1. Is there a priority order for the seven (7) phases in the scope?
   a. Submit the proposal responses in the order listed in the RFP. If you find it advantageous to proceed in an alternate order, submit an alternate response, clearly labeled as the alternate.

2. Should the proposal responses be benchmarking with any specific university?
   a. Responses should benchmark to universities with similar prominence and complexity.

3. What is the motivation for requesting this type of proposal?
   a. Finding efficiencies and maintaining/enhancing security.

4. Should the response account for the A&M System and its components/members?
   a. The responses are to assess and make recommendations for the A&M System. To be comprehensive the respondent must understand the affiliation of each system member. Based on its analysis of the relative risks, benefits, costs and timeline involved, a respondent may propose a different type or level of review/analysis for the various System members (e.g., greater focus on larger, more complex members).

5. Is it the A&M System’s intent for the respondent to include recommendations for each system member?
   a. Responses should assess the A&M System. Each system member has its own processes and procedures. Based on its analysis of the relative risks, benefits, costs and timeline involved, a respondent may propose a different type or level of review/analysis for the various System members (e.g., greater focus on larger, more complex members).

6. Is Qatar included as a system member?
   a. The assessment should be limited to the continental United States affiliates.

7. Does A&M System have a timeframe to complete the project?
   a. Responses should include a timeframe for each phase.
8. Will the seven (7) phases be awarded “all or none”?
   a. It is possible that the A&M System will award different phases to different vendors, however, the intent is to award all phases to the best value respondent.

9. Is there a desired format for the responses?
   a. The RFP provides a guideline so responses can be reviewed ‘apples to apples.’ Responses should be clear as to what path you want to take the system. Any alternate responses should be clearly labeled as such.

10. What file type can be included in the electronic submissions?
    a. Electronic data is recommended to be in PDF.

11. How many state agencies are in the A&M System?
    a. There are 21 state agencies that encompass the A&M System. The 21 agencies include A&M System Offices and the Galveston campus as independent agencies. Officially, there are 19 System members.

12. Who is sponsoring/directing the RFP?
    a. A&M System Offices

13. Regarding the 7 phases, if it is advantageous to parallel, should that be reflected in the response?
    a. Submit the response as directed by the RFP. If you desire to show efficiencies, submit an alternate response, clearly labeled as the alternate.

14. Is the Security assessment expected to be performed on each system member’s network?
    a. Prior assessments will be provided. However, TAMUS is seeking recommendations from vendors as to the best way to conduct the assessment.

15. Clarify the penetration of full network. Will it be expected to assess each members multiple locations (Texas Forest Service/ AgriLife county offices)?
    a. TAMUS would like the priority to be focused on the larger institutions. As noted earlier, based on its analysis of the relative risks, benefits, costs and timeline involved, a respondent may propose a different type or level of review/analysis for the various System members (e.g., greater focus on larger, more complex members).
16. What procedures will need to be followed during security assessment?
   a. All requests for access should be submitted to the system IT office.

17. Will A&M System provide access to the past 3-5 yrs. IT audit report(s)?
   a. Yes.

18. Is it anticipated that all work will be done on site in College Station?
   a. Travel may be required to visit those System members not located in College Station. Based on its analysis of the relative risks, benefits, costs and timeline involved, a respondent may propose a different type or level of review/analysis for the various System members (e.g., greater focus on larger, more complex members).

19. What assistance will A&M System provide in coordinating work with system members?
   a. TAMUS will have a project coordinator to assist with system member interactions or scheduling.

20. What are the guidelines on reimbursable expenses for travel?
   a. Travel should be built into pricing. It is the A&M System’s intent to award based on a not to exceed amount. Respondents should be familiar with state travel rates and regulations.

21. Respondents are to submit 11 hard copies and 3 electronic copies of their proposal response.
   a. All should be labeled with the RFP title and number and the respondents name. All are due at the location and by the date and time stated in the RFP.

22. What is the current organization structure within the IT area, how much focus has been put into IT Security and over what period, given the organizations understanding of best practices within the University space how does it feel it compares when it comes to InfoSec?
   a. Information regarding specific documentation will be provided as part of the document request with the assessment.

23. What format and when would the winning bidder have access to the IT policies, procedures and controls, are these centralized and who owns/manages them (I would assume we would be working closely with them).
a. Information regarding specific documentation will be provided as part of the document request with the assessment.

24. What controls and systems are currently in place to manage the firewalls, systems and overall network efficiencies, if we are being asked to measure do we have historic/empirical data to rely upon for baselines?
   a. Information regarding specific documentation will be provided as part of the document request with the assessment.

25. In order for TAMUS to ascertain encryption options we would like to understand what is necessary insofar as requirements based on data being collected, maintained, and transmitted etc., would this information be readily on hand?
   a. Yes.

26. Data access and other e-discovery challenges are typically assessed on a data harvesting/data management series of discussions, how ready is TAMUS to have those discussions around where its core/critical data is, how well is the data managed and how maintained?
   a. TAMUS would like to base discussions on the recommendations provided by the vendor and is ready to take appropriate recommended steps.

27. There are questions surrounding the 3-5 year plan, we would assume that these have been laid out and would be available for discussion and review, what influences and what guiding factors would/should be considered as the organization evolves, or is this part of the discussion?
   a. Yes, the 3 – 5 year plan has been made publically available for most of the institutions.

28. As with above, we would assume full information on roles and responsibilities is in place to ascertain the effectiveness of the various organizations being assessed.
   a. Information will be provided.

29. When TAMUS compares itself to peers, does it include any of the more on-line/distance learning institutions with regards to distributed content? Many of those organizations have a well-managed streaming architecture.
   a. TAMUS fully intends to support on-line education moving forward.
30. What is currently in place for managing statistics and traffic flow through the websites, as well as what sites are under consideration for review?
   a. Texas A&M University’s main web site has Google Analytics embedded in the site code, and Apache server log files are available as well. Traffic flow to the main web site is managed through a redundant pair of load balancers. Information at other system members is unavailable at this time but will be provided.

31. With the question of responsibilities correctly being assigned, what has been communicated, or what is understood about each group’s role with the IT infrastructure? How well defined are the roles?
   a. The roles are defined and documentation will be provided to conduct the assessment.

32. What tracking is currently in place for project management, and TAMUS describe the current PM process, as well as any IT architecture and system review boards etc.
   a. Tracking: A project to implement or develop a major application (defined in TAMU SAP 29.01.99.M1.21) should be reported using the Project Risk Assessment (PRA) tool at https://pm.tamu.edu. The PRA tool is used to: (1) Identify project risks and risk response tactics and (2) Report on project risk response and project performance to the Texas A&M Information Technology’s Project Management Office (PMO). Since fall 2010, ten major applications have been reported. Two of these were reported by other A&M System members (not TAMU).
   
   PM Process: Some System members have adopted or are adopting TAMU processes. The PM process for TAMU is described at http://pmo.tamu.edu/Tools/Getting_Starte_Guide/index.php.
   
   IT Architecture and System Review Boards: Do not exist at the System level.

33. As the phase 7 involves evaluation of the IT organization how open is TAMUS to evaluating the effectiveness of the PMO group to support the IT departments?
   a. TAMUS is open to evaluating all parts of the organization.

34. What metrics are currently in place to ascertain the effectiveness of IT services?
   a. Metrics will be provided to vendors to conduct the assessment.

35. If we are evaluating the organizations overall IT skill level to what level (technical and leadership?) and how much detail are we looking at evaluating across the board (all IT
areas) or focusing on specific areas that TAMUS knows there are issues within? (Understanding that the leadership model is also under review, are we evaluating both the organization structure and the leaders within?)

a. TAMUS would like a review of the skill sets leadership and above. TAMUS would like the vendor to identify issues of concern.

36. Please provide clarification around the use of ‘sub-contractors.’ Are contract employees, or contract resources the same thing as ‘sub-contractors’? I.e. not full time employees.

a. It was determined that subcontracting opportunities did not exist because it is believed that the respondent should have the resources ‘in house’ to provide the requested services. If a respondent cannot perform the duties ‘in house’ or chooses to use resource outside of their company, a HUB Subcontracting Plan must be submitted. Subcontracting is a good/service that is not provided/ performed by ‘in house’ resources or personnel. Respondents are encouraged to submit as if all resources or personnel can be provided ‘in house;’ however, if subcontracting is necessary at the time of submittal, please contact Don Barwick for assistance in completing and complying with the HSP.

37. Will the university leverage companies with existing state contracts?

a. This RFP should be considered independently.

38. This assessment is for a “system-level” evaluation, can you please expand on the role TAMUS-IT plays within each of the member institution’s IT department?

a. The selected vendor should review the current model and make recommendations for an organizational model moving forward.

39. In Section 3, the RFP refers to specific “phases” of work. Is it appropriate to assume that the calling them “phases” is not indicative of the expected execution schedule or approach? Or is TAMUS looking to complete Phase 1 before commencing with Phase 2 and so forth?

a. In order for proposals to be considered as “apples to apples,” prepare the response so that each phase is to be completed before beginning the next phase. However, alternate proposals should be submitted if recommendations can be made.

40. What is the estimated start date for the IT assessment?

a. TBD.
41. What is the estimated date that the IT assessment should be completed by?
   a. TBD.

42. What is the anticipated budget for the IT assessment?
   a. There is no anticipated budget.

43. Do different locations use different IT policies and procedures or is each one potentially disparate or distinct? If there are separate processes for different locations, would you anticipate that this assessment would require a visit to each member location or a sample or subset of each location or should the assessment be conducted from one central location?
   a. Different policies may be in place. Travel should be recommended by the vendor and built in to the pricing.

44. Is TAMUS requesting a detailed assessment of firewall configuration files to identify insecure/inappropriate configurations, or was the intent to request a higher level assessment of general effectiveness of products/tools utilized?
   a. TAMUS prefers to begin with a high-level assessment.

45. If you would like a detailed assessment of firewall/network device configurations; how many firewalls and network devices should be included in scope?
   a. There is a high availability firewall configuration at the College Station campus border. There are approximately 50 firewalls distributed among campus departments to support specialized protection, PCI compliance, HIPAA, SCADA, and audiovisual systems. There are also approximately 150 building and backbone routers, and 5,000+ edge switches. This does not include end-user devices such as telephones. Each of the other Agencies operate a firewall that is behind the College Station campus border firewall.

46. Do you want to include an External Vulnerability Assessment? If yes, approximately how many live IP addresses are included in your external IP range?
   a. An external assessment will be provided.

47. Do you want to include an Internal Vulnerability Assessment? If yes, approximately how many live IP addresses are included in your internal IP range?
   a. Yes, TAMUS would like to include one.
   b. See the Following Partial List.
TAMU-Galveston: 3 firewalls, 1 VPN tunnel; 8 routers; 96 switches

TAMU-Commerce: 5 firewalls; 190 other devices; 300 wireless access points

TAMU-Central: a temporary firewall shared with TSU; 2 core routers; 80 switches

TAMU-International: 1 firewall; 230 routers/switches; 300 wireless access points

TAMU-San Antonio: 1 firewall & 1 backup; 3 routers; 48 switches; 3 wireless controllers; 168 wireless access points

West Texas A&M: 12 firewalls; 8 routers; 131 switches; 300 wireless access points

TAMU-Corpus Christi: 20 routers; 335 switches; several hundred wireless access points

TAMU-Texarkana: has two firewalls.

48. Do you want to include penetration testing of vulnerabilities identified that expose your network?
   a. Yes, TAMUS would like to include one.

49. How many geographical locations are in scope for this assessment? Please indicate the total number of IT support personnel for each location.
   a. Please refer to www.tamus.edu to learn about each member’s geographical location. Total number of IT support personnel is not available at the time.

50. Is TAMUS subject to PCI requirements?
   a. Members of the Texas A&M University System all operate credit card processing operations (“merchant” accounts). There is some coordination by the TAMUS Office of the Treasurer and the University Financial Management Office. For example, there are over 100 merchant accounts in College Station.

51. How many applications do you want reviewed as part of this effort?
   a. TAMUS has no goal for a number of vendors to applications to be reviewed. However, the goal of the assessment should be to identify and review primary applications used by the system. The key applications are the Banner Student Information System, the FAMIS financial system, and custom developed research documentation systems.
52. Do you have a central applications development group or do members have separate development groups?
   a. Yes, disparate development groups exist.

53. What's the ratio of third-party vendor packages to in-house development applications?
   a. This is a difficult question to answer System-wide without collecting data from the members. Here is a list of major vendor (including SaaS) and in-house developed applications that are run either System-wide or by many members:
      (1) Vendor packages: Ellucian Banner Student/Financial Aid/Luminis portal/ODS data mart/EDW data warehouse/Enrollment Management CRM, PeopleAdmin, SciQuest, Concur, Bb Learn, and Laserfiche; (2) In-House Applications: BPP HR/Payroll, FAMIS Financial Management System, MAESTRO integrated research information system.

54. How many unique instances of Banner are currently in place?
   a. There are six implementations in place.

55. Will the successful vendor be precluded from future services for the Texas A&M University System that may result from this IT Assessment as outlined in RFP01 OGC-12-012?
   a. No.

56. In order to thoroughly respond to the RFP01 OGC-12-012 and give the desired detail for each of the seven phases, we would like to request a two week extension.
   a. No extension at this time.

57. Approximately how many system and member institution stakeholders would you expect to be interviewed during this assessment?
   a. The number of required interviews should be proposed by the vendor.

58. Who do you see us meeting with/interviewing within the TAMU System? Outside of the TAMU System?
   a. Outside resources for interviews should be recommended by the vendor and will be coordinated with TAMUS.

59. Is it possible to have a longer time frame between receipt of your responses to vendor questions and delivery of the proposal?
a. The schedule that TAMUS will be evaluating proposals on is stated in the RFP. Updates will be posted at least 8 days prior to the due date on the state website.

60. Who do you consider to be your peers ("similar university systems")?
   a. Comparable Tier 1/R1 University Systems.

61. In Phase 6, bullet 3, is "Texas A&M University" different than "TAMUS"?
   a. Yes, Texas A&M University is one member of TAMUS.

62. Regarding Phase 7, bullet 5, can you provide a list of your member universities that are not Texas A&M regional campuses?
   a. Please see the Texas A&M System website.

63. Regarding Phase 7, bullet 7 is it anticipated that institutional IT leadership will be interviewed for the skills assessment, that all IT staff members will be assessed and interviewed individually, surveys, strictly via an org chart and job descriptions or some other desired methodology.
   a. TAMUS would like recommendations from the vendor on who to interview as part of the skills assessment.

64. Regarding the pricing table, we cannot estimate TAMUS hours without knowing how many people in what roles will be involved at your end. Please expand.
   a. TAMUS would like the vendor to propose the roles and resources that are required to be interviewed. For example, it may be only necessary to interview the IT Director for each system member. On the other hand, it may be necessary to interview one IT staff member in addition to the IT Director.

65. Are large, single campus IT assessment considered to be similar for purposes of references?
   a. Large universities and system agencies are the primary focus of the assessment.

66. Will TAMUS be selecting multiple vendors for the 7 phases, or only one vendor to handle the entire project?
   a. TAMUS reserves the right to award to a single vendor or multiple vendors. The preference is to select one vendor.

67. Can the 7 phases be run in parallel or partial parallel?
a. They can be. However, the timeline should be estimated based on a consecutive approach.

68. What information security roles currently exist at the University?

The Texas A&M University Networking and Information Security (NIS) department provides security operations (e.g., vulnerability assessment, incident response, policy) for the University and tenant System Agencies. The security team also provides liaison to State and Federal security groups. Each College and Division has a senior IT professional who is their main point of contact for security requirements. Major information systems (e.g., Banner Student, FAMIS, & BPP) have someone who focuses on that specific area.

Please note: the question used the word “University.” There are 11 universities within the A&M System. The answer above only accounts for System members located in College Station. Each of the universities and the Health Science Center have a full-time Information Security Officer. The Agencies and the System Offices have all designated an ISO.

69. How many people in each role?
   a. Texas A&M University NIS is led by the University’s Chief Information Security Officer. The security team consists of the Chief Security Analyst and four other staff. In most cases, the full-time ISO at the other universities is often times the only full-time security staff member.

70. How many and what vendor of firewalls are deployed today? Approximately what is the size of the firewall policy on each firewall?
   a. To be provided as part of the assessment.

71. Is TAMUS requesting a vulnerability assessment or penetration test to be conducted to evaluate the overall network security health? If so, please provide the number of active systems and devices that should be tested externally as well as internally.
   a. External tests will be provided.

72. What metrics does TAMUS measure today to determine security effectiveness? What tools are used to measure and report this?
   a. To be provided as part of the assessment.
73. What compliance and regulation requirements are currently applicable to the University? Are these requirements audited today and if so how often?
   a. Texas Administrative Code (TAC) Title 1, Part 10, Chapter 202 contains Information Security Standards that all state agencies, including higher education, are required to follow. Texas A&M University System Internal Audit regularly audits all members of the A&M System for compliance with TAC 202. There are many other compliance and regulations requirements that are audited routinely by System Internal Audit, the Texas State Auditor’s Office, and the federal government.

74. Does the University maintain a current incident response plan?
   a. Texas A&M University has a response plan for security incidents. Networking and Information Security is responsible for developing the plan and managing the response.

   Please note: the question used the word “University.” There are 11 universities within the A&M System. The answer above only accounts for Texas A&M University in College Station.

75. What remote access methods are in place today?
   a. Texas A&M University operates dial-up servers, and the A&M System TTVN network provides 20 Gbps of commodity Internet, Internet2, and National LambdaRail bandwidth to members. The university operates Cisco IPSEC- and SSL-based VPN infrastructure.

76. What specific federal guidelines are in scope? State University, State Government, Federal, other?
   a. To be determined.

77. What documentation exists outlining the overall network infrastructure for the University?
   a. Comprehensive documentation exists today.

78. What tools are used to support/optimize current video streaming? What is the expected growth?
   a. The system is anticipating support of a broadband video distribution system as well as current television support.
79. What is the volume of email marketing for TAMUS?
   a. Information unavailable at this time.

80. What applications/systems are in scope to assess for possible consolidation?
   a. All applications are in scope for consolidation. Primarily, Banner.

81. Can you provide more information about the FAMIS system?
   a. FAMIS stands for Financial Accounting Management Information System.

82. Does TAMUS have an overall strategy for IT tied to the overall direction of Texas A&M?
   a. Please see public documents.

83. What type of projects are supported by the PMO?
   a. To be provided as part of the assessment.

84. Is there a project pipeline being used by the current PMO?
   a. Yes.

85. Does the PMO have a roll in IT governance to help prioritize projects and pipeline?
   a. Yes.

86. Is the PMO run at a system level? Or individually at each location?
   a. Both.

87. What is the current “shared services” model used by the IT organization?
   a. To be provided as part of the assessment.

88. Has a skills assessment been performed for the IT organization?
   a. No.

89. What is the current leadership model used by TAMUS?
   a. To be provided as part of the assessment.