



**MEMORIAL UNIVERSITY OF
NEWFOUNDLAND
OPEN CALL FOR BIDS
FOR
STRATEGIC ENROLLEMENT
MANAGEMENT PLAN**

RFP-017-26

ADDENDUM # 1

Date: March 19,2026

Purpose of Addendum 1: Please Add Appendix D to Open Call For Bid Document.

APPENDIX D- PRICING FORM

**Pricing Form: Phase-Based Fixed Fee,
Timeline, and Total Cost**

Phase / Category	Description of Work (High Level)	Timeline (Start–End)	Fixed Price (CAD)
Phase 1 – Current-State Review & Enrolment Foundations	Current-state assessment; enrolment priorities/goals; analytics framework		
Phase 2 – Academic Program Review & Governance Model	Program review (pathways, mix, sustainability); governance model		
Phase 3 – Strategy Map & Implementation Plan	SEM strategy map; sequenced implementation plan with KPIs		
Phase 4 – Change Management & Budget/Resource Modelling	Change plan (training & comms); budget/resource modelling & revenue analysis		
Optional Components (If Any)	Optional add-ons not required for full scope		

Total Project Fee Summary

Total Fixed Fee (All Phases)	
Applicable Taxes (HST shown separately)	
Total Price (All-Inclusive)	

Questions and Answers:

1. Has the institution established a phased implementation approach, including indicative timelines and milestones?
 - **No, the institution has not established a phased implementation approach, including indicative timelines and milestones. Proponents should be mindful of the seasonality of the academic calendar and recruitment cycles when formulating their plans and recommendations. Also for awareness, key positions within the university are positioned to be doing some complementary implementation work of known activities in parallel, that should be contemplated during design in terms of the iterative nature of planning and access to resources.**
2. Has the institution identified an anticipated or approved budget for this initiative?
 - **This information will not be shared with potential proponents.**
3. Has the institution clarified what portion of the overall scope is expected to be delivered by external vendors or contractors versus internal resources?
 - **Interested proponents should assume they need to resource the project to deliver the scope outlined. Internal resources will be available to provide engagement guidance, data, context and for stakeholder meetings. While implementation and change management plans are requested as deliverables, their post-engagement execution does not form part of the proponent's scope.**

Proposal Submission:

Proponents should submit **One (1)** email submission, with the subject as stated on the RFP cover page, containing **two** separate PDF attachments titled as per the below:

1. RFP-017-26 Strategic Enrollment Management Plan RFP Response (Company Name)
2. RFP-017-26 Strategic Enrollment Management RFP Financial Response (Company Name)

MEMORIAL UNIVERSITY

OFFICE OF THE PROVOST AND VICE-PRESIDENT (ACADEMIC)

REQUEST FOR PROPOSALS
FOR
STRATEGIC ENROLLMENT MANAGEMENT PLAN

RFP-017-26

March 27, 2026

Addendum #2:

Please note the following changes for Request For Proposal #RFP-017-26:

1. CHANGE IN SPECIFICATIONS:

Remove the current Fee Structure Expectations section in Appendix A, and replace it with the following:

Work Plan and Fee Structure Expectations:

Proponents are asked to provide a work plan that includes, but is not limited to:

- an overview of approach and methodology for each phase of work and associated deliverables
- a schedule for each phase of work that includes major milestones, resource allocations, and project timeline
- an overview of the proponent's quality assurance and risk management tools.

Given the multi-phased nature of this project, respondents must clearly structure and scaffold fees by phase, deliverable, and timeline. Proponents should itemize all costs (including optional components) to enable consistent comparison of value across submissions.

2. CHANGE IN TABLE CONTENTS:

Remove the current Evaluation Criteria Table and its contents in Appendix C, and replace it with the following table and updated contents:

Rated Criteria Category	Description	Weight (Points)
1. Understanding of Requirements & Approach	Demonstrated understanding of Memorial's enrolment context and key challenges, and a clear, relevant approach addressing data use, governance, program analysis, resource modelling, and all required enrolment-planning deliverables.	15
2. Relevant Experience & Expertise	Experience delivering comparable enrolment strategy projects in higher education, with demonstrated outcomes and expertise in change management, data analytics, academic program review, governance design, and resource/budget modelling.	15
3. Work Plan, Methodology & Project Management	A project work plan that includes: a project schedule; clear, feasible methodology with well-sequenced tasks; approach to program review, change-management deliverables, governance design, and integration of data and budget modelling; resourcing plan and risk management.	25
4. Team Composition & Capacity	Appropriate team structure, roles, availability, relevant expertise, and access to specialized or local SMEs; adequate contingency coverage.	10
5. Presentation / Interview (if requested)	Quality, clarity, responsiveness to scenario-based questions, and demonstrated fit with Memorial's culture and leadership.	10
6. Fees (Pricing & Value)	See "Fee Evaluation & Scoring" below. Fee should both be broken down by phase/deliverable of the work but also total fee must be provided.	25
Total		100

3. QUESTIONS AND ANSWERS:

1. The proposal mentions a program review that is in progress.

a. What stage is the program review currently in?

While there is no single, consolidated portfolio review currently underway, there are multiple related but distinct review processes occurring in parallel at this time:

- i. The Academic Unit Planning (standing committee of the senate) is the general caretaker of the unit planning process with 5-year and 7-year planning cycles. This process is part of normal academic/senate operations and is not specific to the current enrolment challenges
- ii. The Provost and vice-president (academic) is leading conversations with each faculty/school (along with the university lead, enrolment innovation and the university registrar) to spark discussions about enrolment/recruitment and program planning initiatives, obstacles, streamlining and future planning. This exercise is directly intended to generate dialogue and identify avenues for change, support, and economies across academic units.
- iii. The President and Provost have encouraged faculties and schools to independently undergo program reviews to ensure that academic programming is student focused, encourages timely degree completion and maximizes academic teaching and resources. Any outcomes would proceed through established governance and agreement processes.

b. Is this program review to inform a broader portfolio review for the SEM planning exercise?

Academic program review coordinated around SEM is good practice but has not yet been launched. At a time of significant change, including alignment with a new budget model, contemplation of program review related to SEM has not been formally initiated. However, change within academic structure and academic support structure is being socialized at various levels to help inform future SEM program planning. Proponents should assume SEM planning will occur in an evolving environment, informed by – but not dependent upon – academic reviews.

2. With respect to programming decisions for the SEM plan, is MUN looking the proponent to develop a framework so as to inform their decisions about programs? Alternatively, would they prefer the proponent make recommendations with respect to elements of the university's program portfolio?

Memorial is seeking both a robust analytical framework and insight into portfolio trends and pressures. Any observations related to growth or contraction would be advisory in nature and subject to internal governance and agreement processes which the proponent should be mindful of. Memorial is interested in this expert lens to provide evidence-informed observations regarding sustainability, demand and opportunity.

3. In the context of a declining domestic and international student population , to what extent is this project expected to dealing with questions like reducing the size of academic complement, reducing domestic standards?

Aligned with Memorial Evolve focus areas, the university is pursuing institutional sustainability measures, which include contraction in certain areas. There have been recent efforts to reduce and streamline the executive structure, divest of non-core assets, and work is underway on structural change and contraction across the academic portfolio. While the university is focusing on and investing in recruitment and retention, there also must be reductions in costs in program delivery. While the SEM work is expected to inform strategic choices, it is not expected to make recommendations on staffing complements or academic standards which are governed through separate, established processes.

4. The change management plan, including communications during implementation does not include a clear concluding element. What level of support is desired here?

Full handover would occur once governance structure is in place (eg. SEM committee). Support is expected through implementation readiness and handover, rather than long-term operational ownership. Limited coordination may occur, as appropriate, with some internal resources, but we will be looking for expert proponent guidance in this space.

5. Regarding communications, to what extent is the proponent expected to socialize the changes on behalf of the university to its internal and external community?

Support would be provided to leadership behind the scenes as expert partners to be integrated with our Marketing and Communications unit. Proponents will not act as

spokespersons for the university, key leaders would be delivering messaging. All communications will be aligned with Memorial's established communications protocols.

6. With respect to budget and financial modelling (the last two bullets on page 21), We want to make sure we understand things correctly: is MUN looking to augment its financial modeling and scenarios with better inputs?

We are looking for inputs/suggestions on financial modelling and scenario analysis best practices based on the proponent's experience. We are looking for inputs, assumptions, and scenario methodologies, rather than the development of standalone financial models.

7. What is MUN's existing budget modelling software?

The Millennium FAST (Fast Administrative Support Tools) Suite is a pre-built administrative software solution developed for the Higher Education market. FAST is a secure, web-based and easy to implement solution that integrates with Banner.

FAST at Memorial provides a Budget and Forecasting application as well as a Financial Reporting Product.

The FAST Budget application allows for both centralized and decentralized Budget development. This enables departments to view and edit numerous budget scenarios, forecasts and multiyear plans for their areas. It allows for detailed entry of dollars and FTE information, and can track down to the employee and position level. There are numerous automation features to enable accurate and quick entry, such as decentralized Budget Transfers.

[End of Addendum 2]

MEMORIAL UNIVERSITY OF NEWFOUNDLAND
OPEN CALL FOR BIDS
FOR
STRATEGIC ENROLLEMENT MANAGEMENT PLAN
RFP-017-26
ADDENDUM # 3

April 2, 2026

QUESTIONS AND ANSWERS:

1. We are wondering if the University would consider a two-week extension to the submission date?

Response: Yes – a two-week extension has been granted.

Closing date has been extended to 10:00am NDT, April 23, 2026. Opening date has been extended to 10:30am NDT, April 23, 2026. The new Webex access code is: 2771 419 6392.

2. Is Memorial seeking an SEM plan that largely optimizes within existing program, governance and funding constraints - or one that intentionally challenges current assumptions, including program consolidations or winddown?

Response: Memorial is seeking both short-term and long-term SEM planning. Optimization within current programming, structures, and funding constraints is a priority, alongside evidence-informed analysis that may challenge existing assumptions and inform consideration of a range of structural and programmatic options.

Consistent with usual practice at Memorial, the proponent's role is advisory only, with recommendations intended to inform decision-making through established governance and collective agreement processes.

3. How does Memorial envision Senate, the Board of Regents, and central administration practically engaging in decision-making during this project - where are advisory roles versus decision rights expected to sit?

Response: Academic advisory roles sit within the academic leadership of the Provost's portfolio and advance through faculty councils and Senate committees, with budgetary approval or restructuring decisions residing with the Board of Regents, as appropriate. Vision and goals are provided by senior leadership as a roadmap to success and financial sustainability.

The proponent's role is advisory; decision-making authority remains with Memorial's governing bodies in accordance with their respective mandates. A project steering committee will assist with navigating matters as required.

4. Based on prior initiatives, where has Memorial seen the greatest resistance or friction when implementing institutional-wide academic or enrolment related change?

Response: Memorial has a strong public-service mission as an institution serving the people of Newfoundland and Labrador. Over time, balancing a broad academic and community mandate with long-term sustainability has presented challenges.

Institution-wide academic and enrolment-related change can be complex, particularly where it intersects with identity, academic autonomy, and community expectations. This context underscores the importance of inclusive change management, transparent decision-making, and alignment with Memorial's governance structures.

5. For the pan-institutional academic program review, what level of granularity is expected - program level, credential level or pathway level analysis - and are there programs already identified as priority areas of concern?

Response: There is work to be accomplished across all levels identified. For instance, program level to inform consideration of potential alignments and synergies within academic offerings; credential level to encourage streamlining and transparency to students while mirroring national credential structures; and pathway level to ensure alignment with the 10-year vision outlined within the NL Education Accord prioritizing seamless transitions across the NL education systems. No programs have been pre-identified as priority areas of concern, and any future actions would proceed through established academic governance processes.

6. What are the most significant limitations today in Memorial's enrolment, progression, and cost data - are challenges primarily related to data quality, integration across systems, analytical capability, or governance of data use?

Response: Memorial's institutional data is sufficient to support SEM planning. The primary opportunity lies in more systematically connecting evidence across systems to decision-making, implementation, and desired outcomes, rather than in data quality alone.

7. How many enrolment and financial scenarios does Memorial expect to actively use for decision-making, and which variables (e.g. international enrolment, retention, funding changes) are considered most critical?

Response: Memorial is not seeking a predetermined number of enrolments or financial scenarios. Rather, the intent is to develop a directional understanding of multi-year revenue trends by aligning enrolment projections with existing tuition and fee structures.

All variables referenced, including enrolment mix, retention, and funding assumptions, are relevant to supporting forecasting integrity. The emphasis is on producing a credible, evidence-informed range of scenarios to inform planning and decision-making, rather than on precision forecasting.

8. Beyond the formal evaluation criteria, what will most differentiate a compelling proposal in Memorial's view? Depth of sector experience, practical implementation ability, cultural fit, or speed of impact?

Response: While all the elements identified are desired from a successful proponent and engagement, the evaluation and award will be based on the criteria and respective weighting provided in the RFP.

Response to this question is provided for context only and will not be evaluated separately from the published criteria.

9. When are you hoping the work will start? When are you hoping to have a completed final SEM plan in hand?

Response: The University intends to commence the work as soon as possible following procurement close and contract award. While we are seeking to receive a completed SEM plan at the earliest feasible opportunity, the proponent will be expected to propose a realistic and achievable schedule, informed by their professional expertise and aligned with Memorial's governance and decision-making processes.

10. Is there a specific budget range we need to consider? This will help us frame various approach options.

Response: This information will not be provided.

11. Who do you expect will be included as a Project Team / Steering Committee from the Memorial side?

Response: Representation is expected from relevant academic, administrative, and operational areas, with final composition determined following contract award and aligned with usual institutional practice.

12. Will Marine Institute be included in the SEM process?

Response: Yes, this is an institutional SEM plan, inclusive of all campuses.

13. How are you expecting that your Institutional Analysis and Planning team will be involved in building the SEM plan?

Response: Memorial's Centre for Institutional Analysis and Planning (CIAP) is responsible for collecting, analysing, and disseminating information in support of academic planning. Generally, they collect data relating to:

- Enrolments and registrations
- High school demographics and participation rates
- Academic performance
- Degree progressions and completion
- Academic program costing

CIAP, along with areas supplying information for analysis (i.e. Registrar's Office) and institutional subject matter experts (i.e. University Lead, Enrolment Innovation) will support the SEM planning process by providing data, analysis and institutional context.

14. Will these program review activities be completed in time to be inputs to the SEM planning process?

Response: Academic program reviews are typically subject to approval through established governance processes. As a result, the timing of approved outcomes may not fully align with the SEM planning schedule. Where relevant, available review work will help inform SEM planning, with the understanding that additional inputs and approvals may continue in parallel.

15. The RFP notes the development of training deliverables. Could you please clarify the intended target audiences for this training, as well as the anticipated subject matter areas the training is expected to cover?

Response: Training deliverables are intended primarily for internal audiences and are expected to support the broader change management approach associated with SEM implementation. Target audiences may include members of project teams, functional leads, and staff involved in adapting processes or ways of working informed by the SEM plan.

Training is anticipated to focus on building awareness, understanding, and practical capability related to new or evolving processes, roles, decision frameworks, and tools arising from SEM-related changes. The intent is to enable internal teams to effectively operationalize agreed changes, rather than to provide role-specific or technical training.

[End of Addendum]