

**VVCCD RFQ IT Managed Services
RFI Questions and District's responses 4/3/2026**

1. Given the CIO is an Ellucian employee, and Ellucian could be considered a competitor of ours, how would you describe that person's role in this RFQ process?

District Response 1: Ellucian employees are not involved in this RFQ.

2. Please clarify expectations for onsite staffing, including required roles, level of onsite presence, and any flexibility for hybrid or remote delivery.

District Response 2: At least one managed services leader must be present on-site. After the RFQ process, the chosen provider(s) will be required to submit a work plan which could involve offering additional managed services support with hybrid or remote delivery.

3. Can the District provide additional detail on the current IT environment and the primary challenges or gaps this engagement is intended to address?

District Response 3: Ellucian Managed Services currently oversees the IT team, which includes a Chief Information Officer and two additional managers. All other IT staff are Victor Valley College employees. This RFQ does not address gaps; the district is conducting due diligence because the current managed services contract expires in August 2026.

4. Is there an incumbent provider currently delivering these services? If so, what are the district's expectations regarding transition support and timeline?

District Response 4: Ellucian Managed Services is the incumbent provider. A transition and support timeline will be negotiated with the selected provider.

5. Please clarify the division of responsibilities between the selected provider and Ellucian (or other SaaS vendors), particularly for ERP-related services.

District Response 5: The selected provider will be responsible for all aspects of the IT department. This includes providing support for ERP-related services.

6. Can the District provide expected service levels, key performance indicators, and how success will be measured for this engagement?

District Response 6: This will be outlined with the selected provider.

7. Can the District clarify the intended operating model for this engagement? Specifically, is the expectation for a fully outsourced managed services model, a co-managed model working alongside existing IT staff, or primarily advisory/leadership support (e.g., vCIO-style services)?

District Response 7: The proposed operating model includes managed services oversight of the IT Department, including the role of CIO. Victor Valley College employees will be guided by managed services leadership.

8. How does the District envision the selected provider working with the current IT organization? Will existing staff remain in place with the provider augmenting and leading the team, or is the expectation that certain functions will transition to the provider?

District Response 8: The proposed operating model includes managed services oversight of the IT Department, including the role of CIO. Victor Valley College employees will be guided by managed services leadership. VVC staff are part of the classified union and will retain their specific roles with the college.

9. The RFQ notes that services are anticipated to be delivered onsite. Can the District provide guidance on the expected level of onsite presence (e.g., fully onsite, hybrid, or primarily remote with periodic onsite support)?

District Response 9: At least one managed services leader must be present on-site. After the RFQ process, the chosen provider(s) will be required to submit a work plan which could involve offering additional managed services support with hybrid or remote delivery.

10. Is the District expecting respondents to propose a fully staffed managed services team (e.g., service desk, infrastructure, cybersecurity, ERP support), or a more targeted leadership and augmentation model? Any guidance on expected staffing levels or priority areas would be helpful.

District Response 10: This document is only a Request for Qualifications (RFQ). After completing this RFQ process, the selected provider(s) will be asked to propose a plan that includes at least one managed services leader on-site. Additional managed services support may involve hybrid or remote delivery options.

11. Given the broad scope outlined, are there specific service areas the District considers highest priority for this engagement?

District Response 11: Ellucian SaaS support, stability of core administrative and instructional systems, cybersecurity and risk mitigation, instructional technology & classroom reliability, network and infrastructure modernization, and user support.

12. Can the District share key challenges or objectives driving this RFQ (e.g., service quality improvement, cost optimization, modernization, leadership gaps, SaaS transition support)?

District Response 12: This RFQ does not address gaps; the district is conducting due diligence because the current managed services contract expires in August 2026.

13. The RFQ references Ellucian Colleague SaaS. Can the District confirm the current status of the SaaS environment (fully implemented, in transition, or planned) and the level of support expected from the provider?

District Response 13: Ellucian Colleague SaaS is the current ERP at VVC. It would be expected that the provider could support all functions of the ERP.

14. Are there existing service level agreements (SLAs), KPIs, or performance benchmarks that the selected provider will be expected to meet or improve upon?

District Response 14: No.

15. Is the expectation for the provider to deliver a fully managed cybersecurity program (e.g., SOC, MDR, SIEM), or to support and enhance existing internal capabilities?

District Response 15: Support and enhance existing internal capabilities.

16. If services are currently provided internally or by other vendors, can the District outline expectations for transition-in, knowledge transfer, and timeline leading up to the anticipated September 1, 2026 start date?

District Response 16: Ellucian Managed Services is the incumbent provider. A transition and support timeline will be negotiated with the selected provider.

17. Following this RFQ (SOQ submission), does the District anticipate issuing a subsequent RFP with detailed scope and pricing, or moving directly into interviews and negotiations with selected firms?

District Response 17: This process will be determined once the RFQs are reviewed a provider(s) is selected.

18. The RFQ states that this is not a request for pricing. Can the District confirm that respondents should not include any pricing, rate cards, or cost estimates within their Statement of Qualifications?

District Response 18: The respondents should not include any pricing, rate cards, or cost estimates within their Statement of Qualifications.

19. To better align our Statement of Qualifications with the District's environment, can the District provide a high-level overview of the current technology landscape, including:

- Core enterprise systems (e.g., ERP, SIS, LMS, CRM)
- Approximate number of supported users (faculty, staff, students)
- High-level IT service metrics (e.g., ticket volumes, endpoints)
- Current IT service delivery model (internal, outsourced, or hybrid)
- Key infrastructure, cloud, and security platforms

Additionally, to further inform our proposed service delivery model, can the District share any available summary-level documentation or insights related to the current IT environment, such as:

- Approximate counts of servers, endpoints, and supported devices
- High-level network architecture or topology (if available)
- Overview of infrastructure and endpoint management tools
- Summary-level service desk metrics (e.g., average monthly ticket volumes, common request types)
- Overview of major software platforms and licensing environments

District Response 19: Victor Valley College operates within a public resource constrained higher-education environment while maintaining high expectations for system availability, security, and instructional continuity. Proposers should assume the need for comprehensive, end-to-end IT services capable of supporting infrastructure, systems, service desk operations, cybersecurity, and strategic planning in coordination with District staff. Further information will be shared with the selected provider(s) following the RFQ process.

20. Given the RFQ's emphasis on coordination with VVCCD's internal IT department, how does the District envision cybersecurity responsibilities being shared between internal staff and the selected managed services provider?

District Response 20: The managed services provider should take charge of cybersecurity, while VVC IT staff will handle implementation.

21. For the cybersecurity and compliance scope, which areas are the highest priority for VVCCD at the start of the engagement: continuous monitoring, incident response, vulnerability management, endpoint protection, email security, or audit and risk assessment support?

District Response 21: All would be considered priorities.

22. Since the RFQ calls for an overview of the provider's cybersecurity framework and monitoring tools, is VVCCD looking primarily for strategic oversight, operational execution, or a combination of both?

District Response 22: A combination of both.

23. How does the District define success for the incident response and escalation process referenced in the RFQ, particularly in terms of communication, leadership visibility, and coordination with campus stakeholders?

District Response 23: The District defines success as a timely, well-coordinated incident response that includes clear communication, appropriate escalation, leadership visibility, and effective coordination with campus stakeholders, while minimizing operational and instructional disruption.

24. Because the RFQ highlights Ellucian Colleague SaaS, Microsoft 365, and other enterprise and student systems, are there particular cybersecurity expectations the District wants the selected provider to prioritize around those platforms?

District Response 24: Yes. The District expects respondents to prioritize cybersecurity controls, monitoring, and incident response for core enterprise platforms, including Ellucian Colleague SaaS, Microsoft 365, and other mission-critical administrative and Instructional systems.

25. The RFQ references support for FERPA, HIPAA, and relevant California regulations. Are there specific compliance, audit, or risk management outcomes VVCCD would like the provider to help advance during the first year?

District Response 25: During the first year, the District expects support for compliance readiness, risk mitigation, and audit support related to FERPA, HIPAA (where applicable), and relevant California regulations. Specific outcomes may include improved documentation, control maturity, and remediation planning.

26. Since the RFQ anticipates onsite service delivery in Victorville, how much of the District's cybersecurity support model is expected to be delivered onsite versus remotely?

District Response 26: The District anticipates a hybrid cybersecurity support model that includes onsite presence for leadership engagement, coordination, and critical activities, supplemented by remote monitoring and response capabilities.

27. The RFQ emphasizes service levels, response times, escalation procedures, and communication structure. Are there cybersecurity specific service expectations VVCCD would like respondents to address distinctly within the broader managed services model?

District Response 27: Respondents should address cybersecurity service expectations within their broader managed services model, including response times, escalation paths, reporting, and coordination with District leadership during incidents.

28. Do you accept electronic submissions instead of mailed?

District Response 28: No. Electronic submissions are not accepted.

29. Could you please confirm whether a physical submission is required, and if we also need to email an electronic copy?

District Response 29: Yes. A physical submission is required in accordance with the RFQ instructions. An emailed electronic copy is not required.

30. How does VVCCD define success for this engagement in the first 12–24 months beyond operational stability, particularly in terms of student, faculty, and administrative experience outcomes?

District Response 30: Beyond operational stability, success includes improved user experience for students, faculty, and staff.

31. Can VVCCD clarify the expected balance between strategic IT leadership and day-to-day operational ownership within this co-managed model?

District Response 31: The District anticipates a balanced model in which the provider delivers strategic leadership and advisory services while also assuming day-to-day operational responsibilities in coordination with District staff.

32. How does the District envision evolving its current IT organizational structure in partnership with the selected provider over the contract term?

District Response 32: The District envisions evolving its IT organizational structure collaboratively with the selected provider over the contract term to improve resilience, reduce single points of failure, and strengthen service delivery.

33. What challenges has WVCCD experienced in coordinating across internal teams, Ellucian-managed services, and third-party vendors that this engagement should address?

District Response 33: Any challenges would be discussed with selected provider(s).

34. How does WVCCD currently measure service performance and user satisfaction, and are there gaps in visibility or reporting the District is seeking to improve?

District Response 34: The District currently uses a combination of operational metrics and stakeholder feedback to measure service performance. Any gaps would be discussed with selected provider(s).

35. To what extent does WVCCD expect the selected provider to drive innovation and introduce leading practices from outside higher education into its environment?

District Response 35: The District expects the selected provider to introduce leading practices where appropriate, while remaining aligned with higher-education norms, public-sector requirements, and the District's risk tolerance.

36. What are the District's primary risks or concerns related to cybersecurity, compliance (FERPA/HIPAA), and audit readiness that require the most immediate attention?

District Response 36: Key risks include cybersecurity threats, data protection, regulatory compliance, audit readiness, and continuity of operations.

37. How does WVCCD prioritize and govern technology investments today, and what role should the managed services partner play in budget planning and cost optimization?

District Response 37: Technology investments are governed through District leadership and shared governance processes. The managed services partner is expected to support planning, prioritization, and cost optimization.

38. What level of onsite presence is expected to effectively support leadership, stakeholder engagement, and operational delivery on campus?

District Response 38: The District expects a meaningful onsite presence sufficient to support leadership engagement, stakeholder coordination, and effective operational delivery.

39. How does VVCCD define vendor neutrality in practice, particularly when supporting critical platforms like Ellucian Colleague SaaS and Microsoft 365?

District Response 39: Vendor neutrality means supporting District selected platforms in the District's best interest, coordinating with vendors as needed, and avoiding conflicts of interest.

40. What's been the experience with the current service provider? What's working, and what isn't?

District Response 40: The District will not provide evaluative commentary on current or prior service providers through the RFI process.

41. For the scope of "advisory services and leadership", are you looking for someone to set the strategic IT direction, or more to execute on a plan you already have?

District Response 41: The District is seeking a partner capable of both helping set strategic IT direction and executing against agreed-upon plans.

42. How do you see the relationship between the new service provider's team and your current IT staff. Would the existing VVC IT staff remain as district employees, transfer to the MSP, or be phased out?

District Response 42: Existing IT staff are expected to remain District employees. The District is seeking a partnership model that augments and supports internal staff.

43. How does Victor Valley Community College define success for this engagement beyond day-to-day operational stability (e.g., strategic outcomes, service maturity, institutional impact)?

District Response 43: Success includes measurable improvements in service maturity, cybersecurity posture, operational resilience, and alignment with institutional goals.

44. To what extent is IT Services currently aligned with the College's Strategic Enrollment Management Plan and Vision 2030 priorities? If alignment artifacts or guiding frameworks exist, would the College be willing to share them?

District Response 44: Formal alignment artifacts may be shared at the District's discretion during later phases of the procurement or onboarding process.

45. What are the core strengths, capabilities, or institutional knowledge within the internal IT team that the College is committed to preserving and further developing?

District Response 45: The District values institutional knowledge, commitment to the mission, and higher-education experience within its internal IT team.

46. What does the College view as an ideal partnership model between the internal IT organization and an external managed services provider in terms of governance, accountability, and shared outcomes?

District Response 46: The District envisions a collaborative partnership model with clear governance, shared accountability, and aligned outcomes.

47. From the College's perspective, what specific gaps or improvement areas exist in the current managed services provider model that this engagement is intended to address?

District Response 47: The District will not provide evaluative commentary on current or prior service providers through the RFI process.

48. What are the primary drivers behind the MSP strategy? Cost optimization, value creation, risk mitigation, service innovation, or a combination of these?

District Response 48: The MSP strategy is driven by a combination of risk mitigation, service improvement, sustainability, and value creation.

49. Are there specific innovation domains (e.g., AI, automation, data-informed decision-making, student experience and engagement) that the College is actively pursuing or planning to implement in the near term?

District Response 49: The District is open to innovation where aligned with institutional priorities, risk tolerance, and resource constraints.

50. Is the College open to adaptive or hybrid staffing models that balance cost efficiency with value realization by leveraging high-caliber specialists on an on-demand or phase-specific basis?

District Response 50: The provider should plan to have at least one managed services leader on-site. Additional managed services support may be provided through adaptive or hybrid staffing models.

51. The RFQ states that it is not a request for pricing; however, Section I.C.7 on page 3 references 'pricing contained therein' with a 90-day validity period.' Can you please confirm whether respondents should include any pricing in their Statement of Qualifications?

District Response 51: No. The RFQ is not a request for pricing. Respondents should not include pricing in their Statement of Qualifications.

52. The RFQ states the District is looking for a multi-year contract. If vendors need to include pricing for their proposal, please clarify if the District is looking for a 5- or 7-year term?

District Response 52: The anticipated contract term will be defined during contract negotiations. Respondents should not assume a specific term length.

53. The RFQ indicates services are anticipated to be delivered onsite. Can the District clarify whether a hybrid or partially remote delivery model would be considered acceptable? Will any particular delivery model be more favorable to the District?

District Response 53: The selected provider will be required to have one managed services leader on-site. Additional managed services support may involve hybrid or remote delivery options.

54. Can the District share whether any transition requirements or knowledge transfer expectations should be assumed as part of this engagement?

District Response 54: Transition and knowledge transfer expectations will be addressed during contract negotiations and onboarding.

55. Does the District anticipate that the selected provider should hire any of the local District staff to continue operational delivery?

District Response 55: No. The District does not anticipate requiring the selected provider to hire District employees. They will remain VVC employees.

56. The RFQ references both "advisory services and leadership" of the IT department as well as management of VVCCD IT personnel. Can the District clarify whether it is seeking a fully managed services model (provider assumes operational control), a co-managed model (provider supplements internal staff), or a hybrid arrangement and whether respondents may propose a model that differs from the current org structure?

District Response 56: The District is pursuing a co-managed approach, with the provider assuming operational IT control under the leadership of the Vice President of Administrative Services and the President/Superintendent. Following the RFQ process, selected provider(s) may propose a model that differs from the current org structure.

57. Is there a current managed services provider or interim IT leadership arrangement in place? If so, will there be a formal transition period, and is a transition plan expected as part of the SOQ or a subsequent RFP?

District Response 57: The current managed services provider is Ellucian. Current arrangements and transition details will be addressed during later phases of the procurement process.

58. The RFQ states services are expected to be delivered onsite at the Victorville campus. Will the District consider hybrid delivery models that combine onsite presence with remote support, or is a primarily onsite staffing model required?

District Response 58: The selected provider will be required to have one managed services leader on-site. Additional managed services support may involve hybrid or remote delivery options.

59. Appendix A shows three positions marked as "Ellucian Managed Services Employees" (CIO, Director of Application Services, Director of Technical Services). Will these roles be vacated, transferred, or remain in place under the new provider's arrangement? Are respondents expected to backfill these roles?

District Response 59: Appendix A is provided for reference purposes only. Ellucian is currently our managed services provider. If an alternative provider is chosen, these roles would be vacated.

60. Are the existing VVCCD IT staff (non-Ellucian employees) expected to remain as District employees, or is the selected provider expected to assume responsibility for staffing those positions as well?

District Response 60: District IT staff are expected to remain District employees.

61. Is there a specific minimum onsite staffing requirement (e.g., FTE count or specific roles) that respondents should plan for in their service delivery model?

District Response 61: Outside of the single required on-site managed services employee, no minimum onsite staffing levels are prescribed. Respondents should propose a model they believe will effectively meet District needs.

62. Beyond Ellucian Colleague SaaS, can the District provide a high-level inventory of the major systems, platforms, and infrastructure currently in use (e.g., network equipment vendors, endpoint count, cloud platforms, student systems, security tools)?

District Response 62: Detailed inventories are not available for distribution at this stage.

63. Does the District currently have a formal IT strategic plan or technology roadmap in place, or is the development of one expected to be a deliverable of the selected provider?

District Response 63: The development or refinement of an IT strategic plan may be included as part of the engagement following the RFQ process.

64. Are there any active IT projects, migrations, or initiatives currently underway that the selected provider would be expected to inherit or support from day one?

District Response 64: Respondents should assume there are ongoing operational and improvement initiatives typical of a higher-education IT environment.

65. Has the District undergone a recent cybersecurity assessment or audit? If so, are there known gaps or remediation priorities that respondents should be aware of?

District Response 65: The District does not disclose details of internal assessments or audits through the RFI process.

66. The RFQ references a multi-year contract beginning September 1, 2026. Can the District indicate the anticipated contract term (e.g., 3 years, 5 years) and whether renewal options are included?

District Response 66: The contract is anticipated to be multi-year, with specific terms to be determined during negotiations.

67. Will shortlisted firms be expected to make in-person presentations in Victorville, or will virtual presentations be acceptable?

District Response 67: The District may require in-person presentations. Details will be communicated to shortlisted firms.

68. We understand that respondents must be qualified to do business in the State of California. As Pinakin IT is based in Delaware, could you please confirm if we would still be eligible to apply for this RFQ?

District Response 68: Yes. Firms based outside California may apply, provided they are qualified to do business in the State of California.

69. Additionally, we noted that services are anticipated to be delivered onsite at the VVCCD campus. Could you please clarify the extent of the onsite requirement and whether a hybrid model with partial remote delivery would be acceptable?

District Response 69: The selected provider will be required to have at least one managed services leader on-site. Additional managed services support may involve hybrid or remote delivery options.

End of RFI questions and District responses