Introduction

Emory University operates many ancillary services providing for the basic needs of students, faculty, staff, and the surrounding community (i.e. food, transportation, retail, shipping, and copying). With these ancillary services, Emory strives to provide high quality products and services at a reasonable cost. These services should affirm Emory University’s ethical principles (http://www.emory.edu/president/governance/ethical_principles.html).

Additionally, through the Class and Labor Implementation Committee of the University Senate, this document outlines key principles, values, practices, and expectations for providing these services. These values, principles, and practices are not the only criteria used in evaluating a vendor, but provide guidance for common expectations in selection and retention of vendors.

Factors that impact the following criteria include: concerns that are alleged versus substantiated, the timeframe of concerns and if a vendor rectified prior issues, isolated concerns versus systemic issues, and if a company provides satisfactory responses and plans addressing shortcomings in these areas.

Contracts governed by this document include those that are:
1) Operating with non-Emory staff on-campus with 50 or more employees, or providing critical services with a significant impact on Emory’s day-to-day operations.
2) Provides regular, ongoing services to students, faculty, and staff
3) Has, or will have, an exclusive agreement to provide such service to Emory University.
4) Currently, these contracts are:
   a. Barnes & Noble – Bookstore
   b. First Transit – Bus Transportation
   c. Ricoh – Document Services
   d. Ricoh – Mail Services
   e. Sodexo – Food Services
   f. Standard Parking – Parking (cashiers and ambassadors)
5) The Contract Advisory Group may recommend to the EVP for Business and Administration and Provost and EVP for Academic Affairs other contracts that might be governed by these guidelines.

I. Guidelines on Whether to Outsource Responsibilities or Utilize Emory Staff

   a. Would Emory’s core mission be better served through improved service or more efficient use of resources if this service/activity were outsourced? Can Emory provide the quality of service for which we are known for this function?
   b. Does Emory have the experience or subject matter experts on staff to provide this service or activity, and if not, can this experience be readily found through an outside vendor?
   c. Would Emory carry an unacceptable level of risk by using its own staff to conduct this service or activity, e.g., insurance/liability on Emory or shared with a vendor, such as in the case of food allergies and food preparation on campus, etc.
d. Would Emory carry an unacceptable level of financial risk by using its own staff to conduct this service or activity, e.g., maintaining inventory, purchasing power, etc.

II. **When Outsourcing, the Following Key Principles Should be Considered When Selecting a Vendor that Employs Staff Who Work on Emory’s Campus (Principles to be used for the contracts reviewed by the advisory group described below).**

   a. Integrity
   b. Fairness
   c. Respect for the individual
   d. Compliance with U.S. and state law
   e. Safe and healthy working conditions
   f. Adherence to ethical business practices
   g. Good stewardship of the University’s financial resources
   h. Consistency with Emory’s [ethical principles](#)

III. **Institutional Values and Practices that will be Considered When Selecting a Vendor that Employs Staff Who Work on Emory’s Campus (Consideration of these values/practices to be used for the contracts reviewed by the advisory group described below).**

   a. Compliance with Emory’s minimum rate of pay (mandatory for vendors that have 50+ employees on campus)
   b. Nondiscrimination in all of Emory’s categories ([http://policies.emory.edu/1.3](http://policies.emory.edu/1.3), Section 1.3.2)
   c. Demonstrated commitment to diversity ([http://provost.emory.edu/community/areas/](http://provost.emory.edu/community/areas/))
   d. Demonstrated commitment to sustainability ([http://sustainability.emory.edu/](http://sustainability.emory.edu/))
   e. The vendor’s employee benefits package (including, but not limited to, access to medical insurance, leave policies, retirement benefits)
   f. Providing adequate grievance procedures through their employer
   g. Support of work/life balance ([http://www.worklife.emory.edu/index.html](http://www.worklife.emory.edu/index.html))
   h. Providing career development paths and training
   i. Attention to the impact of seasonal and part-time employment practices

IV. **For contract selection and renewal of select contracts that involve non-Emory labor on campus, Emory should consider the following:**

   a. An advisory group (Contract Advisory Group), advising the contract manager and corresponding Vice-President, should convene to review the selection and renewal of contracts that involve non-Emory labor on campus. This advisory group could be comprised of the contract liaisons and other representation, with the final representation of the group to be decided by the Executive Vice Presidents of Business and Administration and of Academic Affairs. This advisory group would meet each semester to revisit any issues with these contracts, and also provide input and guidance on mid-contract evaluation and contract selection. The guidance of this group would be advisory, but it would serve as another opportunity for review of the contract selection
and renewal process, and provide input from peers who administer similar contracts and best practices.

b. Post publicly the dates of contract renewal and a general timeframe for midterm contract evaluation.

c. During the RFP process, ask that vendor finalists make a presentation that is open to the Emory community (faculty, staff, and students). This will afford the Emory community an opportunity to hear the vendor proposals directly (certain proprietary information may not be presented) and allow these constituencies the opportunity to ask the vendors questions. The Emory constituencies should be given a comment card or scorecard and encouraged to provide feedback on the vendors. This feedback will be taken into consideration when selecting the vendor. Notice of this opportunity to hear the vendor proposals should be communicated to the Emory community via The Wheel, Emory Report, appropriate websites, and/or public calendars. For contract renewals that do not require an RFP, there should be a 30-day comment period where written comments are accepted and taken into consideration during the renewal process. Similar notice requirements should be used via The Wheel, Emory Report, appropriate websites, and/or public calendars. For RFP and contract renewal work that occurs during the summer, notification of these deadlines should be given to the Emory community during the spring semester so that they have the opportunity to provide meaningful input.

d. The advisory group will provide data of how many vendors received the RFP as an option to bid on the services as well as the number of vendors submitting a complete response to the RFP. Distribution of RFPs will maintain the spirit of the Emory Supplier Diversity framework (https://www.finance.emory.edu/home/Procure%20and%20Pay/supplier_diversity/index.html), understanding that some services require vendors contribute significant capital and financial resources to provide the compulsory level of service to Emory.

Summary

This document shall be maintained and updated by the Contract Advisory Group with ultimate responsibility to the Executive Vice President for Business and Administration and the Provost and Executive Vice President for Academic Affairs.

Attachments
Contract Review and Selection Flow Chart
Contract Expiration and Renewal Dates
Contract Advisory Group Membership Recommendation
Contract Review & Selection Flow Chart

What is the best way for Emory to provide this service?

- Outsource
  - Vender Selection Process
    - Review Key Principles
      - Contract renewal?
        - Yes
          - 30 day open comment period
            - Contract Advisory Group and Contract Manager review comments
              - 30 day open comment period
                - Mid-contract review by Contract Advisory Group
        - No
          - Articulate expectations in RFP/RFQ
            - Contract Manager review bids utilizing Key Principle and Institutional Values and Practices
            - Contract Advisory Group provide review and guidance to Contract Manager, VP
              - Open Forums with finalists during RFP process
                - Comments & scorecards collected & evaluated
                  - Final selection of vendor completed by Contract Manager, VP, & Ways & Means
          - Comply with University policies & procedures
**Contract Expiration Dates**

2013 – October  
Ricoh Mail Services

2014 – May  
Ricoh Document Services

2015 – May  
Sodexo Food Services

2015 - August  
Standard Parking

2018 – August  
First Transit

2019 – September  
Barnes & Noble Bookstore
**Emory University Contract Advisory Group Membership (Recommended)**

<table>
<thead>
<tr>
<th>Position</th>
<th>Current Representative</th>
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<tbody>
<tr>
<td>Bookstore Liaison</td>
<td>Bruce Covey</td>
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<tr>
<td>Bus Transportation Liaison</td>
<td>Lisa Underwood</td>
</tr>
<tr>
<td>Parking Liaison</td>
<td>Lisa Underwood</td>
</tr>
<tr>
<td>Document Services Liaison</td>
<td>Paul Byrnes</td>
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<tr>
<td>Mail Services Liaison</td>
<td>Paul Byrnes</td>
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<td>Food Services Liaison</td>
<td>David Furhman</td>
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<tr>
<td>Procurement Contract Manager</td>
<td>Loette King</td>
</tr>
<tr>
<td>Faculty Senate President or Designee</td>
<td>Debra Houry</td>
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<tr>
<td>Student Government President or Designee</td>
<td>Raj Patel</td>
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<tr>
<td>Human Resources Representative</td>
<td>Del King</td>
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<tr>
<td>EVP Business &amp; Administration Designee</td>
<td>David Payne</td>
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<tr>
<td>Business Process Improvement Designee</td>
<td>Bill Dracos</td>
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<tr>
<td>Chief Budget Officer</td>
<td>TBD</td>
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<tr>
<td>Convener of Contract Advisory Group</td>
<td>TBD</td>
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