



Procurement and Contracting Services

Request for Proposals for Change Management Consulting

RFP L162302

ADDENDUM #2

RFP # L162302
Due 11/30/22 no later than 2:00 PM,
MST

The following questions were received. **University response in red.**

1. Section 5.0 of the RFP states that the successful vendor will assist UITs and campus stakeholders in workforce planning. Can the University of Arizona please elaborate on what workforce planning activities the University is seeking to satisfy?

In addition to the organizational changes occurring within UITs, each of the university's seven senior vice presidents (more details in Q9) are going to be responsible for designing the IT organization for their division(s) and/or college(s). We welcome expertise in helping to inform how to best design all components of the university's IT organizations.

2. Section 5.0 of the RFP states that the successful vendor will assist UITs and campus stakeholders in talent management. Can the University of Arizona please elaborate on what talent management activities the University is seeking to satisfy?

UITs anticipates growing our team by 100+ positions as a result of this accelerated implementation. In addition, we foresee some IT roles changing across campus. While there are some specialized knowledge, skills, and abilities associated with several of the new roles within UITs, we're excited by the potential opportunity to train and enable existing IT colleagues to be able to expand their roles. We'd welcome support in navigating through ways to best support training, development, and career growth for members of the campus IT community.

3. Section 5.0 of the RFP states that the successful vendor will assist UITs and campus stakeholders in compensation. Can the University of Arizona please elaborate on what compensation activities the University is seeking to satisfy?

In 2020, the University of Arizona completed a robust, multi-year revamp of their classification and compensation system. We rely on market data to make adjustments, and would welcome further current market data information to enable us to make better informed decisions around compensation for IT roles.

4. Section 5.0 of the RFP notes that the University is looking to engage with a professional services consulting firm to assist and guide UITs and other key stakeholder through the change management process of implementing an accelerated change of multiple IT services and distributed services. Beyond the 2025 mandatory requirement for all colleges and divisions to utilize the UITs network, server, and laptop services, what additional IT and distributed services are anticipated as part of this scope?

The scope for this engagement is focused on the University of Arizona shifting from a decentralized IT environment to one where certain centrally-provided services are mandatory. What those centrally-provided services are will change over time.

5. Section 3.7.8 of the RFP states that the successful vendor will hold firm experience in organizational design. Can the University of Arizona please explain the organizational design needs and expectations?

Please see Q1.

6. Section 3.7.8 of the RFP states that the successful vendor will hold firm experience in executive coaching. Can the University of Arizona please explain the executive coaching needs and expectations?

While the large change management component of the RFP is an institutional-wide endeavor, the executive coaching needs are narrower in scope. We envision an executive coach meeting with senior IT leadership to provide small group (and potentially 1:1) guidance and mentoring on how to successfully lead change in a large, complex (politically and otherwise) organization.

7. Does the University of Arizona have a budget allocated towards the project? If yes, can you please share the estimated budget?

We are confident that the budget is sufficient to support the services required.

8. Are the change management services expected to continue through the completion of the UITs project in 2025?

Yes. While we anticipate the bulk of the work to occur in the first year of the project, we foresee having on-going engagement through the project's completion in June, 2025.

9. How many colleges, business units and IT employees assigned by ambit category?

Details on the number of IT roles across campus can be found in the annual reports here: <https://annualreport.it.arizona.edu/>. Looking ahead, UITs is anticipating the addition of 100+ new positions (mixed between regular UA staff and temporary contractors) within UITs to enable a successful implementation. IT positions outside of UITs will be determined by the applicable Senior Vice President, of which there are seven (listed alphabetically):

- Besty Cantwell, PhD (SVP for Research and Innovation)
- Michael D. Dake, MD (SVP, University of Arizona Health Sciences)
- Jon Dudas, JD (SVP and Chief of Staff of the University)
- N. Levi Esquerra (SVP for Native American Advancement & Tribal Engagement)
- Liesl Folks, PhD (SVP for Academic Affairs and Provost)
- Laura Todd Johnson, JD (SVP, Legal Affairs & General Counsel)
- Steve Moore (SVP and Chief Marketing & Communications Officer)

10. For those institutions that have already opted into the 3 areas:
- Secure Network Management (Wired Network Registration)
 - Secure Server Management (Managed Cloud Services)
 - Secure Device Procurement and Software Management)
 - what change management, workforce development, training etc has U of A already implemented?
- Are there metrics?

Up until now, units across campus have been provided the option to opt-in to these services. Given that there was no mandate, there has not been a concerted effort focused on change management, workforce development, and training. The metrics that have been collected are available to help inform how to scale moving forward.

11. What percent of the impacted positions are represented by union?

None.

12. What is the technology infrastructure for the 3 centralized offerings? What percentage of college and central resources are already using that technology infrastructure?

Secure Network Management is all Cisco. Of the three centralized offerings, it is the most broadly adopted across campus.

Secure Server Management is all AWS. These services have been in place for roughly three years and have a good representation across campus.

Secure Device Procurement and Software Management is VMWare Workspace ONE. This is a new service with the least amount of adoption across campus.

13. What is U of A's current governance structure for managing IT operations between central and the colleges?

Our current structure is service-based with governance for some services having broad representation across campus, while others have narrow representation across campus.

14. Will any students be impacted by this change?

We do not foresee any direct negative impacts to students as part of this process. Just the opposite, in fact. It goes without saying that the student experience continues to be of paramount importance, and these changes are aligned with our focus to improve the wildcat journey.

15. This is an acceleration. Have they already begun to migrate colleges/division over?

- If yes, what % will be transitioned by Jan/Feb 2023?
- What percent will be transitioned by end of year 2023?

See Q12. Our target is 100% transition by June, 2025.

End of addendum, all else remains the same.