



Procurement and Contracting Services

Request for Proposals for Online Brand Strategy and Creative Development

**Please mark all proposal submission
Files with the following information**

**Sealed RFP # L192611
Due on May 22, 2026, no later than 2:00 PM, MST**

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For
REQUEST FOR PROPOSALS NO. L192611

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PROCUREMENT AND CONTRACTING SERVICES REQUEST FOR PROPOSALS, RFP # L192611

1.0 STATEMENT OF WORK

- 1.1 **Summary.** The Arizona Board of Regents (ABOR), on behalf of the University of Arizona, is soliciting proposals from agencies to contract with the university for the development of a comprehensive, unified customer-facing brand strategy and the ensuing creative executions for the University's offerings in the online education space.
- 1.2 **Coverage and Participation.** The intended coverage of this RFP and any Agreement resulting from this solicitation shall be for the use of all Departments at the University of Arizona. The other State Universities, Arizona State University (ASU) and Northern Arizona University (NAU), along with Pima Community College (PCC) and any other educational institution or Governmental entity may access an Agreement resulting from this solicitation issued and administered by the University of Arizona.

2.0 DEFINITIONS

- 2.1 **Agreement / Contract.** All types of agreements entered into by the Arizona Board of Regents, regardless of what they may be called, for the procurement of materials, services or construction, or the disposal of materials. Meaning is interchangeable.
- 2.2 **Customer.** Unless otherwise implied by the context of the specific provision within this RFP, "Customer" means a customer of the vendor, other than the University.
- 2.3 **Contractor.** Same as Successful Vendor.
- 2.4 **May, Should.** Indicates something that is not mandatory but permissible, recommended or desirable.
- 2.5 **MST.** Mountain Standard Time. We **do not** observe Daylight Savings Time.
- 2.6 **Must, Shall, Will.** Indicates a mandatory requirement. Failure to meet these mandatory requirements may result in the rejection of your proposal as non-responsive.
- 2.7 **Proposal.** The entirety of the vendor's responses to each point of this RFP, including any and all supplemental offers or information not explicitly requested within this RFP.
- 2.8 **Proprietary Information.** Information held by the owner that if released to the public or anyone outside the owner's organization, would be detrimental to its interests. It is an issue of fact rather than opinion. Pricing and/or revenues cannot be considered proprietary or confidential.
- 2.9 **Provider.** Same as Vendor.

- 2.10 Request for Proposals (RFP).** A competitive process under which discussions and negotiations are allowed, it is not to be confused with a Request for Bid (RFB), in which goods or services are precisely specified and price is substantially the only competitive factor. This RFP provides the University the flexibility to negotiate to arrive at a mutually agreeable relationship. Price will be considered, but will not be the only factor of evaluation.
- 2.11 Respondent.** Same as Vendor.
- 2.12 Response.** Same as Proposal.
- 2.13 Responsible Vendor.** A person who has the capability, including necessary experience, to perform the contract requirements; who has the integrity and reliability which will ensure good faith performance and appropriate quality of the materials, services, construction or construction services, to be provided; and who is in compliance with any and all licensing requirements of the State of Arizona.
- 2.14 Responsive Vendor.** A person who submits a proposal which conforms in all material respects to the Request for Proposals.
- 2.15 Successful Vendor.** Any vendor selected by the University to receive a notice of award as a result of this RFP and to enter into a contract to provide the University with the products or services sought by this RFP
- 2.16 Supplemental Agreement.** Any supplemental terms and conditions agreed to by the parties in writing, which take precedence over all other documents governing the transaction.
- 2.17 Supplier.** Same as Vendor.
- 2.18 University.** Arizona Board of Regents (ABOR), a body corporate, for and on behalf of the University of Arizona.
- 2.19 Vendor.** For purposes of this RFP, "Vendor" means any entity responding to this RFP with the intention of winning the resulting award of contract, performing the work, and/or delivering the goods specified herein.
- 2.20 Vendor's Proposal.** Same as Proposal.
- 2.21 Vendor's Response.** Same as Proposal.

3.0 GENERAL INFORMATION AND INSTRUCTIONS TO PROPOSERS

- 3.1 Original RFP Document.** The Office of Procurement and Contracting Services shall retain the RFP, and all related terms and conditions, exhibits and other attachments, in original form in an archival copy. Any modification of these, in the vendor's submission, is grounds for immediate disqualification.
- 3.2 About the University.** For information about the University of Arizona, please visit the University's Internet web page at: www.arizona.edu/. For specific demographic information, visit <https://uair.arizona.edu/content/overview>.

University Purpose and Core Values. The University of Arizona's purpose is working together to expand human potential, explore new horizons and enrich life for all. To fulfill this purpose, the University has adopted Core Values that apply to all faculty, staff, and students, as well as to those doing business with the University. The Core Values are central to the culture of the University, and Vendors are encouraged to review and uphold the following:

- Integrity – Be honest respectful and just
- Compassion – Choose to Care
- Exploration – Be insatiably curious
- Adaptation – Stay open-minded and eager for what's next
- Inclusion – Harness the power of diversity
- Determination – Bear Down

For additional information regarding the University's Purpose and Core Values, please visit <https://www.arizona.edu/purpose-values>.

3.3 Schedule of Events. The following is the tentative schedule that will apply to this RFP, but may change in accordance with the University's needs.

05-04-26	Issuance of RFP
05-12-26	Pre-Proposal Conference
05-14-26	Technical Questions/Inquiries due no later than 12:00 PM, MST
05-22-26	RFP is Due May 22, 2206, no later than 2:00 PM, MST
06-17-26	Vendor Presentations, (if necessary): 06-17-26 through 06-26-26
07-01-26	Complete Evaluations
07-13-26	Award Notification

3.4 Pre-Proposal Conference. A non-mandatory pre-proposal conference will be held for vendors who intend to respond to this RFP. The purpose of the conference is to provide for questions and answers regarding terms, conditions, or specifications of the RFP.

Notification of attendance should be sent to Celeste Kanzig at cdkanzig@arizona.edu

Date: Tuesday, May 12, 2026
Time: 2:00 PM, MST
Place: Zoom Link: <https://arizona.zoom.us/j/82422157058>

The Buyer may choose to call for additional pre-proposal conference(s) if, in the sole judgment of the Buyer, there is a need for such conference(s) in order to promote competition.

3.5 Pre-Proposal Site Visit.

3.6 If the vendor or any of the vendor's employees participating in this RFP need, or have questions about the University's accommodations for people with disabilities, please make arrangements with Buyers name at cdkanzig@arizona.edu Such requests should be made as early as possible to allow time to arrange the accommodation(s).

3.7 PROPOSAL PREPARATION INSTRUCTIONS

3.7.1 Vendor's Understanding of the RFP. In responding to this RFP, the vendor accepts the responsibility fully to understand the RFP in its entirety, and in detail, including making any inquiries to the University as necessary to gain such understanding. The University reserves the right to disqualify any vendor who demonstrates less than such

understanding. Further, the University reserves the right to determine, at its sole discretion, whether the vendor has demonstrated such understanding. Related to this, the University's right extends to cancellation of award if award has been made. Such disqualification and/or cancellation shall be at no fault, cost, or liability whatsoever to the University.

3.7.2 University Provides Information in Good Faith without Liability. All information provided by the University in this RFP is offered in good faith. Individual items are subject to change at any time. The University makes no certification that any item is without error. The University is not responsible or liable for any use of the information, or for any claims attempted to be asserted therefrom.

3.7.3 Verbal versus Written Communication. Verbal communication shall not be effective unless formally confirmed in writing by the specified University procurement official in charge of managing this RFP's process. In no case shall verbal communication override written communication.

3.7.4 Questions, Communications and Inquiries between the University and Vendors. **All Vendor inquiries, questions and requests for clarification related to this RFP are to be directed, in writing via the box link below, ONLY to the Buyer listed below.** Once this RFP has been sent out, Vendors **are not to contact any University Department**, other than Procurement and Contracting Services, concerning this RFP, **or risk disqualification (see Section 3.7.1 above):**

<https://arizona.app.box.com/f/ded95527503d4e398472cf168e0e4a66>

Applicable terms and conditions herein shall govern communications and inquiries between the University and vendors, as they relate to this RFP.

Informal communications shall include but are not limited to requests from/to vendors or vendors' representatives of any kind or capacity, to/from any University employee or representative of any kind or capacity, **with the exception of the Purchasing Department**, for information, comments, speculation, etc. Inquiries for clarifications and information that will not require addenda may be submitted verbally to the Buyer named above, at any time.

Formal communications shall include but are not limited to the following.

- Questions concerning this RFP must be submitted in writing, and be received **no later than May 14, 2026 at 12:00 PM MST.**
- Errors and omissions in this RFP and enhancements. Vendors shall bring to the University's attention any discrepancies, errors, or omissions that may exist within this RFP. Vendors shall recommend to the University any enhancements in respect to this RFP, which might be in the University's best interests. These must be submitted in writing, and be received **no later than May 14, 2026 at 12:00 PM MST.**
- Inquiries about technical interpretations must be submitted in writing, and be received **no later than May 14, 2026 at 12:00 PM MST.**
- Inquiries for clarifications / information that will **not** require addenda may be submitted verbally to the Buyer named above at any time during this process.
- Verbal and/or written presentations and pre-award negotiations under this RFP.
- Addenda to this RFP.

Informal communications shall cease on the date of distribution of this RFP and formal communications shall commence. On the date that the University notifies responding vendors of this RFP's results and executes the resulting contract with the successful Vendor, informal communications may resume and formal communications may cease.

- 3.7.5 Addenda and the University's Response to Communications from Vendor.** The University will make a good-faith effort to provide a written response to each question or request for clarification that requires addenda within five (5) University business days.

All addenda will be posted to our web site only:

<https://vendors.arizona.edu/rfpb-opportunities>

Vendors who want the addenda supplied to them in another form must notify insert Celeste Kanzig. Otherwise, it will be the vendor's responsibility to check the web site for any additional information and addenda concerning this RFP.

The University will not respond to any questions / requests for clarification that require addenda, if received by the University after enter Date and time

- 3.7.6 Pricing and/or Revenue Proposal.** Vendors shall indicate pricing and/or revenue offers in the appropriate spaces and/or areas provided in this RFP. The University may presume and hold as the vendor's final offer all pricing and/or revenue offerings, whether stated as amounts or percentages, and/or whether or not offered on an all-or-none basis, if not specified by the vendor. The University may accept or reject in part or entirely the vendor's pricing and/or revenue offerings when such offerings are not on an all-or-none basis. Vendor's pricing and/or revenue proposals may not be modified after the RFP Due date and time unless University at its sole discretion decides that future negotiations will only enhance the Vendor's offer to University. Should University decide that such negotiations would not be in University's best interests, pricing and revenue offer by Vendor at Due date and time may be considered by University as the Vendor's best and final offer. Unless otherwise specifically proposed by the vendor, the University reserves the right to hold such pricing and/or revenue proposal as effective for the entire intended contract term. The University may prescribe the manner and method by which pricing and/or revenue offerings shall be communicated in the vendor's proposal. The University may reject any proposal in which the pricing and/or revenue offering does not conform to such prescribed manner and method. Vendors shall indicate pricing and/or revenue offers in the appropriate spaces and/or areas provided in this RFP. Vendors shall ensure that any departure from this condition results in an offer that is clearly cross-referenced to the applicable sections within this RFP. For any material departure from this condition, vendors shall provide clear and unambiguous explanations how the departure relates in detail to the applicable sections within this RFP. If the vendor responds with an "All-or-None" proposal, it shall be clearly and unambiguously marked as such.

- 3.7.7 Revisions to the RFP.** The University may revise any part of this RFP for any reason by issuing addenda. **The University will communicate additional information and addenda to this RFP by posting them on our web site.**

<https://vendors.arizona.edu/rfpb-opportunities>

- **Vendors that want the revisions supplied to them in another way must notify the Buyer listed in this document of that request. Otherwise, it will be the vendor's responsibility to check the web site for any additional information and addenda concerning this RFP.**

Vendors are responsible for the information contained in such addenda, whether or not they acknowledge receipt. The University is under no obligation to communicate such addenda to vendors who notify the University that they will not be responding to this RFP. The University may determine whether an addendum will be considered as part of this RFP and/or as part of any resultant contract. **The University shall reject vendors' responses to addenda if such responses are received after the RFP Due date and time.**

3.7.8 Attention to Terms and Conditions. Vendors are cautioned to thoroughly understand and comply with all matters covered under the Terms and Conditions section of this RFP. The successful Vendor is expected to enter into a form of agreement approved by the Arizona Board of Regents. The University agreement terms and conditions included in this RFP are intended to be incorporated into this agreement. **Proposals that are contingent upon any changes to these terms and conditions may be deemed to be non-responsive and may be rejected.**

3.7.9 Required Signatures. The University may reject any vendor's response if it is not signed as indicated and/or required by the areas, spaces, or forms provided within this RFP.

3.7.10 Proposal Organization. Vendors shall present proposals in a format that can be readily incorporated into a contract. Vendors may present narrative proposals provided that such proposals follow the same outline and numbering scheme of this RFP, including full descriptive cross-references to all requirements listed in **Section 5.0**. **Vendors should ensure that their proposals include page numbers and are organized in a manner that will facilitate the University's evaluation of them. The University reserves the right to reject without prior notice and without liability of any kind or amount any proposal that it deems overly complex, disorganized, or difficult to evaluate.** The University reserves the right to make such a decision without any input or communication from any other party. Vendors shall ensure that, at a minimum, their proposals contain the components set forth in the following list.

- Original required sections from this RFP
- Any additional responses in corresponding sequence order
- Any additional supporting data

3.7.11 Collusion Prohibited. In connection with this RFP, vendor collusion with other vendors or employees thereof, or with any employee of the University, is prohibited and may result in vendor disqualification and/or cancellation of award. Any attempt by the vendor, whether successful or not, to subvert or skirt the principles of open and fair competition may result in vendor disqualification and/or cancellation of award. Such disqualification and/or cancellation shall be at no fault or liability whatsoever to the University.

3.7.12 Improper Business Relationships / Conflict of Interest Prohibited. In connection with this RFP, each vendor shall ensure that no improper, unethical, or illegal relationships or conflict of interest exists between or among the vendor, the University,

and any other party to this RFP. The University reserves the right to determine the materiality of such relationships, when discovered or disclosed, whether intended or not; and to decide whether or not vendor disqualification and/or cancellation of award shall result. Such disqualification and/or cancellation shall be at no fault or liability whatsoever to the University.

3.7.13 Corrections, Changes, and Providing Information on Forms within the RFP. Vendors shall ensure that an authorized individual initials each correction using pen and ink. Vendors shall use pen and ink or typewriter in providing information directly on pages, or copies thereof, contained within this RFP.

3.7.14 Proposal Bond. Not Applicable

3.7.15 Performance and / or Payment Bonds. Not Applicable

3.7.16 Anti-Kickback. In compliance with FAR 52.203-7, the University has in place and follows procedures designed to prevent and detect violations of the Anti-Kickback Act of 1986 in its operations and direct business relationships.

3.8 PROPOSAL SUBMISSION AND SUBSEQUENT ACTION

Proposals must be received by the date / time and uploaded to the University's secure box no later than May 22, 2026 at 2:00PM MST.

Vendors, please be advised that it is **your sole responsibility** to ensure that your proposal is received as described in the paragraph above. The University shall not be responsible for any delays that may occur.

Proposals must be **uploaded** to:

Box Secure Upload:

<https://arizona.app.box.com/f/ded95527503d4e398472cf168e0e4a66>

Please title your response in the upload folder as:

RFP#_VendorName_Response

****Please note, only two files may be uploaded to the box:**

- 1. RFP Response**
- 2. Redacted RFP Response (per section 3.8.3)**

no later than May 22, 2026 at 2:00PM MST. The University shall, at the specified Due date and time, accept all proposals that are otherwise in order. The University will allow interested parties to be present via zoom for purposes of identifying which vendors have responded, if requested. The University will make no immediate decision at such time, and **there will be no disclosure of any information contained in any proposal until after formal notice of award and execution of any contract resulting from this RFP.** When multiple solicitations have been scheduled to open at the same date and time, the University will open solicitations that have interested individuals present in sequential order by solicitation number. **The University will hold unopened any proposals received after the Due date and time, and will not consider such proposals.** The University reserves the right to retain or dispose of such proposals at its discretion; however, the University may return such proposals to their

related vendors, but only at such vendor's request and at no cost or expense whatsoever to the University.

If the University determines that due to an insufficient number of proposals received, it would be in the University's best interest, the University may extend the Due date in order to determine why other vendors did not respond and to encourage other vendors to respond.

3.8.1 Proposal Costs. The University is not liable in any manner or to any extent for any cost or expense incurred by any vendor in the preparation, submission, presentation, or any other action connected with proposing or otherwise responding to this RFP. Such exemption from liability applies whether such costs are incurred directly by the vendor or indirectly through the vendor's agents, employees, assigns or others, whether related or not to the vendor.

3.8.2 Withdrawal of RFP. Vendors may withdraw their proposals any time prior to the RFP Due date and time. Vendors may request to withdraw their proposals after the RFP Due date and any time prior to selection and notice of award. The University shall have sole authority to grant or deny such a request. In the event the University grants such a request, it may withhold issuing future RFP's to such vendors.

3.8.3 University's Right to Use Vendor's Ideas / Proprietary Information. If the vendor needs to submit proprietary information with the proposal, the vendor **shall ensure that it is enclosed in a separate redacted file from the proposal and that it is clearly designated and conspicuously labeled as such. The vendor may submit a full PDF for the committee and a redacted file for proprietary and confidential information within the guidelines below.**

The University shall have the right to use any ideas that are contained in any proposal received in response to this RFP, along with any adaptation of such ideas. Selection or rejection of the proposal shall not affect the University's right of use. Provided, however, that the University will, in good faith, honor any vendor information that is **redacted and saved as a separate file from the proposal and clearly designated and conspicuously labeled as proprietary, and the University concurs that the information is proprietary. The file must also contain the reason(s) why the enclosed material is to be considered proprietary.**

Trade secrets or other proprietary data contained in the proposal documents shall be maintained as confidential in accordance with procedures promulgated by the Procurement Officer and subject to limitations in Arizona or Federal law. **Pricing information cannot be considered proprietary or confidential.** The University shall not be liable in any manner or in any amount for disclosing proprietary information if such information is not clearly so designated and conspicuously so labeled. The University shall likewise not be liable if it did not know or could not have reasonably known that such information was proprietary. **At no time will the entire proposal be considered proprietary and be kept confidential. If the entire proposal is marked as confidential and/or proprietary and no redacted copy is sent, the University will not consider any part of the proposal confidential.**

3.9 EVALUATION PROCESS AND AWARD

3.9.1 Contractual Intent / Right to Terminate and Recommence RFP Process. The University intends to contract with one or more vendors whose proposal(s) are considered to be in the best interests of the University. However, the University may

terminate this RFP process at any time up to notice of award, without prior notice, and without liability of any kind or amount. Further, the University reserves the right to commence one or more subsequent RFP processes seeking the same or similar products or services covered hereunder.

3.9.2 Effective Period of Proposals. Under this RFP, the University shall hold that vendors' responses to this RFP shall remain in effect for a period of ninety (90) days following the Due date, in order to allow time for evaluation, approval, and award of the contract. Any vendor who does not agree to this condition shall specifically communicate in its proposal such disagreement to the University, along with any proposed alternatives. The University may accept or reject such proposed alternatives without further notification or explanation.

3.9.3 Proposal Acceptance/Rejection. The University reserves the right to reject any or all proposals. Such rejection may be without prior notice and shall be without any liability of any kind or amount to the University. The University shall not accept any proposal that the University deems not to be in its best interests. The University shall reject proposals submitted after the Due date and time.

3.9.4 Errors and Omissions in Vendors Proposals. The University may accept or reject any vendor's proposal, in part or in its entirety, if such proposal contains errors, omissions, or other problematic information. The University may decide upon the materiality of such errors, omissions, or other problematic information.

3.9.5 Determination of and Information Concerning Vendor's Qualifications. The University reserves the right to determine whether a vendor has the ability, capacity, and resources necessary to perform in full any contract resulting from this RFP. The University may request from vendors information it deems necessary to evaluate such vendors' qualifications and capacities to deliver the products and/or services sought hereunder. The University may reject any vendor's proposal for which such information has been requested but which the vendor has not provided. Such information may include but is not limited to:

- Financial resources
- Personnel resources
- Physical resources
- Internal financial, operating, quality assurance, and other similar controls and policies
- Resumes of key executives, officers, and other personnel pertinent to the requirements of the RFP
- Customer references
- Disclosures of complaints or pending actions, legal or otherwise, against the vendor

3.9.6 Apparently Conflicting Information Obtained by Vendor. The University is under no obligation whatsoever to honor or observe any information that may apparently conflict with any provision herein, regardless of whether such information is obtained from any office, agent, or employee of the University. Such information shall not affect the vendor's risks or obligations under a contract resulting from this RFP.

3.9.7 Rejection of Vendor Counter-offers, Stipulations and Other Exceptions. Any vendor exception, stipulation, counter-offer, requirement, and/or other alternative term

or condition shall be considered rejected unless specifically accepted in writing by the University and thereafter incorporated into any contract resulting from this RFP.

3.9.8 Method of Award. Each response to this RFP will be reviewed for its overall competence, compliance, format, and organization. Proposals which the University deems overly complex, disorganized, or difficult to evaluate may be rejected in accordance with [Section 3.7.10](#) of this RFP. The award shall be made to the responsive and responsible vendor whose proposal is determined to be the most advantageous to the University of Arizona, taking into consideration the following evaluation criteria listed in the relative descending order of importance. Pricing must be a criterion. However, the University is under no obligation whatsoever to select, as most responsive the proposal that demonstrates the lowest pricing.

Limiting Criteria: Respond in Attachment A, “Limiting Criteria” tab. Proposals will not be considered if they do not have the following:

- **Brand Strategy Experience:**
 - Demonstrated brand strategy and creative experience with at least two higher ed institutions in the last 3 years.
- **Online Brand Experience:**
 - Demonstrated experience with at least 2 brands in the last 5 years that operate primarily in an online environment, whether that’s online education, e-commerce or services.

There will be two main phases for this RFP, the Proposal Phase and the Presentation Phase, with an optional third Leadership Input Suppliers with top-scoring proposals will be invited to present their solution and will be evaluated on the same general evaluation criteria categories. Scoring from the proposal phase will NOT be carried forward to the presentation phase (or the optional leadership input phase). The University will communicate presentation agendas prior to inviting finalists for an on-campus meeting during the presentation phase.

If the optional third Leadership Input Phase is initiated, vendors will be updated, and new presentation agendas will be provided. This phase would be conducted remotely via Zoom, scores would be carried forward from Round 2, but candidates would be additionally evaluated based on services offered, overall fit, and value.

Evaluation Criteria A-C (Rounds 1 and 2):

- **Brand Strategy Expertise (for Steps A-C)**
Demonstrated ability to develop strategies that help institutions evolve, articulate and differentiate their brands. Experience in higher education and online environments.
- **Firm Profile**
Strong organizational and cultural fit, with a capable team, stable points of contact, and clear methodology for engaging collaboratively throughout the project.
- **Price**

We expect that the work for both phases (excluding step D) can be done within a budget of \$500,000 - \$750,000. Pricing should include all travel and out of pocket expenses in the total for each phase.

Evaluation Criteria E-F (Rounds 1 and 2):

- **Creative Expertise (for Steps E-F)**
Demonstrated ability to translate brand strategy into high-impact, differentiated and effective advertising creative executions.
- **Firm Profile**
Strong organizational and cultural fit, with a capable team, stable points of contact, and clear methodology for engaging collaboratively throughout the project.
- **Price**
We expect that the work for both phases (excluding step D) can be done within a budget of \$500,000 - \$750,000. Pricing should include all travel and out of pocket expenses in the total for each phase.

Evaluation Criteria (Optional Round 3):

- **Services Offered**
- **Overall Fit**
- **Value**

The contract will consist of the University's RFP, the proposal with any and all revisions, award letter, and/or purchase order, and/or the signed agreement between the parties, as stated in that agreement.

- 3.9.9 Selection, Negotiation, Additional Information.** Although the University reserves the right to negotiate with any vendor or vendors to arrive at its final decision and/or to request additional information or clarification on any matter included in the proposal, it also reserves the right to select the most responsive and responsible vendor or vendors without further discussion, negotiation, or prior notice. The University may presume that *any proposal is a best-and-final offer*.
- 3.9.10 Pre-Award Presentations.** The University reserves the right to require presentations from the highest ranked vendors, in which they may be asked to provide information in addition to that provided in their proposals.
- 3.9.11 Pre-Award Negotiations.** The University reserves the right to negotiate prior to award with the highest ranked vendors for purposes of addressing the matters set forth in the following list, which may not be exhaustive.
- Resolving minor differences and scrivener's errors
 - Clarifying necessary details and responsibilities
 - Emphasizing important issues and points
 - Receiving assurances from vendors
 - Obtaining the lowest and best pricing and/or revenue agreement

- 3.9.12 Notification of Non-Selection.** The University reserves the right not to notify vendors whose RFP responses are not selected for further consideration or notice of award. If the University decides to notify such vendors in writing, it will send the notifications to the address indicated in each such vendor's proposal. Once the award has been finalized, a notice of award may be posted on our [website](#).
- 3.9.13 Vendor's Need to Use Proprietary Rights of the University.** All information proprietary to the University and disclosed by the University to any vendor shall be held in confidence by the vendor and shall be used only for purposes of the vendor's performance under any contract resulting from this RFP.
- 3.9.14 Public Record.** After the award and execution of a contract resulting from this RFP, vendors' proposals become public record and are available for review during the University's regular office hours. The University will, in good faith and to the extent allowed by law, honor any vendor information that is clearly designated and conspicuously labeled as proprietary, and the University agrees that the information is proprietary. If the vendor needs to submit proprietary information with the proposal, the vendor **shall ensure that it is enclosed in a separate file from the proposal and that it is clearly designated and conspicuously labeled as such. The file must also contain the reason(s) why the enclosed material is to be considered proprietary.** At no time shall the entire proposal be considered proprietary and be kept confidential. The University shall not be liable in any manner or in any amount for disclosing proprietary information if such information is not clearly so designated and conspicuously so labeled. The University shall likewise not be liable if it did not know or could not have reasonably known that such information was proprietary. **Pricing information cannot be considered proprietary or confidential.**
- 3.9.15 Certification.** By signature on the "Proposal Certification" form included herein, the Vendor certifies that the submission of the proposal did not involve collusion or other anti-competitive practices. The Vendor has not given, offered to give, nor intends to give at any time hereafter any economic opportunity, future employment, gift, loan, gratuity, special discount, trip, favor, or service to a public servant in connection with the submitted proposal. In addition, Vendor certifies whether or not any employee of the University has, or has a relative who has, a substantial interest in any Agreement that may result from this RFP. Vendor also certifies their status with regard to debarment, or suspension by any Federal entity.

Failure to provide a valid signature affirming the stipulations required by this clause shall result in the rejection of the submitted proposal and, if applicable, any resulting Agreement. Signing the certification with a false statement shall void the proposal and, if applicable, any resulting Agreement. Any resulting Agreement may be subject to legal remedies provided by law. Vendor agrees to promote and offer to the University only those services and/or materials as stated in and allowed for under resulting Agreement(s).

4.0 AGREEMENT TERMS AND CONDITIONS

The following are the Terms and Conditions that will become part of any Agreement consummated between the University and the Successful Vendor. **In the event of a conflict between any provisions contained in any of the documents governing this transaction, the following shall be the order of precedence: Supplemental Agreement; Request for Proposals; Proposal.**

- 4.1 Actions of Successful Vendor.** The University is under no obligation whatsoever to be bound by the actions of any Successful Vendor with respect to third parties. The Successful Vendor is not a division or agent of the University.
- 4.2 Advertising.** The Successful Vendor shall not advertise or publish information concerning the Agreement without prior written consent of the University. The University shall not unreasonably withhold permission.
- 4.3 Americans with Disabilities Act and Rehabilitation Act. The Successful Vendor will comply with all applicable provisions of the Americans with Disabilities Act, the Rehabilitation Act, and all applicable federal regulations.**

All electronic and information technology and products and services to be used by University faculty/staff, students, program participants, or other University constituencies must be compliant with the Americans with Disabilities Act as amended and the Rehabilitation Act. Compliance means that a disabled person can acquire the same information, engage in the same interactions, and enjoy the same services as a nondisabled person, in an equally effective and integrated manner, with substantially equivalent ease of use.

4.3.1 Electronic and Information Technology. Any acquisition considered electronic and information technology (EIT) as defined by the Access Board at 36 CFR 1194.4 and in the FAR at 2.101 must comply with Section 508 (36 CFR Part 1194) and, for web-based applications, WCAG 2.0, Level AA Guidelines. In addition, the submission of a completed Voluntary Product Accessibility Template (VPAT) is required so the University of Arizona may ascertain conformance. Proposals or bids without a completed VPAT may be disqualified from competition. The UA Guide to the VPAT and the templates themselves are available to assist vendors in this process. See information at <http://itaccessibility.arizona.edu/guidelines/purchasing/vpat>.

EIT is information technology (IT) and any equipment or interconnected system or subsystem of equipment that is used in the creation, conversion, or duplication of data or information. EIT includes, but is not limited to:

- telecommunication products, such as telephones;
- information kiosks and transaction machines;
- World Wide Web sites;
- software;
- multimedia (including videotapes); and
- office equipment, such as copiers and fax machines.

The University of Arizona reserves the right to perform real-world testing of a product or service to validate vendor claims regarding Section 508 conformance. To facilitate testing, the vendor will, upon request, provide the University with access to the product being considered for purchase for a period of at least 30 calendar days.

4.3.2 Services and Products. An accessible *service or product* is one that can be used by as many people as possible, taking into account their physical, cognitive, emotional, and sensory differences.

Services provided include, but are not limited to:

- education and training;
- cultural and athletic events;

- vehicle rentals
- event space and lodging; and
- parking and transportation.

Products include, but are not limited to:

- office equipment;
- office and classroom furniture; and
- kiosks

- 4.4 Conflict of Interest.** Pursuant to the provisions of Arizona Revised Statute § 38-511, the Arizona Board of Regents may, within three years after its execution, cancel the Agreement without penalty or further obligation if any person significantly involved in negotiating, drafting, securing or obtaining the Agreement for or on behalf of the Arizona Board of Regents becomes an employee in any capacity of any other party or a consultant to any other party with reference to the subject matter of the Agreement while the Agreement or any extension thereof is in effect.
- 4.5 Drug Free Workplace.** The Successful Vendor agrees that in the performance of the Agreement, neither the Successful Vendor nor any employee of the Successful Vendor shall engage in the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance in conducting any activity covered by the Agreement. The University reserves the right to request a copy of the Successful Vendor's Drug Free Workplace Policy. The Successful Vendor further agrees to insert a provision similar to this statement in all subcontracts for services required.
- 4.6 Equal Opportunity.** The provisions of Section 202 of Executive Order 11246.41 C.F.R. Sec. 60-1.4.41 C.F.R. Sec. 60-250.4 and 41 C.F.R. Sec. 60-741.4 are incorporated herein by reference and shall be applicable to the Agreement unless the Agreement is exempted under the rules, regulations or orders of the U.S. Secretary of Labor.
- 4.7 Federal, State, and Local Taxes, Licenses and Permits.** Successful Vendor is solely responsible for complying with all laws, ordinances, and regulations on taxes, licenses and permits, as they may apply to any matter under this RFP. The Successful Vendor must demonstrate that they are duly licensed by whatever regulatory body may so require during the performance of the Agreement. Prior to the commencement of Agreement, the Successful Vendor shall be prepared to provide evidence of such licensing as may be requested by the University. Successful Vendor shall, at no expense to the University, procure and keep in force during the entire period of the Agreement all such permits and licenses.
- 4.8 Inspection and Audit.** Pursuant to the provisions of Arizona Revised Statute § 35-214, all books, accounts, reports, files and other records relating to the Agreement shall be subject at all reasonable times to inspection and audit by the Arizona Board of Regents, The University of Arizona or the Auditor General of the State of Arizona, or their agents for five (5) years after completion or termination of the Agreement.
- 4.9 Liens.** Each Successful Vendor shall keep the University free and clear from all liens asserted by any person or entity for any reason arising out of the furnishing of services or materials by or to the Successful Vendor.
- 4.10 Modifications.** The Agreement can be modified or rescinded only by a writing signed by both parties or their duly authorized agents.

- 4.11 Non-Discrimination.** The parties shall comply with all applicable state and federal statutes and regulations governing equal employment opportunity, non-discrimination, and immigration.
- 4.12 Sales and Use Tax.** The Successful Vendor agrees to comply with and to require all of his subcontractors to comply with all the provisions of applicable law. The Successful Vendor further agrees to indemnify and hold harmless the University from any and all claims and demands made against it by virtue of the failure of the Successful Vendor or any subcontractors to comply with the provisions of any and all said laws. The University is not exempt from state sales and use tax, except for equipment purchased for research or development. Any equipment ordered as tax exempt shall be invoiced separately from taxable systems, even if purchased on the same purchase order as issued by the University.
- 4.13 Prohibited Harassment.** Federal law and the policies of the University prohibit sexual harassment of University employees or students. Sexual harassment includes any unwelcome sexual advance toward a University employee or student, any request for a sexual favor from a University employee or student, or any other verbal or physical conduct of a sexual nature that is so pervasive as to create a hostile or offensive working environment for University employees, or a hostile or offensive academic environment for University students. University vendors, subcontractors and suppliers for this project are required to exercise control over their employees so as to prohibit acts of sexual harassment of University employees and students. The employer of any person who the University, in its reasonable judgment, determines has committed an act of sexual harassment agrees as a term and condition of the Agreement to cause such person to be removed from the project site and from University premises and to take such other action as may be reasonably necessary to cause the sexual harassment to cease.
- 4.14 Small Business Utilization Program.** The University is committed to its [Small Business Utilization Program](#) and to the development of Small Business. If subcontracting is necessary, the Successful Vendor will make every effort to use Small Businesses in the performance of the Agreement.
- 4.15 Smoking and Tobacco Policy.** This policy applies to the University of Arizona main campus in Tucson, the Arizona Health Sciences Center, the Phoenix Biomedical Center, the College of Applied Science and Technology (UA South) and all University vehicles. This policy applies to University students, faculty, employees, contractors, volunteers, and visitors on its campuses and in its vehicles. To view the complete policy, click on <https://policy.arizona.edu/ethics-and-conduct/smoking-and-tobacco-policy>. The Successful Vendor is expected to respect this tobacco free policy and fully comply with it.
- 4.16 Export Control.** Each party shall comply with all applicable export control laws and economic sanctions programs. Applicable export control or economic sanctions programs may include U.S. export control laws such as the Export Administration Regulations and the International Traffic in Arms Regulations, and U.S. economic sanctions programs that are or may be maintained by the U.S. Government. The parties will comply with U.S. export control and U.S. economic sanctions laws with respect to the export (including a deemed export) or re-export of U.S. origin goods, software, services and/or technical data, or the direct product thereof.
- 4.17 No Boycott of Goods or Services from Israel.** If the Goods/Services provided under this Agreement include the acquisition of services, supplies, information technology or construction with a value of at least \$100,000 and Supplier is engaged in for-profit activity and has 10 or more full-time employees, then, to the extent required by ARS § 35-393.01, Supplier certifies it is not currently engaged in, and during the term of this Agreement will not engage in, a boycott of goods or services from Israel.

- 4.18 Safety Standards.** To the extent applicable to the services to be performed under this Agreement, Contractor represents and warrants that all articles and services furnished under this Agreement meet or exceed the safety standards established and promulgated under the Federal Occupational Safety and Health Law (Public Law 91-596) and its regulations, in effect or proposed as the date of this Agreement, which shall include the following guidance provided by OSHA, available at the following link <https://www.osha.gov/coronavirus/safework>. In addition, Contractor, Contractor employees, and/or subcontractors who will be performing work in University of Arizona locations, indoor or outdoor, must review and abide by the mask requirements listed at: <https://covid19.arizona.edu/face-coverings>.
- 4.19 Arbitration.** The parties agree to arbitrate disputes filed in Arizona Superior Court that are subject to mandatory arbitration pursuant to ARS § 12-133.
- 4.20 Travel.** If authorized as part of any resulting contract, all reimbursable travel expenses must be authorized in writing by the University in advance of the planned travel and must be consistent with University Financial Policy 9.12 Independent Contractors, <https://policy.fso.arizona.edu/fsm/900/912> items 33-42. Each request for reimbursement shall be itemized and accompanied by copies of original receipts. If applicable, reimbursements for airfare shall be for standard airline coach travel only. If applicable, reimbursement for auto travel and per diem shall be made at the rate permitted for State of Arizona employees. Note that the purchase of alcohol shall not be permitted as a reimbursable expense under this Contract. Vendor will submit all receipts and any required backup documentation to the University within 90 days after the applicable expenses were incurred. The University will not be required to reimburse Vendor for any expenses, invoices, or receipts for expenses received after that time.
- 4.21 No Forced Labor of Ethnic Uyghurs.** To the extent required by A.R.S. § 35-394, Supplier certifies it is not currently, and during the term of this Agreement will not use: 1) the forced labor of ethnic Uyghurs in the People's Republic of China; 2) any goods or services produced by the forced labor of ethnic Uyghurs in the People's Republic of China; or 3) any contractors, subcontractors or suppliers that use the forced labor or any goods or services produced by the forced labor of the ethnic Uyghurs in the People's Republic of China. If Supplier becomes aware during the term of the agreement that it is not in compliance with this written certification, it shall notify the University within five (5) business days of becoming aware of the noncompliance.
- 4.22 Use of University of Arizona Logos by Outside Entities.** The Arizona Board of Regents on behalf of the University of Arizona has registered the names, logos and trademarks of the University with the Patent and Trademark Office of the United States. The use of the University of Arizona logos, trademarked words and images is regulated by the University of Arizona's Office of Trademarks & Licensing. Companies that desire to enter into corporate sponsorships or co-branded relationships with the University of Arizona must receive approval from University Marketing and Communications before using University of Arizona logos. In any other instance, no outside organization is allowed to use the University of Arizona logo, trademarked words or images without the express written consent of University of Arizona's Office of Trademarks & Licensing in each instance.
- 4.21 Administrative (Legal) Remedies.** The Arizona Board of Regents has promulgated [Administrative \(Legal\) Remedies](#) for alleged breaches or disputes arising from the Agreement. These remedies are exclusive and must be exhausted before the filing of any legal action.

- 4.22 Assignment-Delegation.** No right or interest in the Agreement shall be assigned or delegation of any obligation made by Successful Vendor without the written permission of the University. Any attempted assignment or delegation by Successful Vendor shall be wholly void and totally ineffective for all purposes unless made in conformity with this paragraph.
- 4.23 Assignment of Anti-Trust Overcharge Claims.** The parties recognize that in actual economic practice overcharges resulting from anti-trust violations are in fact borne by the ultimate purchaser; therefore, Successful Vendor hereby assigns to the University any and all claims for such overcharges.
- 4.24 Date for Reckoning Prompt-Payment Discount.** For purposes of determining whether a prompt-payment discount, if applicable, may be taken by the University, the starting date of such reckoning period shall be the later of the date of a properly executed invoice or the date of completion of service and/or delivery of product.
- 4.25 Force Majeure.** Neither party shall be held responsible for any losses resulting if the fulfillment of any terms or provisions of the Agreement are delayed or prevented by any cause not within the control of the party whose performance is interfered with, and which by the exercise of reasonable diligence, said party is unable to prevent. Neither the Supplier / Contractor nor the University shall be liable for failure to perform if such failure is caused by or due to acts or regulations of public authorities, labor difficulties, civil tumult, strike, epidemic, pandemic, or any cause beyond the control of Supplier / Contractor or the University. Neither party shall be under any further obligation to the other.
- 4.26 Indemnification / Hold Harmless.** The Successful Vendor shall indemnify, defend, and hold harmless to the fullest extent allowed by law the State of Arizona, the Arizona Board of Regents and the University, its officers, agents, and employees (“Indemnitees”) from any and all claims, demands, suits, actions, proceedings, loss, cost, and damages of every kind and description, including attorneys’ fees and/or litigation expenses, which may be brought or made against or incurred on account of breach, or loss of or damage to any property, or for injuries to or death of any person, or financial loss incurred by Indemnitees, caused by, arising out of, or contributed to, in whole or in part, by reasons of any act, omission, professional error, fault, mistake, or negligence of Successful Vendor, its employees, agents, representatives, or subcontractors, their employees, agents, or representatives in connection with or incident to the performance of the Agreement, or arising out of Workers Compensation claims, Unemployment Compensation claims, or Unemployment Disability Compensation claims of employees of Successful Vendor and/or its subcontractors of claims under similar such laws and obligations. Successful Vendor’s obligation under this provision shall not extend to any liability caused by the sole negligence of the State of Arizona, Arizona Board of Regents, University or its officers, agents, and employees. Such indemnification shall specifically include infringement claims made against any and all intellectual property supplied by Successful Vendor and third party infringement under the Agreement.
- 4.27 Indemnification by the University.** Arizona Revised Statute § 35-154 prohibits persons from incurring obligations against the state for which funds have not been appropriated or allocated. Arizona Attorney General’s Opinion 67-36-L interprets this statute to prohibit the state and its agencies from agreeing to hold harmless or indemnify third parties. The University shall be liable for claims, damages or suits arising from the acts, omissions or negligence of its officers, agents and employees.
- 4.28 Insurance Requirements.** Without limiting any liabilities or any other obligations of Successful Vendor, the Successful Vendor shall provide and maintain the minimum insurance coverage

listed below unless otherwise agreed to in writing. Coverage shall be provided with forms and insurers acceptable to the University until all obligations under the Agreement are satisfied.

- Commercial General Liability (CGL) insurance with minimum limits of ONE MILLION DOLLARS (\$1,000,000) each occurrence and TWO MILLION DOLLARS (\$2,000,000) general aggregate.
- Commercial Automobile Liability insurance with a minimum combined single limit of ONE MILLION DOLLARS (\$1,000,000) each occurrence.

The insurance policies required in the two statements above shall be endorsed to name the State of Arizona, Arizona Board of Regents on behalf of the University of Arizona as additional insured and shall stipulate that the insurance afforded the Successful Vendor shall be primary insurance and that any insurance carried by the State of Arizona, the Arizona Board of Regents and the University of Arizona, their agents, officials or employees shall be excess and not contributory insurance to that provided by Successful Vendor.

- If applicable, Worker's Compensation insurance in accordance with applicable Arizona Statutes, for any employees engaged in the performance of Agreement; and
- Employer's Liability insurance with a minimum limit of FIVE HUNDRED THOUSAND DOLLARS (\$500,000).

A certificate of insurance acceptable to the University shall be furnished to the University prior to the commencement of Agreement as evidence that policies providing the required coverage, conditions and limits are in full force and effect.

4.29 Additional Insurance Requirements (Consultants, Lawyers, Architects and Engineers Agreements). Not applicable.

4.30 Additional Insurance Requirements (Medical Services Agreement). Not applicable.

4.31 Additional Insurance Requirements (Handling Hazardous Wastes). Not applicable.

4.32 Intellectual Property. It is understood and agreed that ownership of intellectual property developed as a result of fulfilling the requirements of this Request for Proposals belongs solely and exclusively to the Arizona Board of Regents on behalf of the University of Arizona. Documents/drawings used in this proposal belong to the Arizona Board of Regents on behalf of the University of Arizona and/or are being used with permission. Intellectual property as used herein, means all forms of legally protectable intellectual property, including copyrights, trademarks, inventions, patent applications, patents and mask works, drawings and/or blueprints. It is also understood and agreed that anything created as a result of an award of this proposal is considered a work for hire under the U.S. copyright laws and as such, the Arizona Board of Regents on behalf of the University of Arizona will own the copyright.

4.33 Labor Disputes. Successful Vendor shall give prompt notice to the University of any actual or potential labor dispute which delays or may delay performance of the Agreement.

4.34 Laws and Regulations. Successful Vendors are solely responsible for keeping themselves fully informed of and faithfully observing all laws, ordinances, and regulations affecting the rights of their employees, and shall protect and indemnify the University, its officers and agents against any claims of liability arising from or based on any violation thereof.

4.35 No Waiver of Right by the University. No waiver by University of any breach of the provisions of the Agreement by the Successful Vendor shall in any way be construed to be a waiver of

any future breach or bar the University's right to insist on strict performance of the provisions of the Agreement

- 4.36 Parking.** The Successful Vendor shall obtain all parking permits and/or decals that may be required while performing project work on University premises. The Successful Vendor should contact [Parking and Transportation Services](#) located at 1117 E. Sixth St., Tucson AZ 85721-0181.
- 4.37 Performance and / or Payment Bonds.** Not applicable.
- 4.38 Payment Terms.** Payments by the University shall be subject to the provision of Title 35 of Arizona Revised Statutes relating to time and manner of submission of claims. The University's obligation is payable only and solely from funds appropriated for the purpose of the Agreement. Unless otherwise stated herein, the payment terms for the Agreement are Net 30 days
- 4.39 Price Adjustment for Multi-Year Contracts.** Price changes will normally only be considered at the end of one Agreement period and the beginning of another. Price change requests shall be in writing, submitted at least sixty (60) days prior to the end of the current Agreement period, and shall be supported by written evidence of increased costs to the Successful Vendor. The University will not approve unsupported price increases that will merely increase the gross profitability of the Successful Vendor at the expense of the University. Price change requests shall be a factor in the Agreement extension review process. The University shall, in its sole opinion, determine whether the requested price increase or an alternate option is in the best interest of the University.
- 4.40 Prior Course of Dealings.** No trade usage, prior course of dealing, or course of performance under other agreements shall be a part of any agreement resulting from this RFP; nor shall such trade usage, prior course of dealing, or course of performance be used in the interpretation or construction of such resulting agreement.
- 4.41 Referencing of Orders.** For each order issued against an agreement resulting hereunder, the University intends in good faith to reference this RFP for pricing, terms and conditions, delivery location, and other particulars. However, in the event the University fails to do so, the University's right to such terms, conditions, and particulars shall not be affected, and no liability of any kind or amount shall accrue to the University.
- 4.42 Remedies and Applicable Law.** The Agreement shall be governed by and construed in accordance with the laws of the State of Arizona. University and Successful Vendor shall have all remedies afforded each by said law. The venue in any action or litigation commenced to enforce the Agreement shall be instituted in the appropriate courts in Arizona.
- 4.43 Right of Assurance.** Whenever one party to the Agreement in good faith has reason to question the other party's intent to perform, he may demand that the other party give a written assurance of their intent to perform. In the event that a demand is made and no written assurance is given within ten calendar (10) days, the demanding party may treat this failure as an anticipatory repudiation of the Agreement.
- 4.44 Right of Offset.** The University shall be entitled to offset against any sums due the Successful Vendor, any expenses or costs incurred by the University, or damages assessed by the University concerning the Successful Vendor's non-conforming performance or failure to perform the Agreement, or any other debt owing the University, including expenses, costs and damages described in the termination provisions contained herein.

4.45 Termination

- 4.45.1 Convenience.** The University reserves the right to terminate the Agreement in whole or in part at any time when in the best interests of the University without penalty or recourse. Upon receipt of the written notice, the Successful Vendor shall immediately stop all work as directed in the notice, notify all subcontractors of the effective date of the termination and minimize all further costs to the University. In the event of termination under this provision, all documents, data and reports prepared by the Successful Vendor under the Agreement shall become the property of and delivered to the University. The Successful Vendor shall be entitled to receive just and equitable compensation for work in progress, work completed and materials accepted before the effective date of termination. Such compensation shall be the Successful Vendor's sole remedy against the University in the event of termination under this provision.
- 4.45.2 Cause.** The resulting agreement may be terminated by either party for cause in the event of: (a) breach by the other party of a material obligation under the Agreement which is not remedied within thirty (30) days after written notice.
- 4.45.3 Suspension or Debarment.** The University may by written notice to the Successful Vendor immediately terminate the Agreement if the University determines that the Successful Vendor has been debarred, suspended or otherwise lawfully prohibited from participating in any public procurement activity, including but not limited to, being disapproved as a subcontractor Vendor of any public procurement unit or other governmental body.
- 4.22.1 Default.** The University reserves the right to terminate the Agreement in whole or in part due to the failure of the Successful Vendor to comply with any term or condition of the Agreement, to acquire and maintain all required insurance policies, bonds, licenses and permits, or to make satisfactory progress in performing the Agreement. The University shall provide written notice of the termination and the reasons for it to the Successful Vendor. Upon termination under this provision, all goods, materials, documents, data and reports prepared by the Successful Vendor under the Agreement shall become the property of and be delivered to the University on demand. The University may, upon termination of the Agreement, procure, on terms and in the manner that it deems appropriate, materials or services to replace those under the Agreement. The Successful Vendor shall be liable to the University for any Excess Costs incurred by the University in re-procuring the materials or services.
- 4.22.2 Gratuities.** The University may, by written notice to the Successful Vendor, cancel the Agreement if it is discovered by the University that gratuities, in the form of entertainment, gifts or other, were offered or given by the Successful Vendor, or any agent or representative of the Successful Vendor, to any officer or employee of the University with a view toward securing an Agreement or securing favorable treatment with respect to the awarding or amending, or the making of any determinations with respect to the performing of such Agreement. In the event the Agreement is canceled by the University pursuant to this provision, University shall be entitled, in addition to any other rights and remedies, to recover or withhold the amount of the cost incurred by Successful Vendor in providing such gratuities.
- 4.22.3 Insolvency.** The University shall have the right to terminate the Agreement at any time in the event Successful Vendor files a petition in bankruptcy; or is adjudicated bankrupt; or if a petition in bankruptcy is filed against Successful Vendor and not discharged within thirty (30) days; or if Successful Vendor becomes insolvent or makes

an assignment for the benefit of its creditors or an arrangement pursuant to any bankruptcy law; or if a receiver is appointed for Successful Vendor or its business.

4.22.4 Lack of Funding. The Agreement may be canceled without further obligation on the part of the Arizona Board of Regents and the University of Arizona in the event that sufficient appropriated funding is unavailable to assure full performance of the terms. The Successful Vendor shall be notified in writing of such non-appropriation as soon as reasonably possible. No penalty shall accrue to the Board or the University in the event this cancellation provision is exercised. This cancellation provision shall not be construed so as to permit the University to terminate the Agreement in order to acquire similar equipment, material, supplies or services from another party.

4.22.5 Stop Work Order. The University may at any time, by written order to the Successful Vendor, require the Successful Vendor to stop all or any part of the work called for by the Agreement for a period of ninety (90) days after the order is delivered to the Successful Vendor, and for any further period to which the parties may agree. The order shall be specifically identified as a Stop Work Order issued under this provision. Upon receipt of the order, the Successful Vendor shall immediately comply with its terms and take all reasonable steps to minimize the incidence of costs allocable to the work covered by the order during the period of work stoppage. If a Stop Work Order issued under this provision is canceled or the period of the order or any extension expires, the Successful Vendor shall resume work. The University shall make an equitable adjustment in the delivery schedule or Agreement price, or both, and the Agreement shall be amended in writing accordingly.

4.46 Continuation of Performance through Termination. The Successful Vendor shall continue to perform, in accordance with the requirements of Agreement, up to the date of termination, as directed in the termination notice.

4.47 Confidentiality. The parties shall comply with 20 USC Section 1232(g), the Buckley Amendment to the Family Educational Right and Privacy Act of 1974. Therefore, Vendor shall not be entitled to receive Employee or Student information directly from University, other than public information available in University directories which is not protected by federal or state privacy or confidentiality statutes or regulations. Vendor may solicit Employee and Student information directly from Employees and Students subject to prior disclosures by Vendor of all intended uses of such information. Regardless of the Employee or Student personal information, even if such information is publicly available via directories, Vendor shall under no circumstances sell, duplicate, market, or give to any person or persons, entities or other companies a list or other personal information of any or all Employees or Students. All identities and personal information Employees and Students shall remain confidential. And disclosure by Vendor occurring without the express prior written consent of the Employee or Student shall result in the immediate termination of this agreement.

4.48 Data Use, Ownership, and Privacy. The terms of this section apply if Supplier receives, has access to, stores, or analyzes any UA Data (as defined below). As between the parties, UA will own, or retain all of its rights in, all data and information that UA provides to Supplier, as well as all data and information managed by Supplier on behalf of UA, including all output, reports, analyses, and other materials relating to, derived from, or generated pursuant to the Agreement, even if generated by Supplier, as well as all data obtained or extracted through UA's or Supplier's use of such data or information (collectively, UA Data). UA Data also includes all data and information provided directly to Supplier by UA students and employees, and includes personal data, metadata, and user content.

UA Data will be UA's Intellectual Property and Supplier will treat it as UA Confidential Information (as defined below). Supplier will not use, access, disclose, or license, or provide to third parties, any UA Data, except: (i) to fulfill Supplier's obligations to UA hereunder; or (ii) as authorized in writing by UA. Without limitation, Supplier will not use any UA Data, whether or not aggregated or de-identified, for product development, marketing, profiling, benchmarking, or product demonstrations, without, in each case, UA's prior written consent. Supplier will not, directly or indirectly: (x) attempt to re-identify or de-aggregate de-identified or aggregated information; or (y) transfer de-identified and aggregated information to any third party unless that third party agrees not to attempt re-identification or de-aggregation. For UA Data to be considered de-identified, all direct and indirect personal identifiers must be removed, including names, ID numbers, dates of birth, demographic information, location information, and school information. Upon request by UA, Supplier will deliver, destroy, and/or make available to UA, any or all UA Data.

Notwithstanding the foregoing, if the Agreement allows Supplier to provide aggregated and de-identified data to third parties, then Supplier may provide such data solely to the extent allowed in the Agreement, and, unless otherwise stated herein, only if such data is aggregated with similar data of others (i.e. is not identified as UA, ABOR, or Arizona-specific).

- 4.49 Non-Discrimination, Affirmative Action.** Contractor and subcontractor shall abide by the requirements of 41 CFR §§ 60-1.4(a), 60-300.5(a) and 60-741.5(a). These regulations prohibit discrimination against qualified individuals based on their status as protected veterans or individuals with disabilities, and prohibit discrimination against all individuals based on their race, color, religion, sex, or national origin. Moreover, these regulations require that covered prime contractors and subcontractors take affirmative action to employ and advance in employment individuals without regard to race, color, religion, sex, national origin, protected veteran status or disability.
- 4.50 Clean Air and Federal Water Pollution Control Act.** The successful vendor agrees to comply with all applicable standards, orders or regulations issued pursuant to the Clean Air Act (42 U.S.C. 7401–7671q) and the Federal Water Pollution Control Act as amended (33 U.S.C. 1251–1387). Violations must be reported to the Federal awarding agency and the Regional Office of the Environmental Protection Agency (EPA).
- 4.51 COVID-19 Safety Protocols.** The successful vendor must comply with FAR 52.223-99.
- 4.52 PCI DSS AND PABP COMPLIANCE.** Contractor acknowledges, warrants and will maintain all applicable PCI DSS requirements to the extent the service provider handles, has access to, or otherwise stores, processes, or transmits the customer's cardholder data and/or sensitive authentication data and/or can affect security of those entities that store, process, or transmit cardholder data (e.g. Managed Services).

Furthermore, Contractor must certify at time of contract/agreement to be in compliance and continue to meet all applicable requirements by providing validation either by appearing on the VISA Global Registry of Service Providers (CISP), Payment Card Industry Security Standards Council Validated Payment Applications list (if applicable), or provide a completed and signed Attestation of Compliance (AOC) signed by a PCI approved Quality Security Assessor (QSA). Any change in Contractor's certification requires prompt (within thirty (30) days) written notification to the University of Arizona.

Furthermore, Contractor agrees to provide to the University of Arizona upon request, any supporting compliance documentation such as but not limited to Approved Scan Vendor (ASV) Attestation of Compliance (AOC), external scan results, penetration testing results, and/or a

completed Service Provider Self-Assessment Questionnaire (SAQ) D (if not completing a third-party assessment).

Contractor agrees to indemnify the University of Arizona for any breach of its cardholder data attributed to the application, system, or Contractor controlled interface to CHD or service provided by the Contractor. Contractor agrees to notify the University of Arizona authorized representative within 24 hours in the event of unauthorized release of cardholder data

Contractor must provide written documentation, which outlines the specific PCI DSS compliance responsibilities of both the Contractor and the University of Arizona.

4.53 Information Security

4.53.1 Definitions

4.53.1.1 Authorized Users. Authorized users means and is limited to (1) Authorized Employees; and (2) Vendor's subcontractors, agents, and auditors who have a need-to-know or otherwise access data to enable the Vendor to comply with the Agreement, and who are bound in writing by confidentiality obligations sufficient to protect University Data in accordance with the terms hereof.

4.53.1.2 Confidential Information. Confidential information means any nonpublic information that is confidential or proprietary to a party and is disclosed or becomes known pursuant to this agreement. Except to the extent information is required to be kept private or confidential pursuant to other law, regulation, or policy, "Confidential Information" does not include information that is or becomes generally available or known to the public through no act of omission of the receiving party; was received lawfully from a third-party through no breach of any obligations of confidentiality owed to the disclosing party; or created by a party independently of its access to or use of other party's information.

4.53.1.3 University Data. University data means any and all data, information, text, graphics, works and other materials that are collected, loaded, stored, accessible, transferred through and/or accessed by the University in the course of using Vendor's services, including, but not limited to: (1) updates, modifications and/or deletions; (2) all of the results from the use of services; and (3) all information and materials that you develop or acquire prior to, or independently of, the Agreement. University Data is Confidential Information.

4.53.1.4 Data Compromise. Data compromise means any actual or reasonably suspected unauthorized access to, or acquisition of, data that compromises the security, confidentiality or integrity of the data or the ability of the University to access the data.

4.53.1.5 Information Security Incident. Information security incident means any actual or reasonably suspected incident, or imminent threat of unauthorized access, use, disclosure, breach, modification, or destruction of University Data; interference with information technology operations; or significant violation of the University's information security policy or the information security provisions of this Agreement.

4.53.2 Concepts

4.53.2.1 University Data Protection. All facilities used by or on behalf of the Vendor to store and process University Data will implement and maintain administrative, physical, technical, and procedural safeguards in accordance with industry best practices at a level sufficient to secure such data from unauthorized access, destruction, use, modification or disclosure. Such measures will be no less protective than those used to secure the Vendor's own data of a similar type, and in no event, less than reasonable in view of the type and nature of the data involved. The Vendor must maintain the administrative, physical, technical and procedural infrastructure associated with the provision of services to the University in a manner that is, at all times during the term of this Agreement, at a level equal to or more stringent than those specified by the parties to this Agreement.

4.53.2.2 Access Control. The Vendor will control access to the University's Data, limiting access to Authorized Users who have a legitimate need to know based on individual work assignment for the Vendor. The Vendor will trace approved access to ensure proper usage and accountability, and the Vendor will make such information available to the University for review, upon the University's request and not later than five (5) business days after the request is made in writing.

4.53.2.3 Patch Management. Vendor will carry out updates and patch management for all systems and devices in a timely manner, applying security patches within five (5) business days or less based on reported criticality. Updates and patch management must be deployed using an auditable process that can be reviewed by the University upon the University's request and not later than five (5) business days after the request is made in writing. An initial report of patch status must be provided to the University prior to the effective date of this Agreement.

4.53.2.4 Scanning and Penetration Testing. Prior to the Effective Date of this Agreement, and at regular intervals of no less than annually, and whenever a change is made which may impact the confidentiality, integrity, or availability of University Data, and in accordance with industry standards and best practices, Vendor will, at its expense, perform scans for unauthorized applications, services, code and system vulnerabilities on the networks and systems used to perform services related to this Agreement. An initial report must be provided to the University prior to the Effective Date of this Agreement. Vendor will provide the University the reports or other documentation resulting from the audits, certifications, scans and tests within five (5) business days of Vendor's generation or receipt of such results. The Vendor will, if such results so require, within thirty (30) calendar days of receipt of such results, promptly modify its security measures in order to meet its obligations under this Agreement and provide the University with written evidence of remediation. The following audits, certifications, scans, and tests are required:

- A vulnerability scan performed by a third-party of the Vendor's systems and facilities that are used in any way to deliver services under this Agreement;

- A formal penetration test performed by qualified personnel of the Vendor's systems and facilities in use in any way to deliver services under this Agreement; and
- The University may require the Vendor to perform additional audits and tests, the results of which will be provided to University within seven (7) business days of Vendor's receipt of such results.

4.53.2.5 Encryption. All systems and devices that store, process and/or transmit Confidential Information must use an industry standard encryption protocol for data in transit and at rest.

4.53.2.6 Security Development. Vendor will use secure development and coding standards; including secure change management procedures in accordance with industry standards. The Vendor's web applications must meet OWASP Application Security Verification Standards (ASVS). The Vendor will perform penetration testing and/or scanning prior to releasing new software versions. Vendor will provide internal standards and procedures to the University for review upon the University's request.

4.53.2.7 Deterioration and Degradation. Vendor will protect University Data against deterioration or degradation of quality and authenticity, including, but not limited to, annual data integrity audits performed by an independent, external organization.

4.53.3 Notification. Any notices or communications required or permitted to be given to the University under this Agreement must be (i) given in writing and (ii) transmitted by electronic mail transmission (including PDF), to the University Information Security Office at security@arizona.edu. Any such notice or communication must be deemed to have been given on the day such notice or communication is sent electronically, provided that the sender has received a read receipt or other replied acknowledgement of such electronic transmission.

4.53.3.1 Notification and Data Compromise. Unauthorized access or disclosure of nonpublic data is considered to be a breach. The Vendor will provide notification, as soon as it is aware of the Data Compromise or breach, to the University Information Security Office at security@arizona.edu. When the Vendor is liable for the loss, the Vendor must bear all costs associated with the investigation, response and recovery from the breach, including, but not limited to, credit monitoring services with a term of at least three (3) years, mailing costs, website and toll-free telephone call center services. Any limitation on liability in this Agreement or elsewhere is void to the extent that it relieves a Vendor from its own negligence or to the extent that it creates an obligation on the University to hold the Vendor harmless.

4.53.3.2 Incident Reporting. Vendor will report all other Information Security Incidents to the University within 24 hours of discovery.

4.53.3.3 Third-Party Requests. The Vendor will notify the University immediately if the Vendor receives any third-party request for University Data, including but not limited to a subpoena, a court order, a public records request, a request directly from a data subject, or other type of inquiry or demand; or the location or method of transmission of University Data is changed. All notifications to the University required in this Information Security paragraph will be sent to

the University Information Security Office at security@arizona.edu, in addition to any other notice addresses in this Agreement. In all such instances, to the extent legally feasible, the Vendor will not provide any University Data to such third-party and will instead direct the requestor to the University.

4.53.4 Workforce Security and Location. The Vendor will comply with workforce location and security clauses as outlined in this Agreement. Additionally, the Vendor will ensure their workforce is properly trained on information security and privacy practices of the University and on any information security or privacy regulations, as required by applicable rules. The Vendor must promote and maintain an awareness of the importance of securing the University Data to Employees and agents

4.53.4.1 Offshore. The University may select or restrict where University Data will be stored and where University Data can be processed, and the Vendor will store and/or process it there in accordance with the service terms. If a data location selection is not covered by the service terms (or a Data Location Selection is not made by the University with respect to any University Data), the Vendor will not be restricted in the selection of University storage or processing facilities. Any services that are described in this Agreement that directly serve the University and may involve access to sensitive University Data or development or modification of software for the University will be performed within the borders of the United States. Unless stated otherwise in this Agreement, this requirement does not apply to indirect or “overhead” services, redundant back-up services or services that are incidental to the performance of this Agreement. This provision applies to work performed by subcontractors at all tiers and to all University Data.

4.53.4.2 Background Checks. The Vendor must conduct background checks and not utilize any individual to fulfill the obligations of this Agreement, including subcontractors, if such individual has been convicted of any crime involving dishonesty or false statement including, but not limited to fraud and theft, or otherwise convicted of any offense for which incarceration for a minimum of one (1) year is an authorized penalty. Any such individual may not be an “Authorized User” under this Agreement.

4.53.5 Audit. The Vendor will, at its expense, conduct or have conducted such audits and certifications as defined under this section at least annually, and immediately after any actual or reasonably suspected breach. The Vendor will provide the University the results of any such audits as defined under this section, along with the Vendor’s plan for addressing or resolving any shortcomings identified by such audits, within seven (7) business days of the Vendor’s receipt of such results.

4.53.5.1 Security Reviews. The Vendor will complete one of the following audits at least annually and immediately after any actual or reasonably suspected Data Compromise: SOC 2 Type I or II, SOC for Cybersecurity, or an accepted Higher Education Cloud Vendor Assessment Tool. Evidence must be provided to the University prior to the Effective Date of this Agreement and at least annually thereafter.

4.53.5.2 Reports. The University reserves the right to annual, at a minimum, review of: Vendor access reports related to access to University Data; Vendor patch management process, schedules, and logs; findings of vulnerability scans

and/or penetration tests of Vendor systems; and Vendor development standards and processes.

4.53.5.3 Additional Audits at University Request. The University may require the Vendor to perform additional audits and tests, the results of which will be provided to the University within five (5) business days of the Vendor's receipt of such results.

4.53.6 Destruction and Return of University Data. Except as permitted in other areas of the Agreement, the Vendor will promptly return the University's Confidential Information upon termination of this Agreement, the final performances of services under this Agreement, or upon the request of the University, whichever comes first. In the event the Vendor has non-unique copies of the University's Confidential Information that are also held by or returned to the University, the Vendor may, in lieu of returning such non-unique copies, destroy such Confidential Information in all forms and types of media and provide written confirmation or certification of such destruction.

5.0 SCOPE OF WORK, SPECIFICATIONS, TECHNICAL REQUIREMENTS

The University of Arizona seeks qualified agency partner(s) to support the development of a unified, customer-facing online education brand that brings together our two programs in the online education space, Arizona Online and U of A Global Campus, under a single brand with two distinct offerings. Agencies may propose for both Phase 1: Brand Strategy and Phase 2: Creative together, or may propose for one of the two phases that best aligns to their expertise.

5.1 Landscape:

5.1.1 Background:

In 2020, the University of Arizona acquired Ashford University and changed its name to University of Arizona Global Campus (UAGC). Since that time, the university has marketed two separate brands in the online education space – Arizona Online and UAGC. While offering distinct value propositions, both brands target a very similar demographic audience, which we believe has reduced the efficiency and effectiveness of our overall online marketing efforts. Currently, Arizona Online enrolls approximately 10,000 students, and UAGC enrolls approximately 25,000.

In March of 2026, the university announced a new, more integrated approach to online education, which presents the opportunity to build a new brand strategy for a more unified entity.

[Delivering on a Bright Future for Online Education at the U of A](https://president.arizona.edu/news/delivering-bright-future-online-education-u)

Link: <https://president.arizona.edu/news/delivering-bright-future-online-education-u>

Brand Strategy Assumption

With this closer integration, the University of Arizona will create a single customer-facing brand for online education, with two distinct “pathways” students can choose from:

- One that offers the same faculty, curriculum and degree as main campus, designed for online learners in mostly 7.5-week and full semester terms (currently Arizona Online)
- One that offers workforce-upskilling or reskilling oriented degrees (likely more “Applied” degrees) with structured terms of shorter (5-6 week) duration and significant student support (currently UAGC)

The desired outcomes of this strategic shift are:

- **Financial efficiency and fiscal stewardship**
Better lead-generation and enrollment results with the same or less marketing investment.
- **Improved brand equity in the online space**
Reduce market confusion for prospective students, as well as corporate and military partners, and enhance the U of A's reputation as a respected national leader in online education.
- **Strategic deployment of staff and partner expertise**
Alignment of staff and partners towards common goals will leverage the expertise from both entities while reducing duplicative efforts in brand strategy, creative, media and digital execution.

5.1.2 **About the University of Arizona:**

More information available at: arizona.edu/about

Location: Tucson, Arizona

Enrollment: 53,187 Students (Undergraduate 42,075 | Graduate 11,112)

Research Expenditures: \$824M

The University of Arizona was established in 1885, and 27 years later, Arizona became a state. The first building, Old Main, was completed in 1890. It housed the School of Agriculture with classrooms, labs and a mess hall. There were many obstacles on the path to opening the university. However, we never gave up on our mission. Our first graduating class of three students in 1895 set us on an incredible journey of learning and discovery with stories of wonder that continue to shape our Wildcat spirit.

5.1.3 **Purpose & Values:**

More information available at: arizona.edu/purpose-mission-values

PURPOSE

Working together to expand human potential, explore new horizons and enrich life for all.

MISSION

Continuously improve how we educate and innovate so we can lead the way in developing adaptive problem-solvers capable of tackling our greatest challenges.

CORE VALUES

INTEGRITY • COMPASSION • EXPLORATION • ADAPTATION
INCLUSION • DETERMINATION

5.1.4 **Budget:**

We anticipate the cost for all stages (excluding Stage D/Pricing Analysis) to fall within the \$500,000 - \$750,000 range. (including all travel expenses).

Add-ons and additional value proposals in excess of the above may be included as an optional pricing addendum.

5.2 **Online Branding Scope of Work**

We seek an agency partner to assist with developing and migrating to a one-brand strategy, specifically:

Phase 1: Brand Strategy

1A. Research, Competitive Analysis & Positioning

Develop an interconnected positioning strategy that defines the value proposition of the primary online brand and the two pathways; and that harmonizes with the University of Arizona's main brand positioning.

We expect that this work will involve:

- Internal stakeholder interviews/discovery sessions
- Quantitative research with prospective and current students from both current entities as well as a general population of prospective online students. There is an existing 2023 study that can serve as a baseline for new research.
- A competitive positioning analysis of our primary competitors, to include: ASU Online, Purdue Global/Online, Penn State World Campus, CSU (Colorado State University) Global/Online, Western Governors University, SNHU (Southern New Hampshire University,) University of Maryland Global Campus, University of Phoenix and Capella University

Deliverables in this phase should include a brand platform and positioning statement; brand personality traits; and an audience-specific messaging matrix.

1B. Naming

Driving from the positioning work and the quantitative research, conduct a naming exploration for the primary brand and each pathway. Primary brand naming should include an exploration of naming the overall entity "Arizona Online," which has tested better than other proposed names in prior research. Pathway names should be descriptive in nature and should help prospects understand the differences between the offerings.

The naming exploration should include an evaluation of the discoverability and competitiveness of the name(s) in modern search environments, including AI-driven search and retrieval (e.g., LLMs, generative search). Assess how proposed names perform in terms of uniqueness, ambiguity, and differentiation both within higher education and in the broader digital landscape, as well as their ability to be consistently associated with the University of Arizona in search results and AI-generated responses.

We expect to see and test multiple naming options for all three components (primary brand, AZO pathway and UAGC pathway) and to refine based on our feedback. Proposals should include a description of the methodology to be used for name testing.

1C. Brand Migration Strategy

Recommend a responsible approach to migrating from current brand status (two brands) to one brand/two pathways, with a focus on protecting enrollment during the transition while optimizing efficiency. Strategy should include steps and timing for:

- Internal and external communications messaging and cadence in paid, owned and earned channels
- Website migration

- Enrollment counselor and advisor messaging and cadence
- Other considerations for effective brand migration

D. Pricing Strategy (*optional, if within your agency’s capabilities*)

Based on the positioning and a pricing analysis of competitors and our current pricing model, recommend a pricing strategy for each of the two pathways, distinguishing pricing for:

- Undergraduate vs. graduate programs in each pathway for individual students
- Discounting or other pricing strategies for Business Partners and Military (who provide education benefits to their employees)

If you are proposing this step, please include a clear description of your methodology and deliverables, including examples if possible. **NOTE: this optional step can be quoted as an optional service beyond the provided project budget of \$500k-\$750k.**

Phase 2: Creative

2E. Creative Platform

Develop a creative platform for expression of the new positioning. The creative platform should articulate how and when to layer brand, pathway and program promotion across the media plan, and should define the brand’s voice and tone. We expect to see a range of options for creative expression, which we will narrow down together to a single direction as we work through the approval process. To help facilitate our decision-making in this phase, we would like to see examples of how the creative would be customized for various audiences, including individual students, business partners and military.

2F. Creative Execution

Produce creative assets according to the selected concept, with necessary executions to fulfill the media plan. Proposal should include pricing for the following elements:

- a) One :30 spot with :15 and :6 cutdowns (brand focused)
- b) Initial digital display elements (Google Performance Max-style with multiple headlines, images and content blocks)
- c) Social media ads or ad components
- d) Out of Home: billboard and bus shelter executions

G. Additional Optional Services

We may wish to contract the selected agency for additional services in the following areas and would welcome seeing capabilities in these areas as part of your RFP response.

- Pricing Strategy (as described in Section D: Pricing, above)
- Website UX/UI design and development
- Web landing pages for paid advertising

5.3 Outcomes and Expectations

5.3.1 Desired Outcomes

- A brand platform and creative that helps us achieve enrollment and revenue growth for University of Arizona’s online portfolio

- A brand strategy and expression that clearly distinguishes the University of Arizona's online offering from competitors, while remaining aligned with and supportive of the U of A's core identity.

5.3.2 Expectations

- We may award more than one vendor for different Phases of the project. We will allow agencies to submit revised pricing if we pursue this path.
- We seek an agency partner that will work very collaboratively and iteratively, respecting the knowledge and professionalism of our expert team as equal partners in the project.

5.3.3 Proposal Details

Proposals should include:

- Information about your agency including agency size and where this project would place the University of Arizona on your client list in terms of annual revenue
- A list of team members who would be assigned to the account, including titles and short bios.
- A detailed description of proposed work steps and pricing* for each Phase
- An approximate timeline for completing each phase, including how the work will sequence through the entirety of the project
- A list of higher ed clients for whom your agency has completed brand strategy and/or creative projects in the last 3 years
- A list of clients operating in an online environment (online education, e-commerce or services) for whom your agency has completed brand strategy and/or creative projects in the last 5 years
- 2-3 case studies demonstrating your agency's capabilities for this project

5.3.4 Award

The University will evaluate proposals across two primary Phases: 1. Brand Strategy (Steps A-C) and 2. Creative(Steps E-F). Vendors may submit proposals for either phase or both; submissions will be scored independently based on demonstrated expertise, methodology, and relevant experience within each Phase.

The University of Arizona reserves the right to award both Phases to a single agency or to multiple agencies, as determined to be in its best interest. In the event that Brand Strategy and Creative are awarded to different vendors, the University expects a professional, cooperative transition between partners, including timely sharing of all relevant materials, working files, and institutional knowledge, with no withholding of assets or information.

Optional services outlined in Steps D and G may be proposed at the vendor's discretion if aligned with their capabilities. These services should be scoped and priced separately, may be quoted in addition to the defined project budget, and may or may not be included in the final award.

5.3.5 Project Exclusions

This project will not involve any logo or brand architecture work. The online brand will be treated as a sub-brand of the university, with its logo and supporting identity elements derived from the university's primary brand logo. Additionally, media planning and buying will be addressed through a separate RFP and are not included in this scope.

5.4 Project Details & Timeline:

Project Title: University of Arizona Online Brand Strategy & Creative Development

- Steps A - B: Research, positioning, competitive analysis and naming recs due Dec. 2026 (estimate)
- Steps C – D: Migration (and optional pricing) recommendations due Jan./Feb. 2027 (estimate)
- Step E: Creative platform delivered March/April 2027 (estimate)
- Step F: New creative in market starting July 2027 (estimate)

5.5 Capabilities:

Vendors will be evaluated based on the below required and preferred capabilities. The University may make multiple awards for any or all of the projects if deemed in the University's best interest. **The selected agency partner(s) will be required to have the below required and preferred capabilities:**

5.5.1.1 **Required Capabilities:**

- 5.5.1.1.1 Strong organizational and cultural fit
- 5.5.1.1.2 Ability, willingness and clear methodology for engaging collaboratively with project stakeholders and the campus community.
- 5.5.1.1.3 Demonstrated ability to help institutions evolve, articulate and differentiate their brands.
- 5.5.1.1.4 Demonstrated experience in higher education brand strategy and creative development in the last three years
- 5.5.1.1.5 Demonstrated experience with brands operating primarily in an online environment (e.g. online education, e-commerce, services) in the last five years.

5.5.1.2 **Preferred Capabilities:**

- 5.5.1.2.1 Demonstrated experience in online education.

5.6 Submission Specifications

To be considered for this RFP firms must follow these specifications outlined below. We have created this format to evaluate submissions equally.

- Attend optional pre-proposal meeting held on 12, 2026 at 2:00 PM MST at Zoom Link: <https://arizona.zoom.us/j/82422157058>
- The Vendor Response should be organized in this way:
 - **COVER** (*not included in page count*)
 - Organization Name, RFP # and Date
 - **FIRM PROFILE**
 - **Firm Introduction & Structure**
 - Information about your agency including agency size and structure, how long the firm has been operational, and where this project would place the University of Arizona within your agency portfolio (relative account size among clients.)
 - A list of team members who would be assigned to the account, including titles and short bios.
 - Describe the specific composition of the team assigned to the University of Arizona account (Note: some members of the team to be assigned to account must attend Round 2 presentations).

- Provide brief biographies of team members assigned to the account outlining their years of experience, and specific experience with a variety of clients.
- **Client Mix**
 - Provide a comprehensive list of Higher Education clients for whom your agency has completed brand strategy and/or creative projects in the last three (3) years.
 - Provide a list of clients operating in an online environment (online education, e-commerce or services) for whom your agency has completed brand strategy and/or creative projects in the last five (5) years.

○ **WORK PROCESS AND EXPERTISE**

Agencies may submit proposals for one or both Phases of this RFP. The University reserves the right to award a single contract covering both Phases or to make multiple awards by Phase, based on what it determines to be in its best interest. For any section an agency does not intend to bid on, the response should clearly indicate “N/A.”

PHASE 1: [STEPS A-C] BRAND STRATEGY EXPERTISE

This section assesses vendor capability for Steps A-C in the above Scope of Work, specifically “Research, Competitive Analysis & Positioning,” “Naming,” and “Brand Migration Strategy.”

If bidding on this section, please provide:

- **Approach to the Work** - process for approaching the work described in this RFP:
 - Provide a step-by-step approach for how your firm will accomplish the specific work described in the Scope of Work section below.
 - An approximate timeline for completing each step, including how the work will sequence through the entirety of the project
 - Methodology for engaging U of A stakeholders to provide valuable feedback throughout the process (*ex. how would the agency approach client engagement?*).

2-3 case studies demonstrating your agency’s proven expertise in brand strategy development, describing goals, process and outcomes for each case. (may be the same or different case studies if bidding both Phases 1 and 2).

- At least one case study should involve work done for a higher ed client
- At least one case study should involve work done for a client that operates primarily in an online environment (online education, e-commerce or services)

PHASE 2: [SECTION E/F] CREATIVE EXPERTISE

This section assesses vendor capability for Steps E and F in the above Scope of Work, specifically “Creative Platform” and “Creative Execution”.

If bidding on this section, please provide:

- **Approach to the Work** - process for approaching the work described in this RFP:
 - Provide a step-by-step approach for how your firm will accomplish the specific work described in the Scope of Work section below.
 - An approximate timeline for completing each step, including how the work will sequence through the entirety of the project
 - Methodology for engaging U of A stakeholders to provide valuable feedback throughout the process (*ex. how would the agency approach client engagement?*).

- **2-3 case studies** demonstrating your agency's proven expertise in developing creative concepts in support of a defined brand strategy that achieved client goals. (May be the same or different case studies if bidding both Phases 1 and 2). Please describe the firm's role in developing creative concepts and thematic elements including visuals, copy / written executions and other supporting pieces such as social media or digital. Note: spec work will NOT be considered. Examples should include only those pieces that entered the market.
 - At least one case study should involve work done for a higher ed client
 - At least one case study should involve work done for a client that operates primarily in an online environment (online education, e-commerce or services)

[OPTIONAL: SECTION G] ADDITIONAL SERVICES

This section covers any additional optional services that may be offered by your agency, as covered in Section G, "Additional Optional Services" in the above Scope of Work.

Please provide the following sections of information:

- **[Optional] Additional Value Services**
 - Describe any specific experience or value-add offerings that may benefit this project.
 - Specific areas of interest for this RFP:
 - Pricing Strategy (see Step D in Scope of Work above)
 - Website UX/UI design and development
 - Web landing pages for paid advertising
 - If bidding on Step D: Pricing Strategy, please include a description of your worksteps and deliverables, along with a list of clients for whom you have completed pricing strategy assignments.

- **PRICING**
 - Please provide a comprehensive pricing proposal for the above project, itemized by phase, referring to sections 5.1.4 (Budget) and 5.5 (Pricing) for details.

- **REFERENCES**
 - Please provide three (3) client references. Include name, organization, and email. References will be called for finalists only.

5.7 Term of Agreement. July 27, 2026 - July 26, 2027, for each awarded phase (Brand Strategy and/or Creative). Each phase may be renewed independently, at the University's discretion and upon mutual written agreement of the parties, for up to four (4) additional one (1) year renewal terms.

Renewal, non-renewal, or termination of one phase shall not affect the status of the other phase. Each phase shall be considered a distinct component for purposes of contract extension and continuation.

5.8 Accessibility.

5.8.1 Address compliance with WCAG 2.1 AA and UA Rehabilitation Act Section 508.

a. Address accessibility for both user and administrator/staff functionality.

5.8.2 Provide your VPAT for accessibility (Voluntary Product Accessibility Template) or your WCAG 2.1 Conformance Statement. Templates to be completed can be provided upon request.

a. Include specific information regarding the accessibility of platform, keyboard navigation, and screen reader accessibility.

5.8.3 Has your product been verified for accessibility with assistive technologies for all functionality? If so, was verification through in-house testing or via third tester/vendor?

a. Please list OS, assistive technologies and applications (browsers) tested, including version numbers.

5.8.4 Discuss where and how accessibility is included in your product development process.

5.8.5 If you are designing digital content such as email, Web-based or Social Media content, discuss your efforts to ensure accessibility.

5.9 Detailed Pricing.

Proposers should price Phase 1 (Steps A-C) and/or Phase 2 (Steps E-F) individually, and itemize the steps within those sections (e.g. Step A, Step B, etc.).

Please estimate travel or other out of pocket costs as a separate line item within each step and show the total price (fees + hard costs) for each step. Your pricing should assume that you will be awarded both phases of the project. We anticipate the cost for all steps (excluding Step D/Pricing Analysis and Step G/Optional Services) to fall within the \$500,000 - \$750,000 range (including travel expenses).

Add-ons and additional value proposals in excess of the above may be included as a pricing addendum.

- Please provide a comprehensive pricing proposal for the above project, including:
- Comprehensive base project pricing within \$750,000 budget, itemized by individual steps.

- Any anticipated hard costs to be passed along to client (e.g. research costs, etc.)
- Subcontractor or third-party fees and expenses
- Any/all travel expenses
- Fees and surcharges (with explanation)
- Notes on any out-of-scope expenses
- Hourly rates if/as needed
- (optional) Add-on and expansion services, if proposed, should be submitted in a separate section to core pricing above.

5.10 Method of Payment & Discount for Early Payment. The University's preferred method of payment is via credit card. The University would issue a Purchase Order and upon receipt of goods or services, pay subsequent invoices by credit card.

Will you accept payment via credit card? Yes _____ No _____

Do you offer an early payment discount? Yes _____ No _____
 If yes, what is your offer? _____ % if paid within _____ days after the University receives a proper, accurate and uncontested Invoice for Payment.

If payment via credit card is accepted and an early payment discount is offered, would the University receive the discount if paying by credit card? Yes _____ No _____

5.11 References. Vendor to provide **three (3)** customer references, from comparable institutions for similar products or services specified in this RFP, including the company names, contact names, telephone numbers and emails of the contact persons.

6.0 CERTIFICATIONS AND FORMS (Vendor to complete and return with proposal)

6.1 Certification of Proposal

6.2 Legal Workers Certification (Required for all Contracts for: Services; Construction or Maintenance of Structure, Building or Transportation Facility; or Improvements to Real Property costing \$100K and over)

6.3 Work Product Agreement

6.1. Certification of Proposal (vendor to complete and return with proposal)

Explanation. This certification attests to the vendor's awareness and agreement to the content of this RFP and all accompanying provisions contained herein.

Action. Vendor is to ensure that the following certificate is duly completed and correctly executed by an authorized officer of your company.

This proposal is submitted in response to Request for Proposals # L192611 issued by the University of Arizona. The undersigned, as a duly authorized officer, hereby certifies that _____ (Vendor Name), located at _____ (address), agrees to be bound by the content of this proposal and agrees to comply with the terms, conditions and provisions of the referenced Request for Proposals (RFP) and any addenda thereto in the event of an award. Exceptions are to be noted as stated in the RFP. The proposal shall remain in effect for a period of ninety-(90) calendar days as of the Due Date for responses to the RFP.

The undersigned certifies that to the best of his/her knowledge: (check one)

There is no officer or employee of the University of Arizona who has, or whose relative has, a substantial interest in any Contract award subsequent to this proposal.

The names of any and all public officers or employees of the University of Arizona who have, or who's relative has, a substantial interest in any Contract award subsequent to this proposal are identified by name as part of this submittal.

The undersigned further certifies that their firm (check one) IS **or** IS NOT currently debarred, suspended, or proposed for debarment by any federal entity. The undersigned agrees to notify the University of any change in this status, should one occur, until such time as an award has been made under this procurement action.

In accordance with [Purchasing Policy 4.3](#) – Small Business Utilization Program, the Undersigned further certifies that your business (check the appropriate areas) does **or** does not meet the Federal (S.B.A.) Small Business definition (FAR 19.001) and size standards (FAR 19.102). If it does, please "CHECK" one of the following: Small Business Small Disadvantaged Small Business Women-Owned Women-Owned Disadvantaged Veteran owned HUB Zone Disabled Veteran Owned Alaska Native Corp. Historically Black Colleges and Universities and Minority Institutions

[Arizona Small Business](#) (has less than 100 fulltime employees, including employees employed in any subsidiary or affiliated corporation) please "CHECK one of the following: AZ. Small Business AZ. Women Owned AZ Disadvantaged AZ Disadvantaged Women-owned.

The undersigned further certifies that as a duly authorized officer, is authorized to negotiate in good faith on behalf of this firm for purposes of this Request for Proposals.

Name: _____ Title: _____

Signature: _____ Date: _____ Email: _____

F.E.I.N: _____

RFP Email and Notification Contact: _____

6.2. LEGAL WORKER CERTIFICATION

Required for all Contracts for: Services; Construction or Maintenance of any Structure, Building or Transportation Facility; or Improvements to Real Property costing \$100K and over.

Date: _____

Procurement and Contracting Services
University of Arizona
PO Box 210300
Tucson, AZ 85721-0300

As required by Arizona Revised Statutes §41-4401 the University is prohibited after September 30, 2008 from awarding a contract to any contractor who fails, or whose subcontractors fail, to comply with Arizona Revised Statutes § 23-214-A. The undersigned entity warrants that it complies fully with all federal immigration laws and regulations that relate to its employees, that it shall verify, through the employment verification pilot program as jointly administered by the U.S. Department of Homeland Security and the Social Security Administration or any of its successor programs, the employment eligibility of each employee hired after December 31, 2007, and that it shall require its subcontractors to provide the same warranties to the below entity.

The undersigned acknowledges that a breach of this warranty by the below entity or by any subcontractor(s) under any Contract resulting from this solicitation shall be deemed a material breach of the Contract and is grounds for penalties, including termination of the Contract by the University. The University retains the right to inspect the records of the below entity, subcontractor(s) and employee(s) who perform work under the Contract, and to conduct random verification of the employment records of the below entity and any subcontractor(s) who perform work under the Contract, to ensure that the below entity and each subcontractor is complying with the warranties set forth above. Contractor shall be responsible for all costs associated with compliance with such programs.

(Firm)

(Address)

(Signature Required)

(Phone)

(Print Name)

(Fax)

(Print Title)

(Federal Taxpayer ID Number)

(November 3, 2009)

6.3. Work Product Agreement

The terms and conditions set forth in this agreement are included and incorporated to the terms and conditions of RFP L192611 as if fully set forth herein.

WORK PRODUCT AGREEMENT

1. **Definition of Work Product.** For purposes of this Agreement, “**Work Product**” means all material, notes, videos, drawings, designs, content, inventions, improvements, developments or discoveries that are developed in in the course of performing the Services, including all intellectual property rights therein. Work Product includes any deliverables contemplated to be delivered by Contractor to Arizona, but also includes any drafts, unedited versions, and other materials that are used or created in connection with performing the Services, even if not incorporated into a final deliverable.

2. **Ownership of Work Product.** All Work Product developed by Contractor in the course of performing the Services is the sole property of Arizona. To the extent allowable under law, all Work Product will be deemed “Work For Hire” under the Copyright Act. To the extent any Work Product is not “Work For Hire,” Contractor further shall assign (or cause to be assigned) and does hereby assign fully to Arizona all Work Product and any copyrights, patents, mask work rights or other intellectual property rights relating thereto.

3. **Pre-Existing Materials.** If in the course of performing the Services, Contractor incorporates into any Work Product developed hereunder any material, notes, videos, drawings, designs, content, inventions, improvements, developments or discoveries or other proprietary information owned by Contractor or in which Contractor has an interest (“**Pre-Existing Materials**”): (i) Contractor shall inform Arizona in writing before incorporating such Pre-Existing Materials; and (ii) Contractor will retain ownership of such Pre-Existing Materials, and hereby grants Arizona a nonexclusive, royalty-free, perpetual, irrevocable, worldwide license to use, reproduce, distribute, perform, display, prepare derivative works of, make, have made, sell and export such Pre-Existing Materials as part of or in connection with the Work Product.

4. **Further Assurances.** Contractor will assist Arizona, at Arizona’s expense, in every proper way to secure Arizona’s rights in the Work Product including the disclosure to Arizona of all pertinent information and data with respect thereto, and the execution of all documents that Arizona deems necessary in order to obtain, maintain or perfect its ownership rights in the Work Product.

5. **Arizona Materials.** If and to the extent that Arizona provides any material, notes, videos, drawings, designs, content, inventions, improvements, developments or discoveries or other proprietary information (“**Arizona Materials**”) to Contractor in connection with the Services, Arizona hereby grants to Contractor a limited license to use such Arizona Materials solely in connection with the performance of the Services. Contractor agrees not to use the Work Product or any Arizona Materials outside the scope of the Services, and not to disclose the Work Product or any Arizona Materials to any third party, without Arizona’s prior written consent.

6. **Rights in Work Product.** Contractor hereby represents that: (a) all Work Product will be the original work of Contractor; (b) the Work Product and the use thereof as contemplated hereunder will not infringe the intellectual property right of any third party; and (c) the Work Product will not be obscene, libelous, or violate the right of privacy or publicity of any third party.

7. **Return of Work Product.** Upon request by Arizona, Contractor will immediately deliver to Arizona all Work Product, including all documents and copies of documents in its possession containing any Work Product.

8. **Confidentiality of Agreement.** When fully executed, this Agreement itself cannot be Proprietary Information per the Arizona Public Records Law, Arizona Revised Statutes 39-121 and 41-1350.

9. **Portfolio Use.** Notwithstanding the specific rights outlined in Section 2. Ownership of Work Product, the Contractor shall be permitted to use all Work Product in Contractor's professional portfolio, after such work has been made public by Arizona.

10. **Miscellaneous Requirements.**

a. **File Delivery Requirements:** Contractor will provide to Arizona all raw and working assets associated with work performed under this agreement upon payment in full, on the individual project scope of work, to Contractor. This includes, but is not limited to, the following:

i. Any and all RAW working files (including any photography and video footage). RAW files must be the highest quality original outputs from the camera used to capture them. Contractor may exclude RAW files deemed aesthetically unworthy of delivery, provided these files are also stricken from Contractor use.

ii. Any and all project files used to create the work (e.g. Adobe Premiere video timelines, Photoshop design or photo manipulation files, InDesign files for layout, etc.). Project files should be packaged with any RAW or working files linked within those project files (e.g. images, graphics, templates, photo assets, etc.)

iii. Any fonts, stock assets, or third-party elements that comprise the final product, along with any and all associated rights management paperwork. If a specific asset cannot legally be sublicensed or provided by the agency, or the license is limited, Contractor may exclude but must flag the exception.

iv. Written materials including final scripts, ad reads, or other copy that has either been approved by Arizona team or appeared in market.

b. **RAW Files:** In order to adapt photography and video footage captured for a specific project or campaign into a variety of additional current and future marketing and communications projects, and to share this material with campus partners, Contractor will immediately upon request provide Arizona RAW files (and in the case of video, transcoded files) in addition to the edited materials included in published final works. RAW, transcoded and project files will be generated, organized, and named appropriately upon ingestion and/or creation and no additional hours will be required or billed to clean up files for delivery.

Any additional hours or costs required to procure delivery hard drives (if needed), transcode raw video files, load files onto drives or cloud delivery networks, ship hard drives, and communicate with Arizona on file delivery shall be built into project estimates and will not be a separate add-on cost at the end of the project. Arizona will not be billed for or pay separate add-on costs for delivery of such files and delivery of files and other materials shall not be contingent or conditioned upon any additional costs or expenses.

c. **Transcoded Video Files:** Along with the RAW footage, footage should be transcoded to -

Format: MOV or MP4

Compressor: Apple Pro Res LT (minimum)

Frame Size: 1920 x 1080

Frame Rate: 23.98

Field Dominance: Progressive

Color Space: Rec 709

Audio Specs

Codec: PCM or AAC

Sample Rate: 48hz

Bitrate: 128

- d. **Project Files:** In order to make quick updates and specialized versions of commissioned creative work, Contractor shall deliver immediately upon request to Arizona editable working files upon the individual project closure and payment.
- e. **Video Project Files:** Contractor shall use Adobe Premiere when possible so that edit projects can be shared/transferred upon delivery. Contractor will coordinate with Arizona regarding alternate delivery strategies when using Adobe Premiere is not an option.

For video projects, Contractor will, immediately upon request, deliver a consolidated Adobe Premiere project with all used assets that is clearly organized and linked to working files and will include all raw working files that are linked within the project file. If stock (or other) materials with limited usage rights are used and unable to be provided to Arizona directly as linked files, Contractor shall maintain the broken link within the project file and flag the issue so that the Arizona team can replace and/or relink the file.

- f. **Design Project Files:** Arizona works within Adobe Creative Suite. If a specialized program must be used to create the work, Contractor shall include this information in the project SOW. Contractor shall coordinate with the Arizona client team to discuss alternative delivery options when using Adobe Creative Suite is not an option. Contractor shall produce creative work using professional software such as Illustrator, Photoshop, etc. If a different or specialized program must be used to produce the work, Contractor shall inform the Arizona client team in advance and shall not use a different or specialized program without the prior approval of the Arizona client team.

Working project files should be fully editable and updatable (i.e. .psd, .indd, etc., not rendered or rasterized file formats such as .pdf).

For delivery of design project files:

Include all assets used in a packaged zip folder

This includes images, graphics, templates etc.

Photo assets used in projects should be included in the folder.

Photo assets should be set to the appropriate color mode (CMYK for print, RGB for Digital).

Folder Naming + Structure*:

Folder Name

Year_Project Name_Version (E.g., 24_Bear Down Rundown Graphic_Final)

Structure:

Main Folder

Photos Folder

Graphic Assets Folder

InDesign, Illustrator, Photoshop File

PDF or Final exported file

* If files and folders are to be organized in a different manner, please document the organization strategy upon delivery.

- g. **Stock, Rights Management & Licensed Assets:** Contractor shall immediately deliver upon request cue sheets and relevant licenses for music, footage, photos, and any third-party assets. If any stock photography or footage is used, Contractor shall include sub licensing information (or direction on how to relicense the asset if needed).

If Contractor is managing certain rights scenarios on behalf of Arizona that limit usage, such as music sync licenses or hired talent contracts that limit the time, market, or type of use of the final published asset, these limits must be clearly identified to Arizona upon provision of working and raw files.

If Contractor needs to secure any talent who are paid, including, but not limited to cash stipends and gift cards provided to student or background actors, Contractor shall be solely responsible for the employment of talent.

h. Generative Artificial Intelligence (“Generative AI”): Contractor shall disclose to Arizona, in writing, whether Generative AI was used in the creation of any work product delivered under this Agreement. Such disclosure shall be made prior to the delivery of the work product to Arizona.

Contractor shall provide Arizona with a detailed description of the Generative AI used, including the specific tool or platform, the parameters used, and the extent to which Generative AI was used in the creation of the work product.

Arizona shall have the right to review and approve the use of Generative AI in the creation of any work product prior to delivery. Arizona may reject any work product that was created with Generative AI without Arizona's prior approval.

Contractor shall be solely responsible for any and all claims, damages, or liabilities arising from the use of Generative AI in the creation of any work product delivered under this Agreement.

i. Collaboration & Branding Requirements: Arizona reserves the right to make a final determination on whether a final creative piece adheres to basic institutional brand standards.

j. Additional expectations: If a Contractor representative leaves the Arizona account, Contractor will assign a new representative for Arizona with equivalent or better rank and experience. Arizona raw and working files will be maintained by Contractor at least until expiration of RFP contract and such files will be provided to Arizona immediately upon request.