



Request for Proposals
For
Admissions Review and Market Research

Request for Proposals No.: **2026**

Issued: **December 14, 2015**

Submission Date: **2:00 pm (Atlantic Time), January 15, 2016**

TABLE OF CONTENTS

PART 1 – INTRODUCTION	3
1.1 Invitation to Proponents.....	3
1.2 Type of Contract for Deliverables	3
1.3 No Guarantee of Volume of Work or Exclusivity of Contract.....	3
1.4 Trade Agreements.....	3
PART 2 – THE DELIVERABLES	4
2.1 Description of Deliverables	4
2.2 Material Disclosures	4
PART 3 – EVALUATION OF PROPOSALS	5
3.1. Timetable and Submission Instructions	5
3.2 Stages of Proposal Evaluation.....	6
3.3 Stage I – Mandatory Requirements, Submission and Rectification	6
3.4 Stage II – Evaluation of Rated Criteria.....	7
3.5 Stage III – Evaluation of Pricing.....	7
3.6 Cumulative Score and Selection of Highest Scoring Proponent.....	7
PART 4 – TERMS AND CONDITIONS OF THE RFP PROCESS	8
4.1 General Information and Instructions	8
4.2 Communication after Issuance of RFP	8
4.3 Negotiations, Notification and Debriefing	9
4.4 Prohibited Communications and Confidential Information.....	10
4.5 Procurement Process Non-binding	11
4.6 Governing Law and Interpretation.....	12
APPENDIX A – FORM OF AGREEMENT	13
APPENDIX B – SUBMISSION FORM	14
APPENDIX C – RATE BID FORM	17
APPENDIX D – REFERENCE FORM	18
APPENDIX E – RFP Particulars	19

PART 1 – INTRODUCTION

1.1 Invitation to Proponents

This Request for Proposals (“RFP”) is an invitation by NSCAD University (NSCAD) to prospective proponents to submit proposals for the provision of **an admissions review and market research**, as further described in Part 2 – The Deliverables (the “Deliverables”).

One of Canada’s oldest independent cultural institutions, NSCAD University continues to be regarded as a principal centre for education and research in visual culture in North America. NSCAD University fosters close creative relationships among artists, designers, academics and the public, and takes on leadership responsibilities in the regional, national and international art communities.

For the purposes of this procurement process, the “NSCAD Contact” shall be: Linda Hutchison (lhutchison@nscad.ca).

1.2 Type of Contract for Deliverables

The selected proponent will be requested to enter into negotiations for an agreement with NSCAD for the provision of the Deliverables. It is NSCAD’s intention to enter into an agreement with only one (1) legal entity. The term of the agreement is to be for a period sufficient to complete the deliverables. NSCAD retains the option to extend the agreement on the same terms and conditions for an additional term to facilitate additional work, to be determined following the completion of the deliverables. It is anticipated that the agreement will be executed on or around January 29, 2016.

1.3 No Guarantee of Volume of Work or Exclusivity of Contract

NSCAD makes no guarantee of the value or volume of work to be assigned to the successful proponent. The Agreement to be negotiated with the selected proponent will not be an exclusive contract for the provision of the described Deliverables. NSCAD may contract with others for the same or similar Deliverables to those described in the RFP or may obtain the same or similar Deliverables internally.

1.4 Trade Agreements

Proponents should note that procurements falling within the scope of Chapter 5 of the Agreement on Internal Trade and the Agreement on the Opening of Public Procurement for New Brunswick and Quebec are subject to those trade agreements, but that the rights and obligations of the parties shall be governed by the specific terms of each particular tender call. For further information on the Agreement on Internal Trade, please see the Internal Trade Secretariat website at http://www.ait-aci.ca/index_en.htm.

PART 2 – THE DELIVERABLES

2.1 Description of Deliverables

The RFP is an invitation to submit offers for the provision of **an admissions review and market research**, as further described in Appendix E – RFP Particulars – Section A. The Deliverables.

2.2 Material Disclosures

Proponents should refer to Appendix E – RFP Particulars – Section B. Material Disclosures.

PART 3 – EVALUATION OF PROPOSALS

3.1. Timetable and Submission Instructions

Proponents should submit their proposals according to the following timetable and instructions.

3.1.1 Timetable

Issue Date of RFP	December 14, 2015
Deadline for Questions	December 21, 2015
Deadline for Issuing Addenda	December 23, 2015
Submission Date	2:00 pm (Atlantic time) January 15, 2016
Rectification Date	January 29, 2016

Invited proponents may be requested to participate in shortlisted provider presentations tentatively scheduled for mid October in Halifax, Nova Scotia.

The RFP timetable is tentative only, and may be changed by NSCAD at any time.

3.1.2 Proposals Should Be Submitted in Prescribed Manner

Proposals should be submitted at: 5163 Duke Street, 4th floor, Halifax Nova Scotia B3J 3J6

Proponents should submit **two** (2) hard copies and **one** (1) electronic copy in a sealed, opaque package.

Proposals are to be prominently marked with the RFP title and number (see RFP cover), with the full legal name and return address of the proponent, and with the Submission Date.

In the event of a conflict or inconsistency between the hard copy and the electronic copy of the proposal, the hard copy of the proposal shall prevail.

3.1.3 Proposals Should Be Submitted on Time at Prescribed Location

Proposals should be submitted at the location set out above on or before the Submission Date. Proposals submitted after the Submission Date will be rejected.

A proponent may, at its option, email the NSCAD Contact prior to the Submission Date with delivery details, including the anticipated arrival time of its proposal. In the event a proposal does not arrive as scheduled, NSCAD may provide those proponents who have given such prior notice one additional Business Day to effect the delivery of their proposals. The Submission Date shall be deemed to be adjusted accordingly for the purpose of accepting those proposals. For the purposes of this Section, "Business Day" means any working day between **8:30** a.m. and **4:30** p.m., Monday to Friday inclusive, but excluding statutory and other holidays that NSCAD has elected to be closed for business.

3.1.4 Withdrawing Proposals

At any time throughout the RFP process, a proponent may withdraw a submitted proposal. To effect a withdrawal, a notice of withdrawal must be sent to the NSCAD Contact and must be signed by an authorized representative. NSCAD is under no obligation to return withdrawn proposals.

3.2 Stages of Proposal Evaluation

NSCAD will conduct the evaluation of proposals in the following three (3) stages:

3.2.1 Stage I

Stage I will consist of a review to determine which proposals comply with all of the mandatory requirements. Proposals failing to satisfy the mandatory requirements as of the Submission Date will be provided an opportunity to rectify any deficiencies. Proposals failing to satisfy the mandatory requirements as of the Rectification Date will be excluded from further consideration.

3.2.2 Stage II

Stage II will consist of a scoring by NSCAD of each qualified proposal on the basis of the rated criteria.

3.2.3 Stage III

Stage III will consist of a scoring of the pricing submitted. The evaluation of price will be undertaken after the evaluation of mandatory requirements and any rated requirements has been completed.

3.2.4 Cumulative Score

At the conclusion of Stage III, all scores from Stage II and Stage III will be added and the highest ranking proponent will be selected for contract negotiations in accordance with Part 4.

3.3 Stage I – Mandatory Requirements, Submission and Rectification

3.3.1 Submission and Rectification Date

Other than inserting the information requested on the mandatory submission forms set out in the RFP, a proponent may not make any changes to any of the forms. Proponents submitting proposals that do not meet the mandatory requirements will be provided an opportunity prior to the Rectification Date to rectify any deficiencies.

3.3.3 Submission Form (Appendix B)

Each proposal must include a Submission Form (Appendix B) completed and signed by an authorized representative of the proponent.

3.3.4 Rate Bid Form (Appendix C)

Each proponent must include this form completed according to the instructions contained in the form as well as those instructions set out below:

- (a) rates shall be provided in Canadian funds, inclusive of all applicable duties and taxes except for sales taxes, which should be itemized separately; and
- (b) rates quoted by the proponent shall be all-inclusive and shall include all labour and material costs, all travel and carriage costs, all insurance costs, all costs of delivery to NSCAD, all costs of installation and set-up, including any pre-delivery inspection charges, and all other overhead, including any fees or other charges required by law.

3.3.5 Reference Form (Appendix D)

Each proponent must complete the Reference Form (Appendix D) and include it with its proposal.

3.3.6 Rectification Date

Proposals satisfying the mandatory requirements before the Rectification Date will proceed to Stage II. Proposals failing to satisfy the mandatory requirements will be excluded from further consideration.

3.4 Stage II – Evaluation of Rated Criteria

Proponents should refer to Appendix E – RFP Particulars – Section D. Rated Criteria for a breakdown of the Rated Criteria.

3.5 Stage III – Evaluation of Pricing

Proponents should refer to the Rate Bid Form at Appendix C and Appendix E – RFP Particulars – Section D. Pricing.

3.6 Cumulative Score and Selection of Highest Scoring Proponent

At the conclusion of Stage III, all scores from Stage II and Stage III will be added together and the highest ranked proponent will be selected for negotiations in accordance with Part 4 – Terms and Conditions of the RFP process.

PART 4 – TERMS AND CONDITIONS OF THE RFP PROCESS

4.1 General Information and Instructions

4.1.1 Proponents to Follow Instructions

Proponents should structure their proposals in accordance with the instructions in the RFP. Where information is requested in the RFP, any response made in a proposal should reference the applicable section numbers of the RFP where that request was made.

4.1.2 Proposals in English

All proposals are to be in English.

4.1.3 Institution's Information in RFP Only an Estimate

NSCAD and its advisers make no representation, warranty or guarantee as to the accuracy of the information contained in the RFP or issued by way of addenda. Any quantities shown or data contained in the RFP or provided by way of addenda are estimates only and are for the sole purpose of indicating to proponents the general size of the work. It is the proponent's responsibility to avail itself of all the necessary information to prepare a proposal in response to the RFP.

4.1.4 Proponents Shall Bear Their Own Costs

The proponent shall bear all costs associated with or incurred in the preparation and presentation of its proposal, including, if applicable, costs incurred for interviews or demonstrations.

4.2 Communication after Issuance of RFP

4.2.1 Proponents to Review RFP

Proponents shall promptly examine all of the documents comprising the RFP, and

- (a) shall report any errors, omissions or ambiguities; and
- (b) may direct questions or seek additional information;

in writing by email on or before the proponent's Deadline for Questions to the NSCAD Contact.

All questions submitted by proponents by email to the NSCAD Contact shall be deemed to be received once the email has entered into the NSCAD Contact's email inbox. No such communications are to be directed to anyone other than the NSCAD Contact. NSCAD is under no obligation to provide additional information.

It is the responsibility of the proponent to seek clarification from the NSCAD Contact on any matter it considers to be unclear. NSCAD shall not be responsible for any misunderstanding on the part of the proponent concerning the RFP or its process.

4.2.2 All New Information to Proponents by Way of Addenda

The RFP may be amended only by an addendum in accordance with this section. If NSCAD, for any reason, determines that it is necessary to provide additional information relating to the RFP, such information will be communicated to all proponents by addenda. Each addendum forms an integral part of the RFP.

Such addenda may contain important information, including significant changes to the RFP. Proponents are responsible for obtaining all addenda issued by NSCAD. In the Submission Form (Appendix B), proponents should confirm their receipt of all addenda by setting out the number of each addendum in the space provided.

4.2.3 Post-Deadline Addenda and Extension of Submission Date

If any addendum is issued after the Deadline for Issuing Addenda, NSCAD may at its discretion extend the Submission Date for a reasonable amount of time.

4.2.4 Verify, Clarify and Supplement

When evaluating responses, NSCAD may request further information from the proponent or third parties in order to verify, clarify or supplement the information provided in the proponent's proposal. NSCAD may revisit and re-evaluate the proponent's response or ranking on the basis of any such information.

4.2.5 No Incorporation by Reference

The entire content of the proponent's proposal should be submitted in a fixed form, and the content of websites or other external documents referred to in the proponent's proposal will not be considered to form part of its proposal.

4.2.6 Proposal to Be Retained by NSCAD

NSCAD will not return the proposal or any accompanying documentation submitted by a proponent.

4.3 Negotiations, Notification and Debriefing

4.3.1 Selection of Top-Ranked Proponent

The top-ranked proponent, as established under Part 3 – Evaluation of Proposals, will receive a written invitation to enter into direct contract negotiations with NSCAD.

4.3.2 Timeframe for Negotiations

NSCAD intends to conclude negotiations within thirty (30) days commencing from the date NSCAD invites the top-ranked proponent to enter negotiations. A proponent invited to enter into direct contract negotiations should therefore be prepared to provide requested information in a timely fashion and to conduct its negotiations expeditiously.

4.3.3 Process Rules for Negotiations

Any negotiations will be subject to the process rules contained in this Part 4 – Terms and Conditions of RFP Process and the Submission Form (Appendix B) and will not constitute a legally binding offer to enter into a contract on the part of NSCAD or the proponent. Negotiations may include requests by NSCAD for supplementary information from the proponent to verify, clarify or supplement the information provided in its proposal or to confirm the conclusions reached in the evaluation, and may include requests by NSCAD for improved pricing from the proponent.

4.3.4 Terms and Conditions

The terms and conditions found in the Form of Agreement (Appendix A) are to form the starting point for negotiations between NSCAD and the selected proponent.

4.3.5 Failure to Enter Into Agreement

Proponents should note that if the parties cannot execute a contract within the allotted thirty (30) days, NSCAD may invite the next-best-ranked proponent to enter into negotiations. In accordance with the process rules in this Part 4 – Terms and Conditions of RFP Process and the Submission Form (Appendix B), there will be no legally binding relationship created with any proponent prior to the execution of a written agreement. With a view to expediting contract formalization, at the midway point of the above-noted timeframe, NSCAD may elect to initiate concurrent negotiations with the next-best-ranked proponent. Once the above-noted timeframe lapses, NSCAD may discontinue further negotiations with that particular proponent. This process shall continue until a contract is formalized, until there are no more proponents remaining that are eligible for negotiations or until NSCAD elects to cancel the RFP process.

4.3.6 Notification to Other Proponents

Other proponents that may become eligible for contract negotiations will be so notified at the commencement of the negotiation process. Once a contract is executed between NSCAD and a proponent, the other proponents may be notified directly in writing and shall be notified by public posting in the same manner that the RFP was originally posted of the outcome of the procurement process and the award of the contract.

4.3.7 Debriefing

Proponents may request a debriefing after receipt of a notification of award. All requests must be in writing to NSCAD Contact and must be made within sixty (60) days of notification of award. The intent of the debriefing information session is to aid the proponent in presenting a better proposal in subsequent procurement opportunities. Any debriefing provided is not for the purpose of providing an opportunity to challenge the procurement process.

4.3.8 Bid Protest Procedure

If a proponent wishes to challenge the outcome of the RFP process, it should provide written notice to NSCAD Contact within sixty (60) days of notification of award, and NSCAD will respond in accordance with its bid protest procedures.

4.4 Prohibited Communications and Confidential Information

4.4.1 Prohibited Proponent Communications

The proponent shall not engage in any Conflict of Interest communications and should take note of the Conflict of Interest declaration set out in the Submission Form (Appendix B). For the purposes of this Section, “Conflict of Interest” shall have the meaning ascribed to it in the Submission Form (Appendix B).

4.4.2 Proponent Not to Communicate with Media

A proponent may not at any time directly or indirectly communicate with the media in relation to the RFP or any contract awarded pursuant to the RFP without first obtaining the written permission of the NSCAD Contact.

4.4.3 Confidential Information of Institution

All information provided by or obtained from NSCAD in any form in connection with the RFP either before or after the issuance of the RFP

- (a) is the sole property of NSCAD and must be treated as confidential;

- (b) is not to be used for any purpose other than replying to the RFP and the performance of any subsequent Contract;
- (c) must not be disclosed without prior written authorization from NSCAD; and
- (d) shall be returned by the proponents to NSCAD immediately upon the request of NSCAD.

4.4.4 Confidential Information of Proponent

A proponent should identify any information in its proposal or any accompanying documentation supplied in confidence for which confidentiality is to be maintained by NSCAD. The confidentiality of such information will be maintained by NSCAD, except as otherwise required by law or by order of a court or tribunal. Proponents are advised that their proposals will, as necessary, be disclosed on a confidential basis, to NSCAD's advisers retained for the purpose of evaluating or participating in the evaluation of their proposals. If a proponent has any questions about the collection and use of personal information pursuant to the RFP, questions are to be submitted to the NSCAD Contact.

4.5 Procurement Process Non-binding

4.5.1 No Contract A and No Claims

The procurement process is not intended to create and shall not create a formal legally binding bidding process and shall instead be governed by the law applicable to direct commercial negotiations. For greater certainty and without limitation: (a) the RFP shall not give rise to any "Contract A"-based tendering law duties or any other legal obligations arising out of any process contract or collateral contract; and (b) neither the proponent nor NSCAD shall have the right to make any breach of contract, tort or other claims against the other with respect to the award of a contract, failure to award a contract or failure to honour a response to the RFP.

4.5.2 No Contract until Execution of Written Agreement

The RFP process is intended to identify prospective vendors for the purposes of negotiating potential agreements. No legal relationship or obligation regarding the procurement of any good or service shall be created between the proponent and NSCAD by the RFP process until the successful negotiation and execution of a written agreement for the acquisition of such goods and/or services.

4.5.3 Non-binding Price Estimates

While the pricing information provided in responses will be non-binding prior to the execution of a written agreement, such information will be assessed during the evaluation of the responses and the ranking of the proponents. Any inaccurate, misleading or incomplete information, including withdrawn or altered pricing, could adversely impact any such evaluation, ranking or contract award.

4.5.4 Disqualification for Misrepresentation

NSCAD may disqualify the proponent or rescind a contract subsequently entered if the proponent's response contains misrepresentations or any other inaccurate, misleading or incomplete information.

4.5.5 References and Past Performance

NSCAD's evaluation may include information provided by the proponent's references and may also consider the proponent's past performance on previous contracts with NSCAD or other institutions.

4.5.6. Inappropriate Conduct

NSCAD may prohibit a supplier from participating in a procurement process based on past performance or based on inappropriate conduct in a prior procurement process, and such inappropriate conduct shall include but not be limited to the following: (a) the submission of quotations containing misrepresentations or any other inaccurate, misleading or incomplete information; (b) the refusal of the supplier to honour its pricing or other commitments made in its proposal; or (c) any other conduct, situation or circumstance, as solely determined by NSCAD, which constitutes a Conflict of Interest. For the purposes of this Section, "Conflict of Interest" shall have the meaning ascribed to it in the Submission Form (Appendix B).

4.5.7 Cancellation

NSCAD may cancel or amend the RFP process without liability at any time.

4.6 Governing Law and Interpretation

4.6.1 Governing Law

The terms and conditions in this Part 4 – Terms and Conditions of RFP Process (a) are included for greater certainty and are intended to be interpreted broadly and separately (with no particular provision intended to limit the scope of any other provision); (b) are non-exhaustive (and shall not be construed as intending to limit the pre-existing rights of the parties to engage in pre-contractual discussions in accordance with the common law governing direct commercial negotiations); and (c) are to be governed by and construed in accordance with the laws of the province of Nova Scotia and the federal laws of Canada applicable therein.

APPENDIX A – FORM OF AGREEMENT

Proponents shall include a proposed terms of engagement document that NSCAD and the successful proponent will use as the basis of the negotiation phase of the contract development process.

APPENDIX B – SUBMISSION FORM

1. Proponent Information

Please fill out the following form, and name one person to be the contact for the RFP response and for any clarifications or amendments that might be necessary.	
Full Legal Name of Proponent:	<i>[enter your response here]</i>
Any Other Relevant Name under Which the Proponent Carries on Business:	<i>[enter your response here]</i>
Street Address:	<i>[enter your response here]</i>
City, Province/State:	<i>[enter your response here]</i>
Postal Code:	<i>[enter your response here]</i>
Phone Number:	<i>[enter your response here]</i>
Fax Number:	<i>[enter your response here]</i>
Company Website (If Any):	<i>[enter your response here]</i>
RFP Contact Person and Title:	<i>[enter your response here]</i>
RFP Contact Phone:	<i>[enter your response here]</i>
RFP Contact Fax:	<i>[enter your response here]</i>
RFP Contact E-mail:	<i>[enter your response here]</i>

2. Acknowledgment of Non-binding Procurement Process

The proponent acknowledges that the RFP process will be governed by the terms and conditions of the RFP, and that, among other things, such terms and conditions confirm that this procurement process does not constitute a formal legally binding bidding process, and that there will be no legal relationship or obligations created until NSCAD and the selected proponent have executed a written contract.

3. Ability to Provide Deliverables

The proponent has carefully examined the RFP documents and has a clear and comprehensive knowledge of the Deliverables required under the RFP. The proponent represents and warrants its ability to provide the Deliverables required under the RFP in accordance with the requirements of the RFP for the Rates set out in the Rate Bid Form and has provided a list of any subcontractors to be used to complete the proposed contract. The proponent encloses herewith as part of the proposal the mandatory forms set out below:

FORM	INITIAL TO ACKNOWLEDGE
Proposed Terms of Engagement	
Submission Form	
Rate Bid Form	
Reference Form	

Notice to proponents: There may be forms required in the RFP other than those set out above. See the Mandatory Requirements section of the RFP for a complete listing of mandatory forms.

4. Non-binding Price Estimates

The proponent has submitted its Rates in accordance with the instructions in the RFP and in the Rate Bid Form set out in Appendix C. The proponent confirms that the pricing information provided is accurate. The proponent acknowledges that any inaccurate, misleading or incomplete information, including withdrawn or altered pricing, could adversely impact the acceptance of its quotation or its eligibility for future work.

5. Addenda

The proponent is deemed to have read and accepted all addenda issued by NSCAD prior to the Deadline for Issuing Addenda. The onus remains on proponents to make any necessary amendments to their proposal based on the addenda. The proponent is requested to confirm that it has received all addenda by listing the addenda numbers or, if no addenda were issued, by writing the word “None” on the following line: _____. Proponents who fail to complete this section will be deemed to have received all posted addenda.

6. Conflict of Interest

For the purposes of this section, the term “Conflict of Interest” means

(a) in relation to the RFP process, the proponent has an unfair advantage or engages in conduct, directly or indirectly, that may give it an unfair advantage, including but not limited to (i) having, or having access to, confidential information of NSCAD in the preparation of its proposal that is not available to other proponents, (ii) communicating with any person with a view to influencing preferred treatment in the RFP process (including but not limited to the lobbying of decision makers involved in the RFP process), or (iii) engaging in conduct that compromises, or could be seen to compromise, the integrity of the RFP process; or

(b) in relation to the performance of its contractual obligations contemplated in the contract that is the subject of this procurement, the proponent’s other commitments, relationships or financial interests (i) could, or could be seen to, exercise an improper influence over the objective, unbiased and impartial exercise of its independent judgement, or (ii) could, or could be seen to, compromise, impair or be incompatible with the effective performance of its contractual obligations.

If the box below is left blank, the proponent will be deemed to declare that (a) there was no Conflict of Interest in preparing its proposal; and (b) there is no foreseeable Conflict of Interest in performing the contractual obligations contemplated in the RFP.

Otherwise, if the statement below applies, check the box.

- The proponent declares that there is an actual or potential Conflict of Interest relating to the preparation of its proposal, and/or the proponent foresees an actual or potential Conflict of Interest in performing the contractual obligations contemplated in the RFP.

If the proponent declares an actual or potential Conflict of Interest by marking the box above, the proponent must set out below details of the actual or potential Conflict of Interest:

The following individuals, as employees, advisers, or in any other capacity (a) participated in the preparation of our proposal; **AND** (b) were employees of NSCAD or a NSCAD member institution and have ceased that employment within twelve (12) months prior to the Submission Date:

Name of Individual:
Job Classification:
Department:
Last Date of Employment with NSCAD:
Name of Last Supervisor:
Brief Description of Individual's Job Functions:
Brief Description of Nature of Individual's Participation in the Preparation of the Proposal:

(Repeat above for each identified individual)

The proponent agrees that, upon request, the proponent shall provide NSCAD with additional information from each individual identified above in the form prescribed by NSCAD.

7. Disclosure of Information

The proponent hereby agrees that any information provided in this proposal, even if it is identified as being supplied in confidence, may be disclosed where required by law or if required by order of a court or tribunal. The proponent hereby consents to the disclosure, on a confidential basis, of this proposal by NSCAD to NSCAD's advisers retained for the purpose of evaluating or participating in the evaluation of this proposal.

Signature of Witness

Signature of Proponent Representative

Name of Witness

Name and Title

Date:

I have authority to bind the proponent

APPENDIX C – RATE BID FORM

Fixed Project Costs: _____

Estimated Variable Project Costs (if any)

Expenses _____

Other (define) _____

Other (define) _____

Total Estimated Variable Project Costs _____

TOTAL PROJECT COSTS: _____

APPENDIX D – REFERENCE FORM

Each proponent is requested to provide three (3) Canadian references from clients who have obtained similar goods or services to those requested in the RFP from the proponent in the last **three (3) years**.

Reference #1

Company Name:	
Company Address:	
Contact Name:	
Contact Telephone Number:	
Date Work Undertaken:	
Nature of Assignment:	

Reference #2

Company Name:	
Company Address:	
Contact Name:	
Contact Telephone Number:	
Date Work Undertaken:	
Nature of Assignment:	

Reference #3

Company Name:	
Company Address:	
Contact Name:	
Contact Telephone Number:	
Date Work Undertaken:	
Nature of Assignment:	

APPENDIX E – RFP PARTICULARS

A. THE DELIVERABLES

The objective of this Request for Proposal is to receive proposals from interested respondents able to perform **an admissions review and market research** [see appendix E(1) for the project specifics].

B. MATERIAL DISCLOSURES

- 1) NSCAD has three locations within the city of Halifax and is the only independent degree granting fine arts university east of Toronto. Others in Canada include, OCAD, ACAD and ECUAD.
- 2) NSCAD considers the report generated by this review to be proprietary information critical to student recruitment. The report generated should be marked as confidential and should not be released to any party without the expressed written consent from NSCAD senior management.
- 3) NSCAD is an administratively lean organization. Any recommendations stemming from this report should be simple, but effective, and can be readily operationalized within NSCAD's current staffing complement without ongoing/continuing external consulting support (beyond the scope of this RFP) and/or specialized software. However, it would also be helpful to also include a modest list of second tier recommendations to consider in the future when NSCAD is able to expand and make a higher level of strategic investments.

C. OTHER MANDATORY REQUIREMENTS

- 1) Terms of Engagement (Appendix A)
Proponents shall include a proposed terms of engagement document that NSCAD and the successful proponent will use as the basis of the negotiation phase of the contract development process.

D. RATED CRITERIA

- 1) Experience and Qualifications, including project team
Each proponent should provide the following in its proposal:
 - i) a brief description of the proponent;
 - ii) a description of the goods and services the proponent has previously and/or is currently delivering, with an emphasis on experience relevant to the Deliverables;
 - iii) the roles and responsibilities of the proponent and any of its agents, employees and sub-contractors who will be involved in providing the Deliverables, together with the identity of those who will be performing those roles and their relevant respective expertise. Proponents shall include CV's related to the personnel that will be assigned to this project. Respondents shall outline the percentage contribution that is anticipated from each team member;
 - iv) its knowledge, skills and expertise as it pertains to the Deliverables;
 - v) a Reference Form in accordance with the instructions set out in the Form attached as Appendix D to the RFP.
- 2) Methodology
The proponent shall outline the methodology that will be used to complete this work. How and from whom will the necessary information be gathered? Define the contribution

anticipated from NSCAD member representatives. Include a work plan and define the key milestones.

3) Scope of Work

The respondent shall clearly indicate what components are within the scope of the base project and clearly indicate any optional components of the project.

4) Timeline

The proponent shall define the proposed timeline and key milestones associated with the proposed work.

5) Pricing

The proponent shall clearly indicate the project costs. If the respondent includes a provision for reimbursement of expenses, the proponent shall include a budget for anticipated expenses and a recommendation for cost management and approvals process. Proponents should review and complete the Rate Bid Form at Appendix C.

Pricing will be scored based on a relative pricing formula using the Rates set out in the Rate Bid Form.

Each proponent will receive a percentage of the total possible points allocated to price for the particular category it has bid on by dividing that proponent's price for that category into the lowest bid price in that category. For example, if a proponent bids \$120.00 for a particular category and that is the lowest bid price in that category, that proponent receives 100% of the possible points for that category ($120/120 = 100\%$). A proponent who bids \$150.00 receives 80% of the possible points for that category ($120/150 = 80\%$), and a proponent who bids \$240.00 receives 50% of the possible points for that category ($120/240 = 50\%$).

Lowest rate
----- x Total available points = Score for proposal with second-
lowest rate
Second-lowest rate

Lowest rate
----- x Total available points = Score for proposal with third-lowest
rate
Third-lowest rate
And so on, for each proposal

The following is an overview of the categories and weighting for the rated criteria of the RFP. Proponents who do not meet a minimum threshold score for a category will not proceed to Stage III of the evaluation process.

Rated Criteria Category	Weighting (Points)	Minimum Threshold
Experience and Qualifications, including local, Canadian and international target market knowledge and Canadian higher education sector experience.	40 points	30
Methodology	15	12
Scope of work	15	12
Timeline	15	12
Pricing	15	N/A
Total Points	100	N/A

N/A – Not Applicable

Appendix E(1) RFP Requirement Details

The objective of this Request for Proposal is to receive proposals from interested respondents able to perform **an admissions review and market research**.

NSCAD has experienced enrolment declines during the past few years and wants to ensure that the University is offering the most modern, effective and relevant programming. NSCAD is at a timely point in the institution's history with a newly launched strategic plan and an academic plan in progress. Anecdotally we believe that NSCAD has economic and cultural sector/creative economy impact, however we need detailed evidence of the impact. Our goal is to develop a new promotional and marketing narrative for NSCAD in line with the strategic plan.

The deliverables associated with this consulting engagement are three distinct but overlapping project components: admissions review, student recruitment target market analysis, and primary market research.

Admissions Review:

A substantive component of the project will be a comprehensive admissions process review. This will look at all aspects of NSCAD's current recruitment and admissions process to ensure that we are adhering to best practice and maximizing the return on our investment. This review will have two primary components:

- 1) Review of the staffing structure within the Admissions Office as well as the placement and interlinkages of Admissions within the broader University. This review should specifically focus on the roles of OSAS and University Relations in the direct oversight of the Admissions Office, as well as looking at points of responsibility transfer between departments, and the appropriate role of senior leaders, including the President, in the recruitment process. The review should also examine responsibilities of staff members, to determine whether changes to job responsibilities (such as greater cross-functionality) would be appropriate and factor in University affordability.
- 2) A review of the current procedures for moving students through the admissions 'funnel', including identification of current gaps, shrinkage points, and potential areas of improvement. This includes analyzing current practices and industry best practices in the following areas:
 - The methods of determining resource allocation and recruitment strategy as it pertains to the prioritization of markets and selection of recruitment activities.
 - The approach to student contact currently utilized at recruitment events and on campus, including materials included in presentation, recruitment materials, signage and branding, collection of prospect data, and recruitment staff scripting and training.
 - The processes for prospect conversion, including various forms of contact, portfolio days, faculty outreach, and campus visits.
 - The application process, including the required materials, the review and decision process including the role of faculty, the criteria for acceptance, the timeliness of responses, the process for notifying of a decision.
 - The follow-up and on-boarding procedures utilized to convert successful applicants into confirmed and registered students, including the role of various departments and the points of responsibility transfer within the University's overall structure.

Student Recruitment Target Market Analysis:

Parallel to the review of admissions processes, a student recruitment target market analysis will be conducted to determine how NSCAD's investment in recruitment can achieve the best results. This review should provide recommendations for targeted student recruitment strategies in six areas, and advise as to how these recommendations can best be achieved within NSCAD's financial realities. The six areas are:

- 1) Domestic Undergraduate students sourced primarily from secondary schools (traditional market)
- 2) Graduate students, including MFA, MDes, and other potential graduate-level programs
- 3) International students
- 4) Transfer students and other non-traditional students (including some analysis of continuing education, the 'silver' economy and online opportunities)
- 5) A review of whether NSCAD is receiving a positive ROI from current geographical markets and specific recommendations on how to achieve a positive ROI in the current and recommended geographical target markets.
- 6) A review of the market potential (expected enrolment growth during the next 5 years) for NSCAD in the US, Latin America, South East Asia and the Middle East markets.

Primary Market Research:

Referencing the branding work done by Impact Communications, this component essentially involves constructing a snapshot of the current labour market, both from the perspective of employers and recent graduates, to identify any skills gaps which will assist in making recommendations on NSCAD programs and initiatives. Our goal is to ensure NSCAD students are receiving the most current education to succeed in relevant industries, if so desired. The program specific target market probe examines key aspects of each NSCAD program area (construction, branding and advertising) in order to better understand perspectives regarding these programs.

- 1) An exploration of the market skills employers are seeking when hiring in arts and design industries, specifically in the Halifax area and in Nova Scotia and the level that NSCAD is delivering these market relevant skills (networking, relationship building, clear writing, persuasive speaking, project management, leadership, teaching skills, collaboration, artistic technique, technical, creative thinking, problem solving, marketing, entrepreneurial skills, business acumen). Assess employer satisfaction with NSCAD graduates and whether they feel NSCAD is delivering relevant and effective programming. Obtain the employers' perceptions of the current labour market.
- 2) An exploration of whether NSCAD students believe that NSCAD is delivering highly relevant and effective program offerings and developing the market skills as outlined above.
- 3) An analysis of student demand for NSCAD's current programs and potential programs including student desired outcomes and delivery preferences.
- 4) An analysis of education and labour market expectations and job trends in the creative industries (i.e., fashion, animation, internet publishing, digital media, curation, product design, etc.)
- 5) For each creative industry, assess the job growth opportunities during the next 5 years.
- 6) Perform a target market probe for each of NSCAD program area to assess demand for visual arts, craft, design, media arts and art history and critical studies and deliver recommendations which would assist in achieving higher enrolment rates in these programs considering economic and demographic trends.