



REQUEST FOR PROPOSAL 6037

TITLE: SALARY STUDY CONSULTANT
DATE: September 22, 2025
BUYER: Holly Craiglow, Buyer
EMAIL: hcraiglow@semo.edu
PHONE: (573) 651-2021

PROPOSAL MUST BE RECEIVED NO LATER THAN:

DATE: October 10, 2025
TIME: 3:30 P.M.

For USPS/FedEx/UPS, etc.

Proposals must be mailed to:
Purchasing Department
Southeast Missouri State University
One University Plaza, Mail Stop 3280
Cape Girardeau, MO 63701

OR delivered by offeror to:
Purchasing Department

Academic Hall Room 200F
Normal Avenue
Cape Girardeau, MO 63701

DELIVERY INSTRUCTIONS

The notice of award is made subject to availability and appropriation of funds as specified in the Request for Proposal, and the selection of the offeror is made in accordance with all applicable public procurement laws.

MUST BE SIGNED TO BE VALID

The offeror hereby agrees to furnish items and/or services, at the firm, fixed prices quoted, pursuant to all requirements and specifications contained herein, upon either the receipt of an authorized purchase order from the Purchasing Department or when this document is countersigned by the Purchasing Department as a binding contract, and further agrees that the language of this document shall govern in the event of a conflict with his or her proposal.

AUTHORIZED SIGNATURE		PRINTED NAME/TITLE	
COMPANY NAME		CURRENT DATE	
MAILING ADDRESS		TELEPHONE NUMBER/EXT.	
CITY	STATE	ZIP CODE	
CONTACT PERSON	CONTACT PERSON EMAIL ADDRESS		FACSIMILE NUMBER
DELIVERY DATE: _____ DAYS ARO, FOB DESTINATION PROMPT PAYMENT TERMS: _____% _____ DAYS NET _____ DAYS			
NOTICE OF AWARD (SOUTHEAST MISSOURI STATE UNIVERSITY USE ONLY)			
AUTHORIZED SIGNATURE FOR SOUTHEAST MISSOURI STATE UNIVERSITY			DATE

**SOUTHEAST MISSOURI STATE UNIVERSITY
SALARY STUDY CONSULTANT
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INTRODUCTION AND BACKGROUND INFORMATION

Southeast Missouri State University (hereinafter referred to as “University” or “Southeast”) is seeking to obtain proposals from qualified organizations for a salary study consultant in accordance with the terms and conditions set forth herein.

1. INTRODUCTION

Established in 1873, Southeast Missouri State University is a comprehensive, four-year public university located in Southeast Missouri with satellite locations in Sikeston and Kennett. The University’s main campus is located in Cape Girardeau, Missouri, approximately 120 miles south of St. Louis, Missouri, and 165 miles north of Memphis, Tennessee. Southeast derives its authority from the people of Missouri through the Missouri State Legislature. While serving the region, state, nation, and world, the University maintains a strong commitment to the diverse twenty-four counties of southeast Missouri. As a multi-purpose institution, the University achieves its educational goals through the offering of degree programs and other learning experiences to its varied constituents, including approximately 7,700 undergraduate students and 1,500 graduate students. Additional information can be found on the University web page at www.semo.edu.

Southeast Missouri State University invites qualified consulting firms to submit proposals to conduct a comprehensive Staff Salary Study. The University is seeking to assess and address ongoing compensation-related challenges that are impacting our ability to attract and retain a high-quality workforce.

The University’s current compensation philosophy, **Exhibit A**, is based on recommendations from our 2019 salary study. However, in light of continued financial constraints, changes to federal classification standards under the Department of Labor (DOL)'s salary exemption rules, and pay compression issues resulting from Missouri House Bill 567, a fresh and comprehensive analysis is necessary.

2. PURPOSE AND OBJECTIVES

The primary objective of this study is to assess the following on a “per staff employee” basis:

- 2.1 Evaluate the competitiveness and effectiveness of current staff compensation structures.
- 2.2 Assess the impact of changes in classification related to Department of Labor exempt/non-exempt status.
- 2.3 Identify and provide solutions for internal pay compression, particularly as influenced by Missouri House Bill 567.
- 2.4 Recommend strategic, data-informed compensation practices that ensure the University's ability to recruit and retain high-performing staff within current budgetary constraints.

3. INSTITUTIONAL AND COMPENSATION BACKGROUND INFORMATION

Southeast Missouri State University employs approximately 900 full- and part-time regular faculty and staff members, with staffing levels fluctuating slightly based on the academic calendar. Of these, approximately 570 are staff members, representing a wide range of job classifications, including:

- Executive/Administrative
- Professional
- Clerical
- Technical
- Service

In addition, unionized positions within the Skilled Trades classification are part of the University's workforce and will be included in the scope of this compensation study. A complete list of current University staff position classifications is provided in **Exhibit B**.

Southeast's current staff compensation structure is based on a salary study conducted in 2019. This study used data from the College and University Professional Association for Human Resources (CUPA-HR) as well as salary benchmarks from local, regional, and state labor markets. The compensation system adopted by this study determines individual staff salary placement based on a percentage of the assigned market pay median, factoring in:

- Years of service at the University
- Years in the current position

This approach was intended to balance external market competitiveness with internal comparisons and experience-based progression. However, due to recruitment shortfalls, recent fiscal constraints, regulatory changes, and state-level legislative impacts, the University now seeks a comprehensive re-evaluation to ensure ongoing fairness, compliance, and sustainability in its compensation practices.

4. RFP AND PROJECT TIMELINE

The University's anticipated time frame for this RFP process is as follows:

Issue RFP: September 22, 2025
RFP Closing Date: October 10, 2025
Online Offeror Presentations: October 27-31, 2025
Contract Award Date: November 10, 2025
Salary Study Completion Date: February 2026*

**The University will consider an alternate timeline if such is in the best interest of the University and contributes to the ultimate success of this project.*

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SCOPE OF SERVICES

The contractor shall provide salary study consultant services for Southeast Missouri State University that meets or exceeds the specifications listed herein. Offerors may propose additional tasks or services, if such will substantially improve the results of this project.

MANDATORY REQUIREMENTS

1. **Salary Study** to include the following:

1.1 Conduct Market Analysis

- Compare current staff salaries for each employee to relevant local, regional, and national labor markets. Relevant market levels used could vary by specific positions. CUPA data should only be used in absence of any other relevant market data.
- Utilize direct survey methods and other industry-standard research techniques to evaluate the University's practices against various classification and compensation models used in comparable university systems.
- Use industry data, relevant local and state benchmarks, while factoring in total compensation to evaluate the skilled trades positions.

1.2 Evaluate Internal Compensation Structure

- Review job classifications, pay grades, and current compensation philosophy.
- Identify areas of pay compression or misalignment on a per staff basis.
- Make recommendations to pay band or classification assignments that may need modifications due to salary changes related to DOL and HB567 required adjustments.

1.3 Compliance Review

- Assess impact of recent Department of Labor changes on salary exemption status.
- Provide recommendations for compliance and best practices.

1.4 Stakeholder Engagement

- Meet with Human Resources, department heads, and other relevant stakeholders.
- Collect qualitative and quantitative input on compensation-related concerns.

2. **Campus Visits**

The contractor must be available for a minimum of two (2) on-campus meetings. Additional campus meetings and/or open forums, if necessary, would be mutually agreed upon between the University and contractor.

- 2.1 Meeting One (1) - The contractor must visit Southeast's campus at the beginning of the project to meet with campus personnel and gather initial information. It is anticipated that the campus personnel will consist of representatives from Human Resources, and University administrative staff. It is anticipated this meeting will occur in November 2025.
- 2.2 Meeting Two (2) - The contractor must visit Southeast's campus to again meet with University leadership and possibly the University's Board of Governors. The purpose of this meeting will depend upon when it is scheduled and the current status of the project but should entail a review and discussion of the contractor's findings and, possibly, its draft recommendations. The date of this meeting will be mutually agreed upon between the University and the contractor. It is anticipated this meeting will occur in January 2026.

3. Report Deliverables

The contractor shall provide one comprehensive report outlining findings, market comparisons, and recommended strategies.

- 3.1 DRAFT Report - The contractor shall present a draft report, analysis, and recommendations to Southeast no later than January 9, 2026. The contractor will receive timely feedback from Southeast to incorporate into the final report
- 3.2 FINAL Report – Ideally, the contractor shall provide Southeast with a final report by February 15, 2026. As stated earlier, the University will consider an alternate timeline if such is in the best interest of the University and contributes to the ultimate success of this project. However, the contractor should be mindful that final recommendations must be complete and submitted for University consideration during the FY27 budget planning process which indicates a need for a completion date no later than March 1, 2026.
- 3.3 The following elements shall be included in the draft and final report:
 - Market analysis for all staff salaries and the skilled trades positions for each position for each employee should be listed as follows:
 - Position title
 - Current compensation
 - Market compensation
 - Median specific to each specific employee with the same title based on each specific employee's education and experience
 - Classification and compensation best practices in use by other university systems, public institutions, and private employers
 - A confidential listing of staff existing salary placement outliers and recommendations for remedies to address any such issues
 - Contractor's recommendation to either adopt an alternative classification and compensation system or to maintain the current system
 - An outline of the issues facing Southeast's current classification and compensation system and recommendations for remedies to address any such issues
 - Both short- and long-term recommendations for implementation.

- If the contractor recommends the adoption of an alternative classification and compensation system, the recommendation must achieve the following:
 - Maintain a competitive compensation system
 - Be efficient and easy to maintain
 - Incentivize employees to maximum productivity
 - Acknowledge institutional and market needs
- Recommendations shall include both short- and long-term methods for implementing recommended changes, i.e. over a multi-year or contract period.

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GENERAL CONTRACTUAL REQUIREMENTS

This portion of the RFP pertains to the offeror selected for final contract award ("contractor").

1. The contract shall not bind, nor purport to bind, the University for any contractual commitment in excess of the service specified in the Notice of Contract Award.
2. The contract between the University and the contractor shall consist of: (1) The solicitation and any amendments there to, and (2) the contractor's response to the solicitation. The University reserves the right to clarify any contractual relationship in writing with the concurrence of the contractor, and such written clarification shall govern in case of conflict with the applicable requirements stated in the solicitation or the contractor's response. In all other matters not affected by the written clarification, if any, the solicitation shall govern.
3. All fees and charges shall be as specifically provided for by this document. The University shall not pay nor be liable for any other costs. The contractor shall not be allowed any additional compensation for any matter of which the contractor might have fully informed itself prior to the closing date of the Request for Proposal.
 - 3.1 Payment for all goods and services required herein shall be made after the successful completion of the requirements as set forth in the contract and/or subsequent purchase order. The University will consider milestone billing based upon the various tasks required of this project. The contractor shall submit an original invoice. Payment will be made upon submittal of the invoice on a Net 30 basis unless discount terms are offered.
 - 3.2 In the event the Scope of Services is revised by the University, additional compensation shall be considered and negotiated at that time.
4. Unless otherwise specified herein, the contractor shall be responsible for furnishing all material, labor, facilities, equipment, and supplies necessary to perform the services required herein.
5. The contractor represents itself to be an independent contractor offering such services to the general public and shall not represent itself or its employees to be employed by the University. The sole relationship between the University and the contractor is as established by this contract. The contractor acknowledges responsibility for filing all returns and paying all taxes, FICA, employee fringe benefits, workers compensation, employee insurance, minimum wage requirements, overtime, etc., associated with the performance of the contractual requirements herein, and agrees to indemnify, save, and hold the University, its officers, agents, and employees, harmless from and against, any and all losses, costs, attorney fees, and damage of any kind related to such matters. Upon request, the contractor will provide the University evidence of compliance with these requirements.
6. The contractor shall fully coordinate its activities in the performance of the contract

with those of the University.

7. In accordance with all applicable provisions of the Revised Statutes of the State of Missouri, no official or employee of the University or its governing body and no other public official of the State of Missouri who exercises any functions or responsibilities in the review or approval of the undertaking or carrying out of the Scope of Work covered by the contract shall voluntarily acquire any personal interest, directly or indirectly, in the contract.
8. The contractor agrees and understands that the contract shall not be construed as an exclusive arrangement and further agrees that the University may secure identical and/or similar services from other sources.
9. The contractor shall indemnify, defend and hold harmless the Board of Governors of the University, as well as the University's officers, agents, and employees, from and against all claims, loss or expenses from any cause of action arising from or incidental to the contractor's performance of the contractual requirements herein. The contractor agrees to reimburse the University for any such loss, damage or claim, including its attorney's fees. The contractor agrees to have in effect, throughout the duration of the contract, liability insurance coverage of the contractor for its acts, failure to act, or negligence, arising out of or caused by the activity which is the subject of the contract, in the form(s) and amount(s) sufficient to protect the University, its officers, agents, and employees, and the general public against any such loss, damage, and/or expense related to his/her performance under the contract. The insurance shall include an endorsement that adds the University as an additional insured.
10. The contractor shall not be responsible for any injury or damage occurring because of any negligent act or omission committed by the University, including its Board of Governors, agencies, employees, and assigns.
11. The University reserves the right to terminate the contract at any time, for the convenience of the University, without penalty or recourse, by giving written notice to the contractor at least thirty (30) calendar days prior to the effective date of such termination. The contractor shall be entitled to receive just and equitable compensation for services delivered to and accepted by the University pursuant to the contract prior to the effective date of termination.
12. Inasmuch as under the contract the contractor may acquire confidential information, the contractor agrees to use such information only for the sole benefit of the University and to keep confidential such information, as well as all information developed in the conduct of the work contracted for, including information disclosed by the University to the contractor or any other person engaged in the contracted work.
 - 12.1 All reports, documentation, and material developed or acquired by the contractor as a direct requirement specified in the contract shall become the property of the University. The contractor shall agree and understand that all discussions with the contractor and all information gained by the contractor as a result of the contractor's performance under the contract shall be confidential and that no reports, documentation, or material prepared as required by the contract shall be released to the public without the prior written consent of the University.
13. In connection with services provided under the contract, the contractor agrees to comply with the Fair Labor Standards Act, Fair Employment Practices, Equal Employment Opportunity Act, and all other applicable federal and state laws,

regulations, and executive orders to the extent that the same may be applicable.

14. **ANTI-DISCRIMINATION AGAINST ISRAEL CERTIFICATION:** By submitting and signing a proposal, the contractor certifies that it is not currently engaged in and shall not, for the duration of the contract, engage in a boycott of goods or services from the State of Israel, companies doing business in or with Israel or authorized by, licensed by, or organized under the laws of the State of Israel, or persons or entities doing business in the State of Israel as defined by Section 34.600 RSMo. This certification shall not apply to contracts with a total potential value of less than One Hundred Thousand Dollars (\$100,000) or to contractors with fewer than ten (10) employees.
15. **Authorized Personnel:** The contractor shall only utilize personnel authorized to work in the United States in accordance with applicable federal and state laws. This includes but is not limited to the Illegal Immigration Reform and Immigrant Responsibility Act (IIRIRA) and INA Section 274A.
 - 15.1 If the contractor is found to be in violation of this requirement or the applicable state, federal and local laws and regulations, and if the University has reasonable cause to believe that the contractor has knowingly employed individuals who are not eligible to work in the United States, the University shall have the right to cancel the contract immediately without penalty or recourse and suspend or debar the contractor from doing business with the University. The University may also withhold up to twenty-five percent of the total amount due to the contractor.
 - 15.2 The contractor shall agree to fully cooperate with any audit or investigation from federal, state or local law enforcement agencies.
 - 15.3 If the contractor meets the definition of a business entity as defined in section 285.525, RSMo pertaining to section 285.530, RSMo the contractor shall maintain enrollment and participation in the E-Verify federal work authorization program with respect to the employees hired after enrollment in the program who are proposed to work in connection with the contracted services included herein. If the contractor's business status changes during the life of the contract to become a business entity as defined in section 285.525, RSMo pertaining to section 285.530, RSMo then the contractor shall, prior to the performance of any services as a business entity under the contract:
 - Enroll and participate in the E-Verify federal work authorization program with respect to the employees hired after enrollment in the program who are proposed to work in connection with the services required herein; AND
 - Provide to the University the documentation required in the exhibit titled, Business Entity Certification, Enrollment Documentation, and Affidavit of Work Authorization affirming said company's/individual's enrollment and participation in the E-Verify federal work authorization program; AND
 - Submit to the University a completed, notarized Affidavit of Work Authorization provided in the attachment titled, Business Entity Certification, Enrollment Documentation, and Affidavit of Work Authorization.

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OFFEROR'S INFORMATION

This portion of the RFP pertains to any interested party which wishes to be provided an opportunity to submit a proposal.

1. Southeast currently issues all solicitations via the University's website at <https://semo.edu/finance-admin/vendors.html>. In addition to the original solicitation document, all amendments (if any) and all questions and answers received during the solicitation process will be posted to the website. Please note that it is the offeror's sole responsibility to check the website to obtain any additional information posted for the RFP. Additionally, the University will update the website upon award.
2. SUBMISSION OF PROPOSALS: Proposals must be priced, signed, and returned (with all necessary attachments) to the Purchasing Department by the specified closing date and time. The signed RFP cover sheet and signed cover sheets for any amendments, if applicable, should be placed at the beginning of the offeror's package.
 - 2.1 The University only requests copies of any pages completed by the offeror and any additional pages added by the offeror. Copies of the original Request for Proposal package or any attachments thereto are not needed.
 - 2.2 In addition to one (1) physical copy, the offeror should include one (1) complete USB flash drive copy of the proposal for distribution to the appropriate evaluation personnel.
 - 2.3 The offeror is cautioned that it is the offeror's sole responsibility to submit all necessary information.
3. Proposal openings are public on the opening date and at the opening time specified on the RFP cover sheet. However, only the names of the respondents shall be read at the proposal opening. The contents of the responses, including prices, shall not be disclosed at the public opening.
 - 3.1 Once an award is announced, all proposals submitted in response to this RFP will be open to inspection by any interested person or organization. Therefore, an offeror shall not request that any part of the proposal response be treated as confidential or proprietary information.
4. Any offeror with questions should contact Holly Craiglow, Buyer, at (573) 651- 2021 or via email at hcraiglow@semo.edu. All offerors and/or anyone else acting on their behalf must direct all of their questions or comments regarding the RFP, evaluation, etc., to the Purchasing Department.
 - 4.1 It shall be the offeror's responsibility to ask questions, request changes or clarification, or otherwise advise the Purchasing Department if any language, specifications, or requirements of the RFP appear to be ambiguous,

contradictory, and/or arbitrary, or appear to inadvertently restrict or limit the requirements stated in the RFP to a single source. The offeror must submit such in writing no later than seven calendar days prior to the RFP opening date via email to hcraiglow@semo.edu.

5. If the offeror requires the University to execute some type of contract, agreement, etc., in addition to this Request for Proposal, the offeror must submit an exact replica of such with the original proposal. However, such agreements must not amend, contradict, or delete any terms, conditions, and/or requirements set forth in or referenced in this RFP and any amendment or attachment thereto. Failure to submit such agreements with the original proposal but requires the execution of such at a later date may result in the rejection of the offeror's proposal.

6. W-9 Form: Vendors doing business with Southeast Missouri State University must ensure a W-9 form is on file prior to contract award. Vendors may access the current W-9 form at <https://www.irs.gov/pub/irs-pdf/fw9.pdf>. The completed W-9 form may be submitted with the proposal.

7. **EVALUATION CRITERIA:** The award of a contract resulting from the RFP shall be based on the best proposal received in accordance with the evaluation criteria shown below. Failure to provide adequate information for evaluation of the criteria listed below may result in minimal subjective consideration and/or in rejection of the offeror's proposal package.

- | | | |
|-----|--------------------------------------|-----|
| 7.1 | Cost..... | 30% |
| 7.2 | Offeror's Experience | 30% |
| 7.3 | Proposed Method of Performance | 40% |

8. **COST:** The offeror must provide total guaranteed not-to-exceed pricing, including all costs associated with performing the salary study as outlined in the Scope of Services and all travel expenses incurred for visits to Southeast's campus. The offeror shall not be entitled to any other form of payment or reimbursement. Offeror cost proposals must specifically address the following:

- 8.1 What is included in your pricing model?
- 8.2 Describe your pricing model and the various components included.
- 8.3 Describe one- time and recurring fees, how the fees are assessed, and billing cycles.

9. **OFFEROR'S EXPERIENCE:** The offeror's experience will be considered in the evaluation process. Therefore, the offeror is advised to submit a narrative that addresses the following:

- 9.1 The offeror should submit an executive summary that includes the age of firm, size of staff, and number of clients, highlighting successful projects, especially those performances related to activities similar to the requirements of this RFP or higher education.
- 9.2 The offeror should submit at least three (3) references. Each reference should include organization name and contact person with respective email address, title, telephone number, and mailing address. In addition, the offeror should provide a brief description of the services provided for each reference. The offeror may utilize **Attachment 1** to provide this information.

10. **EVALUATION PROCESS:** After initially reviewing all proposals received, the University reserves the right to contact one, some, or all offerors to clarify or verify the proposal(s) and to develop a comprehensive assessment of the proposal(s). The University may request one, some, or all offerors to make an online presentation to assist the University in developing a comprehensive assessment of the proposal(s). However, the offeror must not assume this will occur and must therefore present as comprehensive a proposal package as possible. The University reserves the right to evaluate the offeror's proposal without requesting any additional information. Failure to submit all-inclusive information may cause an adverse impact on the evaluation of the offeror's proposal.
 - 10.1 Online presentations are anticipated to be October 27-31, 2025.
 - 10.2 The University reserves the right to request any missing proposal document if no competitive advantage will be realized.
11. **PROPOSED METHOD OF PERFORMANCE:** The offeror's distinctive plan for performing the requirements of the RFP will be considered. Therefore, the offeror should present a written narrative which clearly and concisely states the method or manner by which the offeror approaches projects listed within the Scope of Services, including but not limited to:
 - 11.1 Identify the primary client contact
 - 11.2 Include the proposed methodology and approach to collecting the information necessary for a successful study
 - 11.3 If the proposal includes services beyond those outlined in the RFP, these must be detailed in the proposal
 - 11.4 Projected timeline to include important project milestones
12. **Attachment 2 - Vendor Information:** It is the intent of Southeast Missouri State University to seek and solicit vendor participation from certified minority, women, Missouri service-disabled veteran owned businesses, and blind/sheltered workshops. Therefore, the offeror is requested to complete and return Attachment 2 with the proposal response. Completion of this Attachment does not affect contract award.
13. **Attachment 3 - Affidavit of Work Authorization and Documentation:** Pursuant to section 285.530, RSMo, if the offeror meets the section 285.525, RSMo definition of a "business entity" (<http://www.moga.mo.gov/statutes/C200-299/2850000525.HTM>), the offeror must affirm the offeror's enrollment and participation in the E-Verify federal work authorization program with respect to the employees hired after enrollment in the program who are proposed to work in connection with the services requested herein. The offeror should complete applicable portions of Attachment 3, Business Entity Certification, Enrollment Documentation, and Affidavit of Work Authorization. The applicable portions of Attachment 3 must be submitted prior to contract award.
14. By signature on the Request for Proposal cover sheet, the offeror affirms that all pricing information is submitted in accordance with the terms and conditions of Request for Proposal 6037.
15. The attached Terms and Conditions, Request for Proposal (revised 08/27/19), are hereby incorporated. Offeror's terms and conditions which conflict with this Request for Proposal and/or the attached Terms and Conditions could result in rejection of the offeror's proposal.
16. Although an attempt has been made to provide accurate and up-to-date information, the University does not warrant or represent the information provided herein reflects all relationships or existing conditions related to this Request for Proposal.

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EXHIBIT A

Compensation Philosophy

STAFF COMPENSATION:

Current Staff Employees – Future Salary Progression:

1. Structural: A pay band system will be used for both CTS and Professional staff positions. Adjust pay range structure annually to local changes in the Consumer Price Index. However, structure should only be adjusted in years when individual salary adjustments are given.
2. Classification: Review market surveys annually to identify classifications or positions that are having considerable market movement for consideration of realigning pay range assignments.
3. Individual: Adjust employee salaries annually by Consumer Price Index, ideally for employees who receive satisfactory performance ratings.

Staff New Hires:

1. CTS Classifications: Salary placement is based on the pay range, which is divided into thirty (30) segments. Each segment in dollars represents one year of related outside experience relative to the position and is then added to the pay range minimum to calculate a new hire's salary.

Years of experience beyond minimum job qualifications	Salary placement
1-3	Minimum to 10 th percentile
4-6	11 th to 20 th percentile
7-9	21 st to 30 th percentile
10+	31 st percentile to midpoint of the range

2. Professional Classifications: Salary placement is based on the pay range, which is divided into thirty (30) segments. Each segment in dollars represents one year of related outside experience relative to the position and is then added to the pay range minimum to calculate a new hire's salary.

Years of experience beyond minimum job qualifications	Salary placement
1-3	Minimum to 15 th percentile
4-6	11 th to 30 th percentile *
7-9	21 st to 40 th percentile *
10+	40 th percentile to midpoint of the range

**Note: There is overlap between these two tiers.*

3. Administration:
 - a. HR conducts market survey of classification.
 - b. HR conducts internal peer salary review.

- c. HR determines appropriate salary placement based on current market rate, prior relevant experience, and internal comparisons.

INTERNAL STAFF CHANGES:

Staff Promotions: A promotion is movement to a position in a higher pay range. Anticipated pay increase is 7% per pay range movement, with placement no lower than the minimum of the new pay range. However, salary placement is also contingent upon years of experience and internal comparisons.

Staff Demotions: A demotion is movement to a position in a lower pay range. Anticipated pay decrease is 7% per pay range movement, except in cases where the percentage decrease results in pay below the new pay range minimum. If current salary exceeds the maximum of the new pay range, salary is capped. However, salary placement is also contingent upon years of experience and internal comparisons.

Staff Transfers: A transfer is movement to a position in the same pay range. Generally, salary movement does not occur. However, if current salary is not aligned with salaries of other employees in the new classification or department, it may be necessary to adjust salary. HR would review those situations to determine if a salary adjustment is warranted.

Staff Position Reclassifications: Staff position responsibilities that have changed due to a department reorganization or position elimination will be re-evaluated for appropriate market salary assignments. The employee and supervisor should record changes on the position description and submit to Human Resources for review.

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EXHIBIT B**

UNIVERSITY EMPLOYEE POSITION CLASSIFICATION LIST – STAFF

AF - Administrative Full Time	PF - Professional Full Time
AP - Administrative Part Time	PP - Professional Part Time
EF - Executive Full Time	S1 - Skilled Trades Full Time
C1 - Custodial Full Time	SF - Service Full Time
CF - Clerical Full Time	SP - Service Part Time
CP - Clerical Part Time	TF - Technical Full Time
PB – Professional Bi-Weekly Full Time	TP - Technical Part Time
PD – Professional Bi-Weekly Part Time	

Note: Not all classifications are currently used.

Position Class	Position Title	Department
AF	Assistant VP of Enrollment Management & Admissions	VP Enroll Mgmt and Student Success
AF	Associate Dean	EHHS Ed Prep
AF	Associate Dean of Students	Student Conduct
AF	Associate Director of Operations	Facilities Management Office
AF	Associate Director, Design & Construction	Facilities Management Office
AF	Chief of Police	University Police Department
AF	Controller	Accounting Services
AF	Director of Budget and Financial Management	Budget Office
AF	Director of Online and Graduate Services	Online and Graduate Services
AF	Director, Academic Advising	Academic Advising
AF	Director, Alumni Services	University Advancement
AF	Director, Application Services	Information Technology
AF	Director, Autism Center	Autism Center
AF	Director, Campus Infrastructure	Information Technology
AF	Director, Campus Life	University Center
AF	Director, Career Services	Career Services
AF	Director, Center for Behavioral Health & Accessibility	Ctr for Beh Health and Access
AF	Director, Center for Teaching & Learning	Center for Teaching and Learning
AF	Director, Center for Writing Excellence & Learning Assistance Programs	Center for Writing Excellence & LAP

AF	Director, Facilities Management	Facilities Management Office
AF	Director, Human Resources	Human Resources Office
AF	Director, Institutional Research	Institutional Research
AF	Director, Recreation Services	Student Recreation Center
AF	Director, Regional Campuses	Sikeston Regional Campus
AF	Director, Regional Professional Development Center	RPDC Program Income
AF	Director, Residence Life	Res Life Central Offices
AF	Director, Small Business Development Center	Economic and Workforce Development
AF	Director, Student Financial Services	Student Financial Services
AF	Director, Testing Services	Testing Services
AF	Director, TRIO Programs	Educational Access Programs
AF	Director, User Services	Information Technology
AF	Executive Director	International Education
AF	General Manager	Show Me Ctr Administration
AF	General Manager, KRCU	KRCU 90.9 FM Broadcast
AF	General Manager, SMC	Show Me Ctr Administration
AF	Registrar	Registrar
AF	Registrar	Registrar
CF	Admin Assistant	Harrison Coll of Business & Comp
CF	Administrative Assistant	Center for Writing Excellence & LAP
CF	Administrative Assistant	Honors Program
CF	Administrative Assistant	Communication Disorders
CF	Administrative Assistant	Computer Science
CF	Administrative Assistant	Autism Center
CF	Administrative Assistant	Elem Early and Special Ed
CF	Administrative Assistant	Mass Media
CF	Administrative Assistant	Kennett Regional Campus
CF	Administrative Assistant	Art & Design
CF	Administrative Assistant	Leadership Mdl & Sec Educ
CF	Administrative Assistant	Ctr for Beh Health and Access
CF	Administrative Assistant	Psychology & Counseling
CF	Administrative Assistant	Marketing
CF	Administrative Assistant	Child & Family Studies
CF	Administrative Assistant	Theatre and Dance
CF	Administrative Assistant	Crim Just Soc Work Sociology
CF	Administrative Assistant	Engineering & Technology
CF	Administrative Assistant	English
CF	Administrative Assistant	Allied Health Kines Sport Sci

CF	Administrative Assistant	History & Anthropology
CF	Administrative Assistant	Nursing
CF	Administrative Assistant	Biological & Environmental Science
CF	Administrative Assistant	Comm Stu & Mod Languages
CF	Administrative Assistant	Accounting Economics Finance
CF	Administrative Assistant	Political Sci Philosophy Relig
CF	Administrative Assistant	Music
CF	Administrative Assistant	Facilities Management Office
CF	Administrative Assistant	Chemistry & Physics
CF	Administrative Assistant	Mathematics
CF	Administrative Assistant	Management
CF	Administrative Assistant	Communication Disorders
CF	Administrative Assistant	EHHS Ed Prep
CF	Administrative Assistant	Early College Programs
CF	Administrative Assistant	Agriculture
CF	Diagnostic Program Coordinator	Autism Center
CF	Executive Assistant	Dean of Students
CF	Executive Assistant	Assistant to the President
CF	Executive Assistant	Provost
CF	Executive Assistant	Presidents Office
CF	Executive Assistant	VP Finance and Administration
CF	Executive Assistant	University Advancement
CF	Library Assistant II	Kent Library
CF	Library Assistant II	Kent Library
CF	Library Assistant II	Kent Library
CF	Library Assistant II	Kent Library
CF	Library Assistant II	Kent Library
CF	Library Assistant II - Access Services - 75% FTE	Kent Library
CF	Library Assistant II, Acquisitions-Receiving	Kent Library
CF	Membership Engagement Assistant	KRCU 90.9 FM
CF	Public Safety Dispatcher	Parking and Traffic
CF	Public Safety Dispatcher	Parking and Traffic
CF	Records Specialist	Registrar
CF	Senior Admin Asst	Research and Sponsored Programs
CF	Senior Admin Asst	Budget Office
CF	Senior Admin Asst	Economic and Workforce Development
CF	Senior Administrative Assistant	RPDC Program Income
CF	Senior Administrative Assistant	Online and Graduate Services

CF	Senior Administrative Assistant	Sikeston Regional Campus
CF	Senior Administrative Assistant	Academic Advising
CF	Senior Administrative Assistant	Coll of Educ Health & Hum Stu
CF	Senior Administrative Assistant	Vice Provost
CF	Senior Administrative Assistant	Holland Coll of Arts & Media
CF	Senior Administrative Assistant	Kent Library
CF	Senior Administrative Assistant	Res Life Central Offices
CF	Senior Administrative Assistant	Coll of Humanities & Soc Sci
CF	Senior Administrative Assistant	Harrison Coll of Business & Comp
CF	Senior Administrative Assistant	Coll of Sci Tech Engr & Math
CF	Senior Administrative Assistant	Information Technology
CF	Senior Administrative Assistant	University Police Department
CF	Senior Administrative Assistant	Registrar
CF	Telephone Specialist	Information Technology
CF	Textbook Associate	Textbook Rental
CP	Library Assistant II, Part Time (75%)	Kent Library
CP	Library Assistant II, Part Time 75% FTE	Kent Library
CP	Testing Proctor, Part-Time (50% FTE)	Testing Services
EF	Assistant Vice President, Information Technology	Information Technology
EF	Assistant Vice President, Marketing & Communications	Marketing and Communications
EF	Assistant VP, Economic & Workforce Development	Economic and Workforce Development
EF	Associate VP, Student Life	Student Success and Aux Svcs
EF	Asst Vice Pres, Advancement	University Advancement
EF	Chief of Staff and General Counsel	Presidents Office
EF	Dean	Harrison Coll of Business & Comp
EF	Dean	Coll of Educ Health & Hum Stu
EF	Dean of Students & Title IX Coordinator	Dean of Students
EF	Dean	Coll of Humanities & Soc Sci
EF	Dean	Coll of Sci Tech Engr & Math
EF	Dean	Holland Coll of Arts & Media
EF	Dean	Kent Library
EF	President	Presidents Office
EF	Provost	Provost
EF	Vice President of Finance & Administration	VP Finance and Administration
EF	Vice President, Athletics	Athletics Administration
EF	Vice Prov & Dean, Grad Studies	Vice Provost

EF	VP Enroll Mgmt & Stdnt Succs	VP Enroll Mgmt and Student Success
EF	VP, University Advancement & Exec Dir, Foundation	University Advancement
PB	Assistant Teacher	Univ School for Young Children
PB	Lead Teacher	Univ School for Young Children
PB	Lead Teacher	Univ School for Young Children
PB	Lead Teacher	Univ School for Young Children
PB	Lead Teacher	Univ School for Young Children
PB	Lead Teacher	Univ School for Young Children
PB	Lead Teacher	Univ School for Young Children
PB	Lead Teacher	Univ School for Young Children
PB	Student Services Specialist	Student Financial Services
PD	Missouri Leadership Development System Specialist, Part-time (50% FTE)	RPDC Program Income
PD	Schoolwide Positive Behavior Support Consultant	RPDC Program Income
PF	Academic Advisor I	Sikeston Regional Campus
PF	Academic Advisor I	Academic Advising
PF	Academic Advisor I	Academic Advising
PF	Academic Advisor I	Academic Advising
PF	Academic Advisor I	Academic Advising
PF	Academic Advisor II	Academic Advising
PF	Academic Success Coach	Academic Advising
PF	Academic Success Coach	Academic Advising
PF	Access Services Evening Supervisor	Kent Library
PF	Access Services Manager	Kent Library
PF	Accountant	Accounting Services
PF	Accountant	Accounting Services
PF	Accounting Manager	Accounting Services
PF	Accounts Payable Coordinator	Purchasing & Accounts Payable
PF	Acquisitions Associate	Kent Library
PF	Administrative Sergeant - Emergency Manager	Emergency Operations
PF	Admission Counselor 1	Admissions
PF	Admissions Counselor I	Admissions
PF	Admissions Counselor I	Admissions
PF	Admissions Counselor I	Admissions
PF	Admissions Counselor I	Admissions
PF	Admissions Counselor I	Admissions
PF	Agriculture Research Center Manager	Agriculture
PF	Annual Fund Coordinator	University Advancement
PF	Application Programmer	IT Application Services

PF	Application Programmer	IT Application Services
PF	Arts Resource Center Library Associate	Kent Library
PF	Assistant Athletics Director, Facilities & Event Management	General Athletics
PF	Assistant Athletics Director, Student Support Services / Senior Woman Administrator	Athletics Administration
PF	Assistant Coach	Football
PF	Assistant Coach - Men's Basketball	Mens Basketball
PF	Assistant Coach - Volleyball	Volleyball
PF	Assistant Coach – Women’s Basketball	Basketball Women
PF	Assistant Coach – Women’s Basketball	Basketball Women
PF	Assistant Coach - Women's Basketball	Basketball Women
PF	Assistant Coach - Women's Soccer	Soccer
PF	Assistant Coach and Dir of Basketball Ops & Player Dev	Mens Basketball
PF	Assistant Coach, Baseball	Baseball
PF	Assistant Coach, Football	Football
PF	Assistant Coach, Football	Football
PF	Assistant Coach, Football	Football
PF	Assistant Coach, Football	Football
PF	Assistant Coach, Men's Basketball	Mens Basketball
PF	Assistant Coach, Track & Field	Mens Track Cross Country
PF	Assistant Coach, Track & Field	Mens Track Cross Country
PF	Assistant Coach, Volleyball	Volleyball
PF	Assistant Director	Student Support Services
PF	Assistant Director	Res Life Central Offices
PF	Assistant Director - New Student Programs	New Student Programs
PF	Assistant Director of Athletics for Compliance & Eligibility	NCAA Compliance
PF	Assistant Director of Building Maintenance & Energy Management	Facilities Management Office
PF	Assistant Director of Environmental Safety and Property Management	Risk Property Management
PF	Assistant Director of FM Budget and Accounting	Facilities Management Office
PF	Assistant Director of Sports Performance	Strength and Conditioning
PF	Assistant Director, Academic Advising	Academic Advising
PF	Assistant Director, Campus Engagement	Admissions
PF	Assistant Director, Center for Behavioral Health	Ctr for Beh Health and Access
PF	Assistant Director, Communications	Marketing and Communications

PF	Assistant Director, Competitive Sports and Conferences	Student Recreation Center
PF	Assistant Director, Content Marketing	Marketing and Communications
PF	Assistant Director, Continuing Education	Continuing Ed Unit Programs
PF	Assistant Director, Early College Programs	Early College Programs
PF	Assistant Director, General Services	Grounds Dept Maintenance
PF	Assistant Director, Human Resources	Human Resources Office
PF	Assistant Director, International Admissions	International Education
PF	Assistant Director, Online and Graduate Outreach	Online and Graduate Services
PF	Assistant Director, Online and Graduate Services	Online and Graduate Services
PF	Assistant Director, Operations	Student Financial Services
PF	Assistant Director, Operations & Employee Training	Human Resources Office
PF	Assistant Director, Recruitment	Admissions
PF	Assistant Director, Regional Professional Development Center	RPDC Program Income
PF	Assistant Director, Services	Student Financial Services
PF	Assistant Director, Strategic Communications	Sports Information
PF	Assistant Director, University Center	University Center
PF	Assistant Football Coach	Football
PF	Assistant Football Coach	Football
PF	Assistant Football Coach	Football
PF	Assistant Football Coach and Recruiting Coordinator	Football
PF	Assistant General Manager for Business	Show Me Ctr Administration
PF	Assistant Gymnastics Coach	Gymnastics
PF	Assistant Registrar, Transfer Articulation	Registrar
PF	Assistant Softball Coach	Softball
PF	Associate Archivist	Kent Library
PF	Associate Director	Student Financial Services
PF	Associate Director	Univ School for Young Children
PF	Associate Director of Development - Term	Athletic Development
PF	Associate Director, Academics & Student-Athlete Development	Athletic Academic Services
PF	Associate Director, Admissions	Admissions
PF	Associate Director, Athletics for Strategic Communications	Sports Information
PF	Associate Director, Development	Radio Community Service
PF	Associate Director, Digital Marketing	Marketing and Communications
PF	Associate Director, Facility Operations	Res Life Central Offices
PF	Associate Director, International Student Services	International Education
PF	Associate Director, Recreation Services	Student Recreation Center
PF	Associate Director, Residence Life	Res Life Central Offices
PF	Associate Director, Transfer Center	Admissions

PF	Associate General Manager	Show Me Ctr Operations
PF	Associate Head Coach - Men's Basketball	Mens Basketball
PF	Associate Head Coach, Baseball	Baseball
PF	Associate Head Coach, Softball	Softball
PF	Associate Head Coach, Track & Field/Cross Country	Mens Track Cross Country
PF	Associate Registrar	Registrar
PF	Behavior Analyst	Autism Center
PF	Behavior Analyst	Autism Center
PF	Behavior Analyst	Autism Center
PF	Behavior Intervention Specialist	RPDC Program Income
PF	Board Cert Behavior Analyst	Autism Center
PF	Board Cert Behavior Analyst	Autism Center
PF	Boiler Plant Manager	Boiler Plant
PF	Box Office Manager	Show Me Ctr Box Office
PF	Brand Designer	Marketing and Communications
PF	Broadcast & Video Production Coordinator	Sports Information
PF	Budget and Financial Analyst	Budget Office
PF	Budget and Financial Analyst	Budget Office
PF	Budget and Financial Analyst	Budget Office
PF	Business & Box Office Manager	Holland Coll of Arts & Media
PF	Buyer	Purchasing & Accounts Payable
PF	Buyer	Purchasing & Accounts Payable
PF	Candidate Status & Certification Officer	EHHS Ed Prep
PF	Captain, Police Operations / Assistant Director	University Police Department
PF	Captain, Training	Police Academy
PF	Cataloging Associate	Kent Library
PF	Central Stores and Receiving Manager	Central Stores and Receiving
PF	Charter Professional Liaison	Charter Schools
PF	Clinical Coordinator, Nursing	Nursing
PF	Communications Strategist	Marketing and Communications
PF	Comprehensive Literacy State Development Specialist	RPDC Program Income
PF	Computer Labs Supervisor	Information Technology
PF	Content Instructional Consultant	RPDC Program Income
PF	Content Instructional Consultant	RPDC Program Income
PF	Content Instructional Consultant	RPDC Program Income
PF	Content Instructional Consultant	RPDC Program Income
PF	Content Instructional Consultant	RPDC Program Income
PF	Content Instructional Consultant	RPDC Program Income
PF	Content Strategist	Marketing and Communications
PF	Content Strategist	Marketing and Communications

PF	Coord, Acad & Student Ath Dev	Athletic Academic Services
PF	Coord, Facilities & Aquatics	Student Recreation Center
PF	Coordinator of Creative Media	General Athletics
PF	Coordinator, Academic & Student Services	Kennett Regional Campus
PF	Coordinator, Academic Operations	Provost
PF	Coordinator, Administrative Operations	Res Life Central Offices
PF	Coordinator, Business Operations & Special Events	Athletics Business Office
PF	Coordinator, Career & Campus Engagement	Career Services
PF	Coordinator, EDvolution/IRTC	The EDvolution Center
PF	Coordinator, Experiential Learning	Career Services
PF	Coordinator, Fraternity & Sorority Life	Greek Office
PF	Coordinator, Leadership & Involvement	University Center
PF	Coordinator, Marketing & Engagement	Athletics Marketing Promotions
PF	Costume Shop Supervisor	Theatre and Dance
PF	Counselor I	Ctr for Beh Health and Access
PF	Counselor III	Ctr for Beh Health and Access
PF	Counselor III	Ctr for Beh Health and Access
PF	Curator of Education	Museum
PF	Data Engineer	Information Technology
PF	Data Engineer - Information Technology	Information Technology
PF	Data Warehouse Manager	IT Application Services
PF	Design Manager	Marketing and Communications
PF	Design Project Manager	Facilities Management Office
PF	Digital Content Manager	Strategic Enrollment Plan
PF	Digital Content Producer	Marketing and Communications
PF	Digital Content Producer	Marketing and Communications
PF	Digital Marketing Analyst	Strategic Enrollment Plan
PF	Digital Marketing Strategist	Marketing and Communications
PF	Dir, WBB Ops & Asst Coach	Basketball Women
PF	Director	Allied Health Kines Sport Sci
PF	Director, Academic Technologies	Information Technology
PF	Director, Bus & Fin Operations	University Advancement
PF	Director, Early College Programs	Early College Programs
PF	Director, Experience Marketing	Marketing and Communications
PF	Director, Field Experiences	Field Experiences
PF	Director, Football Operations & Equipment	Football
PF	Director, Intensive English Program / Associate	
PF	Director, International Education & Services	International Programs IEP
PF	Director, New Student Programs	New Student Programs
PF	Director, Purchasing & Accounts Payable	Accounting Services

PF	Director, Sports Performance	Strength and Conditioning
PF	Director, Tickets and Annual Fund	Athletics Ticket Office
PF	Director, University School for Young Children	Univ School for Young Children
PF	Employer Relations Specialist	Career Services
PF	Events Manager	Show Me Ctr Administration
PF	Food and Beverage Manager	Show Me Ctr Concessions
PF	Football Offensive Coordinator	Football
PF	Greenhouse Manager	Horticulture Greenhouse
PF	Hall Director	Residence Hall Directors
PF	Hall Director	Residence Hall Directors
PF	Hall Director	Residence Hall Directors
PF	Hall Director	Residence Hall Directors
PF	Hall Director	Residence Hall Directors
PF	Hall Director	Residence Hall Directors
PF	Head Coach	Tennis
PF	Head Coach	Soccer
PF	Head Coach, Baseball	Baseball
PF	Head Coach, Football	Football
PF	Head Coach, Gymnastics	Gymnastics
PF	Head Coach, Men's Basketball	Mens Basketball
PF	Head Coach, Softball	Softball
PF	Head Coach, Track & Field	Mens Track Cross Country
PF	Head Coach, Volleyball	Volleyball
PF	Head Coach, Women's Basketball	Basketball Women
PF	House Operations Manager	Holland Coll of Arts & Media
PF	Human Resources Specialist	Human Resources Office
PF	Human Resources Specialist	Human Resources Office
PF	Human Resources Specialist	Human Resources Office
PF	IEP Instructional Specialist	International Programs IEP
PF	Information Security Officer	Information Technology
PF	Instructional Designer	Center for Teaching and Learning
PF	Instructional Designer	Center for Teaching and Learning
PF	Integration Specialist	Student Financial Services
PF	Intensive English Program Instructional Specialist	International Programs IEP
PF	International Admissions Coordinator	International Education
PF	International Student Services Counselor	International Education
PF	Lead Teacher	Univ School for Young Children
PF	Library Associate	Kent Library
PF	Library Systems Manager	Kent Library
PF	Licensed Clinical Psychologist	Autism Center
PF	Licensed Professional Counselor/Autism Specialist	Autism Center

PF	Lieutenant, Public Safety	University Police Department
PF	Literacy Consultant	RPDC Program Income
PF	Literacy Consultant	RPDC Program Income
PF	Major Gift Officer	University Advancement
PF	Major Gift Officer	University Advancement
PF	Major Gift Officer	University Advancement
PF	Manager	Facilities Management Office
PF	Manager of Budget and Financial Management	Budget Office
PF	Manager, IT Help Desk	Information Technology
PF	Manager, Stewardship & Donor Relations	University Advancement
PF	Manager, Systems & Research	University Advancement
PF	Manager, Telecommunications	Information Technology
PF	Manager, Textbook Rental	Textbook Rental
PF	Manager/Senior Curator	Museum
PF	Marketing Director	Show Me Ctr Administration
PF	Marketing Operations Manager	Marketing and Communications
PF	Media Specialist	Kent Library
PF	Migrant English Language Learning Instructional Specialist	RPDC Program Income
PF	Military & Veteran Services Officer	Military and Veterans Services
PF	Missouri Leadership Development System Specialist	RPDC Program Income
PF	Missouri Leadership Development System Specialist	RPDC Program Income
PF	Missouri Teacher Development System Specialist	RPDC Program Income
PF	Missouri Teacher Development System Specialist	RPDC Program Income
PF	Network Systems Engineer	Information Technology
PF	Online & Graduate Program Specialist	Online and Graduate Services
PF	Online and Graduate Program Specialist	Online and Graduate Services
PF	Online and Graduate Program Specialist	Online and Graduate Services
PF	Operations & Administrative Support Manager	University Police Department
PF	Operations & Employee Training Specialist	Human Resources Office
PF	Operations Coordinator	Online and Graduate Services
PF	Operations Director	KRCU 90.9 FM Broadcast
PF	Oracle Database Administrator	Information Technology
PF	Outreach Specialist	Museum
PF	Peer Advising Coordinator	Academic Advising
PF	Piano Accompanist	Theatre and Dance
PF	Production Operations Manager	Holland Coll of Arts & Media
PF	Project Coordinator	Allied Health Kines Sport Sci
PF	Project Manager	Facilities Management Office
PF	Project Manager	Technical Services
PF	Project Manager	Facilities Management Office

PF	Proposal Development Coordinator	Research and Sponsored Programs
PF	Purchasing Card Specialist	Purchasing & Accounts Payable
PF	Regional Admissions Counselor	Admissions
PF	Research Analyst	Institutional Research
PF	Scene Shop Supervisor	Theatre and Dance
PF	Schoolwide Positive Behavior Support Consultant	RPDC Program Income
PF	Schoolwide Positive Behavior Support Consultant	RPDC Program Income
PF	Senior Accountant	Accounting Services
PF	Senior Accountant	Accounting Services
PF	Senior Accountant	Accounting Services
PF	Senior Accountant	Accounting Services
PF	Senior Accountant	Accounting Services
PF	Senior Associate Director, Athletics for External Operations	Athletics Administration
PF	Senior Brand Designer	Marketing and Communications
PF	Senior HR Specialist	Human Resources Office
PF	Senior Instructional Designer	Center for Teaching and Learning
PF	Senior Research Analyst	Institutional Research
PF	Senior Systems & Network Administrator	Information Technology
PF	Senior Systems Administrator	IT Infrastructure Operations
PF	Senior Systems Analyst/Programmer	Information Technology
PF	Senior Systems Analyst/Programmer	Information Technology
PF	Senior Systems Analyst/Programmer	Information Technology
PF	Senior Technology Specialist	Information Technology
PF	Social Media Strategist	Marketing and Communications
PF	Special Education Extensive Support Needs Consultant	RPDC Program Income
PF	Special Education Improvement Consultant	RPDC Program Income
PF	Speech Language Pathologist	Autism Center
PF	Speech Language Pathologist	Autism Center
PF	Student Financial Services Coordinator	Student Financial Services
PF	Student Financial Services Coordinator	Student Financial Services
PF	Student Financial Services Coordinator	Student Financial Services
PF	Student Financial Services Coordinator	Student Financial Services
PF	Student Services Specialist	Student Financial Services
PF	Student Services Specialist	Student Financial Services
PF	Student Success Manager	Registrar
PF	Student Support Coordinator	Online and Graduate Services
PF	Study Abroad Coordinator	International Education
PF	System Analyst Programmer	Information Technology

PF	Systems Administrator	Information Technology
PF	Systems Analyst/Programmer	IT Application Services
PF	Systems Analyst/Programmer	IT Application Services
PF	Technical Director	Theatre and Dance
PF	Technology Coordinator	Admissions
PF	Transfer Coordinator	Admissions
PF	Transfer Coordinator	Admissions
PF	UI/UX Designer	Marketing and Communications
PF	Web Developer	Marketing and Communications
PF	Web Manager	Marketing and Communications
PF	Web SEO Strategist - Marketing and Communications	Marketing and Communications
PN	Accounts Receivable Specialist	Student Financial Services
PN	Accounts Receivable Specialist	Student Financial Services
PN	Career Servs Specialist, Term	Career Services
PN	Coordinator, Center for Writing Excellence	Center for Writing Excellence & LAP
PN	Coordinator, Educational Access Programs	Educational Access Programs
PN	Coordinator, Facilities & Aquatics	Student Recreation Center
PN	Coordinator, Intramural Sports and Fitness	Student Recreation Center
PN	Coordinator, Learning Assistance Programs	Center for Writing Excellence & LAP
PN	Course & Scheduling Coordinator	Registrar
PN	Director, Music Academy	Music
PN	Lead Teacher	Univ School for Young Children
PN	Lead Teacher	Univ School for Young Children
PN	Prevention Specialist	Allied Health Kines Sport Sci
PN	Student Services Specialist	Student Financial Services
PN	Student Services Specialist	Student Financial Services
PN	Testing Associate	Testing Services
PP	Medical Doctor - Part time - 50% FTE	Autism Center
S1	Boiler Plant Technician I Jour	Residence Life Utilities
S1	Boiler Plant Technician I Journeyman	Boiler Plant
S1	Boiler Plant Technician I Journeyman	Boiler Plant
S1	Boiler Plant Technician I Journeyman	Boiler Plant
S1	Boiler Plant Technician I Journeyman	Boiler Plant
S1	Boiler Plant Technician I Journeyman	Boiler Plant
S1	Boiler Plant Technician I Journeyman	Boiler Plant
S1	Boiler Plant Technician I Journeyman Lead	Boiler Plant
S1	Boiler Plant Technician II	Boiler Plant
S1	Boiler Plant Technician II Journeyman	Boiler Plant

S1	Carpenter Journeyman	Buildings Dept Maintenance
S1	Carpenter Journeyman	Buildings Dept Maintenance
S1	Carpenter Journeyman	Buildings Dept Maintenance
S1	Carpenter Journeyman Lead	Buildings Dept Maintenance
S1	Central Stores Technician	Facilities Management Office
S1	Central Stores Technician	Facilities Management Office
S1	Central Stores Technician Lead	Central Receiving Mail Room
S1	Electrician Journeyman	Buildings Dept Maintenance
S1	Electrician Journeyman	Buildings Dept Maintenance
S1	Electrician Journeyman	Buildings Dept Maintenance
S1	Electrician Journeyman	Buildings Dept Maintenance
S1	Electrician Journeyman Lead	Buildings Dept Maintenance
S1	Elevator Maintenance Technician Journeyman	Buildings Dept Maintenance
S1	Equipment Mechanic	Grounds Dept Maintenance
S1	Equipment Operator Journeyman	Buildings Dept Maintenance
S1	Fleet Mechanic	Grounds Dept Maintenance
S1	Fleet Mechanic Lead	Grounds Dept Maintenance
S1	Groundskeeper	Grounds Dept Maintenance
S1	Groundskeeper	Grounds Dept Maintenance
S1	Groundskeeper	Grounds Dept Maintenance
S1	Groundskeeper	Grounds Dept Maintenance
S1	Groundskeeper	Grounds Dept Maintenance
S1	Groundskeeper	Grounds Dept Maintenance
S1	Groundskeeper	Grounds Dept Maintenance
S1	Groundskeeper	Grounds Dept Maintenance
S1	Horticulturist	Grounds Dept Maintenance
S1	HVAC/R Mechanic Journeyman	Buildings Dept Maintenance
S1	HVAC-R Mechanic Journeyman	Buildings Dept Maintenance
S1	HVAC-R Mechanic Journeyman	Buildings Dept Maintenance
S1	HVAC-R Mechanic Journeyman Lead	Buildings Dept Maintenance
S1	Locksmith Journeyman	Buildings Dept Maintenance
S1	Maintenance Technician	Buildings Dept Maintenance
S1	Maintenance Technician (Use HVAC Rate)	Buildings Dept Maintenance
S1	Maintenance Technician Journeyman	Buildings Dept Maintenance
S1	Maintenance Technician Journeyman	Buildings Dept Maintenance
S1	Painter Journeyman	Buildings Dept Maintenance
S1	Painter Journeyman	Buildings Dept Maintenance
S1	Painter Journeyman	Buildings Dept Maintenance
S1	Painter Journeyman	Buildings Dept Maintenance
S1	Pest Control Technician Journeyman	Grounds Dept Maintenance
S1	Pipefitter/Welder	Buildings Dept Maintenance

[illegible]

SF	Police Officer	University Police Department
SF	Police Officer	University Police Department
SF	Police Officer	University Police Department
SF	Police Officer Cadet	University Police Department
SF	Police Officer Cadet	University Police Department
SF	Police Officer Cadet	University Police Department
SF	Security Officer	University Police Department
TF	Accounting Assistant	Facilities Management Office
TF	Accounts Payable/Purchasing Specialist	Purchasing & Accounts Payable
TF	Accounts Payable/Purchasing Specialist	Purchasing & Accounts Payable
TF	Accounts Payable/Purchasing Specialist	Purchasing & Accounts Payable
TF	Accounts Receivable Specialist	Student Financial Services
TF	Accounts Receivable Technician	Student Financial Services
TF	Admissions Specialist	Admissions
TF	Admissions Specialist	Admissions
TF	Admissions Specialist	Admissions
TF	Admissions Specialist	Admissions
TF	Advancement Services Specialist	University Advancement
TF	Assistant Teacher	Univ School for Young Children
TF	Assistant Teacher	Univ School for Young Children
TF	Assistant Teacher	Univ School for Young Children
TF	Assistant Teacher	Univ School for Young Children
TF	Assistant Teacher	Univ School for Young Children
TF	Assistant Teacher	Univ School for Young Children
TF	Assistant Teacher	Univ School for Young Children
TF	Assistant Teacher	Univ School for Young Children
TF	Assistant Teacher	Univ School for Young Children
TF	Billing & Coding Specialist	Autism Center
TF	Broadcast Engineer	Mass Media
TF	Chemistry Stockroom Supervisor	Chemistry & Physics
TF	Classroom Technology Specialist	Information Technology
TF	Computer Lab Administrator	User Services
TF	Customer Service Specialist	Admissions
TF	Environmental, Health and Safety Specialist	Risk Property Management
TF	Event Services Specialist	Campus Life
TF	Field Experiences Assistant	Field Experiences
TF	Gift Processing Specialist	Executive Director Foundation
TF	Graduation Specialist	Registrar
TF	Help Desk & Services Support	User Services
TF	Human Resources Assistant	Human Resources Office
TF	Human Resources Technician	Human Resources Office

TF	Industrial Equipment Supervisor	Engineering & Technology
TF	International Admissions Specialist	International Education
TF	International Student Services Specialist	International Education
TF	Int'l Admissions Specialist	International Education
TF	Library Systems Technician	Kent Library
TF	Media Services Technician	Information Technology
TF	Media Technician	Kent Library
TF	Microbiology Lab Technician	Biological & Environmental Science
TF	Network Systems Engineer	Information Technology
TF	Network Systems Engineer	IT Infrastructure Operations
TF	Operations Supervisor	RPDC Program Income
TF	Operations Supervisor	Univ School for Young Children
TF	Parking Services Supervisor	Parking and Traffic
TF	Physics Lab Technician	Chemistry & Physics
TF	Psychological Technician	Autism Center
TF	Purchasing Specialist	Central Stores and Receiving
TF	Registered Behavior Technician	Autism Center
TF	Registered Behavior Technician	Autism Center
TF	Registered Behavior Technician	Autism Center
TF	Registered Behavior Technician	Autism Center
TF	Senior Administrative Assistant / Employment Specialist	Facilities Management Office
TF	Senior Human Resources Technician	Human Resources Office
TF	Senior Human Resources Technician	Human Resources Office
TF	Student Financial Services Technician	Student Financial Services
TF	Student Financial Services Technician	Student Financial Services
TF	Student Financial Services Technician	Student Financial Services
TF	Student Financial Services Technician	Student Financial Services
TF	Systems Integration Assistant	Student Financial Services
TF	Technology & Resource Center Supervisor	Engineering & Technology
TF	Technology Specialist	Information Technology
TF	Technology Specialist	User Services
TF	Technology Specialist	Information Technology
TF	Technology Specialist	Information Technology
TF	Technology Specialist	Information Technology
TF	Technology Specialist	Information Technology
TP	Accounting Assistant, Part Time	Accounting Services
TP	Kitchen Supervisor, Part-Time (87.5% FTE)	Univ School for Young Children

SOUTHEAST MISSOURI STATE UNIVERSITY

**SALARY STUDY CONSULTANT
REQUEST FOR PROPOSAL 6037**

**ATTACHMENT 1
OFFEROR'S EXPERIENCE**

The offeror should provide three (3) references as requested on page 11, item 9.2 of 6037

Organization Name _____

Contact Person _____

E-mail Address _____

Address _____

Telephone No. _____

Brief Description _____

Organization Name _____

Contact Person _____

E-mail Address _____

Address _____

Telephone No. _____

Brief Description _____

Organization Name _____

Contact Person _____

E-mail Address _____

Address _____

Telephone No. _____

Brief Description _____

ATTACHMENT 2 VENDOR INFORMATION

It is the intent of Southeast Missouri State University to seek and solicit vendor participation from certified minority, women, Missouri service-disabled veteran owned businesses, and blind/sheltered workshops. Please complete the applicable sections of this form and return with your bid or proposal response. Completion of the following information does not affect purchase order/contract award.

SECTION I

BUSINESS TYPE

- | | |
|---|---|
| <input type="checkbox"/> A. Small, Minority, Missouri | <input type="checkbox"/> F. Large, Non-Minority, Missouri |
| <input type="checkbox"/> B. Small, Non-Minority, Missouri | <input type="checkbox"/> G. Large, Minority, Non-Missouri |
| <input type="checkbox"/> C. Small, Minority, Non-Missouri | <input type="checkbox"/> H. Large, Non-Minority, Non-Missouri |
| <input type="checkbox"/> D. Small, Non-Minority, Non-Missouri | <input type="checkbox"/> I. Female-Owned Business |
| <input type="checkbox"/> E. Large, Minority Missouri | <input type="checkbox"/> J. Unable to Classify |

DEFINITIONS:

Small: An organization with less than 500 employees.

Large: An organization with greater than 500 employees.

Minority: An organization that has been (1) certified socially and economically disadvantaged by the Small Business Administration, (2) certified as a minority business enterprise by a state or federal agency, or (3) is an independent business concern that is 51% owned and controlled by a minority group member including:

- Black American
- Hispanic American with origins from Puerto Rico, Mexico, Cuba, South or Central America
- Native Indian, Eskimo, or Native Hawaiian
- Asian Pacific American with origins from Japan, China, the Philippines, Vietnam, Korea, Samoa, Guam, the U.S. Trust Territories of the Pacific, northern Marianas, Laos, Cambodia, Taiwan, or the Indian Subcontinent

Non-Minority: An organization that does not satisfy the criteria listed above for Minority.

Missouri: An organization whose state of incorporation is in Missouri, or if not incorporated whose principal place of business is in Missouri.

Non-Missouri: An organization whose state of incorporation is not in Missouri, or if not incorporated whose principal place of business is located outside Missouri.

For example: An organization having 50 employees, owned by a Black American, and whose general mailing address is Tampa, Florida would be classified as:

- ☒ Small, Minority, Non-Missouri

SECTION II

SERVICE-DISABLED VETERAN STATUS

Service-Disabled Veteran (SDV): Any individual who is disabled as certified by the appropriate federal agency responsible for the administration of veterans' affairs.

Service-Disabled Veteran Business Enterprise (SDVE): a business concern

- not less than fifty-one (51) percent of which is owned by one or more service-disabled veterans OR, in the case of any publicly owned business, not less than fifty-one (51) percent of the stock of which is owned by one or more service-disabled veterans; AND
- the management and daily business operations of which are controlled by one or more service-disabled veterans.

If a bidder meets the standards of a qualified SDVE as defined in 34.074 RSMo and is either doing business as a Missouri firm, corporation, or individual; or maintains a Missouri office or place of business, please provide the following:

- a copy of an award letter from the Department of Veterans Affairs (VA), or a copy of the bidder's discharge paper (DD Form 214, Certificate of Release or Discharge from Active Duty); AND
- a completed copy of this section

By signing below, I certify that I meet the standards of a SDVE as defined in section 34.074, RSMo, and that I am either doing business as a Missouri firm, corporation, or individual; or maintain Missouri offices or places of business at the location(s) listed below.

Service-Disabled Veteran's Name
(Please Print)

Service-Disabled Veteran Business Name

Service-Disabled Veteran's Signature

MO Address of Service-Disabled
Veteran Business

SECTION III

BLIND OR SHELTERED WORKSHOP

Indicate appropriate business classification (s):

_____ Organization _____ Sheltered
_____ for the Blind _____ Workshop

Organization Name: _____

Organization Address: _____

Organization Contact Name: _____

Email Address: _____

Phone Number: _____

Certification Number: _____

(or attach a copy of certificate)

Certification Expiration Date: _____

Authorization Signature of Participating Organization
(Organization of the Blind or Sheltered Workshop)

Date

**ATTACHMENT 3
BUSINESS ENTITY CERTIFICATION, ENROLLMENT DOCUMENTATION,
AND AFFIDAVIT OF WORK AUTHORIZATION**

BUSINESS ENTITY CERTIFICATION:

The bidder must certify their current business status by completing either Box A or Box B on this Attachment.

BOX A: To be completed by a non-business entity as defined below.

BOX B: To be completed by a business entity who has not yet completed and submitted documentation pertaining to the federal work authorization program as described at <https://www.e-verify.gov/>.

Business entity, as defined in section 285.525, RSMo pertaining to section 285.530, RSMo is any person or group of persons performing or engaging in any activity, enterprise, profession, or occupation for gain, benefit, advantage, or livelihood. The term “**business entity**” shall include but not be limited to self-employed individuals, partnerships, corporations, contractors, and subcontractors. The term “**business entity**” shall include any business entity that possesses a business permit, license, or tax certificate issued by the state, any business entity that is exempt by law from obtaining such a business permit, and any business entity that is operating unlawfully without such a business permit. The term “**business entity**” shall not include a self-employed individual with no employees or entities utilizing the services of direct sellers as defined in subdivision (17) of subsection 12 of section 288.034, RSMo.

Note: Regarding governmental entities, business entity includes Missouri schools, Missouri universities, out of state agencies, out of state schools, out of state universities, and political subdivisions. A business entity does not include Missouri state agencies and federal government entities.

BOX A – CURRENTLY NOT A BUSINESS ENTITY

I certify that _____ (Company/Individual Name) **DOES NOT CURRENTLY MEET** the definition of a business entity, as defined in section 285.525, RSMo pertaining to section 285.530, RSMo as stated above, because: (check the applicable business status that applies below)

- ☐ I am a self-employed individual with no employees; **OR**
☐ The company that I represent utilizes the services of direct sellers as defined in subdivision (17) of subsection 12 of section 288.034, RSMo.

I certify that I am not an alien unlawfully present in the United States and if _____ (Company/Individual Name) is awarded a contract for the services requested herein under _____ (IFB/RFP/RFQ number) and if the business status changes during the life of the contract to become a business entity as defined in section 285.525, RSMo pertaining to section 285.530, RSMo then, prior to the performance of any services as a business entity, _____ (Company/Individual Name) agrees to complete Box B, comply with the requirements stated in Box B and provide Southeast Missouri State University with all documentation required in Box B of this attachment.

**Authorized Representative's Name
(Please Print)**

Authorized Representative's Signature

Company Name (if applicable)

Date

ATTACHMENT 3 continued

BOX B – CURRENT BUSINESS ENTITY STATUS

I certify that _____ (Business Entity Name) **MEETS** the definition of a business entity as defined in section 285.525, RSMo pertaining to section 285.530.

**Authorized Business Entity Representative's
Name (Please Print)**

**Authorized Business Entity Representative's
Signature**

Business Entity Name

Date

E-Mail Address

As a business entity, the bidder/offeror/contractor must perform/provide each of the following. The bidder/offeror/contractor should check each to verify completion/submission of all of the following:

- ☐ Enroll and participate in the E-Verify federal work authorization program (Website: <https://www.e-verify.gov/>; Phone: 888-464-4218; Email: e-verify@dhs.gov) with respect to the employees hired after enrollment in the program who are proposed to work in connection with the services required herein; AND
- ☐ Provide documentation affirming said company's/individual's enrollment and participation in the E-Verify federal work authorization program. Documentation shall include a page from the E-Verify Memorandum of Understanding (MOU) listing the bidder's/offeror's name and the MOU signature page completed and signed, at minimum, by the bidder/offeror and the Department of Homeland Security – Verification Division. If the signature page of the MOU lists the bidder's/offeror's name and company ID, then no additional pages of the MOU must be submitted.; AND
- ☐ Submit a completed, notarized Affidavit of Work Authorization provided on the next page of this Attachment.

ATTACHMENT 3 continued

AFFIDAVIT OF WORK AUTHORIZATION:

The bidder/offeror who meets the section 285.525, RSMo definition of a business entity must complete and return the following Affidavit of Work Authorization.

Comes now _____ (Name of Business Entity Authorized Representative) as _____ (Position/Title) first being duly sworn on my oath, affirm _____ (Business Entity Name) is enrolled and will continue to participate in the E-Verify federal work authorization program with respect to employees hired after enrollment in the program who are proposed to work in connection with the services related to contract(s) with the University for the duration of the contract(s), if awarded in accordance with subsection 2 of section 285.530, RSMo. I also affirm that _____ (Business Entity Name) does not and will not knowingly employ a person who is an unauthorized alien in connection with the contracted services provided to the contract(s) for the duration of the contract(s), if awarded.

In Affirmation thereof, the facts stated above are true and correct. (The undersigned understands that false statements made in this filing are subject to the penalties provided under section 575.040, RSMo.)

Authorized Representative's Signature

Printed Name

Title

Date

E-Mail Address

Subscribed and sworn to before me this _____ of _____. I am
(DAY) (MONTH, YEAR)
commissioned as a notary public within the County of _____, State of _____
(NAME OF COUNTY)
_____, and my commission expires on _____.
(NAME OF STATE) (DATE)

Signature of Notary

Date

**SOUTHEAST MISSOURI STATE UNIVERSITY
TERMS AND CONDITIONS
REQUEST FOR PROPOSAL**

1. TERMINOLOGY/DEFINITIONS

Whenever the following words and expressions appear in a Request for Proposal (RFP) document or any amendment thereto, the definition or meaning described below shall apply:

- a. **Amendment** means a written, official modification to an RFP or to a contract.
- b. **Attachment** applies to all forms which are included with an RFP to incorporate any informational data or requirements related to the performance requirements and/or specifications and which the offeror should complete and submit with the sealed proposal prior to the specified opening date and time.
- c. **Buyer** means the procurement staff member of the Purchasing Department. The **Contact Person** as referenced herein is usually the Buyer.
- d. **Contract** means a legal and binding agreement between two or more competent parties, in exchange for consideration, for the procurement of equipment, supplies, and/or services.
- e. **Contractor** means a person or organization who is a successful offeror as a result of an RFP and who enters into a contract.
- f. **May** means that a certain feature, component, or action is permissible, but not required.
- g. **Must** means that a certain feature, component, or action is a mandatory condition. Failure to provide or comply will result in a proposal being considered non-responsive and not evaluated nor considered for contract award.
- h. **Offeror** means the person or organization that responds to an RFP by submitting a proposal with prices to provide the equipment, supplies, and/or services as required in the RFP document.
- i. **Pricing Page(s)** applies to the form(s) on which the offeror must state the price(s) applicable for the equipment, supplies, and/or services required in the RFP. The pricing pages must be completed and submitted by the offeror with the sealed proposal prior to the specified proposal opening date and time.
- j. **Proposal Opening Date and Time** and similar expressions mean the exact deadline required for the physical receipt of sealed proposals in the Purchasing Department.
- k. **Request for Proposal (RFP)** means the solicitation document issued by the Purchasing Department to potential offerors for the purchase of equipment, supplies, and/or services as described in the document. The definition includes these Terms and Conditions as well as all Pricing Pages, Attachments, and Amendments thereto.
- l. **RSMo (Revised Statutes of Missouri)** refers to the body of laws enacted by the Legislature which govern the operations of all agencies of the State of Missouri.
- m. **Shall** has the same meaning as the word **must**.
- n. **Should** means that a certain feature, component and/or action is desirable but not mandatory.
- o. **University and/or Southeast** means Southeast Missouri State University.

2. APPLICABLE LAWS, REGULATIONS, AND POLICIES

- a. The contract shall be construed according to the laws of the State of Missouri. The contractor shall comply with all local, state, and federal laws and regulations related to the performance of the contract to the extent that the same may be applicable.
- b. To the extent that a provision of the contract is contrary to the Constitution or laws of the State of Missouri or of the United States, the provision shall be void and unenforceable. However, the balance of the contract shall remain in force between the parties unless terminated by consent of both the contractor and the University.
- c. The contractor must be registered and maintain good standing with the Secretary of State of the State of Missouri and other regulatory agencies, as may be required by law or regulations.
- d. The exclusive venue for any legal proceeding relating to or arising out of the RFP or resulting contract shall be in the Circuit Court of Cape Girardeau County, Missouri.
- e. The contractor shall only utilize personnel authorized to work in the United States in accordance with applicable federal and state laws and Executive Order 07-13 for work performed in the United States.
- f. The contractor shall comply with the University's Tobacco Usage in the Workplace Policy. The University is a smoke-free, tobacco-free campus. Therefore, smoking and using tobacco products (both indoors and outdoors) is prohibited on University property and in University vehicles.
- g. The contractor shall never have been terminated from a contract under section 432 of the HEA for a reason involving the acquisition, use, or expenditure of Federal, State, or local government funds, or have been administratively or judicially determined to have committed fraud or any other material violation of law involving Federal, State, or local government funds; or contract with or employ any individual, agency, or organization that has been, or whose officers or employees have been convicted of, or pled nolo contendere or guilty to, a crime involving the acquisition, use, or expenditure of Federal, State, or local government funds; or Administratively or judicially determined to have committed fraud or any other material violation of law involving Federal, State, or local government funds.

3. OPEN COMPETITION/REQUEST FOR PROPOSAL DOCUMENT

- a. It shall be the offeror's responsibility to ask questions, request changes or clarification, or otherwise advise the Purchasing Department if any language, specifications or requirements of an RFP appear to be ambiguous, contradictory, and/or arbitrary, or appear to inadvertently restrict or limit the requirements stated in the RFP to a single source. Any and all communication from offerors regarding specifications, requirements, competitive proposal process, etc., must be directed to the Purchasing Department. Such communication should be received at least seven (7) calendar days prior to the official proposal opening date.
- b. Every attempt shall be made to ensure that the offeror receives an adequate and prompt response. However, in order to maintain a fair and equitable procurement process, all offerors will be advised, via the issuance of an amendment to the RFP, of any relevant or pertinent information related to the procurement. Therefore, offerors are advised that unless specified elsewhere in the RFP, any questions received less than seven (7) calendar days prior to the RFP opening date may not be answered.
- c. Offerors are cautioned that the only official position of the University is that which is issued by the Purchasing Department in the form of the RFP or an amendment thereto. No other means of communication, whether oral or written, shall be construed as a formal or official response or statement.
- d. Southeast monitors all procurement activities to detect any possibility of deliberate restraint of competition, collusion among offerors, price-fixing by offerors, or any other anticompetitive conduct by offerors which appears to violate state and federal antitrust laws. Any suspected violation shall be referred to the Missouri Attorney General's Office for appropriate action.
- e. The RFP and any Amendments are available for viewing and printing from the University's website. Registered offerors may be electronically notified of the proposal opportunity based on the information maintained in the University's vendor database.
- f. The University reserves the right to officially amend or cancel an RFP after issuance. E-mail notification of the amendment or cancellation will not be issued.

4. PREPARATION OF PROPOSALS

- a. Offerors **must** examine the entire RFP carefully. Failure to do so shall be at offeror's risk.
- b. Unless otherwise specifically stated in the RFP, all specifications and requirements constitute minimum requirements. All proposals must meet or exceed the stated specifications and requirements.
- c. Unless otherwise specifically stated in the RFP, any manufacturer names, trade names, brand names, information and/or catalog numbers listed in a specification and/or requirement are for informational purposes only and are not intended to limit competition. The offeror may offer any brand which meets or exceeds the specification for any item, but must state the manufacturer's name and model number for any such brands in the proposal. In addition, the offeror shall explain, in detail, (1) the reasons why the proposed equivalent meets or exceeds the specifications and/or requirements, and (2) why the proposed equivalent should not be considered an exception thereto. Proposals which do not comply with the requirements and specifications are subject to rejection without clarification.
- d. Proposals lacking any indication of intent to offer an alternate brand or to take an exception shall be received and considered in complete compliance with the specifications and requirements as listed in the RFP.
- e. All equipment and supplies offered in a proposal must be new, of current production, and available for marketing by the manufacturer unless the RFP clearly specifies that used, reconditioned, or remanufactured equipment and supplies may be offered.
- f. Prices shall include all packing, handling and shipping charges and must be stated FOB destination, unless otherwise specified in the RFP.
- g. Proposals, including all prices therein, shall remain valid for 90 days from proposal opening unless otherwise indicated. If the proposal is accepted, the entire proposal, including all prices, shall be firm for the specified contract period.
- h. Any foreign offeror not having an Employer Identification Number assigned by the United States Internal Revenue Service (IRS) must submit a completed IRS Form W-8 prior to or with the submission of their proposal in order to be considered for award.

5. SUBMISSION OF PROPOSALS

- a. All proposals must (1) be signed by a duly authorized representative of the offeror's organization, (2) contain all information required by the RFP, (3) be priced as required, (4) be sealed in an envelope or container, and (5) be mailed or hand-delivered to the Purchasing Department and officially clocked in no later than the exact opening time and date specified in the RFP.
- b. Mailed proposals should be clearly marked on the outermost envelope with (1) the official RFP number, and (2) the official opening date and time. Different proposals should not be placed in the same envelope, although copies of the same proposal may be placed in the same envelope.
- c. A proposal which has been delivered to the Purchasing Department may be modified by signed, written notice which has been received by the Purchasing Department prior to the official opening date and time specified. A proposal may also be modified in person by the offeror or its authorized representative, provided proper identification is presented before the official opening date and time. Telephone, telegraphic, email, or faxed requests to modify a proposal shall not be honored.
- d. A proposal which has been delivered to the Purchasing Department may only be withdrawn by a signed, written notice or facsimile which has been received by the Purchasing Department prior to the official opening date and time specified. A proposal may also be withdrawn in person by the offeror or its authorized representative, provided proper identification is presented before the official opening date and time. Telephone or e-mail requests to withdraw a proposal shall not be honored.

- e. Offerors must sign and return the RFP cover page or, if applicable, the cover page of the last amendment thereto, in order to constitute acceptance by the offeror of all RFP terms and conditions. Failure to do so may result in rejection of the proposal unless the offeror's full compliance with those documents is indicated elsewhere within the offeror's response.
- f. Faxed proposals shall not be accepted. However, faxed and e-mailed no-bid notifications shall be accepted.

6. PROPOSAL OPENING

- a. Proposal openings are public on the opening date and at the opening time specified on the RFP document. Only the names of the respondents shall be read at the proposal opening. The contents of the responses shall not be disclosed at that time.
- b. Proposals which are not received in the Purchasing Department prior to the official opening date and time shall be considered late, regardless of the degree of lateness, and normally will not be opened. Under extraordinary circumstances, the Purchasing Department may authorize the opening of a late proposal. The following guidelines may be utilized to determine the criteria for an extraordinary circumstance: (1) University offices were closed due to inclement weather conditions or other unforeseen reasons, and (2) postal or courier services were delayed due to labor strikes or unforeseen "Acts of God".

7. EVALUATION/AWARD

- a. Any clerical error, apparent on its face, may be corrected by the Purchasing Department before contract award. Upon discovering an apparent clerical error, the buyer shall contact the offeror and request clarification of the intended proposal. The correction shall be incorporated in the notice of award. Examples of apparent clerical errors are (1) misplacement of a decimal point, and (2) obvious mistake in designation of unit.
- b. Any pricing information submitted by an offeror shall be subject to evaluation if deemed to be in the best interest of the University.
- c. The offeror is encouraged to propose price discounts for prompt payment or propose other price discounts that would benefit the University. However, unless otherwise specified in the RFP, pricing shall be evaluated at the maximum potential financial liability to the University.
- d. Award shall be made to the offeror whose proposal (1) complies with all mandatory specifications and requirements of the RFP, (2) is the lowest or best proposal, considering price, responsibility of the offeror, and all other evaluation criteria specified in the RFP and any subsequent negotiations, and (3) complies with Executive Order 04-09.
- e. In the event all offerors fail to meet the same mandatory requirement in the RFP, the University reserves the right, at its sole discretion, to waive that requirement for all offerors and to proceed with the evaluation. In addition, the University reserves the right to waive any minor irregularity or technicality found in any individual proposal.
- f. The University reserves the right to reject any and all proposals. When all proposals are non-responsive or otherwise unacceptable and circumstances do not permit a rebid, the University may negotiate for the required supplies.
- g. When evaluating a proposal, the University reserves the right to consider relevant information and fact, whether gained from a proposal, from an offeror, from offeror's references, or from any other source.
- h. Any information submitted with the proposal, regardless of the format or placement of such information, may be considered in making decisions related to the responsiveness and merit of a proposal and the award of a contract.
- i. Negotiations may be conducted with those offerors who submit potentially acceptable proposals. Proposal revisions may be permitted for the purpose of obtaining best and final offers. In conducting negotiations, there shall be no disclosure of any information submitted by competing offerors.
- j. Any award of a contract shall be made by notification from the Purchasing Department to the successful offeror. The Purchasing Department reserves the right to make awards by item, group of items, or an all or none basis. The grouping of items awarded shall be determined by the Purchasing Department based upon factors such as item similarity, location, administrative efficiency, or other considerations in the best interest of the University.
- k. Pursuant to Section 610.021 RSMo, proposals and related documents shall not be available for public review until after a contract is executed or all proposals are rejected.
- l. The Purchasing Department reserves the right to request clarification of any portion of the offeror's response in order to verify the intent of the offeror. The offeror is cautioned, however, that its response may be subject to acceptance or rejection without further clarification.
- m. The final determination of contract award shall be made by the Purchasing Department.
- n. The Purchasing Department's website will be updated upon contract award for offerors to view for a reasonable period of time.
- o. Any proposal award protest must be submitted in writing and must be received within ten (10) business days after the date of award in accordance with the requirements of 1 CSR 40-1.050 (12). A protest submitted after the ten (10) business day period shall not be considered.

8. CONTRACT/PURCHASE ORDER

- a. By submitting a proposal, the offeror agrees to furnish any and all equipment, supplies and/or services specified in the RFP, at the prices quoted, pursuant to all requirements and specifications contained therein.
- b. A binding contract shall consist of (1) the RFP, amendments thereto, and any Best and Final Offer (BAFO) request(s) with RFP changes/additions, (2) the contractor's proposal including any contractor BAFO response(s), (3) clarification of the proposal, if any, and

(4) University's acceptance of the proposal by "notice of award" or by "purchase order." All Attachments included in the RFP shall be incorporated into the contract by reference.

c. A notice of award issued by the University does not constitute an authorization for shipment of equipment or supplies or a directive to proceed with services. Before providing equipment, supplies and/or services for the University, the contractor must receive a properly authorized purchase order or other form of authorization given to the contractor at the discretion of the University.

d. The contract expresses the complete agreement of the parties and performance shall be governed solely by the specifications and requirements contained therein. Any change to the contract, whether by modification and/or supplementation, must be accomplished by a formal contract amendment signed and approved by and between the duly authorized representative of the contractor and the Purchasing Department or by a modified purchase order prior to the effective date of such modification. The contractor expressly and explicitly understands and agrees that no other method and/or no other document, including correspondence, acts, and oral communications by or from any person, shall be used or construed as an amendment or modification to the contract.

9. INVOICING AND PAYMENT

a. The University does not pay state or federal taxes unless otherwise required under law or regulation. The University's Missouri sales tax exemption number is 10124128.

b. For each purchase order received, an invoice must be submitted that references the purchase order number and must be itemized in accordance with items listed on the purchase order. Failure to comply with this requirement may delay processing of invoices for payment.

c. The contractor shall not transfer any interest in the contract, whether by assignment or otherwise, without the prior written consent of the University.

d. Payment for all equipment, supplies, and/or services required herein shall be made in arrears unless otherwise indicated in the RFP.

e. The University assumes no obligation for equipment, supplies, and/or services shipped or provided in excess of the quantity ordered. Any unauthorized quantity is subject to the University's rejection and shall be returned at the contractor's expense.

f. All invoices for equipment, supplies, and/or services purchased by the University shall be subject to late payment charges as provided in Section 34.055 RSMo.

10. DELIVERY

Time is of the essence. Deliveries of equipment, supplies, and/or services must be made no later than the time stated in the contract or within a reasonable period of time, if a specific time is not stated.

11. INSPECTION AND ACCEPTANCE

a. No equipment, supplies, and/or services received by the University pursuant to a contract shall be deemed accepted until the University has had reasonable opportunity to inspect said equipment, supplies, and/or services.

b. All equipment, supplies, and/or services which do not comply with the specifications and/or requirements or which are otherwise unacceptable or defective may be rejected. In addition, all equipment, supplies, and/or services which are discovered to be defective or which do not conform to any warranty of the contractor upon inspection (or at any later time if the defects contained were not reasonably ascertainable upon the initial inspection) may be rejected.

c. The University reserves the right to return any such rejected shipment at the contractor's expense for full credit or replacement and to specify a reasonable date by which replacements must be received.

d. The University's right to reject any unacceptable equipment, supplies, and/or services shall not exclude any other legal, equitable or contractual remedies the University may have.

12. WARRANTY

a. The contractor expressly warrants that all equipment, supplies, and/or services provided shall (1) conform to each and every specification, drawing, sample or other description which was furnished to or adopted by the University, (2) be fit and sufficient for the purpose expressed in the RFP, (3) be merchantable, (4) be of good materials and workmanship, and (5) be free from defect.

b. Such warranty shall survive delivery and shall not be deemed waived either by reason of the University's acceptance of or payment for said equipment, supplies, and/or services.

13. CONFLICT OF INTEREST

a. Officials and employees of the University, its governing body, or any other public officials of the State of Missouri must comply with Sections 105.452 and 105.454 RSMo regarding conflict of interest.

b. The contractor hereby covenants that at the time of the submission of the proposal the contractor has no other contractual relationships which would create any actual or perceived conflict of interest. The contractor further agrees that during the term of the contract neither the contractor nor any of its employees shall acquire any other contractual relationships which create such a conflict.

14. REMEDIES AND RIGHTS

- a. No provision in the contract shall be construed, expressly or implied, as a waiver by the University of any existing or future right and/or remedy available by law in the event of any claim by the University of the contractor's default or breach of contract.
- b. The contractor agrees and understands that the contract shall constitute an assignment by the contractor to the University of all rights, title and interest in and to all causes of action that the contractor may have under the antitrust laws of the United States or the State of Missouri for which causes of action have accrued or will accrue as the result of or in relation to the particular equipment, supplies, and/or services purchased or procured by the contractor in the fulfillment of the contract with the University.

15. CANCELLATION OF CONTRACT

- a. In the event of material breach of the contractual obligations by the contractor, the University may cancel the contract. At its sole discretion, the University may give the contractor an opportunity to cure the breach or to explain how the breach will be cured. The actual cure must be completed within no more than 10 working days from notification, or at a minimum the contractor must provide the University, within 10 working days from notification, a written plan detailing how the contractor intends to cure the breach.
- b. If the contractor fails to cure the breach or if circumstances demand immediate action, the University will issue a notice of cancellation terminating the contract immediately.
- c. If the University cancels the contract for breach, the University reserves the right to obtain the equipment, supplies, and/or services to be provided pursuant to the contract from other sources and upon such terms and in such manner as the University deems appropriate and charge the contractor for any additional costs incurred thereby.
- d. The contractor understands and agrees that funds required to fund the contract must be appropriated by the General Assembly of the State of Missouri for each fiscal year included within the contract period. The contract shall not be binding upon the University for any period in which funds have not been appropriated, and the University shall not be liable for any costs associated with termination caused by lack of appropriations.

16. COMMUNICATIONS AND NOTICES

Any notice to the offeror/contractor shall be deemed sufficient when deposited in the United States mail postage prepaid, posted to the University's website, transmitted by facsimile, transmitted by e-mail or hand-carried and presented to an authorized employee of the offeror/contractor.

17. BANKRUPTCY OR INSOLVENCY

- a. Upon filing for any bankruptcy or insolvency proceeding by or against the contractor, whether voluntary or involuntary, or upon the appointment of a receiver, trustee, or assignee for the benefit of creditors, the contractor must notify the Purchasing Department immediately.
- b. Upon learning of any such actions, the Purchasing Department reserves the right, at its sole discretion, to either cancel the contract or affirm the contract and hold the contractor responsible for damages.

18. INVENTIONS, PATENTS AND COPYRIGHTS

The contractor shall defend, protect, and hold harmless the University, its officers, agents, and employees against all suits of law or in equity resulting from patent and copyright infringement concerning the contractor's performance or products produced under the terms of the contract.

19. NON-DISCRIMINATION AND AFFIRMATIVE ACTION

In connection with the furnishing of equipment, supplies, and/or services under the contract, the contractor and all subcontractors shall agree not to discriminate against recipients of services or employees or applicants for employment on the basis of race, ethnicity, religion, national origin, sex, sexual orientation, gender identity, age, genetic information, disability, or protected veteran status unless otherwise provided by law. If the contractor or subcontractor employs at least 50 persons, they shall have and maintain an affirmative action program which shall include:

- a. A written policy statement committing the organization to affirmative action and assigning management responsibilities and procedures for evaluation and dissemination;
- b. The identification of a person designated to handle affirmative action;
- c. The establishment of non-discriminatory selection standards, objective measures to analyze recruitment, an upward mobility system, a wage and salary structure, and standards applicable to layoff, recall, discharge, demotion, and discipline;
- d. The exclusion of discrimination from all collective bargaining agreements; and
- e. Performance of an internal audit of the reporting system to monitor execution and to provide for future planning.

If discrimination by a contractor is found to exist, the University shall take appropriate enforcement action which may include, but not necessarily be limited to, cancellation of the contract, suspension, or debarment by the University until corrective action by the contractor is made and ensured, and referral to the Attorney General's Office, whichever enforcement action may be deemed most appropriate.

20. AMERICANS WITH DISABILITIES ACT

In connection with the furnishing of equipment, supplies, and/or services under the contract, the contractor and all subcontractors shall comply with all applicable requirements and provisions of the Americans with Disabilities Act (ADA).

21. EMERGENCIES

In the event a catastrophic situation occurs at the University, the University may request the contractor's assistance with the emergency procurement or transportation of equipment, supplies, and/or services.

22. TITLES

Titles of paragraphs used herein are for the purpose of facilitating reference only and shall not be construed to infer a contractual construction of language.

Revised 08/27/2019