); Enrollment Management and Student Success (including admissions, registrar, marketing and student services); and Institutional Advancement and External Relations.

Several collective bargaining agents represent College employees. The College's Faculty Association represents faculty. Professional staff (as defined in New York Education Law and the parties' collective bargaining agreement) are represented by the College's Organization of Professional Administrative Personnel (OPAP). And civil service employees, which are not included in this classification and compensation study, are represented by a statewide affiliated employee organization, CSEA, Local 1000 (Civil Service Employees Association, AFSCME). Those employees deemed management confidential per public employee relations statute are unrepresented and consist of President's cabinet, cabinet administrative support staff, human resources and payroll personnel, and other administrative personnel engaged in the formulation of College policy.

The terms and conditions of faculty and professional staff employees are addressed by Board policy, past practice and multi-year collective bargaining agreements with the current contracts set to expire August 31, 2018. Relevant provisions of the current faculty and professional staff agreements are attached to this RFP.

The College currently employs approximately 64 full time and 173 adjunct faculty. The faculty agreement sets minimum salaries for four levels of professional teaching staff holding academic rank: Instructors, Assistant Professors, Associate Professors and Professors. There is no maximum salary identified; nor steps within the rankings established. Board policy sets forth the promotion criteria, between ranks, for faculty as referenced and incorporated by the parties' collective bargaining agreement.

The College currently employs approximately 66 full time and 38 part time OPAP employees. The current collective bargaining agreement sets minimum salaries for six levels of OPAP titles along a position responsibility scale. There are no maximum salaries established for levels, and like faculty, there are no steps within the levels. Many current titles of OPAP employees are not included in the position responsibility scale nor are clear parameters identified for its application.

There are currently approximately 14 full and part time management confidential employees. Board policy addresses certain terms and conditions of their employment. However, no minimum or maximum salary ranges are established. Any increases provided to this group of employees has been through the past practice of mirroring salary increases for the College's OPAP employees.

C. SCOPE OF SERVICES

SUNY Ulster seeks a qualified firm to provide expert assistance in organizational development and compensation and classification review utilizing a collaborative approach with College stakeholders. Firm will be required to document and present its final analysis, findings and recommendations at study's conclusion in a public format to identified campus stakeholders. Target date for project completion October 2018. Specifically:

1. Organizational Review

Completion of an in-depth analysis of the College's organizational structure utilizing a collaborative approach to include consultant project team, College cabinet and employees. The goal of the study is to assist the College in determining the most effective organizational structure and allocation of human capital resources. College anticipates review by firm of appropriate staffing levels, supervisor to employee ratios, allocation of academic department administrative responsibilities, and function consolidation opportunities. Firm to provide best practice options and draft recommendations for changes to realign resources to sustain and enhance College effectiveness in meeting its strategic goals.

2. Classification Plan Design

Review of the College's current classification system for faculty, professional staff and management confidential employees. Anticipated that consultant, in collaboration with College employees either by focus group or interviews will review current job descriptions and conduct job analysis to determine best classification design that allows for competitive and equitable compensation both internally and externally.

Compensation plan developed should also address movement through the salary steps and include a process for implementing salary adjustments based on education or experience attained in position or best practice options. In addition, plan design should include guidelines for continued maintenance of the classification and compensation structure and any recommended training needed associated with same.

3. Compensation Analysis

Analysis of the total compensation of faculty, professional and management confidential staff including employee base pay, overload pay, release time, stipend, incentives, paid leave, and benefits such as health insurance, retirement contributions, tuition waivers, life insurance, and disability. Consultant to perform a market review for comparable positions in the relevant private and public sectors and prepare recommendations for adjustments to alleviate any compression/equity issues.

Consultant to provide cost analysis for implementation of the proposed classification and compensation system and adjustments, and provide at least two options and phases if necessary to implement.

D. SCHEDULE

The College's schedule of events for this Request for Proposals is shown below:

February 15, 2018:	Release of Request for Proposals
March 9, 2018:	Proposals due
Week of March 12, 2018:	Review and Evaluation of Proposals
Week of March 19, 2018:	Vendor Interviews if necessary
April 2018:	Contract Award to successful bidder

E. QUESTIONS AND ANSWERS

Written questions may be submitted to clarify any points in the RFP that may not have been clearly understood. Written questions should be submitted by email to Jennifer Mullan at mullanj@sunyulster.edu with RFP 218/1 in the subject line to be received no later than February 28, 2018 at 12 pm local time. All questions and written answers will be posted to the SUNY Ulster website as an addendum to and become part of this RFP.

F. REQUIREMENTS

Proposals from firms must explicitly include, at a minimum, the following elements:

1. **Statement of Qualifications and Level of Experience:** Information as to the firm's background and experience with SUNY community colleges, other colleges and universities, or other public sector employers in providing analysis of organizational structures and completing classification and salary studies. SUNY Ulster reserves the right to contact these organizations for reference purposes. A brief summary of those projects is encouraged. The statement of qualification should include the list of team members that will participate in the project with relevant experience.
2. **Detailed Description of the Firm's Overall Approach to the Project that will Result in the Desired Deliverables to the College:** The firms shall present a detailed description of the approach and methods that will result in desired deliverables. In addition to a detailed work plan, the firm may submit one example of a similar project and the final deliverables associated with the similar study.
3. **Detailed Timeline:** The firm shall include a detailed timeline of project tasks that correspond with the approach that the firm will be taking to complete the study.
4. **Proposed Deliverables:** The firm shall detail the deliverables that will be expected following completion of the project.
5. **Cost Proposal:** All costs associated with the completion and implementation of the study must be included in the proposal submitted. The cost will be one of several evaluation criteria that will be considered in the recommendation of the award of this contract. Costs should be broken down by scope:
 - a. Organizational Assessment
 - b. Classification Plan Design
 - c. Compensation Analysis

Firms should provide any additional information that it believes the College should consider in its evaluation of proposals.

G. TERMS AND CONDITIONS

Proposal terms and conditions are:

1. All statements contained in this Request for Proposals are made for obtaining proposals based on comparable requirements. The final contract will be drawn by SUNY Ulster and may or may not include all the representations included in the Request for Proposals.

2. The successful firm shall take out and maintain such public liability and property damage, vehicle, special hazard and workers' compensation insurance to protect the College from claims for all damage, loss or injury to persons and property which may arise, or be incurred, in or during the conduct of progress of all work without regard to whether the successful firm, his/her agent or employees have been negligent. Minimum required limits are listed herein. Successful firm shall provide SUNY Ulster with evidence of this insurance before it is permitted to work.

H. SUBMISSION OF PROPOSALS

All replies to this RFP should be returned to:

SUNY Ulster
Purchasing Department
Att: Stephen Gallart
491 Cottekill Road
Stone Ridge, NY 12484

Proposals may be mailed or hand delivered, but must be received no later than **12 pm on March 9, 2018**. Each Firm is responsible for the timely delivery of its Proposal. Reliance upon mail or other carriers is at the Firm's own risk. Proposals received after the due date and time will not be considered.

Responses to this RFP must be submitted in triplicate.

Failure to respond to all points may be grounds for rejection. SUNY Ulster reserves the right to request additional information as needed.

I. EVALUATION OF THE PROPOSALS

Each proposal submitted will be reviewed and evaluated by a committee composed of appropriate SUNY Ulster employees. The evaluation committee may set up and conduct interviews with submitting firms, if deemed necessary. Any interviews would be conducted during the proposal evaluation stage. The Proposals will be judged according to the following criteria:

1. Qualifications and relevant experience of the vendor (40%)
2. Thoroughness and organization of proposal including the demonstration of firm's understanding of the desired scope of work (20%)
3. Methodology and procedures used by vendor in completion of its analysis and development of its recommendations specifically to include a collaborative approach with campus stakeholders for study completion (25%)

4. Proposal Cost (15%)

J. CONTRACT AWARD

SUNY Ulster reserves the right to reject any or all proposals received. Non-acceptance of a proposal shall mean that another proposal was deemed more advantageous to SUNY Ulster, or that all proposals were rejected.

Each respondent should include in its written proposal its best pricing offer as well as all requirements, terms or conditions it may have, and should not assume that an opportunity will exist to add such matters or modify their proposal after the proposal has been submitted.

SUNY Ulster personnel will evaluate all proposals properly submitted in response to this RFP.

SUNY Ulster reserves the right in awarding a contract to consider the qualifications of the firms, as well as the amounts of the various proposals. The contract may not necessarily be awarded to the firm which proposes the lowest pricing offer. SUNY Ulster reserves the right to accept or reject any and all proposals and to waive any irregularities or informalities and to award the contract in the best interest of SUNY Ulster.

Attachment A

PROPOSAL

Submitted to:

**SUNY ULSTER
491 COTTEKILL ROAD
STONE RIDGE, NEW YORK 12484**

In response to:

RFP Title: Compensation, Classification and Organizational Study

Due Date: March 9, 2018

Time Due: 12:00 pm

Submitted by:

Type or Print Name of Company: _____

Phone Number: _____ Fax Number: _____

Type or Print Name of Individual submitting this proposal: _____

Signature of individual submitting this: _____

By my signature I agree to be bound to the terms and conditions contained in this proposal.

I am authorized to submit this proposal on behalf of the company named above.

Firms are required to complete this cover letter.

Return proposals to:

SUNY Ulster

Purchasing Department

Att: Stephen Gallart

491 Cottekill Road

Stone Ridge, NY 12484

Proposals received after the above date and time CANNOT be accepted