

Question and Answers RFP 03-2015

Q-1

Would it be possible to know the contract amount awarded for the last Strategic Plan? Or, can you share the budget amount allocated for this project?

The 2010- 2015 Strategic Plan was contracted on behalf of CWI by a 3rd party and as such the budget amount is not available for disclosure.

A total budgeted amount for the new plan is not set and will be established based on the requirement of the RFP to have costs identified by the phases. The final scope and budget will be finalized with the successful proposer.

Q-2

General Questions

1. Form and Content of Plan. Is CWI seeking to replicate and update the form, content, document organization, and level of detail of its first Strategic Plan? Or is CWI open to recommendations for different structure, content, and presentation / form for its next Strategic Plan?
CWI does not intend to replicate the current plan but to build and expand from it. The baseline documents in the existing plan will be a requirement of the new plan as outlined in the RFP, however CWI will be interested in looking at alternative recommendations provided that the basic elements as outlined in the RFP are achieved.
2. Data Updates. For purposes of helping us estimate level of effort, can CWI confirm exactly what required data will be provided in the EMSI update or is already on-hand at the College, vs. what data the consultant team needs to gather? (This could be answered in terms of general types of data, not specific data elements.)

The EMSI data is an updated Gap analysis which is similar to the original Gap analysis generated in the current 2010- 2015 Comprehensive Strategic Plan. Additional work has been completed by a regional transportation entity, COMPASS looking at Treasure Valley growth forecasts, segmented toward CWI's primary population bands. As noted in the RFP, CWI seeks to look at its new plan as an opportunity to be innovative and responsive the needs to the community and an economic driver to the area that we support. As such, other data will need to be gathered through interviews with agencies, businesses and other education institutions to provide additional insight into CWI's future directions and opportunities.

3. Accreditation. Is this updated Strategic Plan intended to provide a central portion of the documentation required for accreditation? Or, will that be done as a separate exercise?

The accreditation process and reports are being addressed separately from the Comprehensive Strategic Plan

4. Timeline. Will CWI consider as “unresponsive” a proposal that may suggest a different, e.g., longer than 8 months, timeline for this work

The timeline is driven by other touch points to the college and therefore the prescribed timeline is an important factor in the RFP.

Scope Specific Questions

5. Strategic Budget / Finance Plan. May we assume that this is to be a multi-year, “high-level” projection of budget / finances—a framework financial plan? Or do you require depth of details, for example, to the department level?

The Strategic Budget/ Finance Plan will be multi-year and will be addressed at a fairly high level. The overall focus of this part of the plan will be to ensure financial sustainability for the college. The detail will extend to the Division level of the college and needs to address future directions which are created and need to be supported financially by the other key plans including the Education Master Plan, Facilities Master Plan and IT Master Plan. Major expenditures, enrollment growth, agency funding support, alternative channels for revenue, etc. will be considerations.

6. Scope of Facilities Master Plan. Can CWI provide some further explanation of the scope intended for the Facilities Master Plan? What are the needed components for this plan, for which locations, and in what degree of detail? For example, does CWI want a full, comprehensive campus master plan for the new Boise campus? Or, is this scope a higher-level, more general set of strategic facility / space / location recommendations?

The Facilities Master Plan will address the future growth of the college based on developed assumptions and information gathered in the planning process and output from the other key plans. This plan must support the other key plans including the Educational Master Plan, IT Master Plan and provide detail to support the Strategic Budget/ Finance Plan. This plan will not be a campus master plan document but will take into consideration current campus master plans which have been or are in the process of being developed and updated. Timing of leases, new building construction and priorities that will be required to support the Educational Master Plan will be developed.

7. Information Technology Plan. Similarly, can CWI provide some further explanation of the scope intended for the IT Plan? For example, is the focus to be on hard infrastructure plans / needs; on software packages; or on both?

Similar to the Facilities Master Plan, the IT Plan will be addressed at a fairly high level but will ensure that IT infrastructure and systems are planned for and will support the needs of the college over the next five years. The consultant will work with the colleges IT team to provide analysis and consideration of major systems and strategies which will be needed to address and

support the other key plans. An example of this would be considerations of pushing applications into the cloud, redundancy of systems, outsourcing vs centralized applications, consideration of the colleges primary ERP system, etc.

Q-3

1. In Section 5.4, you note printing costs. Is it your expectation that the selected vendor will print and provide broad-scale dissemination of the resultant plan? If so, how many copies of the plan do you anticipate needing?

Section 5.4 requests an estimate for reimbursable costs. For purposes of estimate assume that 5 copies of the final plan will be provided to CWI. A soft copy will also be provided which will allow CWI to post the final document as well as generate any addition re-production beyond the 5 copies.

2. What is your expectation / estimates regarding the availability of College staff to participate this planning effort?

CWI will form teams related to the plans that will provide input, review analysis and help develop the plans. Team members will be working their current jobs during the process and will not be dedicated 100% to the planning process. Team members will be assigned to support the process with the expectation that they will engage and participate. The consultant will be responsible for scheduling and conducting meetings, taking notes and documenting input vs internal CWI staff.

3. What is the difference between "Unit / Division Plan" and "Organizational Plans"?

The college's structure is based upon 3 Unit areas aligned under 3 Vice Presidents; Instruction & Student Services, Finance & Administration, and Resource Development. Divisions are the next level of the organization. As an example; Marketing & Advancement is a Division which aligns under Resource Development. These plans will be developed to support the key plans including the Educational Master Plan but focused on the respective area and what it addresses within the college.

The organizational plan will look at the current organizational structure of the college, alignments, staffing etc. and address changes or other considerations driven by the key plans, future growth, campus locations, etc.

4. You refer to your candidacy for "full accreditation." Can you provide some detail around you current level of accreditation?

CWI is in candidacy status with NWCCU who is the regional accrediting body. The College of Southern Idaho (CSI) is CWI's host college during the accreditation process. The process is a seven year effort which has been ongoing including site visits and intermediate reports. A final year seven report will be sent to NWCCU in the summer of 2016. If approved by NWCCU, full

accreditation would be granted in January 2017. The accreditation process, reports, etc. are being addressed separately from the Comprehensive Strategic Plan. Some of the output from the New Plan will likely influence the final year seven report.

5. With regard to the “Facilities” and “Information Technology” Master Plans referenced in the RFP, are these plans starting from scratch, or does the College have works-in-progress and/or other efforts to build upon?

These plans were not formally published in the original 2010- 2015 Comp. Strategic Plan. Plans have been created since that point which will be used as a framework and starting point for both of these plans. As an example, a campus master plan was developed and updated about a year ago for the CWI Nampa Campus. This plan is posted on the college’s website. A ten year roadmap for facilities planning has also been created which will change as a result of the New Plan. A similar plan has also been developed related to IT including key areas of focus and priorities.

6. When was the Economic Gap Analysis conducted and what are the expectations of the selected vendor vis-à-vis Economic Gap Analysis?

The Gap Analysis was just completed by EMSI. The analysis will largely impact and inform the Educational Master Plan with the consultant and the planning teams using the Gap Analysis to review programs for opportunities and changes.

7. Could you provide additional information regarding your expectations around community involvement in this process? Are you looking for input, vetting, or collaboration throughout the planning process?

CWI will look for all of above: input, vetting and collaboration. CWI will work with the consultant to identify key community stakeholders who should be a part of the process and provide input and feedback for consideration. As noted in the RFP, a key area of focus is in the area of economic development. One of the key stakeholders that would be a part of this process is the Boise Valley Economic Partnership (BVEP). Community Chambers of Commerce and their leadership will also be a touch point. Another example of other points of input via interviews and questions would include the Idaho Department of Labor, the JA.& Katherine Albertson Foundation, educational partners including K-12 districts and other higher education institutions.

Q-4

1. Please confirm evaluation point structure listed in section 4.1, page 11, as the points total 195 but the document indicates 200. Is there a missing component or should “Experience & qualifications of proposed team...” be increased to 25 points?

Yes. There is a math error. Experience & Qualifications of Proposed team should be 25 points.

2. Please confirm that previous Master plans (Educational, Facilities, Strategic Budget, IT), all pertinent organizational plans/charts, governance plans will be made available for review. Plans that are not posted will be available to the extent that CWI has them as of the date of the start of the New Plan process. The CWI Nampa Campus Master Plan is available on the CWI website.
3. Section 6.4 "Reference Material" states that the following documents, (1) 2010-2015 Comprehensive Strategic Plan, (2) Fall 2014 Facts at a Glance and (3) EMSI 2016-2020 Gap Analysis will be made available, as of 6/16/2015. Please confirm that these documents are available on line as of 6/18/15.

The 2010- 2015 Comprehensive Strategic Plan, the Facts at a Glance and the updated Emsi Gap Analysis are currently posted with the RFP. They are a continuation of the RFP document and included in the same PDF (RFP p1, Plan p26, Facts p660 & Gap p667).

Q-5

1. The RFP asks the proposers to develop a Facilities Master Plan. Does the college anticipate the plan being a) part of the proposal due 6/26/15 with the assumption that the proposer will select the firm or b) that the plan will be developed with a firm selected by CWI and the plan will be a collaborative effort, or c) that the proposer will work with CWI to select the firm and collaborative write a plan?

The Facilities Master Plan will be a part of the proposal. The plan is not a campus master plan but will reference existing campus master plans and address future considerations that are driven by the Educational Master Plan related to strategic directions for facilities, new or changed programs, college growth and technology. It is not anticipated that a separate firm will be engaged for the development of this plan but that the consultant will work with CWI leadership and staff to develop and document this plan.

2. Under "Project Components," Accreditation, the language is "The New Plan will address this milestone and new opportunities that will be available to CWI as a fully accredited institution." However, accreditation support is not identified in any phase as a deliverable. To what extent do you expect the proposer to assist with CWI achieving independent accreditations status?
The accreditation process and documentation is a separate process that is currently being addressed by CWI. The New Plan will consider how accreditation can/ will impact the college over the next five years. As an example; once fully accredited, CWI can offer new programs which it is currently not able to do while the college is in candidacy status. The Educational Master Plan while be addressing and anticipating full accreditation in January 2017 and what new programs will be prioritized to launch.
3. The scope of work includes development of unit/division plans. Can we get more information and clarity on this requirement?

The college's structure is based upon 3 Unit areas aligned under 3 Vice Presidents; Instruction & Student Services, Finance & Administration & Resource Development. Divisions are the next level of the organization. As an example; Marketing & Advancement is a Division which aligns under Resource Development. The Unit & Division plans will be developed to support the key plans including the Educational Master Plan but focused on the respective area and what it addresses within the college. Example: Marketing & Advancement Plan which will need to respond to key directions and initiatives identified as a part of the college's five year strategic directions and outcomes from the key plans.

The organizational plan will look at the current organizational structure of the college, alignments, staffing etc. and address changes or other considerations driven by the key plans, future growth, campus locations, etc.