

**2024 Operational Transformation Review RFP  
Addenda #4 re: Questions/Answers**

<b>1</b>	Is the expected budget range of \$100,000 - \$150,000 inclusive of HST?																																																																						
	<b>Yes.</b>																																																																						
<b>2</b>	<p>Please confirm which of the following admin functions are in scope:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Admin Dept.</th> <th style="text-align: center;">In-Scope (Y/N)</th> <th style="text-align: center;"># of In-Scope Processes</th> <th style="text-align: center;"># of Roles</th> <th style="text-align: center;">Total FTEs</th> </tr> </thead> <tbody> <tr><td>Academic Advising</td><td></td><td></td><td></td><td></td></tr> <tr><td>Alumni</td><td></td><td></td><td></td><td></td></tr> <tr><td>Cardinal Carter Library</td><td></td><td></td><td></td><td></td></tr> <tr><td>Enrolment Services</td><td></td><td></td><td></td><td></td></tr> <tr><td>Finance</td><td></td><td></td><td></td><td></td></tr> <tr><td>HR</td><td></td><td></td><td></td><td></td></tr> <tr><td>IT</td><td></td><td></td><td></td><td></td></tr> <tr><td>Media &amp; Comms.</td><td></td><td></td><td></td><td></td></tr> <tr><td>Office of the President</td><td></td><td></td><td></td><td></td></tr> <tr><td>Office of Campus Ministry</td><td></td><td></td><td></td><td></td></tr> <tr><td>Physical Plant</td><td></td><td></td><td></td><td></td></tr> <tr><td>Student Services</td><td></td><td></td><td></td><td></td></tr> <tr><td>Residence</td><td></td><td></td><td></td><td></td></tr> </tbody> </table>	Admin Dept.	In-Scope (Y/N)	# of In-Scope Processes	# of Roles	Total FTEs	Academic Advising					Alumni					Cardinal Carter Library					Enrolment Services					Finance					HR					IT					Media & Comms.					Office of the President					Office of Campus Ministry					Physical Plant					Student Services					Residence				
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	<b>All of the above are in scope. The intent of the review is to look at the seven areas of focus in a cross-functional way. The intent is not to review each unit in detail.</b>																																																																						
<b>3</b>	As referenced in the addenda, please clarify what is meant by “unit” and list the units (if different from the admin departments) to be included in the review. Does “~10 unit” refer to the number of units or the number of processes per unit?																																																																						
	<b>This is the same as admin departments.</b>																																																																						
<b>4</b>	The scope section of the RFS includes "Revenue generation opportunities." Could you provide more details on this request? For example, are you asking proponents to assess current revenue streams and identify opportunities for additional or expanded revenue streams (e.g., introduction of new academic programs, pricing benchmarking assessment, opportunities to acquire domestic and/or international students, etc.)?																																																																						
	<b>The focus would be more on ancillary revenues.</b>																																																																						
<b>5</b>	Is “physical infrastructure” synonymous with the Physical Plant Department (including administration, custodial and housekeeping, maintenance, grounds, reception and security)? If not, can you please elaborate on what you mean by physical infrastructure?																																																																						
	<b>No. It refers to capital. It could include items like Buildings, Residences, IT devices, examination of things like deferred capital.</b>																																																																						
<b>6</b>	Can you share the list of tools/systems used by each in-scope department? A high-level review of these tool/systems will be used to assess the usage and impact of on the processes.																																																																						
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<b>7</b>	Can you confirm that the policy and process review will be at the outcome and capability level (Level 3) which is system agnostic?																																																																						
	<b>Yes.</b>																																																																						

8	Are any of the senior administrative positions, functions, units, and associated staff in King's shared with Western University and are in-scope for the review? If so, please provide a list of all shared positions, functions, units, and staff shared with Western University.
	<b>No</b>