



MICHIGAN VIRTUAL UNIVERSITY

Professional Learning Services

REQUEST FOR PROPOSAL RFP# MVUPLS01062016

FOR

Learning Management System

SPECIAL NOTE: This Request for Proposal (RFP) does not obligate the *Michigan Virtual University® (MVU®)* or *MVU* Board of Directors to award a contract or complete the proposed project and each reserves the right to cancel this RFP if it is considered to be in *MVU's* best interests. Proposals must be clear and concise. Proposals that are difficult to follow or that do not conform to the RFP format may be rejected. Responding Vendors must include the required information called for in this RFP. *MVU* reserves the right to reject a proposal if required information is not provided or is not organized as directed. *MVU* also reserves the right to change the evaluation criteria or any other provision in this RFP by posting notice of the change(s) on *MVU's* website:

URL: www.mivu.org

MVU reserves the right to contact selected Vendors to engage in this RFP. Posting at the *MVU* website address above constitutes written notification to all interested Vendors. Vendors should check the site daily and are expected to review information on the site carefully before submitting a final proposal.

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A. BACKGROUND INFORMATION

1. Statement of Purpose

This project will involve selecting a Learning Management System (LMS) for Professional Learning Services which serves Michigan's Educational Community's online and blended learning needs. PLS's professional development and compliancy market has become more competitive over the past few years and we need a system that will offer an overall better user experience than our competitors. The goal of the project is to select an LMS vendor that can provide a robust, easy-to-use system that has exceptional technical support. This project needs to be completed by July 1, 2016, which would include the system to be fully implemented, data migrated and all administrative training completed. This will allow for adequate time to use the system and address any concerns or issues that come up before the start of the school year, which typically starts September 1, 2016.

2. Professional Learning Services: Michigan LearnPort Overview

Michigan LearnPort® is a statewide professional development portal designed for use among the Michigan education community. *Michigan LearnPort*:

- Delivers quality online professional development;
- Provides other school employees with online training to meet job requirements;
- Assists in aligning teacher development plans to district and school improvement goals; and
- Provides a delivery vehicle for content developed by a variety of content providers, including schools, districts, intermediate school districts, universities and the private sector.

This development effort significantly expands the capacity of Michigan's educational community to deliver high quality, online professional development services to Michigan teachers, administrators and paraprofessional. Michigan educators are able to earn State Continuing Education Clock Hours (SCECHs) by participating in the online seminars, workshops, and courses made available or linked through *Michigan LearnPort*.

As *Michigan LearnPort* has been promoted across the state to school administrators and educators, it is becoming the backbone of a statewide system that provides an integrated platform for:

- Providing access to training and education resources;
- Linking professional development to school achievement goals; and
- Supporting local, regional and statewide special interest learning communities.

Currently *Michigan LearnPort* provides a single point of access for all Michigan education community including those in Michigan's public and private schools to locate and access professional development offerings. This aggregation of learners provides unprecedented opportunities for schools, colleges and universities, statewide organizations and associations, and private sector providers to reach all Michigan educators to:

- Build awareness of professional development and continuing education offerings;
- Promote credit and noncredit learning opportunities; and
- Support training needs on a local, regional and statewide basis.

3. Project Goals

- Select and implement a new learning management system to deliver a user friendly experience for all professional learning services; select an LMS that will have easy navigation and compatibility for all users;
- Establish and meet deadlines to ensure a new learning management system has been implemented before school year 2016-2017; and
- Connect to our mission; provide a new LMS that will increase user percentages and growth within professional learning services.

4. Primary MVU LearnPort Business Groups Using the LMS

The *MVU* groups that will be supported by the new LMS are circled in red below:

Michigan LearnPort

Whether a Michigan teacher is looking to take a compliancy course, learn a new skill or just brush up on an old one, *Michigan LearnPort* offers the easiest solution to access this content at your convenience. Our online courses can be accessed from school or at home. In addition to the large selection of self-paced courses, we also offer instructor lead courses through ed2go.

The *Michigan LearnPort* team is committed to providing the best user experience possible. We promote our users to provide us with whatever feedback possible because it's really what drives the future of our program.

MyBlend

MyBlend is a key advocate for blended learning in the state of Michigan, dedicated to promoting and developing innovative teachers and schools. The support provided through the MyBlend program includes professional development, coaching and consultation, high quality content and a robust community of educators.

Mentors Matter

Mentors Matter partners with school leaders and onsite mentors to cultivate a shared understanding of the fundamental elements of mentoring online students. We offer information and opportunity to support onsite mentors in strengthening their practice and improving student outcomes in online courses. Through continuous planning and evaluation of the most up-to-date developments in mentor practice, we support our partners by:

- Sharing knowledge of mentor best practices;
- Creating and supporting professional learning and community building opportunities;
- Providing information, tools and training to strengthen onsite mentoring;
- Promoting a strengths-based, learner-centered approach; and
- Elevating student engagement and success in online learning.

Virtual Learning Solutions

MVU's Virtual Learning Solutions (VLS) offers custom learning solutions to organizations. These solutions may include consulting services such as implementing Learning Management Systems, hosting online learning content, content development and lecture capture. VLS also has partnered with several content providers which allows us to offer courses in safety, compliancy, technical skills, soft-skills, any many other areas of workforce development.

B. INSTRUCTIONS FOR RESPONDING TO RFP

1. Project Schedule

The time frame for the LMS RFP process and vendor selection is outlined below.

Activity	Estimated Completion	Method
(1) RFP sent to vendors	1/6/2016	Via email and posted online at www.mivu.org
(2) Q&A Period	1/15/2016	Email all questions to JohnLeh@TalentedLearning.com and answers will be provided to all vendors.
(3) Submit RFP Response	1/22/2016 @ 5pm EDT	Via email to: JohnLeh@TalentedLearning.com
(4) Internal decision on vendor finalists	1/29/2016	Internal meetings
(5) Onsite vendor demonstrations	Week of 2/8/2016	3101 Technology Blvd, Suite G Lansing, MI 48910-8546
(6) Internal decision on final vendors	2/15/2016	Internal meetings
(7) Contract negotiations	2/16/2016	Email and phone
(8) Contract execution	3/4/2016	Virtual
(9) Project start	3/14/2016	Per vendor guidelines
(10) Project completion	07/01/2016	System implemented, data migrated, administrative training conducted

2. Basis of Award

Proposals will be evaluated using the following criteria:

1. The firm's qualification and experience providing learning management technology for organizations selling eLearning content to businesses with employees as well as other extended enterprise and academic experience.
2. Ability to seamlessly migrate our content and users to the new LMS and provide trusted advice and guidance to maximize our success.
3. The presentation and understanding of the scope of work.
4. The firm's ability to meet the time frame outlined in this Request for Proposal.
5. Cost-effectiveness of proposal.
6. Client references.
7. Proof of solid financial stability.

3. Selection Criteria

The selection process includes select members of *MVU* staff to represent various *MVU* products and services. The selection team will consider the following criteria, which are not listed in a priority order.

- 35% Features and functionality as established by cumulative team ratings.
- 35% Total cost of Implementation and annual cost for subsequent years
- 10% Company's reputation and history in the LMS industry: Company longevity doing business, Iterations of the LMS (Is it in initial/early development or is it a mature platform), History of signing successor contracts – customer loyalty.
- 20% Subjective appeal of the product and ease/intuitiveness of design.

4. Engagement Terms

- The submission of a proposal shall be prima facie evidence the firm submitting a proposal has full knowledge of the scope, nature, quantity and quality of work to be performed; the detailed requirements of the specifications; and the conditions under which the work will be performed.
- *MVU* reserves the right to accept or reject any or all proposals or parts of proposals and to waive irregularities. *MVU* also may decide not to make any award based upon proposals submitted solely at its discretion. *MVU* may accept or reject a proposal based solely on proposal information received without discussion of such proposals.
- Proposals may not be modified after the due date unless directed by *MVU*. Vendors must submit their best and final offer in their initial proposal.
- Proposals submitted will be considered valid for a period of 90 days from the proposal response date.
- *MVU* is not liable for any costs incurred by potential vendors in the preparation or delivery of proposals.
- Proposals must be submitted electronically in the PDF format.
- Contents of proposals are confidential and will not be disclosed to any parties outside of *MVU* during or after the review process. *MVU*, as a private nonprofit corporation is not currently subject to FOIA.

- The successful bidder must agree to work closely with *Michigan LearnPort* program personnel and with any external consultants who may be engaged to support the implementation of the LMS.
- Due to the limited amount of time available to complete this project, the successful bidder must complete all work prior to July 1, 2016.
- News releases pertaining to the RFP, the project, or the acceptance of a proposal shall be made only with the review and approval of the *MVU*.
- In the performance of the work which may ultimately be performed, the vendor organization agrees not to discriminate against any employee or applicant for employment, or any applicant or recipient of services, on the basis of race, color, religion, national origin, ancestry, age, sex, height, weight, marital status, physical or mental handicap or disability. If the vendor fails to comply with this provision, any contract may be canceled by *MVU* at our discretion.
- Vendor must verify that they are legally able to do business within the State of Michigan.
- *MVU* reserves the right to enter into negotiations with the highest ranked vendor(s). Generally, we will not negotiate any of the Terms and Conditions contained in our Purchase Order with any vendor seeking to do business with *MVU*.
- Vendors must submit their best and final offer in their initial proposal quotation. If *MVU* and the selected vendor(s) cannot negotiate a successful business relationship, *MVU* will terminate said negotiations and begin negotiations with other interested vendors. No vendor shall have any rights against *MVU* from any such failed negotiations.
- *MVU* reserves the right to correct any errors or omissions in this document and redistribute the edited RFP document.

C. RFP Response Items

Your response to this RFP should include the following sections. Please see the following pages for detailed information about each section. All pages of your response should be numbered and include your company name and the date of your proposal. We will appreciate if your response is organized by section letters/numbers.

1. Executive Summary of Proposed Solution
2. Vendor Profile
3. Critical LMS Functional Requirements
4. Critical Implementation, Training and Professional Service Requirements
5. Critical Technical Requirements
6. Pricing
7. References
8. Appendix of Supporting Documentation

1. Executive Summary of Proposed Solution

Please provide an executive summary for your proposed solution for *MVU* including understanding of scope of work, your solution, differentiators and pricing summary.

2. Vendor Profile

Please answer the following vendor profile questions.

1. Name, title and contact information of main point of contact for this RFP
2. Legal name of your business
3. Address of your corporate headquarters
4. A list of your key corporate officers
5. Number of current employees
6. Number of current customers
7. Describe your firm's office which will service *MVU*
8. Corporate website and social media sites
9. A brief history of your company, including years in business and brief history
10. Describe your company, target market, technology and unique differentiators specific to this project
11. Describe your relevant experience to support *MVU* Professional Learning Services
12. Top five reasons why you are the right match for the *MVU* LMS project
13. Has your company been the subject of an acquisition or been acquired in last two years?
14. Please describe your fiscal stability and provide tax statements from a certified public accountant, annual report and business credentials

3. Critical LMS Functionality Use Case Requirements

The functionality requirements outlined below are listed in terms of use cases that *MVU* needs to support with any new LMS. The purpose of the use case requirements is to make sure that your cost proposal matches stated requirements, help *MVU* understand what functionalities can be expected as configurable out-of-the-box options and get an overall understanding of how you will solve our business problem.

This section has two parts to complete:

1. In your written RFP Word response, we want you to respond to each of the 25 critical requirements. We want you to holistically describe how you can functionally and technically meet the requirement and subrequirements. Please document any gaps or alternate strategies to achieve each requirement.
2. In the attached *MVU* LMS Critical Requirements Excel spreadsheet, we want you to rate yourself on 25 requirements and sub requirements. Enter comments or further information where necessary in the comments field. It is not required to enter comments unless you want to clarify, add further detail or state when the feature will be arriving in your LMS. The 0-2 rating scale is defined within the spreadsheet. Do not change numbering or order of fields in spreadsheet.

Use Case #1: Professional Services and Virtual Learning Services Users

Critical Requirement	Description
Req. 1: Unique Branded Domains	<p>Ability to create unique branded domains that are equal to parent domain in features and functionality. These sub domains would need to have the look and feel of individual domains and operate without interference with one another. Requirement functionality includes:</p> <ul style="list-style-type: none"> Separated by sub domain: <ul style="list-style-type: none"> Content Users Managers e-Commerce Notifications Categories Roles Organizations Reporting Custom Fields Ability to stand up unique branded domains without professional services (Unique URLs) Ability to customize skins, look and feel of the sub domain Ability to set configurations by sub domain Sub domain features should not be inherent of the parent domain
Vendor Response:	

Use Case #2: Michigan Teachers and Educational Professionals

Critical Requirement	Description
Req. 2: Individual Learner Account Creation	<p>Linking from search engine results or promotional materials, individual learners will be directed to the LMS and encouraged to create their own account. Required functionality includes:</p> <ul style="list-style-type: none"> Self-account creation with configurable administrative approval Social media single sign on and sign in (Example: Twitter, FB, LI and Google+) A spreadsheet of learners can be uploaded into the LMS to create accounts and then notify the learner
Vendor Response:	
Req. 3: Custom Fields in User Profiles	<p>MVU requires flexibility in the fields being displayed used for built-in, out of the box ability to customize fields and objects including:</p> <ul style="list-style-type: none"> Custom MVU fields as a configuration Multiple emails per user account Custom fields are automatically included (available) in reporting, certificates, audience grouping and content assignment workflows
Vendor Response:	

Req.4: Learner Experience	<ul style="list-style-type: none"> • Relevant widgets such as upcoming training, training assignments, content recommendations, top content, new content, news, announcements, social news feed, gamification badges, leaderboards and awards • Course catalog search with a variety of filters, including custom fields • Easily identify required training assignments and current status • Access to certificates of completion • Email and text notifications • Within facilitated content, user has social interactions with class/cohort and facilitators • Section 508c compliant
Vendor Response:	
Req. 5: Social Learning	<p>Much of the value <i>Michigan LearnPort</i> provides the learning community can be facilitated through the social tools of the LMS. We want to support:</p> <ul style="list-style-type: none"> • Forums and discussion groups • Users need to be able to opt in and out of social interactions (private vs. public) • Learner profiles, pictures, following • Sharing, posting, liking, commenting, rating content • Administrative content moderation for peer review • Social learning features are integrated into core LMS learner experience and class experience • Intra content social learning features that can be leveraged from class instance to class instance
Vendor Response:	
Req. 6: Gamification and Rewards	<p>Gamification features that are interwoven into the learner experience, profile and social aspects of the LMS including:</p> <ul style="list-style-type: none"> • Points, awards, badges • Leaderboards
Vendor Response:	

Use Case #3: MVU Michigan LearnPort Administrators

Critical Requirement	Description
	0-2
Req.7: Role Management	<p>Because of the multiple business groups deploying programs on the LMS (Mentors Matter, MyBlend, VLS, <i>Michigan LearnPort</i>) and the thousands of school organizations and districts, we have the need for a granular and configurable role management. We want to be able to modify existing roles or create new roles and dictate what features or content a role can see, edit or manage. Anticipated role types include:</p> <ul style="list-style-type: none"> • Super administrator • Content administrator, instructional designers and moderators

	<ul style="list-style-type: none"> • Instructors • School district or school administrator/organization manager • Domain delegated administrator • Learners • Custom roles and permissions
Vendor Response:	
Req.8: Grouping, Audience and Organizational Management	<p>We require the ability to group our learners and organizations in a variety of manners including:</p> <ul style="list-style-type: none"> • Thousands of organizations in a multi-tier hierarchy; parent-child relationships • Each organization has a manager that can view reports and assign trainings • Ability to assign users to dynamic groups (audiences) based on job, title, custom fields, content completed • Delegated organization managers/administrators • Capability to merge duplicate users and user training history
Vendor Response:	
Req.9: Core Administrative Tools	<ul style="list-style-type: none"> • Proxy login as end user for our customer support • Ability to merge duplicate user accounts • Batch update/upload of a spreadsheet for user account management in regards to an organization • Configurable password rules and other security features • Easily configurable UI look and feel through admin panel • Configurable notifications to users
Vendor Response:	
Req.10: e-Commerce Management	<p>MVU sells content directly to individuals and to schools and districts so we require both B2B and B2C ecommerce features including:</p> <ul style="list-style-type: none"> • Group-specific pricing of content • Shopping cart, checkout and immediate access of content • Payment gateway integration • Bulk purchase of content for a group of users • Support subscription-based purchasing • Configurable promotions, discounts, coupons for audiences or groups • Ability to issue refunds and remove learner from a purchased content item
Vendor Response:	
Req.11: Certification Management (not SCECH certification)	Ability to create customizable paths toward certification completion
Vendor Response:	

Use Case #4: Organizational Delegated Administrators

Critical Requirement	Description
Req.12: Content Assignment	<p>Organization's managers/administrators will have ability to manage organization specific training:</p> <ul style="list-style-type: none"> Assign training with fixed and floating due dates Assignment of mandatory learning by individual, job, organization, department or custom group of users
Vendor Response:	
Req. 13: Reporting and Dashboards	<p>These requirements are applicable to any administrator:</p> <ul style="list-style-type: none"> Receive scheduled reports via email about their learners Run reports on their users and sub organizations See dashboards of their learners' progress Scheduled reports Standard reports include enrollments, completions, clock hours, users trained Ad-hoc reporting capability
Vendor Response:	

Use Case #5: Instructional Designers and Content Administrators

Critical Requirement	Description
Req. 14: Content Types Supported	<p>MVU uses the following types of content in our current environments:</p> <ul style="list-style-type: none"> Course content supports LTI, AICC, SCORM 1.2 Standard media types including html files, Microsoft Office documents, pdf, mp3, mp4 Link to and embed web resources Assessments: ability to develop and import Surveys: ability to develop and import
Vendor Response:	
Req.15: Content Management Features	<ul style="list-style-type: none"> Prerequisites Content upload Equivalencies Restrict access to content based on organizations, custom groups, individuals, and permissions Criteria driven curriculum Content catalog is specific to groups, users and permissions Ability to assign content as required by job, role, organization, custom group, individual or combination Ability to tag content by competency or objective for reuse in different learning programs/paths Learner access to print completion certificates with custom fields

	<ul style="list-style-type: none"> • Ability to manage credit types associated to content • Master updates selectively propagate to child courses
Vendor Response:	
Req. 16: Individual or Group of Courses	<p>We commonly group pieces of content together and sell as a curriculum or bundle including:</p> <ul style="list-style-type: none"> • Content: refer to requirement #13 • Assigned as one offering and is completed based on successful completion of all pieces in group • Learner can upload file types including (Word, PDF, Excel, video, audio, picture as a step in the course) • Learner can see their progress completion of individual and group of courses
Vendor Response:	
Req. 17: Instructor Led Course Management	<p>MVU relies heavily on facilitated content. We create and schedule master classes and then schedule many instances of those classes. Features we require to support our ILT programs include:</p> <ul style="list-style-type: none"> • Master course with ability to create instances and auto schedule/copy future sessions and inherit all course content and meta data as default • Configurable registration management to include registration start and end dates, open enrollment windows, and wait-listing periods • Available integration for instructor tools: refer to Requirement #18
Vendor Response:	

Use Case #6: MVU and Partner Facilitators and Educators

Critical Requirement	Description
Req. 18: Instructor Tools	<ul style="list-style-type: none"> • Provide instructors ability to construct a class flow of instruction, offline events and assessments • Configurable ability to hide/display future content assignments • Gradebook functionality to allow instructors to grade individual components of a class and provide student comments and feedback • Calculate final class scores based on culmination of graded assignments • Discussions and social learning integrated into class tools and assignments • Instructors can provide feedback to learners • Support virtual classrooms such as Adobe Connect, WebEx, GoToMeeting or LMS native virtual classroom tool • Intra-course communication tools; for example, Messaging (teacher to student, student to student within course)
Vendor Response:	

4. Critical Implementation, Training and Professional Services Requirements

We are sun setting three LMSs and rolling them into one solution in this project. We can't do it by ourselves and require an LMS partner that can assist us in planning, strategy, execution, rollout and support. We will weigh a vendor's experience, references and professional services capability as an important part of our selection criteria. We require the following:

Critical Requirement	Description
Req.19: Implementation Services	<ul style="list-style-type: none"> • Installation and configuration consulting • Business consulting and guidance • Administrative training • Assistance in rollout and user adoption marketing strategies • Data migration and integration services (see below)
Vendor Response:	
Req. 20: Historical Data Migration	<ul style="list-style-type: none"> • Approximately 50,000 user accounts and profiles to import to new LMS • Online content and documentation will be recreated in LMS manually • Bulk SCORM and master ILT course and metadata upload • No in-progress course data will be ported to new system
Vendor Response:	
Req. 21: Ongoing Support and Maintenance Requirements	<ul style="list-style-type: none"> • Monday-Friday, 9 a.m. – 5 p.m. ET administrative support • Online ticket submission system • Live chat help is a desired yet not mandatory request • Online knowledge base and help forum
Vendor Response:	

Please answer the following questions:

1. Describe the implementation process you recommend for *MVU* based on our specific requirements.
2. Describe your team and their roles that will work with us through the implementation. Please provide sample resumes or biographies of anticipated team members.
3. Do you leverage internal employees or contractors for implementation?
4. What *MVU* team resources and skills are required to implement your solution?
5. Provide a generalized implementation plan, so we can understand a typical installation and when steps occur in relation to each other.
6. List *MVU* roles that should be trained on your system.
7. What is the process and media for training?
8. What are your different levels of service support and incident response time?
9. Please provide examples of implementation deliverables that *MVU* can expect during the implementation process (project plans, progress reports, sign-offs, etc.).

5. Critical Technical Requirements

Below are the critical technical requirements:

Critical Requirement	Description
Req. 22: Mobile Learning	<ul style="list-style-type: none"> • Mobile responsive interface for all users • Ability to access LMS from any browser or device without downloads or plugins • Mobile apps to provide incremental live class tools including sign in/sign out, polling, surveys
Vendor Response:	
Req. 23: Cloud Deployment Model	<ul style="list-style-type: none"> • Public or private cloud model of deployment • Results of a 3rd party security and risk penetration tests • Defined database, content and bandwidth restrictions
Vendor Response:	
Req. 24: System Integration	<ul style="list-style-type: none"> • LMS vendors open API provided and documented • Pre-built API connectors to popular cloud applications are valued • Social media account integration and sign in (Example: Twitter, Google+, LI or FB) • Typical integrations may include: <ul style="list-style-type: none"> ○ Microsoft Dynamics ○ Salesforce.com ○ HRIS ○ LTI ○ SAML ○ Association management systems ○ LDAP ○ xAPI
Vendor Response:	
Req.25: Service Level Agreement	<ul style="list-style-type: none"> • Minimum of 99.9% uptime and availability • Rapid and defined page load expectations • 24/7 hosting system monitoring • Malware protection to prevent issues when learners upload content • Defined remedy and resolution timeframes for administrative support tickets • Disaster recovery and restoration plan • Maintenance and selective updates • Testing and production environment • Provide access to nightly backups of application database
Vendor Response:	

Please answer the following:

1. *MVU* recommends the LMS be hosted with the vendor in a private or public cloud. How do you support this option?
2. Describe your LMS architecture and technology.
3. Describe your API technology, documentation and scope of integration capabilities.
4. Describe your methods for securing access to the system and securing data.
5. Describe the scalability of your solution.
6. Do you support client customizations of the LMS product?
7. Which web browsers and versions are supported for all users?
8. Is your LMS mobile responsive for learners? All users?
9. Does your LMS require browser plug-ins or downloads for any user?
10. What options are available for back end access to the application database?
11. Describe your process for patching security vulnerabilities.
12. Outline your ecommerce capability and supported payment gateways
13. Please submit uptime and available SLA agreement.

6. Pricing

Over the last 12 months, the *MVU Michigan LearnPort* LMS had about 13,000 cumulative, unique active users. With a new LMS, we expect our audience to grow approximately 10% a year. Our anticipated usage over the next three school years is estimated below:

School Year	Unique Active Users
2016-2017	14,500
2017-2018	16,000
2018-2019	17,500

MVU preferred license model is active user/year. Active user is defined as somebody logging in and registering or launching content. Please recommend three-year pricing based aligned to the above three-year usage estimation.

- Define your proposed licensing model and how users are counted
- Provide pricing that includes all functionality outlined in critical use case scenarios
- Provide implementation and setup pricing and description reflective to meet our requirements
- If we exceed our license purchased in any given year, what is the cost and process to pay for excess use?
- Attach your standard license agreement. We recognize that specific terms and conditions may be proposed in the event that your company is selected as *MVU's* LMS vendor.
- *MVU* is a nonprofit educational institution. Please provide appropriate percentage reduction.
- Please provide pricing using the blow template

Cost Area	Year 1	Year 2	Year 3	Total
Project Management costs				
Implementation costs				
Data Migration costs				
User Licensing costs				
Hosting costs				
Support and maintenance costs				
Training costs				
Other costs (please specify)				
Total solution costs				

7. References

Please provide three references of similar clients using your LMS to drive business to business sales of eLearning content. The closer the provided references are to our exact usage scenarios the more valuable to us. Failure to provide references with the proposal submission may be grounds for rejection of proposals. *MVU* will only contact references if vendor becomes a finalist in selection process.

8. Appendix

- Vendor Service Level Agreement
- Vendor Standard Terms and Conditions
- Proof of Fiscal Stability