

Ferrilli questions	Answers
For the Contract and Grant Disclosure and Certification Form, if we are not utilizing any subcontractors, should we simply indicate “No” and leave the remaining subcontractor-related sections blank?	Yes
On the same form, for the “Individual,” “Entity,” and “Business” sections, should we mark these as “N/A” if they do not apply to our organization?	Yes
If a company has exceptions to the terms and conditions, should those be explicitly stated within the RFP response, or are exceptions not permitted?	Any exceptions to our terms and conditions should be included in your proposal
<i>For the Combined Certification for Contracting with the State of Arkansas form, could you please confirm what vendors should enter for the following fields: Contract Number, Description, and Vendor Number?</i>	The contract number and description, the vendor number can be blank. Contract number is: RFP UCA-27-015. Description is: ERP System Review, Analysis & Assessment Project
<i>How many total end users interact regularly with Banner across all functional areas?</i>	500 full time faculty 700 Staff 10,000 students Between banner admin and self service
<i>Are there satellite campuses, off-site programs, or affiliated entities that should be included in the scope of discovery?</i>	Not at this time
<i>Has UCA conducted any prior assessments or technology studies related to Banner? If so, would those findings be available to the selected consultant?</i>	No
<i>Are there specific functional areas where leadership already has significant concerns?</i>	how lean we are currently staffed
<i>Have there been any recent audit exceptions or compliance findings related to system-generated reporting?</i>	No
<i>Who is the executive sponsor for this engagement beyond the VP of Information Technology?</i>	Cabinet Level
<i>What is the current level of awareness and buy-in among functional leaders in Finance, HR, Financial Aid, and the Registrar's office?</i>	All area leaders are aware
<i>Has there been prior campus conversation about a potential ERP change, and if so, what is the general sentiment?</i>	All area leaders are aware
<i>Does UCA have an existing IT governance structure or technology steering committee that would oversee this work?</i>	Not currently defined
<i>Are there specific institutional calendar constraints between June and December 2026 that would affect staff availability, such as accreditation visits, budget cycles, or major enrollment periods?</i>	Unknown
<i>Is Ellucian aware that this assessment is being conducted?</i>	Yes

Has UCA had recent conversations with Ellucian about Banner's upgrade path or long-term product roadmap?	Yes
Can you please clarify what this means? 2.00 Introduction: UCA is seeking non-partnered entities to provide a readiness assessment report and findings	Non-partnered entities refers to external organizations, vendors, or bidders that do not have an existing, formal relationship, preferred supplier status, or alliance with the university.
Moran Technology	
<u>Is the Student Information System (SIS) included in the scope for this project?</u>	Yes - Banner
<u>Is the University already working with a consulting firm on ERP consulting or planning? If so, is that firm is eligible to bid on this engagement?</u>	No
<u>How well understood / documented are the University's various systems of record today? This will help us better understand how to scope the work for this item.</u>	Banner is the system of record
<u>We assume that the technical and functional assessment portion of the work is high-level and based on stakeholder feedback (vs. a point by point, in-system analysis). Can the University confirm and/or clarify expectations for this?</u>	Yes anticipate the RFP vendor selected would conduct interviews with the various departments (registrar, financial aid, admissions, student accounts, HR, finance (Budget and AP), purchasing, IR. Then provide a document on pros/cons, gaps, financial implications, etc.
<u>Does the University want the risk and compliance review to focus on the current system? The potential future system(s)?</u>	Potential future
<u>As with question 4, if this is in relation to the current system, we assume the University is looking for a high-level review vs. a highly detailed, in-system analysis. Can the University confirm and/or clarify expectations for this?</u>	Current system, just need enough understanding of business processes to relate to pros/cons, gaps, etc for the path forward.
Attain Partners	
What are the roles and number of employees that the University of Central Arkansas could engage in the assessment and analysis phased of this statement of work	Yes anticipate the RFP vendor selected would conduct interviews with the various departments (IT,registrar, financial aid, admissions, student accounts, HR, finance (Budget and AP), purchasing, IR. Then provide a document on pros/cons, gaps,
a. Human Resources and Payroll	3
b. Finance and Procurement	3
c. Budget	3
d. Accounts Receivable	3
Will University of Central Arkansas be able to accommodate: Hybrid/Remote	Yes

<p>Is there a current organizational chart with defined roles and responsibilities available for consultants to review as part of the current-state assessment, or will the selected firm be responsible for creating these</p>	<p>This should be sufficient to identify the key roles https://uca.edu/president/files/2025/01/orgchart.pdf</p>
<p>Does University of Central Arkansas have, and will it be able to provide current and accurate policy and procedure documents for the business functions included in this statement of work? If policy and procedure documents for the business functions included in this statement of work? If applicable, which business function do not have current and accurate policy and procedure documents and therefore would they likely require more work in assessment and analysis phases of this statement of work?</p>	<p>We do have data standards for all banner functions. We would anticipate the RFP vendor selected would conduct interviews with the various departments (IT, registrar, financial aid, admissions, student accounts, HR, finance (Budget and AP), purchasing, IR. Then provide a document on pros/cons, gaps, financial implications, etc.</p>
<p>Is there a suggested or preferred timeline for completing this scope of work? Are there any specific milestones that University of Central Arkansas must or intends to meet?</p>	<p>As quickly as possible - expectation would be 2-4 weeks to gather data, complete interviews and 2-4 weeks to create and deliver the report.</p>
<p>What is the anticipated budget for this engagement?</p>	<p>No budget has been established for this project.</p>
<p>Has University of Central Arkansas engaged other professional services on this or similar projects before? If so, are the results of that work available?</p>	<p>There is no history of the university engaging in professional services of this nature.</p>
<p>OculusIT</p>	
<p>Current Pain Points & Priorities = What are the top 3–5 business and technical pain points with the current Banner ERP that are driving this initiative, and which areas (Finance, HR, Student) are most critical to address first?</p>	<p>Offices tend to be very process driven and often conflict with how Banner is designed. This seems true across all areas to one degree or another. Modernization of the product is lacking, as well, which seems to limit the abilities to innovate locally.</p>
<p>Future State Direction = Does UCA have a preferred direction (e.g., cloud/SaaS, specific ERP vendors, or modernization strategy), or is this assessment expected to be completely vendor-agnostic?</p>	<p>Completely vendor-agnostic as far as this engagement is concerned.</p>
<p>Scope of Assessment vs. Implementation = Should the engagement focus strictly on assessment and recommendations, or is UCA expecting a roadmap detailed enough to support immediate ERP implementation (including vendor selection and budgeting)?</p>	<p>Will be interested in all of the above assessment, recommendations, roadmap, high level expense, etc</p>
<p>Stakeholder Alignment & Decision Making = Who are the key stakeholders and decision-makers, and is there currently alignment across departments on ERP challenges and future needs?</p>	<p>Cabinet level buy-in that a modernization is coming and SaaS would be the path</p>
<p>Success Criteria & Cost Expectations = How will UCA define success for this project, and are there budget expectations or constraints that should guide the cost-benefit analysis?</p>	<p>finalized report that has recommendations, pros, cons, gaps, total cost of ownership. That could feed into a University selection for a path forward.</p>

Training requirement = Please clarify if UCA would like the vendor to support training for end users and departmental leads to address knowledge gaps? If yes, what is the preferred delivery mode (in-person, remote, or hybrid)?	Not applicable
Tambellini	
Does the scope of this engagement include evaluation or assessment of a Student Information System (SIS), or is it limited to other enterprise systems?	HR, Finance, and Student - existing on-premise Banner system - the scope is an assessment of what the path to a SaaS solution would look like
Is the organization interested in incorporating artificial intelligence (AI) capabilities into a future system?	If applicable based on the results of assessment and recommended path forward
If so, should vendors include recommendations or approaches for supporting AI-enabled functionality as part of this engagement?	If applicable
Is the primary intent of this RFP to conduct an assessment only, or to support both assessment and the evaluation/selection of a new system?	Assessment only
Will the results of this assessment be used to inform a future system selection process, or is there an expectation that elements of vendor evaluation be included within this engagement?	If vendor evaluation could be included that would be fine.
Should the deliverables sheet include itemized pricing by deliverable, or is a fixed-fee structure preferred?	Fixed fee is acceptable
Can you confirm whether a dollar value is required in the hourly rate field, or if pricing may be provided solely on a fixed-fee basis?	Compensation for services exceeding the defined scope of this RFP shall be based on the submitted hourly rate. However, the cost for any additional work will be negotiated.
If a system selection is part of the scope, should proposals include support for contract negotiations with the selected vendor?	Out of scope
Highstreet	
If our organization submits a response or is selected as the consultancy group for the assessment, are we excluded from responding to the larger initiative in the future if the University determines to replace the current ERP system?	To maintain a fair process and avoid a conflict of interest, the firm selected for the initial assessment will be ineligible to bid on any subsequent ERP replacement or implementation projects resulting from their own recommendations.
CampusWorks	
What version of Banner is currently in use at the University of Central Arkansas?	Banner 9

BerryDunn	
What current business workflows are documented?	Would be discovered during the interview process.
What key departments are expected to be interviewed?	IT, registrar, financial aid, admissions, student accounts, HR, finance (Budget and AP), purchasing, IR.
<u>What third-party applications are in use?</u>	We can upload the software/application landscape.
<u>Are the current Banner customizations documented? How much is not documented?</u>	There are no baseline banner customizations.
What are the University's expectations for onsite work and activities?	Not required.
What is the expected assessment completion date?	Expectation would be 4-6 weeks after the selection process, 2-4 to conduct interviews and gather documentation, 2-4 weeks to package and report findings.
SharperPoint Consulting Group LLC	
Has the university had any recent (in the last 12 months) demonstrations with ERP vendors?	We have had demos of Banner SaaS and Workday SaaS.
Has any outside party, firm or organization, provided support in the preparation of this RFP and if so, can you provide the name of the organization?	No outside firm provided guidance for this RFP.
Has the university established a budget for this Enterprise Resource Planning (ERP) System Review, Analysis and Assessment Project?	No budget has been established for this project.
Is there an existing governance structure/support team at the university for this effort and if so, can you briefly describe how it operates and what parts of the university are represented?	There is a banner data standards committee that meets regularly and discusses changes, enhancements, etc.
Can you say how long the university has been using Banner as its core ERP system?	~2009
Has the university fully moved to Banner 9 for admin and self service for all modules?	Yes.
Can you say if the university's Banner instance is on premise or hosted?	On premise.
David Kent Consulting	
Please clarify the primary decision or set of decisions this assessment is intended to inform (e.g., optimize the current Banner environment, pursue a phased modernization, or initiate a full ERP replacement), and how the University will use the final recommendations to arrive at and support that decision.	Pursure a phased modernization. The final product will be one of many pieces of information that could be used for a long term patch forward.
Should the engagement be limited to assessment and recommendations, or is the University expecting future-state design and implementation planning sufficient to support a potential ERP transformation	Assessment and recommendations will be sufficient. If the output has line of sight to planning it can be include but not required.

What is the expected duration and intensity of the assessment effort?	2-4 weeks to do interviews and review any need documentation and 2-4 weeks to produce assessment and recommendation.
Are there specific modules or areas of concern that require greater focus or prioritization within the assessment scope?	We are interested in assessment and recommendation for the full ERP system, which is on premise banner 9 (HR, Finance, and Student).
Should the assessment include hands-on configuration review and validation analysis, or is the University expecting it to remain more high-level?	High-Level - the RFP vendor selected would conduct interviews with the various departments (IT, registrar, financial aid, admissions, student accounts, HR, finance (Budget and AP), purchasing, IR. Then provide a document on pros/cons, gaps, financial implications, etc.
What evaluation criteria and weighting will the University use to compare potential paths (e.g., optimization, modernization, or full ERP replacement), particularly in areas such as cost, risk, implementation timeline, and institutional impact?	All of the above, we are expecting a high level document that shows estimated cost, risk, implementation timeline and institutional impact for a ERP replacement.
Additionally, how is the University approaching the timing and sequencing of these decisions, including whether interim modernization or optimization steps may be appropriate to preserve flexibility as the higher education ERP market continues to evolve and clarify around long-term platforms and delivery models?	This could be an option moving forward based on the pros/cons, gaps, cost, etc from the RFP assessment and recommendations.
To what extent has the University assessed its organizational readiness for a large-scale ERP transformation (e.g., change management capacity, process standardization, and resource availability)?	We do have data standards for all banner functions. We would anticipate the RFP vendor selected would conduct interviews with the various departments (IT, registrar, financial aid, admissions, student accounts, HR, finance (Budget and AP), purchasing, IR.
Are there any fixed deadlines or external drivers (e.g., contract renewals, audits, leadership initiatives) that should be considered in scoping or scheduling the assessment?	No additional factors need to be included in this RFP.
Who are the primary stakeholders and decision-makers for this project?	Executive level, President, VP's, Provost, etc.
Will there be a dedicated internal project team supporting this engagement, or will participation be ad hoc?	Subject matter experts in each of the primary areas will be available for interviews and process reviews.
Can the University provide additional detail regarding the number and criticality of integrations, as well as any known data governance or data quality challenges that should be considered as part of the assessment?	IT will provide an ERP application landscape document, we do have 70+ banner integrations (starrez, maxient, cashnet, slate, etc). The majority of those are just flat file transfers. We are currently using Axiom for integrations with Slate.

<p>What are the current challenges with Argos and existing reporting practices?</p>	<p>Only challenges would be the amount of time it takes to create a new report. What is meant by that, it takes multiple steps, a request, specs, writing of the report, testing, and then move to production.</p>
<p>Is there a need for data governance, data quality assessment, or reporting standardization as part of or alongside this engagement?</p>	<p>Not a requirement for this RFP.</p>
<p>Are there existing enterprise reporting or business intelligence initiatives currently underway that intersect with this assessment?</p>	<p>None at this time.</p>
<p>How heavily customized is the current Banner environment relative to baseline functionality, and to what extent are those customizations actively in use?</p>	<p>No baseline banner customizations.</p>
<p>What are the key third-party integrations and dependencies beyond the core systems listed in the RFP (e.g., beyond Argos and Automic)?</p>	<p>IT will provide an ERP application landscape document, we do have 70+ banner integrations (starrez, maxient, cashnet, slate, etc). The majority of those are just flat file transfers. We are currently using Axiom for integrations with Slate.</p>
<p>What level of detail is expected in the cost-benefit analysis (e.g., directional estimates vs. detailed total cost of ownership models including infrastructure, staffing, and long-term operation impacts)?</p>	<p>Directional estimates will be sufficient, but would like for them to include total cost of ownership, staffing, and long-term operational impacts, even if they are a high and low range.</p>
<p>Section 2.00 states that UCA is seeking “non-partnered entities” to ensure “an unbiased report on the direction the University of Central Arkansas can go for an Enterprise Resource Planning (ERP) System.” Can UCA clarify the scope of this neutrality requirement? Specifically, does “non-partnered” refer to affiliations with ERP platform vendors (e.g., Ellucian, Oracle ERP, Workday, etc.), or does it extend to other technology partnerships?</p>	<p>Non-partnered entities refers to external organizations, vendors, or bidders that do not have an existing, formal relationship, preferred supplier status, or alliance with the university.</p>