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Performance PlanNING Request for Proposal (RFP)

September 2021

**RFP Defined**

The Performance Planning Request for Proposal (RFP) is comprised of two sections:

Part 1: Due Diligence - materials that support the proposed idea, intervention, or initiative

Part 2: The RFP - completed request for proposal document.

The RFP must include both the required documents and the RFP form for full consideration for funding. The non-required materials listed below can be attached as needed. If you have any questions, please email: pprfp@oldwestbury.edu.

**Part I: Due Diligence**

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| --- |
| SWOT Analysis\* |
| Risk &/or Compliance\* |
| Operating Frameworks/Assumptions\* |
| Best Practices\* |
| Sunset List\* |
| Staff Alignment\* |
| Assessment: Impact Matrix\* |
| Leadership Vision |
| Strategic Approach  \* Required |

**Part I**

SWOT Analysis\*

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| --- | --- | --- | --- |
| Strengths | Weakness / Threats | Opportunities | Needs |
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Risk &/or Compliance Matrix\*

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| --- | --- | --- | --- | --- | --- | --- |
| Risk/Statute/Compliance | Requirements | Mandates and Gaps | Key Deadlines | Status/Update | Needs/Next Steps | Responsible Party |
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Operating Frameworks/Assumptions\*

An Operating framework or assumptions are those core ideas and /or ideals that prevail within a relevant field. It answers the question ‘why are you doing this?’ and reflects the general truths that are held by fellow practitioners.

EXAMPLE

Student Affairs/Development Model  
(operational framework)

1) OW identity (access and quality, diversity, leadership, relevance, and social and environmental responsibility)

2) Engage undergraduate students in “Seven Programming Areas” (Personal, professional, spiritual, career, leadership, cultural and civic)

3) Engage students in a four-year, multi-dimensional developmental models

4) Conduct work largely within a Residential College Platform (academic, developmental, support and preparation for success and impact) through Centers of Excellence.

5) Realize AACU LEAP (2009) Essential Learning Outcomes, CAS and MSCHE requirements

* + Knowledge of Human Cultures, and the Physical and Natural World
  + Intellectual and Practical Skills
  + Personal and Social Responsibility
  + Integrative and Applied Learning

Best Practices\*

(Best practices that influence the proposal.)

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| Practice /Policy | School/Exemplars | Components | Gaps | Needs |
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Sunset List\*

(Existing programs that will be replaced by this proposal.)

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| Project/Process | Description | Impact/Loss | Reason for sunset | Replacement initiative |
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Staff Alignment\*

(Explain how you could staff your proposal with existing staff.)

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| Initiative/Concern | Applicable Staff (Assignment) | Tactic for Realignment (i.e. Professional Development, rewrite job description…) | Timetable | Outcome |
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Assessment: Impact Matrix\*

Assessment: Impact Matrix is a tool you can create specifically for your initiative; it should correspond with any instrument used for assessment in your field or to assess the proposed type of program/initiative. (Student Affairs Example)

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Initiative  (title) | Priority  (goal) | Objectives | Risk Reduction | Compliance | SACs/LEAP  Outcome | Assessment Instrument |
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Leadership Vision

Vision is essential for focusing attention on priorities; what you want to accomplish and what kind of impact you would like to make with this intervention. A useful vision has to be rooted in the vision and mission of Old Westbury and must align with the College’s strategic plan. It represents what your project stands for. It must inspire you, and the people whose commitment you need, to act to make constructive change towards a future you all want to see.

([Adopted from https://hbr.org](https://hbr.org/2008/08/title))

**EXAMPLE**

**The President’s Vision for SUNY College at Old Westbury:**  
A strategic and purpose-driven College Community of Excellence, that achieves its vision while keeping a diverse body of students and faculty at the center of its activity, as it transforms lives, the college, and the world. To get there SUNY Old Westbury will (continue to) be…

* + A community of “mattering, “success and impact
  + Inclusively Excellent
  + Faculty and Student-centered
  + Collaborative & Transparent with No Silos
  + Visionary, Strategic, Transformational, and Share Governance
  + Responsive to diverse stakeholders (internal and external)
  + An engaged community
  + Continuously improving and outcomes driven
  + Innovative, Informed
  + Financially stable
  + Obsessed over student and faculty success
  + Commitment to social justice
  + With thoughtful, Ethical, and Strategic Leadership

Strategic Approach*:* Student Affairs Example

The following are elements associated with strategic planning.

* Plan/Goal-Seamless education (residential co-academic programs)
* People-Faculty (Faculty Hall Deans), Residential Deans, Clubs and Organizations, Campus Safety
* Platform-RH Smart Resource Lounges, academic facilities, incubators
* Programs-Themed Clusters and Halls, lecturettes, advising, learning groups (Supplemental Instruction), career specific preparedness, socials
* Partners-Faculty, Student Development, Clubs/Organizations, External Partners and Advancement (funding)
* Policies-FERPA, Access, Student Handbook, Conduct, Campus Safety
* Practice-What are the points of execution (how will you do this in a sustainable way)? What is transformed, sunset and redirected?
* Protocols-What are the administrative elements that ensure compliance?
* Performance-How will we measure success and use data to improve the program? SS & EBI

EXAMPLE

Student Affairs Strategic Approach

* Purpose/Vision – Transform the Student Experience
* Plan - Increase retention, improve student service and engagement, seamless education, global leadership …
* People - All departments
* Programs
  + Centers, Pipeline programs, College Literacy
  + Wow experiences (on-campus), J-Term Projects/Experiences, Social Engagement
  + Club/Student based education, Club driven extracurricular, RC Model based awards and certificates
  + Residential College, Faculty & Student driven Research projects, Students/Clubs/Orgs engagement
  + Developmental Halls, Themed Housing (Jr. & Sr. yr. Academic-School based) (Entrepreneurial) (Living Incubators) (Identity- based), Off-Campus
  + Student Portal and Dashboard

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**Part II**

**Performance Plan**

**RFP – Request for Proposal**

|  |  |
| --- | --- |
| **Initiative:** | Proposed Name for Initiative |
| **Proponents:** | Insert the name of the responsible person(s) for this RFP |
|  |  |
| **Strategic Priorities** | |
| Identify which Priority(ies) this proposal responds to | |
| (See Appendix) | |
| **Problem Statement:** | |
| Division/Department | Describe driving concern/ issue separately |
|  |  |
| **Description:** | |
|  | Description of the Initiative |
|  |  |
| **Deliverables:** | |
|  | Outcomes that result from this initiative |
|  |  |

**Please propose at least 1 initiative that covers the following:**

|  |
| --- |
| 1. **Best practices within market basket** |
| Provide a brief highlight on best practices in the pertinent area, as exemplified by the market basket or broader field. Provide supporting material in section 8. |
| 1. **Technology / Equipment/ Furniture requirements** |
| Detail any technological/equipment/furniture requirements and updates that are necessary to implement this proposal. State whether the technological/equipment/furniture requirements are already in place. If there are costs associated with technological requirements, please identify those in the budget section of this RFP. |
| 1. **Preliminary budget** |
| Discuss the costs associated with the implementation of this proposal and provide a description on how the funds will be utilized. If a funding source is anticipated, please indicate it. |
| 1. **Deliverables (clarify methods for capturing deliverables)** |
| Discuss the specific method(s) for achieving the deliverables. For example, provide survey samples, end reports, modeled improved retention rates, modeled improved graduation rates, expected student success rate, student learning outcomes, improved research productivity, improved hours of service. This section must align tightly with the deliverables indicated in this proposal. |
| 1. **Tactical approach** |
| Describe the discreet steps, in chronological order, that will take place to implement this proposal. |
| 1. **Collaborations** |
| List any and all parties and/or departments that will contribute to the implementation of this proposal. Indicate the specific contributions of each party and/or department. |
| 1. **Timeline** |
| Provide the timeline for implementation of this proposal. Indicate intermediate milestones and provide a discussion on potential delays and solutions to advert them. |
| 1. **Support documentation** |
| Attach documentation(s) to support your proposal as appendices. Provide a list of appendices and refer to their relevance in the proposal. You should attach, for example, sample reports, research materials, current studies in the relevant area. |

Submit the final Part 1 Due Diligence and the Part 2 RFP section along with any additional supporting documentation (i.e. Appendix) on the Performance Planning website.

**Appendix**

Institutional Priorities 2022-2023

(updated 9/1/2021)

1. **Strengthen the College Infrastructure**to improve the wellbeing and growth of OW community members:
2. Faculty to include:
3. Pay Equity
4. Teaching
5. Research
6. Service & Faculty Governance
7. Chairs (professional and institutional impacts)
8. Governance
9. Staff to include:
10. Pay Equity
11. Professional Development
12. Services for Staff
13. Students to include:
14. Affordability
15. Student Engagement
16. Seamless Student Services
17. Retention & Graduation
18. Preparation for post graduate success
19. Wellness, Safety & Belonging
20. Career Placement and Advancement
21. Effective Collaborations (Silo-Busting\*)
22. Transparency
23. Customer Service
24. Training/Development
25. Expanded hours
26. Environmental Sustainability\*

1. **Improve Institutional Capacity**to include:
2. Use of Technology & Space
3. Fiscal Management & Financial Stability
4. Course Availability
5. Registrar Services
6. Enrollment
7. Fundraising
8. External Resources\*
9. Partnerships & Externships
10. LI community/business leaders and community at large (local community, business partners, partner with higher education institutions
11. State and Federal Partnerships
12. Assessment
13. College-wide
14. Divisional
15. Improve Business Process Review and Optimization
16. Electronic and Information Technology (EIT) Accessibility across the College\*

1. **Innovate Transformative Programs** to include:
2. Elevate the College’s Identity, its Brand and Spirit
3. Amplify HSI/MSI programs\*
4. Campus Beautification
5. Signature Programs:
6. STEM (Science, Technology, Engineering & Math)
7. DEI (Diversity, Equity & Inclusion)
8. Additional Academic Programs
9. Residential College \*
10. Social Justice Center

1. **Advance Educational Models**
2. Curriculum Development
3. Resources
4. Pedagogical Innovation
5. Instructional Modalities
6. Online Education
7. Policies and Procedures
8. Enhance Technological Infrastructure
9. Applied/Experiential Learning (Curricular & Co-Curricular)
10. Internships
11. Other forms of applied learning

1. **Advance a Culture of Excellence:**Initiate efforts*(programs, systems, initiatives)* that enhance and establish a culture of excellence.
2. Collaboration
3. Transparency
4. Encouraging dialogue, social interactions across units
5. EIT Accessibility
6. Service and Faculty Governance
7. Wellness & Belonging
8. Assessment

*Examples: Teaching and Learning centers, Tinker Center, Think Tank, Faculty Center,*

***Shared Terms: A Glossary of Intention\****  *(Alphabetical)*

**Electronic and Information Technology (EIT) Accessibility** works to assure that individuals with disabilities have equitable access to electronic information resources. From purchasing and creating digital content to software, the focus is rightly placed on universal design, allowing all individuals to engage.

**External Resources:**Proposals that speak to resources in/outside our college network including but not limited to partnerships: LI Community, Business leaders and community at large (local community, business partners, Partnering Higher Educational institutions, State and Federal Partnerships.

**Hispanic-Serving Institution (HSI):** A Hispanic-serving institution is defined in federal law as an accredited, degree-granting, public or private nonprofit institution of higher education with 25% or more total undergraduate Hispanic or Latino full-time equivalent student enrollment.

**Minority-Serving Institution (MSI):** In the higher education system of the United States, minority-serving institution is a descriptive term for universities and colleges that enroll a significant percentage of students from “minority” groups

**HIS/MSI programs** strive to:

* ensure equal access to education and to promote educational excellence throughout the nation through vigorous enforcement of civil rights.
* expand educational opportunities for; and improve the academic attainment of Hispanic students; and
* expand and enhance the academic offerings, program quality, and institutional stability of the colleges and universities that educate the majority of Hispanic students.

**Residential College:**

A residential college is a collegiate residential environment in which live-in faculty play an integral role in the programmatic experience and leadership of the community.  Some may have features that include:

* Academic department association
* Strong partnerships and collaboration between academic affairs and student affairs
* Linked credit-bearing academic courses.
* Academic experiences (curricular and/or co-curricular) infused into the life of the residential college
* Traditional programming including social events, meals, and associated faculty-student engagement.
* <https://residentialcollegesociety.org/definition/>

**Sustainability** has been broadly applied to characterize improvements in areas like natural resources overexploitation, manufacturing operations (its energy use and polluting subproducts), the linear consumption of products, the direction of investments, citizen lifestyle, consumer purchasing behaviors, technological developments or business and general institutional changes.

* Environmental Sustainability: Environmental management, Pollution Prevention, Energy efficiency, incentives for use of natural resources and waste management.
* Institutional Sustainability: Business ethics, Labor rights, Fair trade, Human rights, Profit, Cost savings, economic growth, research, and development.
* Social Sustainability: (Residential College) Standards of living, Education/Living and Learning, Community and Equal Opportunity.

**Silo-busting** is the idea that existing silos must be disrupted in order to create more inclusive and collaborative systems of efficiency.