



## **NOTICE TO ALL FIRMS**

Date: April 24, 2026  
To: All Prospective Bidders  
From: Sam Li  
Director of Procurement Services  
Re: Addendum Number 1  
RFP # C1742 – Strategic Planning Consulting Services

### **Questions:**

- Q1. Is there an intended budget for this project? Given the scope and the work needed to put together a comprehensive response, we would need to know the budget before submitting a response. If budget cannot be provided, can you provide the contract value and awarded firm for the last project of similar size and scope?
- A1. Budget range for the entire scope of the project is \$50k to \$100k
- Q2. Has the Fashion Institute of Technology allocated a budget for this project? If so, would you be able to convey the estimated range that has been allocated?
- A2. See answer to question Q1.
- Q3. Have you worked with a consultant before on this type of project?
- A3. Yes
- Q4. Can you share the anticipated budget or range?
- A4. See answer to question Q1.
- Q5. Will this strategic plan be built on the past strategic plan or is the desire to start with a fresh perspective?
- A5. While there is some unfinished work in a few areas that could be carried into the new plan, the emphasis is on a fresh perspective.
- Q6. Are you seeking a traditional strategic plan or one that is more adaptive?
- A6. The plan can have a mix of long and short term actions to support the goals, and be flexible enough to address new initiatives along the way.
- Q7. Can you share the primary drivers behind initiating this strategic planning effort at this time?

- A7. The current plan that we ended early was built off of conditions present in 2018. A lot has changed in higher education since then.
- Q8. The 10-month timeline is longer than we typically require for this type of strategic planning engagement. Is FIT open to a more compressed timeline as long as it still allows for stakeholder input collection during the academic year (e.g. not the summertime)?
- A8. Yes
- Q9. Do you have an anticipated budget for this engagement? Even a range will enable us to add a level of precision to our proposal.
- A9. See answer to question Q1.
- Q10. As a private company we do not disclose our financial statements. In the case of public RFP responses, these could subsequently be accessed via FOIAs. Is it acceptable to provide alternative attestations of our firm's financial viability in lieu of actual statements?
- A10. To ensure financial viability, we require documentation that demonstrates the company's ability to manage the project from a financial standpoint, should they be selected. This is a standard practice to avoid the risk of choosing a company that might face financial difficulties in executing the project. We are open to alternative forms of proof of financial assurance such as bank statements, audited financial statements, or bank reference letters.
- Q11. Could you please provide an estimate of the approximate number of people across FIT and key existing/potential partners you expect the consultant to engage in the information and idea gathering phases of the strategic planning process?
- A11. Those kinds of estimates are in process. Refer to the RFP for more detail on stakeholders.
- Q12. Section IV of the RFP references the inclusion of a "conclusion summary" for each element of the Scope of Work. Could you please provide additional context on the intended purpose of this section?
- A12. Provide a brief summary for each element.
- Q13. Does FIT have any guidance around budget expectations that could better help us scope our project approach and methodology?
- A13. See answer to question Q1.
- Q14. The RFP requires firms to have been in business for a minimum of five years. Are firms eligible to respond if their principals bring many years of directly relevant experience in higher education strategic planning, even if the firm was established more recently?
- A14. The five-year minimum requirement applies to the proposing firm as an entity. Individual consultant experience, including that of firm principals and team members, is considered as part of the overall evaluation of qualifications and expertise; however, it does not replace the firm-level requirement.
- Q15. Does FIT have an established budget or budget range for this engagement? Understanding the institution's financial parameters would allow proposers to design a scope and staffing plan that is appropriately calibrated.

- A15. See answer to question Q1.
- Q16. Did FIT engage a strategic planning consultant during its last process? Is there anything about this process that they want to ensure a consultant manages differently, if anything beyond the scope of work as described in the RFP?
- A16. Yes.
- Q17. Does FIT maintain a list of comparator institutions for the purposes of its own benchmarking that it would like consultants to utilize and/or build upon as part of the external environmental scan?
- A17. Yes.
- Q18. Has FIT already appointed and charged its institutional strategic plan steering committee, or will it look to its consultant for recommendations and/or support in that process?
- A18. It is in process. FIT has written a formal charge and is collecting nominations.
- Q19. Who will be the primary contacts for the consultants?
- A19. Dr. Susan Hayes, Executive Director for Strategic Planning, Institutional Research and Effectiveness who will chair the Steering Committee.
- Q20. Does FIT wish to include SUNY system officers or partners in the discovery and assessment phase?
- A20. Possibly.
- Q21. Does FIT prefer that the consultant conduct activities in person, remotely, or a combination? Does FIT prefer or require that any particular milestones or activities occur in person?
- A22. Combination. No preferences have been identified.
- Q23. Would FIT entertain suggestions for variations in the timeline for Phases I, II, and/or III as long as the overall project timeline remains as stated in the RFP?
- A23. Yes
- Q24. Do we need to register as a vendor with the State of New York or at FIT?
- A24. In order to do business with the college, vendors must register in the New York City Payee Information Portal (PIP).
- Q25. Does this project have a budget?
- A25. See answer to question Q1.
- Q26. Are you looking for a firm from New York or the surrounding area?
- A26. Not necessarily.

- Q27. How early will we have access to the stakeholders?
- A27. Depends on the constituency.
- Q28. Has the stakeholder group been identified? If so, is there room to make recommendations?
- A28. Initially, we would like recommendations and assistance in strategies to reach a large and diverse group of external stakeholders.
- Q29. How quickly will we have access to internal data, i.e. recruitment, enrollment, student experience, student outcomes, workforce outcomes?
- A29. Quickly.
- Q30. If students are a part of the stakeholder group, will an IRB be necessary?
- A30. No
- Q31. What is in place to mitigate the following:
- a. Low stakeholder participation
  - b. Difficulties accessing internal data
  - c. A large number of review cycles and sign-offs
- A31. a. Engagement has been strong this semester with the arrival of a new college president.  
 b. As the lead contact for the firm (and the chair of the steering committee) also heads up the institutional research department, access to data will not be difficult.  
 C. The charge for our steering committee includes empowering the committee to make decisions.
- Q32. The RFP requires submission of a business credit score. We have complied all other requested financial documentation; however, we have been unable to obtain a formal business credit score. Our business currently carries tow active credit obligations – a business loan and a vehicle loan – which may not generate a reportable score through standard business credit bureaus. Would alternative documentation, such as loan statements, payment history, or bank records, be acceptable in lieu of a formal business credit score? If not, please advise on how best to satisfy this requirement.
- A32. We understand that a formal business credit score may not be available in all cases. If a credit score cannot be obtained through standard business credit reporting agencies, the College may consider alternative documentation for review, such as loan statements, payment history, or other relevant financial records that demonstrate creditworthiness.
- Please submit the available documentation with your proposal, and the College will review it as part of the overall responsibility determination process. If additional information is needed, we will follow up during the evaluation or award phase.
- Q33. Page 1: The RPF states: “FIT is ONLY accepting electronic scanned bids for the subject project.” Does a PDF generated from Word or Google Docs meet this requirement? Or is FIT specifying that a hard copy must be printed and scanned as an image so text can’t be (as easily) copied-and-pasted?
- A33. PDF documents generated from Word or Google Docs will meet our electronic scanned bid requirement.

- Q34. Page 2: In “I. Schedule,” the RFP Release Date is listed as May 27, 2026 (which we assume is a typo and should have been March 27, 2026). Would FIT please confirm the remaining dates are accurate as listed?
- A34. Yes, the RFP Release Date of May 27, 2026 on “I. Schedule” was a typo. All other dates are currently accurate but may be subject to change. If any dates are updated, vendors will be notified via an addendum.
- Q35. Page 2: The RFP states: “FIT offers over 60 programs - short term credit certificates and Associate, Bachelor’s and Master’s degrees alongside noncredit opportunities for adults and youth through the Center for Continuing and Professional Studies and PreCollege.” Would FIT please confirm the strategic planning should reflect all of these listed certificate, degree, etc. types?
- A35. The strategic plan can include all aspects of our educational enterprise which includes both credit-bearing programs and continuing education non-credit programs.
- Q36. Page 4: The Scope of Work notes that the consultant will be “working hand in hand with an institutional strategic plan steering committee.” To help us accurately estimate effort, can you share if this committee currently exists (e.g., the current Strategic Plan Implementation Committee or other)? If yes, how many members are there and what are their titles? Regardless of whether the committee exists, has FIT determined if the committee will be advisory or if some/ all members will be available to complete specific activities?
- A36. The Steering Committee’s Chair will serve as the liaison with the firm and will be responsible for providing the committee and the firm with data and information. FIT has written a formal charge for the group, and is collecting nominations. We anticipate the committee to be about 20 persons representing various areas and constituencies, which includes a representative from the Board of Trustees, the union, faculty senate, and student government, along with other representation. The charge for our steering committee includes empowering the committee to make decisions.
- Q37. Page 4: Phase I involves conducting a comprehensive internal scan of internal data. Does data exist for the quantitative trends and qualitative insights identified – which can to be analyzed – or does the data need to be collected then analyzed?
- A37. Existing analysis of Internal quantitative and qualitative data across many areas will be provided. But additional collection of ideas and feedback will need to be collected then analyzed.
- Q38. Page 4: Phase I involves conducting an external scan that includes qualitative insights from external stakeholders such as educational partners, local government, community leaders, and industry leaders. Has FIT identified these external entities and specific individuals to interview – or is identification part of the consultant’s responsibility in partnership with FIT?
- A38. Both. We have advisory boards and external partners that we have identified to be contacted, but we would like assistance in identifying additional contacts that we do not have direct connections with.
- Q39. Page 5: Under Phase III: Implementation Planning - Winter/Spring, the RFP states: “Develop action steps to achieve each goal, resource requirements,” Is there missing text at the end of the bullet (following the comma)?

- A39. No. It was a typo and should have read “action steps to achieve each goal with resource requirements”
- Q40. Page 8: The evaluation criteria allocate 20% to Presentations/Interviews. However, on Page 2 the RFP notes that “Presentations may, or may not, be scheduled.” If FIT does not hold presentations, how will this 20% be allocated?
- A40. Presentations may be conducted only with the highest-scoring firms. In such cases, the 20% presentation component of the RFP evaluation criteria will be applied solely to those firms, and will not be scored for firms not invited to present. The maximum possible score will be adjusted accordingly.
- Q41. Page 8: Section 1 - Methodology and Management, letter i “requests a timeline and a schedule for project completion.” Section 3 - Timeline requests “Proposed schedule with milestones.” Is it acceptable for the vendor to provide the same integrated timeline, schedule, and milestones in response to both requests? If yes, is it acceptable to provide the information in one section and reference it from the other section?
- A41. Yes.
- Q42. Page 10: In Section Two - RFP General Terms and Conditions, A. Proposal Requirements, Bullet 1, the RFP states: “1. Proposals must be received before the time and at the location stated on the cover page of the RFP and must include the entire proposal document (consisting of Section One - Proposal Terms and Conditions and this Section Two - RFP General Terms and Conditions), the Contract Terms and Conditions, and the Proposal Analysis Sheet, as issued by FIT, including required signatures and attachments.” Would FIT please clarify which section is designated Section One? Additionally, what is the specific meaning of the text that starts with, “must include the entire proposal document” and ends with “signatures and attachments”? Does all the FIT-provided text from the RFP need to be included in the vendor’s response? If yes, does each lettered section require a response or acknowledgement? If yes, is this part of the max 25 page limit? If yes, how should this integrate with the outline on Pages 7 and 8 describing what should be provided in the proposal (e.g., 1. Methodology and Management; 2. Company Overview & Qualifications; 3. Timeline; 4. Budget)?
- A42. Firms are not required to include every page of the RFP document; however, ‘Exhibit A – Proposal Analysis Sheet’ must be completed and included as the final page of the proposal.
- Proposals are preferred to be limited to 25 pages per firm. The page limit applies to the items requested in the proposal. Required supporting documentation, including but not limited to references, resumes and financial documents, is excluded from this limit. Additional pages may be included where necessary to ensure a complete and responsive submission, and such extensions will not be considered negatively.
- Q43. Page 24: The RFP states that the Exhibit A Proposal Analysis Sheet is the “only pricing format acceptable” and asks for an “All Inclusive proposal” cost. However, Section V on Page 8 requests a “Detailed cost proposal, including fees for labor, materials and expenses.” Should proposers include the detailed breakdown within the main 25-page proposal narrative? Should it be appended separately behind Exhibit A? Other?
- A43. The details can be within the proposal.

- Q44. FIT's website indicates the institution used "foresight" planning to create the current strategic plan and the institution is in "Phase 4: Implementation and Assessment" of the current plan. Other than what's provided in the RFP, are there any lessons learned from the approach (Phases 1-4) that the institution wants to apply to the new planning process?
- A44. As we tried to emphasize in the RFP, we would like to collect significant input from internal stakeholders and external stakeholders (who may know FIT well or not so well) along with a comprehensive data review.
- Q45. Does FIT have an anticipated or estimated budget for this engagement?
- A45. See answer to question Q1.
- Q46. What is the anticipated budget range for this engagement?
- A46. See answer to question Q1.
- Q47. Will any internal data reports be shared with finalists prior to the proposal or after selection?
- A47. After firm selection.
- Q48. The RFP references a 5-year minimum in business — does this apply to individual consultants or only to the lead firm?
- A48. See answer to Q14.
- Q49. Who comprises the institutional strategic plan steering committee, and what is their expected time commitment?
- A49. See answer to Q36.
- Q50. What does success look like to FIT by the end of this process?
- A50. We will discuss during the interview phase.
- Q51. What is the appetite for moonshot goals in addition to feasible, shorter term goals?
- A51. It depends on the goal.
- Q52. Are they open to methodology formats that go beyond a traditional SWOT to explain insights? For example, is strategic foresight and scenario planning something of interest?
- A52. Yes, we are open to variation in methodologies.
- Q53. Will FIT facilitate intros to "competitor" or adjacent institutions for us to interview?
- A53. Potentially.

- Q54. On page 10 the RFP states “Proposals must be received before the time and at the location stated on the cover page of the RFP and must include the entire proposal document (consisting of Section One - Proposal Terms and Conditions and this Section Two - RFP General Terms and Conditions), the Contract Terms and Conditions, and the Proposal Analysis Sheet, as issued by FIT, including required signatures and attachments. Proposers are not permitted to change or modify Proposal Terms and Conditions, Contract Terms and Conditions and/ or Proposal Analysis Sheet. All Proposers propose on the same terms and conditions.” Can you confirm if FIT requires vendors to submit all pages of the RFP as part of their response? If so, do vendors need to respond to these sections line by line?
- A54. See answer to Q42.
- Q55. If vendors do need to submit all sections of the RFP as part of their response, can you confirm that is outside of the 25-page limit?
- A55. See answer to Q42.
- Q56. As a private company, we require an NDA before we can provide a copy of our audited financial statements, thus would a D&B Report suffice for this requirement to assist FIT in assessing our firm’s financial health? If not, is FIT willing to sign an NDA prior to the RFP submission deadline so that we may provide our audited financial statements in a protected manner?
- A56. As a public entity, the college is subject to New York State’s Freedom of Information Law (FOIL) requirements. Consequently, we would be obligated to disclose certain details of any contract executed with the vendors performing services for the college. However, it does not extend to disclosure of information pertaining to the vendor’s financial credentials that is not contained within the contract as executed.
- Q57. Has an executive sponsor been identified for this project? If yes, can you share the name/role of the sponsor?
- A57. see answer to Q19.
- Q58. Has a Main Point of Contact been identified that will work with the selected firm to ensure appropriate materials are shared and key meetings are scheduled?
- A58. See answer to Q19.
- Q59. Has a budget been identified for this project, and if so, is it possible to share? Is there a price above which proposals would not be accepted?
- A59. See answer to question Q1.
- Q60. For the stakeholder engagement, does the University expect these to be completed in person or is virtual also an option?
- A60. Virtual is an option.
- Q61. Does the University follow an existing change management framework or can the selected firm present a model for the university?
- A61. Firms are welcome to present a model.

- Q62. Can FIT clarify the composition, roles, and decision-making authority of the strategic planning steering committee referenced in the Scope of Work?
- A62. See answer to Q36.
- Q63. Are there existing governance structures or shared governance expectations (e.g., faculty senate involvement) that must be integrated into the process?
- A63. The integration of shared governance is met by membership of the Steering Committee. The committee will be populated with a representative from the Board of Trustees, the union, faculty senate, and student government.
- Q64. Given the 10-month timeline, are there any fixed institutional milestones (e.g., Board meetings, budget cycles) that must be aligned with key activities/deliverables?
- A64. We would like to have the process completed, with a fully formed strategic plan, to present to the Board of Trustees at their April 2027 meeting.
- Q65. Does FIT anticipate this engagement to be strictly advisory, or is there openness to follow-on implementation support?
- A65. This engagement is reserved to help us to execute and complete the planning process. It does not include advising during implementation of the plan at this time.
- Q66. Does FIT currently have existing tools or systems for internal data analysis, or should the consultant anticipate supporting this capability?
- A66. While FIT does have comprehensive analysis that can be leveraged during the process, we would anticipate that the firm would help with the collection and analysis of data collected through forums/surveys and other means.
- Q67. What level of access to internal data and stakeholders will be provided?
- A67. Significant.
- Q68. Are there any restrictions or requirements regarding the use of technology (including AI-enabled tools) for data collection and analysis?
- A68. They should meet industry security standards.
- Q69. Are there any data classification guidelines (e.g., sensitive, restricted, public) we should plan for?
- A69. Not determined at this time.
- Q70. Does FIT expect the consultant to provide participant incentives for interviews or engagement activities?
- A70. No
- Q71. Are there specific stakeholder groups that should be prioritized beyond those listed?

- A71. Not determined at this time.
- Q72. How does FIT define success for this engagement?
- A72. See answer to Q50.
- Q73. What are the current measures/programs FIT is employing to support students in regards to mental health and economic challenges? Are there particular ways FIT hopes the consultant will approach mental health and economic challenges within the strategic plan?
- A73. We anticipate that these issues would be explored during the planning process.
- Q74. Should outputs be designed as a point-in-time plan, or support ongoing benchmarking and tracking?
- A74. We anticipate that this would be explored during the planning process.
- Q75. Which competitors are you most concerned about, and where do you feel FIT is losing students to them?
- A75. We anticipate that these issues would be explored during the planning process.
- Q76. What partnerships or industry relationships do you most want to strengthen or build through this plan?
- A76. We anticipate that these issues would be explored during the planning process.
- Q78. How does FIT define the "FIT community" for the purposes of this strategic planning process?
- A78. It would include our students, employees, trustees, alumni, educational and industry partners.
- Q79. Is there an anticipated budget range for this engagement that proposers should consider when developing their scope and approach?
- A79. See answer to question Q1.
- Q80. What governance bodies or leadership groups are expected to be involved in the strategic planning process (e.g., Board of Trustees, SUNY?)
- A80. See answer to Q63.
- Q81. To what extent should the strategic plan consider or align with broader SUNY system goals, frameworks, or strategic priorities?
- A81. SUNY's goals and priorities will be reviewed as part of the environmental scan.
- Q82. Does FIT anticipate forming a strategic planning council or advisory group to guide the process? If so, could you share any preliminary thinking about the composition of this group?
- A82. See answer to Q32.

- Q83. Are there specific announcements, campaigns, or other big initiatives that drive this strategic plan?
- A83. No.
- A7. Q84. Are there existing committees or governance structures we must work through?
- A84. See answers to Q32 and Q63.
- Q85. Can you share the budget and/or budget range associated with the RFP?
- A85. See answer to question Q1.
- Q86. Is the committee open to primary research beyond the qualitative methods outlined in the RFP?
- A86. Yes
- Q87. If primary research includes students or employees, will FIT require IRB review/approval? If so, what's the typical review timeline?
- A87. No
- Q88. How will the success of the strategic planning process be evaluated internally?
- A88. We will discuss during the interview phase.
- Q89. What decisions will this strategy need to directly inform (e.g., program portfolio, partnerships, investment priorities, organizational structure)?
- A89. It ultimately depends on what emerges from the scan.
- Q90. Are there specific metrics or KPIs FIT expects the strategy to influence?
- A90. It ultimately depends on what emerges from the scan.
- Q91. Who will own KPI reporting and performance management post-plan, and should we assume any knowledge transfer or training as part of handoff?
- A91. Dr. Susan Hayes, Executive Director for Strategic Planning, Institutional Research and Effectiveness, her research team, and the yet to be formed Implementation Committee. Advice for performance management of the plan is welcome.
- Q92. What is the strategic plan governance structure (steering committee composition, executive sponsor, working groups)?
- A92. See answer to Q36.
- Q93. Who has final approval authority for the plan (President, Board of Trustees, SUNY), and what are the key approval gates?
- A93. Cabinet will have the final review, the Board of Trustees has the authority to adopt.

- Q94. What cadence and format does the steering committee expect for check-ins and decision meetings?
- A94. To be determined.
- Q95. Are satellite locations, online programs, or partnerships within scope?
- A95. Yes. The process should include all aspects of our educational enterprise which includes programs offered remotely, at satellite locations, and with partners.
- Q96. Which internal stakeholder groups must be engaged at minimum (faculty senate/union, student government, staff councils, alumni, trustees, museum leadership, continuing education)?
- A96. Major internal stakeholder groups will be engaged in two ways, through representation on the steering committee and through the collection of feedback through forums/surveys and other means.
- Q97. Which external stakeholders are priority (industry partners, community orgs, government, SUNY system), and can FIT facilitate introductions?
- A97. Industry leaders (current and future employers of our graduates) are of particular interest. FIT can facilitate some introductions but would also like support from the firm in engaging additional organizations and contacts.
- Q98. Are there timing “blackout” periods in the academic calendar when engagement should be minimized?
- A98. Specifics will be worked out with the firm following selection.
- Q99. What internal data will be made available (enrollment, student experience, outcomes, workforce outcomes, finance/resource data), at what level of detail, and through which systems?
- A99. Analysis of trends in all of these areas will be made available.
- Q100. Are there existing dashboards, market studies, accreditation self-studies, or program reviews we should assume as inputs?
- A100. Yes, all of these will be made available.
- Q101. Are there FERPA training or data-handling prerequisites for consulting staff who will access student data?
- A101. It shouldn't be needed as consulting staff would be provided with deidentified / aggregated data.
- Q102. Is the primary goal to refine and focus existing priorities, or to rethink FIT's positioning more fundamentally?
- A102. We will discuss with firms during the interview process.
- Q103. How much appetite is there for identifying new growth areas, partnerships, or revenue models?

- A103. We will discuss with firms during the interview process.
- Q104. What degree of change feels realistic within institutional constraints?
- A104. We will discuss with firms during the interview process.
- Q105. Are there peer institutions or competitive sets FIT would like included in benchmarking?
- A105. Yes, that would be made available.
- Q106. Are there specific macro trends (e.g., AI, sustainability, industry convergence, changing student demand) that leadership sees as particularly important (beyond what's listed in the RFP)?
- A106. We would welcome advice in this area to ensure the most relevant trends were included in the process.
- Q107. Is there an earmarked budget for this work? Or a desired range to right size our approach?
- A107. See answer to question Q1.
- Q108. In what areas and ways did the current strategic plan fall short in practice—not in design, but in execution?
- A108. We will discuss with firms during the interview process.
- Q109. How are strategic decisions currently made when priorities compete, and where does that process tend to break down?
- A109. We will discuss with firms during the interview process.
- Q110. What tensions, if any, exist between FIT's identity as a creative institution and the increasing pressure to demonstrate ROI and workforce outcomes?
- A110. We will discuss with firms during the interview process.
- Q111. What outcomes must the next strategic plan enable that are currently difficult for FIT to advance?
- A111. We will discuss with firms during the interview process.
- Q112. What types of data have historically had the greatest influence on institutional decision-making?
- A112. We will discuss with firms during the interview process.
- Q113. What data is currently available but underutilized?
- A113. We will discuss with firms during the interview process.
- Q114. How is progress monitoring managed today, and is FIT seeking to evolve that structure as part of this planning effort?

- A114. It is not consistent, we would welcome assistance to evolve our capabilities as part of this process.
- Q115. Is existing institutional data already compiled and ready for consultant review at the start of Phase I, or would data assembly/clean-up be part of the early work?
- A115. Institutional data has been compiled in many areas and can be shared quickly.
- Q116. Have past stakeholder engagement efforts produced any areas of misalignment, fatigue, or feedback that may have felt extractive or performative?
- A116. We will discuss with firms during the interview process.
- Q117. Has a strategic planning steering team already been convened? If so, would FIT be willing to share its composition?
- A117. See answer to Q36.
- Q118. Will a project manager or primary institutional lead be assigned to this engagement who is empowered to coordinate across the organization and support qualitative learning activities such as scheduling interviews, connecting the consultant team to existing governance or stakeholder forums, and facilitating access to key groups?
- A118. See answer to Q19.
- Q119. Are likely implementation stakeholders already identified for the winter/spring implementation-planning phase, and do those stakeholders have capacity allocated to participate meaningfully in that work?
- A119. This work is in process.
- Q120. Are there major recent or anticipated institutional changes that may materially shape this planning process or influence stakeholder perspectives during the engagement period?
- A120. The most recent significant change was in our leadership. A new president began serving FIT in mid-January.
- Q121. Given the breadth of sectors touched by FIT's programs, to what extent does FIT anticipate faculty and staff will be available to inform industry trend identification and interpretation?
- A121. It varies.
- Q122. To what extent can FIT support coordination of external outreach for the environmental scan, including introductions, interviews, or survey distribution to employers, industry representatives, professional associations, alumni, advisory bodies, or other external stakeholders? In particular, would offices such as Career and Internship Services, academic leadership, department chairs, or program-level industry contacts be available to help streamline engagement across the range of fields represented by FIT programs?

For reference, the sectors we currently understand as meaningfully distinct within FIT's ecosystem include:

- Advertising / marketing
- Animation
- Game design
- Art history / museums / art market / exhibition design
- Graphic design / communications
- Experience design / spatial design
- Fashion
- Film and media
- Footwear
- Product development (home)
- Packaging design
- Interior design
- Jewelry
- Photography
- Textile
- Toy design

A122. Yes, FIT can facilitate some introductions but would also like support from the firm in engaging additional organizations and contacts.

Q123. Is FIT able to share an anticipated budget, budget range, or not-to-exceed amount for this opportunity?

A123. See answer to question Q1.

Q124. Has FIT established a target budget or expected range for this engagement, particularly given the requirement for an all-inclusive fee (including travel and expenses)?

A124. See answer to question Q1.

Q125. What are FIT's expectations regarding in-person versus virtual engagement for stakeholder interviews, workshops, and steering committee sessions?

A125. A mix.

Q126. How does FIT define success for this strategic plan—e.g., aspirational vision-setting versus a highly operational, implementation-ready roadmap?

A126. See answer to Q50.

Q127. What level of access to internal data (e.g., enrollment, financials, student outcomes, workforce outcomes) will be provided to the selected consultant?

A127. For the scans we will provide internal data in the areas of recruitment, enrollment, student experience, student outcomes, campus climate and workforce outcomes. We have survey data from students, alumni and employees. We have accreditation reports, program reviews, and data on competitors as well that will be made available.

Q128. Are there key institutional milestones (e.g., Board of Trustees meetings, budget cycles, accreditation timelines) that project deliverables should align with?

A128. See the answer to Q64.

- Q129. What CRM, SIS, and analytics platforms does FIT currently utilize?
- A129. Firms will be provided institutional data analysis based on data extracts from a variety of platforms.
- Q130. Does the University have an anticipated budget range for this engagement?
- A130. See answer to question Q1.
- Q131. Does the University have a preference for conducting the requested activities in person or remotely?
- A131. See answer to Q125.
- Q132. Which existing committees, councils, or governance groups are currently in place that the selected team will be expected to partner with during strategic plan development, in addition to the forums noted in the RFP?
- A132. The Steering Committee will be the main partner for the firm. Additional stakeholders will be engaged.
- Q133. Aside from the final deliverable date, are there specific meetings, gatherings, leadership sessions, board presentations, or institutional milestones to which project deliverables and timelines should be aligned?
- A133. See answer to Q64
- Q134. Section one IV. deliverables states "Vision and Values – the institution's mission, vision, and values. This section should include information about FIT's history to the extent that it informs the strategic priorities going forward." To clarify, does FIT hope to review their mission as well, or just vision and values?
- A134. Mission Statement as well.
- Q135. Section V. part 1 Methodology and Management states "identification of date sources for assessing external environment" – just want to clarify if the document is supposed to say dates or data?
- A135. That is a typo. We meant data.
- Q136. Are there any institutional branding, style, or communication guidelines that the selected consultant will be expected to follow when developing engagement materials, presentations, and the final strategic plan document?
- A136. Yes, for all the above. They will be provided to the firm following selection.
- Q137. Does the 25-page proposal limit (excluding financials) include resumes and staff biographies, or may resumes be provided as an appendix outside of the page limit?
- A137. See answer to Q42.
- Q138. What has worked well, and less well, in previous strategic planning efforts?

- A138. We will discuss with firms during the interview process.
- Q139. How would you like this planning effort to build on or diverge from the current 2022-2027 strategic plan? What elements from that plan are most important to preserve?
- A139. We will discuss with firms during the interview process.
- Q140. Are there known barriers to implementation that you want this process to address?
- A140. We will discuss with firms during the interview process.
- Q141. How will success of this engagement be defined, both during the process and post-plan adoption?
- A141. See answer to Q50.
- Q142. What would make this engagement feel meaningfully different from past efforts?
- A142. See answer to Q138.
- Q143. Which stakeholder groups are considered most critical to engage?
- A143. We can discuss during the interview phase.
- Q144. Are there stakeholder groups that have historically been under-engaged that you want to prioritize?
- A144. See answer to Q143.
- Q145. What internal capacity exists to support engagement?
- A145. This effort will be supported by the Office of Institutional Research and Effectiveness and the President's Office.
- Q146. Are there sensitivities or tensions among stakeholder groups we should be aware of?
- A146. See answer to Q143.
- Q147. Please clarify expectations for the stakeholder engagement process, including the anticipated number and format of sessions or interviews and the expected balance of on-site and virtual work.
- A147. A mix of in-person and virtual. Estimates of participants are in process.
- Q148. Section III references the collaborative partnership expected between the consultant and the institutional strategic plan steering committee. Please provide a list of the personnel roles you expect to be members of the committee.
- A148. See answer to Q36.
- Q149. What additional governance structure will oversee this project?
- A149. Cabinet

Q150. Who will have final decision-making authority on key strategic directions?

A150. Board of Trustees

Q151. How will disagreements or competing priorities be resolved during the process?

A151. We can discuss during the interview phase

Q152. What level of access will the consultant have to senior leadership?

A152. The primary liaison to the firm will be Dr. Susan Hayes, Executive Director for Strategic Planning, Institutional Research and Effectiveness who will chair the Steering Committee and reports to the President.

Q153. Has FIT conducted any recent (past 12 months) environmental scans, program reviews, or accreditation-related analyses we should leverage?

A153. Yes, these can be made available.

Q154. For Phase I Discovery & Assessment - Comprehensive Internal Scan of Internal Data:

- a. What data sources are currently available for the quantitative and qualitative descriptions highlighted?
- b. Are there gaps in data categories that you would like explored?

A154a. See answer to Q127.

A154b. We can discuss during the interview phase.

Q155. For Phase III Implementation Planning: Should a study on implementation readiness be included?

A155. Not required, but could be of interest.

Q156. Is there interest in building internal capacity for ongoing strategic planning and assessment?

A156. Yes.

Q157. Are there expectations for communication materials to support rollout and adoption?

A157. Not specifically at this time, we can discuss during the interview phase.

Q158. Will the consultant be expected to support implementation beyond plan delivery e.g., develop detailed tools for tracking progress, measuring success, and aligning resources?

A158. The consultant should help the Steering Committee with drafts of initial tools that can be further developed by the Implementation Committee that will be formed once the plan is adopted.

Q159. What is the budget source for this project?

A159. See answer to question Q1.

Q160. What is the desired budget range for this project?

A160. See answer to question Q1.

Q161. Is there flexibility in scope based on budget scenarios?

A161. Potentially.

Q162. Is a fixed scope and budget expected?

A162. See answer to question Q1.

Q163. Section V Item 4 calls for a detailed cost proposal while Exhibit A notes a lump sum requirement and states "FIT will not accept proposal responses on any other form." We assume the detail should be placed in the body of the proposal and Exhibit A should reflect the overall pricing without any modifications. Please confirm that this is the way you wish the information to be delivered.

A163. See answer to Question 43.

Q164. How would you like optional components to be presented in the proposal?

A164. No preference.

Q165. Are there key milestones or institutional deadlines (e.g., Board meetings, accreditation cycles) that should shape the timeline?

A165. See the answer to Q64.

Q166. What level of flexibility exists in the project schedule?

A166. We would like to have the process completed, with a fully formed strategic plan, to present to the Board of Trustees at their April 2027 meeting.

Q167. Are there periods (academic calendar, summer, etc.) that may impact stakeholder engagement?

A167. Possibly, we can discuss more during the interview stage.

Q168. The RFP indicates that the proposal should be limited to 25 pages, excluding financials. Can FIT please clarify whether this page limit applies only to the main technical proposal (e.g., methodology, approach, and project plan) and whether supporting materials such as resumes, budget, cover page, table of contents, and other appendices are excluded from the page count?

A168. See answer to Q42.

Q169. If the resumes of key personnel must be included within the 25-page limit, are summary statements sufficient, with full resumes in the appendix for reference?

A169. See answer to Q42.

Q170. Can FIT clarify what constitutes a “material change” in scope for purposes of budget adjustments or contract modifications? For example, would changes in timeline, level of effort, or stakeholder engagement scope be considered material, and how would such changes be evaluated and approved?

A170. A “material change” in scope refers to a significant modification to the services, deliverables, or overall level of effort that would impact the project cost, timeline, or structure. This may include substantial changes to scope or stakeholder engagement activities. Any such changes would require mutual agreement and formal contract modification prior to implementation.

Q171. The RFP requests both a detailed cost proposal and an all-inclusive price submission. Can FIT clarify the details expected in the budget narrative, given that pricing must ultimately be submitted as a single all-inclusive figure?

A171. You can indicate how the figure includes labor, materials and expenses within the proposal narrative.

Q172. Can FIT provide additional detail regarding the anticipated level of access to stakeholders (e.g., students, faculty, board members, external partners), including any expectations around number of engagements or constraints we should plan for?

A172. See the answer to Q11.

Q173. Does FIT have a preference or expectation regarding in-person stakeholder engagement, versus surveys or other remote tools to foster broader engagement (e.g., virtual focus groups, key informant interviews)?

A173. We expect a mix of modalities and formats.

Q174. The RFP proposal analysis sheet requests one all-inclusive figure for consultant services. Does this meet the requirement for a "detailed cost proposal, including fees for labor, materials and expenses". If not, what cost details does FIT seek?

A174. See the answer to Q171.

Q175. Will FIT provide materials from the most recent strategic plan (e.g., internal and external scans; prior survey instruments, raw datasets, KPI monitoring reports) to inform this effort?

A175. A large body of institutional data will be shared. Some of the analysis that fed the last plan are outdated as that work was done in 2018.

Q176. For the three higher education references, what "detailed information" does FIT seek?

A176. Please provide at least three (3) higher education client references for similar strategic planning consulting services completed within the past five (5) years. For each reference, include the institution name, institution type, location, primary contact information (name, title,

email, and phone number), a brief description of the scope of services provided, project duration, the firm's role, key deliverables, and a summary of outcomes or results. Where applicable, also indicate the relevance of the project to the services requested in this RFP and any unique challenges addressed.

Q177. Will FIT provide space to host events to collect feedback from the FIT community?

A177. Yes

Q178. What support can FIT provide the selected vendor with engaging the internal and external stakeholders (e.g., provide contact lists, send introductory communications)?

A178. Significant.

Q179. The RFP does not indicate an award amount. Can you provide any guidance around the maximum amount that may be awarded or a suggested range for any proposed budget?

A179. See answer to Q1.

Q180. Is the incumbent vendor (who assisted with the last strategic plan) eligible to submit a proposal to this RFP? If yes, who completed the evaluation?

A180. Yes they are. The firm's name was Kalypso.

Q181. What does FIT hope to learn from the presentations/interviews?

A181. Presentation/interviews are a chance for the firms to walk us through their proposal and provides an opportunity for FIT to ask questions.

Q182. Will FIT provide a dedicated project lead/steering committee contact person for day-to-day coordination?

A182. See answer to Q19.

Q183. How many stakeholder interviews/focus groups does FIT anticipate?

A183. See answer to Q11.

Q184. Beyond the 4 phases outlined, are there any interim presentations or milestone reviews required before the final April 15, 2027 deadline?

A184. Not at this time.

Q185. Does FIT have existing strategic plan documents, data, or internal reports we should review as background?

A185. See answer to Q127.

Q186. What is FIT's timeline preference for stakeholder engagement based on school schedule?

A186. That determination is in progress.

Q187. Will FIT provide access to institutional data (enrollment, student outcomes, budget reports)?

A187. See answer to Q127.

Q188. Are there specific external benchmarking organizations or higher ed data sources FIT prefers? (IPEDS, Chronicle of Higher Ed, others?)

A188. We have some, and would welcome recommendations.

Q189. Can we assume work commences in early July (within 10 days of award), or is there a specific July start date?

A189. The College anticipates that work will commence in early July, generally within approximately ten (10) days of contract award. However, this timeline is subject to change based on the timing of the award, final contract execution, and any unforeseen circumstances that may affect project initiation.

Q190. The RFP states "all-inclusive" pricing with no expense reimbursement, does this include consultant travel to NYC campus for in-person meetings, or should we budget travel separately in our all-inclusive fee?

A190. Include costs like travel within your price, and explain in your proposal narrative.

Q191. What is the budget range for this engagement?

A191. See answer to Q1.

Q192. Is there a preferred way you would like the consultant team to engage with internal and external stakeholders e.g., focus groups, one-to-one consultations?

A192. No.

Q193. What kind of quantitative data is currently available internally at FIT related to workforce outcomes?

A193. We have quantitative alumni employment outcome data from a variety of sources.

Q194. In Phase III - Implementation Planning, you mention collecting feedback from the FIT community - who constitutes the 'FIT community' in this case?

A194. See the answer to Q78.

Q195. Who are the key audiences for the final deliverables and what level of design or presentation of deliverables is expected?

A195. We can discuss during the interview phase.

Q196. Is FIT open to receiving proposals from international firms or firms without a permanent US office, and will the Federal ID number requirement on the Proposal Analysis Sheet be a barrier for such firms?

A196. The College welcomes proposals from qualified firms regardless of geographic location, including international firms and firms without a permanent U.S. office. All respondents, however, must be able to comply with applicable contracting and payment requirements if selected.

Regarding the Federal ID number on the Proposal Analysis Sheet, this requirement is generally used for vendor identification and payment processing. Firms that do not currently have a U.S. Federal Tax Identification Number should provide an explanation in their submission, and the College will address any necessary requirements during the contract development phase.

Q197. If FIT requires firms have a US office, are they amenable to proposals from non-US firms partnering with a US-based firm?

A197. The College welcomes proposals from qualified firms regardless of geographic location, including international firms. While a U.S.-based presence or partnership may be helpful in supporting contracting and administrative requirements, it is not required. Firms should demonstrate their ability to meet all applicable contractual, operational, and payment requirements if selected.

Q198. Will the consultant be expected to attend meetings in person in New York City, and if so, how frequently? Or can work be conducted remotely?

A198. There will be a mix of in person and remote work

Q199. The insurance requirements specify insurers licensed in New York State. Will FIT accept equivalent coverage from internationally licensed insurers, provided the coverage terms are substantively identical?

A199. There are allowances made for certain international insurance carriers. Our insurance broker has previously reviewed and approved Certificates of Insurance provided by such carriers as Allianz, Munich Re, Llyod's, Zurich, Tokio Marine and Beazley. An equally, if not more important consideration is evaluation of the coverage that is being provided. It must be demonstrated that the insurance amounts and types align with those offered by domestic carriers.

Q200. The recordkeeping clause requires records to be accessible at an office within New York State: is a mutually agreed alternative location outside New York acceptable for firms without a New York office?

A200. Given its status as a New York public entity, as well as a matter of college policy, it is required that, at minimum, all records be made accessible at a mutually agreeable and reasonable venue within the State.

Q201. Is there a budget ceiling or indicative budget range for this engagement?

A201. See answer to Q1.

Q202. Does FIT have an expectation that certain consultee groups e.g. students, be compensated for taking part in research, and is this expected to be costed within the overall fee?

A202. No

Q203. Could you share more on the expected scope and depth of stakeholder engagement across groups (e.g. students, faculty, board, external partners)? Who are the primary decision makers in this work?

A203. While major groups will be represented on the steering committee, engagement of stakeholders will include opportunities through forums and surveys to collect insights and to provide feedback on drafts.

Q204. When you think about an “actionable and measurable” plan, what does success look like in practice?

A204. We will discuss during the interview phase.

Q205. How much emphasis are you placing on net-new strategy vs. refinement of prior strategic plans and existing initiatives?

A205. We will discuss during the interview phase.

Q206. Are there any fixed milestones we should plan around within the 10-month timeline?

A206. See the answer to Q64.

Q207. Outside of evaluation criteria for proposals, what qualities or capabilities do you look for in a partner?

A207. Refer to Qualifications in the RFP.

Q208. Is there a target budget range or level of investment FIT has in mind for this work?

A208. See the answer to Q1.

Q209. How successful were the previous strategic planning efforts, and what were the key factors that contributed to what worked well versus what didn't? How were these efforts measured?

A209. See answer to Q138.

Q210. Among the identified institutional and market challenges, what do you see as the primary constraint to growth today?

A210. We can discuss during the interview phase.

Q211. What current efforts are underway that could shape or influence the priorities of this strategic plan. And what initial thinking exists around new directions or areas of change?

A211. We can discuss during the interview phase.

Q212. When it comes to FIT's vision, values, and overall brand, what is open to change, and what should remain constant? Where is the current brand and positioning falling short in light of growth plans?

- A212. It depends on what emerges from the scans.
- Q213. Current Strategic Planning - Is there a current or recent Institutional Strategic Plan? If so, may we have access to the executive summary or summary of achieved and open objectives?
- A213. The most recent plan has closed and summary documents can be shared with the firm selected.
- Q214. With respect to methodology and scope of work approach, is FIT open to alternate forms of analysis different from SWOT analysis, for example? Or must the respondent incorporate scope features exactly as described in the request?
- A214. Yes.
- Q215. How many individual stakeholder/representative (assuming that group conversations are each equal to 1 stakeholder engagement) engagements does FIT anticipate the planning process will require?
- A215. See the answer to Q11.
- Q216. Is the 10-month timeframe from June 2026 to April 2027 firm or does it align to a particular FIT calendar? Is there flexibility in terms of the start and end dates?
- A216. See the answer to Q166.
- Q217. Does FIT have a budget range for this project?
- A217. See the answer to Q1.
- Q218. Does FIT accept reports from the responding firms accounting firm?
- A218. Yes, we accept audit reports from accounting firms.
- Q219. Can these be virtual or must they be in person?
- A219. A mix.
- Q220. The contract term is specified as ten (10) months, with final deliverables due by April 15, 2027. Would FIT be open to a shorter engagement timeline (e.g., 4-6 months instead of 10), or are there key milestones or dependencies that necessitate a 10-month timeline? If so, what and when are those key milestones/dependencies?
- A220. See the answer to Q64.
- Q221. Can FIT provide a budget range or not-to-exceed amount for this engagement to help proposers calibrate the scope and depth of their proposed approach?
- A221. See the answer to Q1.
- Q222. The RFP states the proposal should be "concise (max. 25 pages, excluding financials)." Can FIT clarify what is included in "financials" for the purposes of the page exclusion? Specifically, is item 2f on page 8 ("Demonstration of financial viability, as evidenced by...") included in the 25-page limit? Are resumes of key personnel, the Proposal Analysis Sheet (Exhibit A),

references, and appendices (e.g., case studies, project examples) also included in the 25-page limit?

A222. See answer to Q42.

Q223. Exhibit B, Section 6 (Non-Exclusivity) references "Schedule A ('Competitors')" which restricts the consultant from providing similar services to listed competitors during the term. Schedule A does not appear to be included in the RFP document. Can FIT provide Schedule A, or clarify which institutions will be listed as competitors? Given Slalom's broad higher education practice, this is critical for assessing any potential conflicts.

A223. The reference to "Schedule A (Competitors)" in Exhibit B, Section 6 is not applicable to this RFP, and no such schedule exists. FIT does not maintain a list of restricted competitors for this engagement, and the reference to "Schedule A" and the associated restriction will be removed.

The Non-Exclusivity clause will instead read as follows: "Subject at all times to its confidentiality obligations hereunder (which shall remain in full force and effect in the manner contemplated herein), this Agreement shall not preclude or limit in any way the right of Consultant to: (i) provide consulting or other services of any kind or nature whatsoever to any individual or entity as Consultant, in its sole discretion, deems appropriate; or (ii) develop for itself or for others, materials that are competitive with those produced as a result of the Services provided hereunder, irrespective of their similarity to the Deliverables."

Q224. The Contract Terms include a "Data Security for Student Records" section. If the consultant requires access to student-level data (e.g., enrollment, retention, outcomes data) for the internal scan during Phase I, what data governance and security protocols does FIT require? Will data be provided in de-identified/aggregated form, or will the consultant need to execute a separate data use agreement?

A224. See answer to Q101.

Q225. The RFP General Terms and Conditions (Section Two) state that "FIT will not sign any Firm generated contract, agreement or scope of work" and that "Firm inclusion of any clarifications, exceptions or changes which are not in compliance with FIT Bid and Terms and Conditions will be grounds for rejection." Given that Exhibit B (Contract) includes provisions for arbitration and mediation, can FIT confirm whether there is any mechanism for the selected consultant to negotiate specific contract terms after award, or must all terms be accepted as-is?

A225. As stated in the RFP General Terms and Conditions, the College does not accept consultant-generated contracts, agreements, or scopes of work, and all submissions must comply with the College's Bid and Terms and Conditions as issued. Any clarifications, exceptions, or modifications not consistent with those terms may be grounds for rejection, as noted in the RFP.

The intent of this requirement is to ensure a consistent baseline set of terms for evaluation and award. However, following selection of a consultant, the College may, as appropriate, discuss and mutually agree to limited refinements to certain contract provisions as part of final contract negotiations, provided such changes remain consistent with the College's overall procurement requirements and approval processes.

All final terms must be mutually agreed upon and documented in the executed agreement.

Q226. We wanted to seek clarification regarding the financial viability requirement listed under the Company Overview & Qualifications section, specifically the request for financial statements, balance sheets, income and expenditure statements for the prior two fiscal years, and evidence of a good credit rating with a major financial institution. Could you please confirm whether this documentation is required for all proposers at the time of submission, or if there is any flexibility, alternative documentation, or waiver process available?

A226. See answer to Q10.

**THIS ADDENDUM IS PART OF THE CONTRACT DOCUMENT AND SHALL BE INCLUDED WITH YOUR REQUEST FOR PROPOSAL SUBMITTAL. YOUR SIGNATURE BELOW WARRANTS THAT YOU UNDERSTAND THIS ADDENDUM AND THAT YOU HAVE MADE THE APPROPRIATE ADJUSTMENTS IN YOUR PROPOSAL AND CALCULATIONS.**

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Print Name and Title of Authorized Representative

\_\_\_\_\_  
Print Name of Company/Partnership/Individual

\_\_\_\_\_  
Date