

- Confirm the question deadline as I'm pretty sure you meant 2025.
Yes, 9/12/2025.
- What is your budget for this project?
\$50,000-\$100,000
- The correct **submission method** (e.g., SCEIS upload, email submission, or physical delivery),
Emailed to me directly at anthonyw@withrop.edu
- Any **file naming conventions** or format requirements
Pdf method is preferred
- Is the University a unionized environment?
No
- What is the University's history with enterprise-wide changes, such as prior reorganizations or reductions in force?
-Significant change in 2003 was the creation of a University College; did not result in significant new staffing requirements
-2025 – dissolution of University College; creation of the Honors College – did not result in reduction in force or significant new staffing requirements
-We are currently finalizing the process to outsource the entire Facilities Management area (trades, custodial, groundskeeping, etc.) that will result in a reduction in force of approximately 50 employees
- What is the split between tenure-track and adjunct positions?
As of the Fall 2024 census, Winthrop employed 246 full-time instructional faculty and 216 adjunct faculty
- What is driving this initiative at the University?
Winthrop's President is in his third year and would like to determine where efficiencies in the current structure and staffing can be realized.
- Does the University have a set budget and timeline for this initiative?
The project should be completed prior to June 30, 2026, if possible. We are estimating the quotes to be between \$50,000 and \$100,000.
- What is the University's preference for on-site vs. virtual work?
We would discuss this with the vendor and consider their recommendation

- In Section IV. Information for Offerors to Submit, page 13, the RFP states “If you submit your offer electronically, you must upload an image of a signed Cover Page and Page Two.” Will the University accept digital signatures?

Yes, all offers are requested to be submitted electronically. Electronic signatures would be accepted.

- In Section IV. Information for Offerors to Submit, page 14, the RFP asks the offeror to provide corporate background information that includes a “list of employees and titles; full-time, part-time, etc.” Given our 900+ corporate employees, can the University confirm that the offeror should only provide a list of employees and titles who will be proposed on the organizational structure and staffing assessment project? Just the employees that would be assigned to Winthrop University for this work is what is being requested here.

- In Section IV. Information for Offerors to Submit, page 14, the RFP includes a subsection titled Minority Participation (Dec 2015) with blank response fields. Can the University specify whether the offeror should include its responses to these questions in the Technical Proposal or Business Proposal? Either would be ok, but the business proposal would probably be best.

- In Section V. Qualifications, Special Standards of Responsibility, page 15, the RFP states that “Either contractor or subcontractors must demonstrate experience in providing instructional design for competency-based online academic programs. Also demonstrate experience in marketing, recruitment and enrollment support for online asynchronous.” This minimum requirement does not seem to align with the Scope of Work. Can the University please remove this minimum requirement from the RFP, or detail its relevance to the Scope of Work?

Section has been removed.

- In Section VII. Terms and Conditions, Pricing Data, page 28, the RFP states that “it is the intent of Winthrop to maintain the bid price for the full initial term (1 year) plus the four (4) option terms of one year each.” Can the University please clarify whether this clause only applies to follow on work for this specific RFP’s Scope of Work? This has been removed. This is a one time price for these services.

- Are there any particular meetings/gatherings that certain project milestones or deliverables need to be aligned with (e.g., faculty development days, board meetings, etc.)? Winthrop’s Board of Trustees’ meeting dates can be found [here](#). We would certainly need to provide updates for these meetings. The project should be completed prior to June 30, 2026, if possible.
- Who will serve as Winthrop's project manager/lead for this endeavor and will there be an associated steering or project committee. If so, who will serve on that committee? Beverly Gilliam, Winthrop’s Interim Vice President for Human Resources will serve as project lead. Other committee members include a

representative from each of the following divisions/areas: President's Office (also representing the Board); Academic Affairs; Finance and Business Affairs; Athletics/Advancement; Student Affairs; Enrollment Management and Marketing; Staff Conference; Faculty Conference.

- Are there any known strategic goals on the horizon that would significantly impact required staffing levels (e.g., additional doctoral programs, new units/divisions, etc.)? **None that we know of at this time.**
- Has Winthrop identified a price for this project work? Understanding the budget will help ensure we appropriately scope this effort. **We are estimating the quotes to be between \$50,000 and \$100,000.**
- The RFP indicates that the faculty is a part of this organizational assessment. Is Winthrop University seeking a span of control/reporting structure review or a more in-depth program review, teaching loads, tenure, adjunct/balance assessment of faculty? **We are looking for a span of control/reporting structure review/staffing levels/efficiencies/etc. We are not looking for academic program review, teaching loads, or tenure-related assessment of faculty.**
- Would the University elaborate on the depth of review of the temporary employees? **Similarly to the response above, we are looking for a span of control/reporting structure review/staffing levels/efficiencies/etc.**
- Deliverables to include "Identify process complexity or technology barriers that may be impeding efficient operations." Is the University requesting a deep dive process and technology assessment for each functional area on campus or only as it relates to the organizational assessment (e.g. structure, staffing levels, strengths, weaknesses and competencies)? **This study would not deep dive into a technology assessment. We expect the study to provide high-level insight into staff operating efficiency.**

Should the consultant assess all 8 divisions equally, or are some (e.g., Enrollment Management, Finance, or Academic Affairs) of higher priority for this review? **We would like an assessment of all divisions equally, however, some of the divisions are much larger than others (Academic Affairs and Student Affairs) and would likely require more time for assessment. We would like to obtain similar information about all divisions.**

- Within Academic Affairs, should the review extend into each of the six Colleges/Schools individually, or focus primarily on the overall Academic Affairs structure? **Extend to the colleges/schools individually.**

- Are auxiliary units (e.g., Athletics, Advancement, HR) expected to be part of the assessment in equal depth? **Yes, to the appropriate extent.**
- Can you please clarify the 4th bullet in the scope of work on p12: “Evaluate current University practices and process for determining talent deployment and institutional resources”: is the focus on practices and processes of the institution and/or do you want us to evaluate the actual financial resource deployment across your administrative units? **The request does not include financial resource deployment; the focus is on practices and processes for determining talent deployment. Financial resources could be a potential factor in current practices and processes.**
- Is the goal of the RFP to streamline your operational efficiency or are you looking to reduce costs across administrative units or both? **Both – we would like to hear recommendations based the results of the assessment that may include streamlining efficiency and/or reducing costs.**
- Do you have a budget for this project or a range? **The project should be completed prior to June 30, 2026, if possible. We are estimating the quotes to be between \$50,000 and \$100,000.**
- What is the impetus for this RFP and which stakeholder group or department is leading the effort? **Winthrop’s President is beginning his 4th year, and an organizational effectiveness assessment is part of his strategic plan. We are looking for recommendations regarding span of control/reporting structure review/staffing levels/efficiencies/etc. The Division of Human Resources will be the primary contact with the vendor for the project.**
- Given the scope and complexity of developing competencies across an entire university, could you clarify whether your request is for a university-wide competency framework (such as a leadership competency framework) or for department-specific competencies (e.g., HR, Financial Aid, Academic Affairs)? **The scope should remain high-level with priority focus on staffing levels, reporting structures, and span of control that may be impacting efficiencies. Recommendations may include the need for specific competencies to improve efficiencies, but this project does not include developing competencies across the entire university.**
- In addition, are you envisioning a full competency model development process (e.g., using frameworks like Lominger) or more of a skills inventory and gap analysis to inform workforce planning? Understanding this distinction will help us align the scope of work with your budget range of \$50,000–\$100,000 and help ensure we allocate the appropriate level of effort and expertise. **The scope is not**

intended to include a full competency model development process. The objective is to obtain actionable insights and recommendations that will support more strategic talent deployment and enhance overall organizational effectiveness.

- The anticipated contract period is listed as 11/01/2025 to 03/01/2025. Can you confirm if this is a typo and clarify the correct end date? **It was supposed to be 03/01/2026, but our HR director has stated they would like for it to be completed by June 30 2026 if possible. This is something that can be negotiated after award if needed and can go off recommendations from the awarded vendor.**
- Should the cost proposal be submitted in a separate email or as a separate attachment within the same email? **A separate attachment will work**
- Can you clarify whether the redacted copy must be submitted at the same time as the original proposal or only upon request? **All redacted information should probably be submitted in a separate email.**
- Does the proposal need to include the Minority Participation form (RFP page 14)?
Yes, please include it either way.
- Should travel costs be itemized separately in the budget, or included as part of the fixed price?
We will leave this up to the vendor, either is fine for the university.
- Should Attachment A (RFP page 33) and Attachment B (RFP page 34) be signed and included in the proposal response or are they included for awareness? **These are included for awareness, and will be requested to be signed by the awarded vendor.**
- Beyond organizational structure and staffing, does Winthrop expect the assessment to include **technology and process reviews** (e.g., IT systems, workflow platforms, digital adoption barriers)? **At a high level; this is not intended to be a comprehensive IT audit/assessment. The focus is on organizational structure and staffing approach, including staffing levels, spans of control and organizational layering across campus.**
- For the deliverable on **competencies to be developed or acquired**, should recommendations focus strictly on staffing and leadership skills, or should they also include competencies related to data use, technology, or student services? **The recommendations are expected to focus on staffing, but identify complexities or technology barriers that may be impeding efficient operations.**
- Should benchmarking be performed against **specific peer institutions** identified by Winthrop (e.g., regional peers, Carnegie classification) or should consultants propose their own benchmarking set? **We would expect to collaborate with the consultants to determine the benchmarking set.**
- Does Winthrop expect the consultant to review **talent deployment processes** (e.g., hiring, workload assignment, retention practices), or only organizational layering and

spans of control? **Staffing levels, organizational layering, and spans of control – the assessment does not include the talent deployment process, but we expect the assessment to better inform strategic talent deployment.**

- To what extent should the consultant assess **alignment with mission, vision, and values** — strictly structural, or also cultural/behavioral alignment? **Structural**
- Should interviews and focus groups include **students**, or be limited to faculty, staff, and leadership? **Student employees are not included in the scope of this project.**
- Is there an expectation for engagement with **governing bodies** (e.g., Faculty Senate, Staff Council, Student Government) as part of stakeholder input? **Yes, Faculty Conference and Staff Conference.**
- Will Winthrop provide access to existing **faculty/staff/student survey data**, or should the consultant plan to administer a **new campus-wide survey**? **Winthrop is implementing an Employee Engagement survey in October 2025 and will provide the information as appropriate.**
- If a new survey is expected, does Winthrop have a **preferred survey platform** or confidentiality protocol?
- For the presentations: does Winthrop expect these to be delivered **in person on campus**, virtually, or at the consultant's discretion? **This would be discussed and determined based on the audience and depending on the associated travel costs.**
- Should the **final report** include an **implementation roadmap** (sequenced actions with KPIs and resource implications), or will recommendations alone be sufficient? **Recommendations**
- Is there an expectation for the consultant to provide **follow-up support** after final delivery (e.g., Q&A sessions, coaching, or check-ins), or does the engagement formally end with the report and presentations? **Ends with the report and presentations, but we would expect we would have been provided an opportunity to ask questions about the report and recommendations.**
- For the required **three references**, must these be strictly from **higher education organizational assessments**, or will other relevant large-scale transformation projects (e.g., workforce development, federal program assessments) be considered responsive? **There are no requirements for the references, but higher education is a unique industry.**
- Will Winthrop evaluate proposals based primarily on **fixed price** alone, or will evaluators also weigh the **value of methodology and expertise** (i.e., best value tradeoff)?
 1. **Proposals will be evaluated based on:**
 2. **30% Experience and qualifications with previous similar experience in higher education and demonstrated understanding of higher education organizational structures**
 3. **25% References and past performance**
 4. **25% Cost-effectiveness and value**
 5. **20% Approach and methodology**
- Does Winthrop intend to award based on initial proposals, or will there be a **negotiation / best-and-final-offer stage**? **The plan is to evaluate proposals, issue an intent to award, and then enter into negotiations with the selected vendor.**
- Can you confirm the required **proposal submission format** (number of copies, electronic vs. hard copy, signature requirements, page limits)? **Electronic Technical and Business**

proposals preferably separate. Signatures pages required from Solicitation, and no page limits.

- Can you clarify the process for acknowledging and returning **amendments to the solicitation** (signed forms, portal confirmation, or email acknowledgment) outside of the chart provided on Page 1? **Email acknowledgement unless noted otherwise in amendment**
- Are **financial statements** required to be included with the proposal, or will a statement of financial capability suffice? **Financial capability should work and should be in business proposal for items needing to be redacted for postings.**
- Are there any **insurance, bonding, or certification requirements** beyond what is listed in the RFP? **RFP language covers what is needed**
- Approximately how many **on-site visits** does Winthrop expect during the engagement? **This would be discussed and determined based on the recommendations by the consultant and depending on the associated travel costs.**
- Will Winthrop provide **workspace and access** for consultants while on campus, or should we budget for independent meeting space? **Work space would be provided.**
- Is there a **preferred schedule or timeframe** for stakeholder engagement (e.g., avoiding exam periods, Board meetings, or campus events)? **We expect the project to be completed by June 30, 2026, or earlier if possible. Winthrop would work with the consultant to schedule stakeholder engagement.**
- Will Winthrop provide a **primary liaison/project sponsor** to coordinate scheduling, data access, and communications? **Yes**
- The RFP indicates that the selected consultant/firm will conduct a comprehensive review of the current organizational structure and applicable workflows. Do you have a target number of workflows you would like analyzed, or are there specific high-priority workflows you expect the selected consultant to focus on **There will be specific high-priority workflows that we expect to emerge in process of interviewing employees and leadership, but it is difficult to provide a specific number.**
- “Staff and leadership interviews” are listed as a data-gathering method:
 - a. Should faculty be excluded from interviews and focus groups?
No, faculty should be included.
 - b. Is there a preferred number or percentage of participants you would like to see included in interviews or focus groups?
No, we expect this to be determined in collaboration with the consultants.
- “Benchmarking and best practice analysis” are listed as potential research methods. Are you seeking a formal benchmarking study? If so, how many peer organizations would you like benchmarked?

We expect benchmarking to occur in assessing and making recommendations regarding staffing levels and structures. The number of institutions included in the comparisons should be appropriate, but it is difficult to provide a specific number.

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