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REQUEST FOR PROPOSALS #2025-01  
SHARED SERVICES  
RESPONSE TO CLARIFYING QUESTIONS I  
February 24, 2025

Note that these are questions submitted by interested firms to this solicitation. The below answers are for clarification purposes only and in no way alter or amend the solicitation as published.

1. **QUESTION:** Do you have a cost reduction target amount?

**ANSWER:** Nothing specific; every shared services opportunity is different. However, forecasted savings would need to be material enough to warrant the disruption of the process and provide tangible long-term savings. We realize some improvements will yield measurable expenditure reductions, while others may increase efficiencies or reduce redundancies, which may not be easily quantifiable.

2. **QUESTION:** How would you describe intercampus cost allocation capabilities (including any existing examples) for shared services that are or will be housed at one campus with costs to be allocated to other campuses?

**ANSWER:** There are a number of cost allocation methods available, including the number of FTEs, dollars, or transactions per university as a percentage of the total. A mixed or blended model could also be used.

3. **QUESTION:** Establishing a new shared services organization or revamping a current shared services organization are mentioned in the RFP. Are you considering housing certain services within one or multiple universities in the TRUs+PSU?

**ANSWER:** It depends on what is determined to work best for the group. A single shared services entity could provide one method, but this may require excessive start-up or operational costs. A host campus for certain services with distinctive competencies is another model.

4. **QUESTION:** Often, outcomes like you are anticipating from this project are contemplated over a several year timeframe. It's common to have some added costs early with benefits realization occurring later in the planning timeframe. As you look beyond this project into the implementation of recommendations, what kind of planning timeframe are you anticipating (e.g. 5 year horizon)?

**ANSWER:** We anticipate a 3-5 year planning and implementation timeframe.

5. **QUESTION:** As you think about the benefits side of implementing recommendations from this project, is there a target dollar amount or other quantitative metrics you need from the implementation of the recommendations from this project?

**ANSWER:** Nothing specific; every shared services opportunity is different. However, forecasted savings would need to be material enough to warrant the disruption of the process and provide tangible long-term savings. We realize some improvements may yield measurable expenditure reductions, while others may increase efficiencies or reduce redundancies, which may not be easily quantifiable.

6. **QUESTION:** Will we have sufficient access to budget analysts / data analysts to perform this work?

**ANSWER:** The universities have their own budget analysts, but the staffing levels are not such that they will be able to provide significant support for the project. Access to data, information and reports will be provided to consultants who will need their own analysts.

7. **QUESTION:** The RFP specifically and exclusively references “back-office” shared services. The industry is seeing significant growth in front-office (instructional and student-facing) services, which may offer far greater cost efficiencies and effectiveness while expanding student opportunities. Such services may include shared educational programs, financial aid processing and advising, and student support (e.g., academic advising, health and wellness support, and career counseling). Is there any interest in exploring such opportunities.

**ANSWER:** While this RFP is to assess back-office shared services, we would also appreciate insight regarding opportunities in front-office shared services. However, the cultures of the universities may not be ready for alignment on front-office opportunities.

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End of Responses to Clarifying Questions I