

QS INTELLIGENCEUNIT

PROPOSAL & OUTLINE FOR BENCHMARKING & DATA SERVICES



Politecnico di Milano

Milan, Italy

14 October 2015

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Introduction & Objectives

This proposal and its addenda outline plans to deliver deeper competitive awareness to the client institutions through provision benchmarking and academic reputation data services comparing the subject institution against a chosen selection of its peers utilising a set of key performance indicators from the QS World University Rankings® (QSWUR®):

- Provide an introduction about the QS Intelligence Unit and key personnel
- To outline the benchmarking service and key benefits/project plan and deliverables/invoicing and costs
- Describe the structure of the benchmarking reports and selection of modules and peer list

About QS Intelligence Unit

The QS Intelligence Unit (QSIU) was formed in 2008 as a distinct and autonomous department in order to meet the increasing public interest for comparative data on universities and organisations, and the growing demand for institutions to develop deeper insight into their competitive environment.

Building on over 20 years of collecting institutional data, beginning with a global survey of MBA employers, our portfolio of research projects include the QS World University Rankings®, which has been in existence since 2004.

With over 20 team members in the London and Singapore offices, QSIU is a highly skilled and culturally diverse team.

Quick Stats About Us...

800 universities in the QS World University Rankings®

140 clients in QSIU's portfolio

40 countries our clients span

17 languages spoken in the QSIU offices

10 years since the QS World University Rankings® has been in existence

**Trusted.
Independent.
Global**

Biographies of Key Project Contributors

Nunzio Quacquarelli

Founder and managing director of QS Quacquarelli Symonds Ltd.

Nunzio believes that education and career decisions are too important to leave to chance. QS aims to be the world's leading media and solutions company in the higher education sector - the most trusted on-line and off-line meeting place for all candidates, schools and businesses for career and educational related decisions, at each key career stage; first degree, masters, PhD, MBA and executive development.

Nunzio took his MBA at The Wharton School in the USA, where he won the Glockner Prize for Management, after gaining an MA at the University of Cambridge. At Wharton, Nunzio also led the team that won the Moot Corp Business Venture Award in 1990, in competition with teams from all the top US and European business schools. Before starting his own business Nunzio worked in strategy consulting for Mercer Management Consulting and Bain & Company, in the UK and Italy.

A respected journalist on management education and careers, Nunzio has written regularly for *The Times* for the past seventeen years and is also a contributor to other key media around the world such as *The Guardian* (UK), *Handelsblatt* (Germany), *South China Morning Post* (Hong Kong) and *Corriere della Sera* (Italy). In his journalistic capacity Nunzio has personally interviewed several hundred CEOs, partners and executives of major international corporations.

Committed to QS setting an example in socially responsible leadership, Nunzio has given this reality by establishing the charitable foundation, QS Education Trust, which provides higher education scholarships to young people who have already demonstrated socially responsible leadership. QS Education Trust is funded by the QS Asia Pacific Professional Leaders in Education Conference - an event which, each year, brings together many hundreds of leading educators from around the world to discuss international partnerships and developments.

Nunzio is married with four children.

Ben Sowter

Head of Research at QS, leading the QS Intelligence Unit.

Ben has a BSc in Computer Science from the University of Nottingham, where he was also awarded the Union Prize for outstanding contribution to the student union and served as chairman of the Nottingham University Debating Society.

Upon graduation, Ben spent two sabbatical years, working for the UK national office of international student charity, AIESEC, the latter for which he was elected National President and led his team in successfully increasing operational results for the charity, whilst also consolidating their financial security.

Soon after joining QS, whilst working in a role focused principally on marketing. Ben recognized the great research potential in QS broad range of relationships with employers, educators, applicants, job-seekers and the media and made this a focus of his work.

Ben is fully responsible for the operational management of all major QS research projects and is actively involved in all the collection, compilation and tabulation of all the data that lead to, amongst others, the QS Top MBA Applicant and Recruiter Research and the World University Rankings research since its initial inception in 2004.

Ben is a frequent contributor to the press and his opinion and his expertise is used regularly by major global publications. Ben has travelled to over 40 countries and spoken on his research in over 20. He has personally visited over 30 of the world's top 100 universities amongst countless others and is also a regular on the conference speech circuit. His lectures, seminars, workshops and opinions are highly sought after.

Benchmarking with QSIU

Benefits

There are many benefits of benchmarking. The following list summarises the main benefits:

- Can be used for external comparison
- Helps the institution understand its position globally, nationally and regionally
- Provides the context to assist in setting realistic and achievable targets
- Challenges operational complacency
- Creates an atmosphere conducive to continuous improvement
- Allows you and your colleagues to visualise improvements which can be a strong motivator for change
- Creates a sense of urgency for improvement
- Confirms the belief that there is a need for change
- Helps to identify weak areas and indicates what needs to be done to improve.
- Helps with review processes and setting new goals to remain competitive
- Identifies training needs and problem areas
- May suggest goals for recruitment and staff development

Scope of Work

Drawing on the extensive information collected for the compilation of the QS World University Rankings® the benchmarking solution compares Politecnico di Milano using particular criteria and methodologies in specific areas against the peers listed in Addendum 1. Each report contains trend data on ranking positions, and is designed to assist client universities to better understand why they are at a particular point in the rankings and what areas they should concentrate on for improvement – both in terms of the indicators directly influencing the rankings and related indirect measures consider to be aspects of university performance.

The principal objective of this project is to provide the subject institution with unique deep insight into their own performance in relation to identified peer institutions with a view to revealing best practice and guiding strategy.

Deliverables

Benchmarking Services - QS will provide a yearly benchmarking study to Politecnico di Milano for a 3 year period comparing them against the 6 chosen peers. The benchmark will cover 2013/2014/2015 QSWUR editions. The first (initial) benchmark report will be delivered no later than 14 weeks after receipt of the signed proposal and Peer List. Subsequent benchmarks will be delivered on the anniversary of the 1st benchmark delivery date.

Academic Reputation Dataset - QS will provide a yearly database to the institution, including raw data utilised for the QSWUR Academic Reputation indicator.

- Electronic delivery of the benchmarking report (Adobe Acrobat PDF)
- Electronic delivery of the Academic Reputation data (Microsoft Excel 2010 – xlsx/xlsm)

Selection of Benchmarking Modules

The standard benchmarking report consists of **five modules** which are considered crucial to understanding performance. Each module highlights different aspects of an institution's profile and reveals a deeper insight into performance trajectory for both the client and the selected peer group.

1. Core Modules:

Module 1

Institutional Profile

This module provides data in a variety of areas and gives an impression of an institution's profile, including:

- Performance in other ranking systems
- Research performance global averages and averages for each institution in the Report
- Underlying data including, if applicable, Personnel, Exchange, Financial data, etc.

Module 2

Comparative Analysis

Provides a succinct analysis of current performance across all the indicators in the latest edition of the QSWUR®, highlighting areas of weaknesses which are paramount for institutional strategic planning.

Module 3

Ranking Performance

Delivers a deeper analysis on an indicator-by-indicator basis for the last five years, revealing insight into performance trajectory which is crucial for decision-making.

Module 4

Academic Reputation Performance I – Standard International versus Domestic Responses

This module provides an insight into the Academic Reputation indicator, breaking down responses from both international and domestic respondents for the five broad faculty areas. It also highlights domestic performance against the maximum response rates from each country.

Module 5

Research Performance I – Standard Module

An analysis of the Citations per Faculty index examining research habits and patterns in order to reveal institutional research productivity and citation levels.

2. Clients may choose additional modules:

Additional modules are \$9,000 per module for a period of 3 years.

Please note that reputational modules are subject to institutional performance (i.e. nominations received form the basis for analysis).

ACADEMIC REPUTATION

- Academic Reputation Performance II – Further Analysis for the Client Institution Only**
Highlights the number of responses received by country, faculty area including narrow discipline fields, response by experience level and years in academia for the client institution.

- To select this module, clients will need to subscribe to Academic Reputation Performance II*
Academic Reputation Performance III – Client against their Peers
The number of responses received by country, faculty area including narrow discipline fields, response by experience level and years in academia comparing the client against peer institutions.

RESEARCH PERFORMANCE

- Research Performance II – Further Analysis – Client only**
An analysis highlighting papers indexed and citations obtained by the client institution broken down by narrow subject areas.

- To select this module, clients will need to subscribe to the Research Performance Module II*
Research Performance III – Further Analysis – Client and selected peers
An analysis highlighting papers indexed and citations obtained by each institution broken down by narrow subject areas.

Benchmarking Peers

A suggested peer list will be sent to you upon request. Please, allow us 48 hours to provide it.

Alternatively, please list up to 6 peers for the benchmarking service.

QS BENCHMARKING SERVICE (6 PEERS):

CENTRALE SUPÉLEC, TECHNISCHE UNIVERSITÄT BERLIN
DELF, ETH, RWTH AACHEN UNIVERSITY, POLITECNICO
DI TORINO

ACADEMIC REPUTATION DATASET (15 PEERS):

UNIVERSITY OF CAMBRIDGE, ETH, IMPERIAL COLLEGE LONDON,
UNIVERSITY OF OXFORD, EPFL, DELFT, TECHNISCHE UNIV.
MÜNCHEN, KTH ROYAL INSTITUTE OF TECHNOLOGY,
TECHNICAL UNIV. OF DENMARK, TECHNISCHE UNIV.
BERLIN, THE UNIVERSITY OF MANCHESTER,
UNIVERSITY COLLEGE LONDON, RWTH AACHEN UNIVERSITY
POLITECNICO DI TORINO, KIT KARLSRUHE INSTITUTE
OF TECHNOLOGY

Academic Reputation Dataset

The QS Global Academic Survey stands as the largest survey of its type yet on the opinions of academics globally with a response of over 62,000 in 2013, from 5 continents and over 140 countries. This phenomenal result is, in part, due to QS' investment in survey software, survey design, effectiveness of communication and database management.

The Academic Reputation Dataset will offer Politecnico di Milano the opportunity to access the raw results of this survey, including all the responses that fed into the Academic Reputation indicator for the 15 selected peers*.

Although pre-defined tables will be provided, this dataset is intended to provide a high level of flexibility, and will allow the institution to filter and cross-reference data according to its own needs.

The data will be presented in a raw format**, including the following information:

- Nominations by respondent profile (country, job classification and experience in academia)
- Responses grouped by institution rank range***
- Response by institution country
- Response by institution size
- Response by institution focus
- Response by institution research intensity
- Response by institution age
- Response by broad faculty area
- Response by narrow discipline field

* Only QSWUR top 300 institutions can be selected.

QSIU reserves the right to reject any proposed peer if it does not meet the minimum response rate required.

**For privacy reasons, personal details and specific institution names will not be disclosed.

*** Ranges of 50, extracted from the QS World University Rankings®.

Schedule & Fees – Combined proposal

Benchmarking service (6 peers / 5 modules / 3 years) - Prices are in US dollars (\$):

Year 1	3-year benchmarking service fee	\$22,500
Year 2	3-year benchmarking service fee	\$28,125
Year 3	3-year benchmarking service fee	\$28,125
Total		\$56,250

Academic Reputation Dataset (15 peers / 3 years) - Prices are in US dollars (\$):

Year 1	3-year data service fee	\$27,500
Year 2	3-year data service fee	\$13,750
Year 3	3-year data service fee	\$13,750
Total		\$55,000

FULL RATE	\$ 111,250
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SPECIAL DISCOUNTED RATE (-15%) – COMBINED PROPOSAL	\$ 94,562
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Optional:

Additional benchmarking peers: \$ 7,500 per peer / Additional benchmarking modules: \$ 9,000 per module
 Additional dataset peers: \$ 3,750 (usual price is \$7,500)

Invoicing schedule

Subject to adjustment if additional services are requested

Invoice 1 (upon receipt of signed order)	\$47,281
Invoice 2 (on anniversary of 1 st invoice)	\$23,640.5
Invoice 3 (on anniversary of 2 nd invoice)	\$23,640.5

This proposal is valid until March 2016

Authorisation

The Politecnico di Milano agrees to the scope of work as outlined on the above proposal dated 14 October 2015. QSIU is directed to proceed with the scheduling as outlined on the proposal.

Authorisation and commencement of above work requires a signed copy of this proposal.

Upon receipt of the signed authorisation and any purchase order numbers QSIU will schedule the work and invoice as per the above schedules.

This proposal is valid until March 2016.

Item		Total Contract Value	Contract Duration
QS Benchmarking Service (6 peers / 5 modules / 3 years)	<input checked="" type="checkbox"/>	\$ 56,250	3 years*
Academic Reputation Dataset (15 peers / 3 years)	<input checked="" type="checkbox"/>	\$ 55,000	3 years*
Additional Benchmarking Modules <i>(\$3,000 per module per year)</i>	<input type="checkbox"/>	\$	3 years*
Additional Benchmarking Peers <i>(\$2,500 per peer per year)</i>	<input type="checkbox"/>	\$	3 years*
Additional Academic Reputation Dataset Peers <i>(\$1,250 per peer per year – includes 50% discount)</i>	<input type="checkbox"/>	\$	3 years*
Special Discount (15%)		-\$16,688	-
TOTAL <i>(6 peers / 5 modules **)</i>		\$ 94,562	3 years*

* Please, see invoicing schedule on page 10 for detailed breakdown of payments

** The total amount will change if additional peers and/or modules are selected

IL DIRETTORE GENERALE
(Ing. G. Dragoni)

Signed: _____

For and on behalf of Politecnico di Milano

Name & Position: _____

GRAZIANO DRAGONI - DIRECTOR GENERAL

Date: _____

2nd of March, 2016

Please sign, scan and email your signed authorisation to **Jason Newman** on jason@qs.com

QSIU- Politecnico di Milano -OCT-15

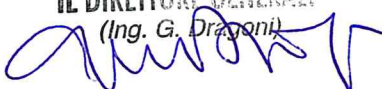
Addendum 1: NON-DISCLOSURE AGREEMENT

Effective the 4th day of October 2015, QS Quacquarelli Symonds Limited ("QS") and Politecnico di Milano ("Politecnico di Milano") agree as follows:

1. In connection with the possible interest of the parties in discussing and evaluating potential business transactions, it may be necessary or appropriate for either party to disclose to the other specifications, drawings, data, computer programs, software, marketing and financial or other technical and business information, in whatever form, which the disclosing party considers proprietary ("Information") relating to potential business dealings concerning the desire of the parties to explore and discuss the possibility of working in concert to further their respective business purposes.
2. If the Information is provided in a tangible form, it shall be clearly marked as confidential, or proprietary. If the Information is provided orally, it will be considered confidential and proprietary if it is represented to be confidential or proprietary at the time of disclosure and summarized in a writing provided to the other party within ten (10) days of the oral disclosure, which writing shall be clearly marked as confidential or proprietary.
3. With respect to Information provided under or in contemplation of this agreement ("Agreement"), the receiving party shall: (a) hold the Information in confidence using the same degree of care as it normally exercises to protect its own proprietary Information, (b) restrict disclosure and use of the Information solely to those employees (including any contract employees or third party consultants and/or attorneys) of such party with a "need to know", and not disclose it to any other parties, (c) advise those employees and consultants of their obligations with respect to the Information, (d) not copy, duplicate, reverse engineer or decompile anything provided hereunder, and (e) use the information only for evaluation purposes.
4. The receiving party shall have no obligations to preserve the proprietary nature of any Information which: (a) was previously known to the receiving party free of any obligation to keep it confidential, or (b) is or becomes publicly available, by other than unauthorized disclosure, or (c) is independently developed by the receiving party, or (d) is disclosed to third parties by the disclosing party without restriction, or (e) is received from a third party whose disclosure would not violate any confidentiality obligation, however, such Information shall not be disclosed until thirty (30) days after written notice is given to the disclosing party along with the asserted grounds for disclosure
5. The Information shall be deemed the property of the disclosing party and, upon request, the receiving party will return all Information in tangible form or destroy all such Information and certify such destruction in writing.
6. Nothing in this Agreement or in any disclosure of Information hereunder shall be construed as (a) granting or conferring any rights by license or otherwise in any Information, (b) creating warranties or representations of any kind in connection with the Information, (c) constituting or implying any representation or commitment as to the development or availability of commercial products, features or services, (d) constituting or implying any announcement of products, services, features, delivery or any other commercial factor, (e) soliciting any business or organizational changes or incurring any obligations of any kind not specified herein, or (f) prohibiting either party from proceeding independently to develop services or product competitive with those involved herein and/or associating themselves with competitors of the other party for purposes substantially similar to those involved herein.
7. This Agreement may not be assigned by either party without the prior written consent of the other, except by QS to its affiliates, and any such purported assignment shall be void.
8. All obligations undertaken hereunder shall survive any termination of this Agreement. If this Agreement is or becomes ancillary to another contract this Agreement shall be deemed incorporated therein by reference unless such contract explicitly provides otherwise with specific reference to this Agreement; thereupon, each party shall be permitted to use any Information disclosed hereunder to the extent necessary for its performance under such other contract. Subject to Paragraph 9 below, the obligations hereunder shall in all other respects survive the termination of such other contract.

9. This Agreement may be terminated by either party upon thirty (30) days prior written notice to the other. The obligation to protect the confidentiality of Information received prior to such termination shall survive for a period of three (3) years from the date(s) of respective disclosures made hereunder. Neither this Agreement nor any prior or subsequent oral statements by either party constitutes or creates, and shall not constitute or create, any legally binding or enforceable obligation on the part of any party to this Agreement other than as provided by this Agreement. Except as set forth in this Agreement, no further legally binding obligation shall arise except by the execution and delivery of an agreement containing such terms and conditions of the proposed transaction as shall have been agreed upon by the parties, and then only in accordance with the terms and conditions of such agreement. Such agreement shall be subject to approval of the Board of Directors of both parties by means of signature of a member of the Board of Directors or an executive officer. Both parties herewith agree that in a situation where one of the parties decides, regardless the moment or the reason of such decision, not to continue the negotiations of the agreement no legally binding or enforceable obligation shall arise to reimburse the other party for any fees, expenses, costs or damages.
10. This Agreement supersedes any prior oral or written understandings and constitutes the entire Agreement between the parties with respect to its subject matter; and no modification, amendment or waiver thereof shall be effective unless in writing and signed by both parties.
11. Regardless of the place of physical execution of this Agreement, or of its delivery, this Agreement shall be treated as though executed within England and Wales (the "Governing State") and shall be governed and interpreted according to the laws of that country or state; and the parties irrevocably submit to the jurisdiction of the courts of the Governing State with respect to all disputes or matters arising out of or pertaining to this Agreement.
12. Each party intends the facsimile of its signature printed by a receiving fax machine to be an original signature.

IL DIRETTORE GENERALE
(Ing. G. Dragoni)



Politecnico di Milano

Date: 2nd of Nov, 2016