



AMENDMENT ONE REQUEST FOR PROPOSAL (RFP) 8460-18

April 28, 2026

Strategic Human Resources Related Functions Assessment

Contract Period: August 1, 2026, through July 31, 2027

RFP Amendment One addresses Questions submitted by potential contractors, along with the Response provided by the University. See page two (2) of this amendment. All else remains unchanged. Proposals remain due at the time and date shown

The contractor must acknowledge receipt of, and compliance with, this amendment by signing and returning the amendment as part of the contractor's proposal.

Date and Time Returnable: 3:00 p.m. on Monday, May 18, 2026

John Banion E-mail: jbansion@missouristate.edu Telephone: 417.836.5356

By signing below and submitting a response to this RFP, Contractor agrees to furnish items and/or services pursuant to all requirements and specifications contained in this RFP, upon either the receipt of an authorized purchase order from Missouri State University, or receipt of a countersigned copy of the RFP.

Either occurrence shall be agreed on by the parties as forming a binding contract pursuant to the terms of the RFP set forth herein. Contractor agrees that, subject to the terms of this RFP, any exceptions to the RFP, or other changes could disqualify the Contractor from consideration in University's final award.

Contractor Company Name			Date
Mailing Address			Telephone
City	State	Zip Code	Facsimile
Contact Person(s)		E-Mail(s)	
Printed Name	Authorized Signature	Title	
For University Use Only:			Contract Number:
Accepted by the Missouri State University as Follows: In its entirety.			
BUYER	DATE	DIRECTOR	

1. Would a PowerPoint format be acceptable for submission?

A PowerPoint submission is acceptable as an attachment if all other items are submitted in accordance with the RFP guidelines.

2. What are the top three to five outcomes you want this assessment to achieve, in other words, what does success look like at the end of this engagement?

High Level

- The provision of detailed, actionable, and realistic recommendations in response to the scope of work (i.e., for the consultant to provide a useful and helpful roadmap of how the University can meet the goals laid out in the scope of work).
- Once those recommendations are implemented, the University's Human Resource functions will be better aligned with peer institutions and best practice/industry standards.

More Specifically

- Accurate and robust time reporting in coordination with payroll.
- Research on processes, structure, and best practices.
- Centralized employment resources to minimize noncompliance and data quality issues.
- Strengthened policies, development of standardized procedures, and the building of accountability in the offboarding process.

3. What are the most critical pain points or challenges in your current HR function?

- Need for more employment law expertise and support regarding Missouri state government processes and law.
- Outdated/patched together systems for processes that are not intuitive or integrated.

4. What documentation and data will be available (organizational charts, process maps, system data, prior assessments)?

Organizational charts, system data, employment dashboards, and prior assessments will be available. See attached PowerPoint.

5. The RFP mentions time tracking for foreign national student employees. Can you confirm this is for U.S.-based campuses only?

Yes, the mentioned time tracking is for U.S.-based campuses only.

6. **To confirm -- Missouri State is not looking for a new HRIS recommendation, but rather recommendations related to existing HRIS recommendations related to existing HRIS processes that are stated in the RFP?**

Missouri State would be open to a new HRIS recommendation if warranted, but that is not the target of this evaluation. We prefer to work within the Ellucian Banner HRIS system currently used by the University since it is our financial and student information system.

7. **Section 2.7 Page 8 -- The HR Technology Statement: Are you expecting us to work within your HR systems or mainly for us to understand the data coming from the various systems?**

We prefer to work within the current Ellucian Banner system. However, we are reviewing whether we should move to the Ellucian Student or Banner SaaS environment. If better functionality is available for either of those options, we are interested in understanding why it would be beneficial to move that direction.

8. **What level of data is expected for deliverables like the implementation roadmap and organizational design?**

Data should be clear, actionable, with phased implementation consistent with the requirements of the RFP.

9. **What factors will most differentiate a winning proposal beyond cost?**

Page 17, Section 8.1 – Proposal Evaluation – Responses will be evaluated by the following:

- Cost – 60%
- Timeline for Deliverables – 20%
- Consultant Qualifications – 20%

10. **Section 5 – Additional Information Technology Requirements – As this RFP is for consulting service and not a software product or ICT solution, can you confirm that Section 5 does not apply?**

Section 5 – Additional Information Technology Requirements would not apply as the RFP is not for software/technological solutions; however, any deliverables produced because of the RFP should be accessible under other standards identified.

11. **Does the University have any unions or collective bargaining agreements that could impact HR processes, job roles, or the feasibility of making changes?**

The University has two (2) union agreements that could impact HR processes, job roles, or the feasibility of making changes.

University Agreement with IBEW

<https://www.missouristate.edu/Policy/Files/2015MOA-IBEW.pdf>.

University Agreement with the Teamsters

<https://www.missouristate.edu/Policy/Files/Memorandum-of-Agreement-Teamsters.pdf>.

- 12. Should the assessment include visa sponsorship processes (e.g., H-1, J-1), or is the scope limited only to work eligibility verification and hour tracking for international student employees?**

Scope is limited to work eligibility verification and hour tracking for international student employees.

- 13. Are there existing HR metrics or dashboards that the consultant should review and build upon, or should the consultant create new performance metrics as part of the deliverables?**

Missouri State currently has a worker's compensation, new hire and termination dashboards. In addition, the University can provide a talent management strategy plan. See attached PowerPoint.

- 14. Please confirm which core systems are currently in use, including (but not limited to):**

- **Ellucian Banner**
- **Selerix (benefits administration)**
- **Applicant Tracking System – People Admin by Power School**
- **Time and Attendance Systems – Ellucian Banner**
- **Any Workflow or Document Management Tools – Ellucian Banner**
- **Case Management/Incident Reporting Software**
- **Any Other Relevant HRIS or integrated Systems**
- **Learning Management System – Cornerstone on Demand**
- **Performance Management System – Cornerstone on Demand**

- 15. Has the University developed and documented a vision for the future of HR, including attributes and measures of success? If yes, can the University share it?**

The Human Resources Talent Strategy (See attached PowerPoint page five) and the University five-year strategic plan would be appropriate documentation.

- 16. What other major initiatives are going on today or are planned to occur in parallel with that may impact or be impacted by this initiative (e.g., financial system implementation, other HR technology implementation, business**

cycles that impact resource availability)? Please clarify if they apply to all of the University or solely within HR at the University.

Current ERP and HRIS system Banner are housed in the Oracle Cloud Infrastructure environment. Ellucian just announced a new Ellucian Student offering that is cloud-based.

The new system has AI features that the University believes have potential to be useful for the University. There are two separate student information systems (one for the Springfield campus and one for the West Plains campus), and one financial and HR system for the University system.

Parallel projects may be of interest if it makes sense to do those at the same time, and they are feasible with the University's resources.

17. Please provide the current HR organizational chart for the University, including detailed headcount numbers and full-time equivalent (FTE) counts broken down by HR function (e.g., Talent Acquisitions, HRIS, Employee Relations, Benefits, Payroll, HR Operations).

See attached PowerPoint.

18. Is the University open to an activity-based survey approach for all employees currently involved in HR service delivery (acknowledging that some of these employees might be staff resident within the academic departments)?

Subject to the definition and scope, the University is open to an activity-based survey approach.

19. What HR/ERP/HRIS systems are currently in use (e.g., PeopleSoft, Banner, Workday)? Who are the system owners (e.g., HR/IT) and are there any active upgrade or replacement projects?

- **Ellucian Banner -- ERP**
- **Selerix -- Benefits Administration**
- **Applicant Tracking System -- People Administration**
- **Time and Attendance Systems -- Ellucian Banner**
- **Any Workflow or Document Management Tools -- MS Suite**
- **Learning Management System -- Cornerstone on Demand**
- **Performance Management System -- Cornerstone on Demand, HR, IT and Payroll are working on a two HRIS projects to enhance/fully utilize Banner for faculty load and compensation and leave accrual.**
- **Also see previous answer to question 16.**

20. What level of access to HR systems and data extracts will be provided (read-only HRIS access, direct data extracts, on-site access)? Are there

data governance or privacy constraints (FERPA, state rules) that will affect data handling?

Missouri State has comprehensive policies and procedures that protect employee and student data. The University does not anticipate activities that would require access to protected information.

21. Does the University expect budget for travel and expenses to be included in the fixed fee (not to exceed) costing?

Yes, the budget for travel and expenses should be included.

22. Who will be the primary internal project sponsor(s) and members of the steering committee? Which executives will have final sign-off on roadmap and strategy? Please provide names/titles if available. How will the University project team be resourced? What percentage of the core team's time will be dedicated to this project?

Primary contact is Matt Morris, Vice President for Administrative Services. Other members of the steering committee include:

- Brad Bodenhausen, Vice President for Community and Global Partnerships
- Jamie Birch, Chief of Staff/Assistant to the President for Government Relations
- Eric Schick, Chief Financial Officer
- Scot Scobee, Director of Human Resources
- Jeff Coiner, Chief Information Officer
- Natalie McNish, Director of Internal Audit and Risk Management
- Dawn Medley, Vice President for Enrollment Management
- Clarendia Phillips, Provost
- Rachael M. Dockery, General Counsel & Vice President for Legal Affairs & Compliance

All executives listed will be a part of the final sign-off on the work-product of the consultant selected. The team may engage other staff members with their teams and across other divisions to provide data, answer questions, and provide other support to the selected consultant. Time dedicated to the project will vary based on need.

23. Will the University accept virtual/remote delivery for interviews, workshops, and most deliverables, or is an on-site presence required for key activities?

Virtual/remote delivery for interviews, workshops, and most deliverables are acceptable. On-site presence is required for activities agreed to be key the contractor and the University.

- 24. On page 12, under Section 5 -- Additional Information Technology Requirements, could the University clarify whether the Sandbox System and Voluntary Product Accessibility Template (VPAT) requirements are applicable to this engagement, or if they are intended only for proposals involving a technology product?**

As noted above, *Section 5 Additional Information Technology Requirements* are not applicable to this RFP and are only intended for proposals involving software/technological solutions.

- 25. The RFP requires offerors to certify compliance with Missouri ICT Standards, WCAG Level A and AA, and applicable provisions of 508 and 255. As this is a professional service-only procurement with no ICT products or systems provided, please clarify how offerors should demonstrate accessibility compliance in their proposal?**

Every effort should be made by offerors to ensure that any work product generated meets the identified accessibility standards such that University personnel can access the information in a manner that meets the applicable standards.

- 26. Please clarify if project deliverables developed as part of this professional services engagement are required to comply with these accessibility requirements, and if so:**

Which deliverables are expected to meet the requirements (e.g., reports, PDFs, presentations, web-based tools, video calls, or other materials), and whether compliance applies to internal-only deliverables, public-facing deliverables, or both.

All deliverables should meet the minimum accessibility requirement identified in this RFP including but not limited to all deliverables generated for internal/or public audiences.

- 27. Please confirm whether the University permits the use of qualified third-party vendors to assist with accessibility remediation or testing, if needed?**

The University permits the use of qualified third-party vendors to assist with the accessibility remediation and/or testing.

- 28. If accessibility remediation or testing is required, please advise whether the University prefers that such services be included within the consultant's scope or coordinated separately by the client?**

The University prefers that such services be included within the consultant's scope.

29. Please confirm the following is the correct address for hard-copy proposal submission:

**The Board of Governors of Missouri State University
Office of Procurement Services
901 South National Avenue
Springfield, MO 65897**

Yes, the above address is correct for the submission of hard-copy proposals. Also, on the outside of the proposal package, indicate RFP 8460-18, Attention – John Banion.

30. The RFP includes Additional Information Technology Requirements related to providing a Sandbox System and submitting a Voluntary Product Accessibility Template (VPAT) for a product. As this procurement is for professional services only and does not include delivery of any product, software, or system, please confirm that these requirements are not applicable to this solicitation and are not required to be addressed in offeror's proposal?

As noted above, *Section 5 Additional Information Technology Requirements* are not applicable to this RFP and are only intended for proposals involving software/technological solutions.

31. Please clarify whether offerors are required to include the entire RFP document with each of the four hard-copy proposal submissions, or if only the excerpted Page Five – which contains the four questions related to the Master Services Agreement and associated certifications should be included with each hard copy?

Prospective offerors are required to include the entire RFP document with each of the four (4) hard-copy proposal submissions.

32. Please clarify whether the Certificate of Insurance requirement in Section 3.2 naming the Board of Governors of Missouri State University, its officers, and employees as additional insureds is required to be submitted with the proposal, or if the requirement applies only to the successful contractor upon notice of award?

A Certificate of Liability Insurance should be submitted with the RFP proposals.

End of Questions and Answers