



# UNIVERSITY OF MARYLAND GLOBAL CAMPUS

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TO: All Potential Proposers

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RE: RFP # 91819 – AEM Cloud Service Implementation  
Addendum #1 dated 9/1/2020

The following amends the above-referenced Solicitation documents. Receipt of this addendum is to be acknowledged by completing the enclosed "Acknowledgement of Receipt of Addenda Form" and including it in the Proposal.

Questions from Potential Proposing Firms:

1. "What are the key qualities/attributes that [UMGC is] looking for in an agency integrator partner for this project?"

### UMGC Response

- A true partner with technical knowledge about Adobe with the ability to listen and understand UMGC's business needs for editing and maintaining content on the website.
- The ability to suggest implementation solutions and options (including benefit/risk assessment) to UMGC in order to create a flexible and maintainable solution.
- Good communication skills and constant communication about implementation details and decisions.
- A strategy for the implementation that makes the most sense for UMGC.

2. “What is driving the 9 month (July/August) estimated launch date? “

<b>UMGC Response</b>
The timeline is primarily tied to a website redesign and UMGC would like to get the new site up and running as quickly as possible on AEM.

3. “What is [UMGC’s] ideal service model with the chosen agency? In other words, how [does UMGC] want the chosen vendor to team up with [UMGC’s] internal resources as well as other vendors [UMGC has] engaged?”

<b>UMGC Response</b>
The vendor needs to be highly integrated with key members of the UMGC team. <ul style="list-style-type: none"><li>• Daily standups</li><li>• Multiple frequent touch points to exchange ideas, make decisions, and show/demo ideas</li><li>• Sprint (or sprint-like) model so that there are well established ceremonies like planning, demos of work completed, and status reporting. UMGC should define what they’d like to be worked during the sprint and provided early opportunities for feedback.</li></ul>

4. “AEM SITES: Is there a requirement to support a global/international CMS environment?”

<b>UMGC Response</b>
Yes. There will be content contributors from around the world (US, Europe and Asia), and the website has a global audience.

5. “AEM SITES: Please discuss high level requirements around migration from the old platform to the new platform. Is there a need to include automated or manual migration of existing content from the current site to the new site?”

<b>UMGC Response</b>
This will be discussed in more detail with the awarded Vendor. UMGC is looking for recommendations from the Vendor. The new AEM site will need to be created while the current site is being maintained so any automated migration and related processes will need to account for the fact that the live website is changing constantly and the AEM site will need to stay “in sync” with those changes. Also, many of the pages will be re-written, reorganized, deleted, or consolidated in the new AEM website.

6. “AEM SITES: Please detail the expectation around training. Number of people. Virtual and/or location based.”

<b>UMGC Response</b>
<p>There will need to be training/documentation for a number of different groups:</p> <ul style="list-style-type: none"><li>• Developers – These contributors will be maintaining AEM and will need to be trained on how the system is set up so that changes (new components, templates, etc.) can be made operationally. (up to five (5) individuals)</li><li>• Marketing/Advanced Content Contributors – These contributors will have knowledge of the current CMS and HTML. These contributors will have a good base level of knowledge. They will need to know how the content contribution model is different in Adobe and will need to know all of the advanced features and functions</li><li>• Business Content Contributors – These contributors will have a limited knowledge of CMS content contribution and will need to be trained on the basics to maintain their pages. (up to fifteen (15) total content contributors for both Marketing and Business)</li></ul> <p>Training will need to be conducted virtually because there are users outside of the local area. Training should also be conducted synchronously so questions can be asked. The training will be recorded so that UMGC will be able to access the video for reference. A minimum of 5 training sessions is requested with the ability to add more:</p> <ul style="list-style-type: none"><li>• One or more for developers;</li><li>• Three for Marketing/Advanced content contributors (Europe, Asia, and Stateside); and</li><li>• One or more for the Business Content Contributors.</li></ul>

7. “AEM DAM: Who are the primary stakeholders that will use the DAM?”

<b>UMGC Response</b>
<p>All content contributors from across the University will be using/accessing/referencing assets from the DAM. Mostly Market Designers and Editorial staff will be adding and updating assets and metadata in the DAM.</p>

8. “AEM DAM: Will outside vendors require access to the DAM, e.g. design firms, agencies, etc.? If so, how many vendors/users are anticipated?”

<b>UMGC Response</b>
<p>No.</p>

9. “AEM DAM: What type of assets will the DAM house? Examples: images, videos, print assets (brochures, catalogs), etc”

**UMGC Response**

Yes, all of the above. Any industry standard content that is appropriate to place in the DAM.

10. “AEM DAM: [Does UMGC] currently have any expiry regulations around the assets? If so, can [UMGC] detail the policy and if [UMGC is] looking to retain it for the DAM?”

**UMGC Response**

No. There are no expiry regulations that need to be automated at this time. UMGC would like to have the ability to add expirations to licensed assets (i.e. photos, videos, etc).

11. “AEM DAM: Please detail the expectation around training. Number of people. Virtual and/or location based.”

**UMGC Response**

The University is anticipating virtual training sessions. The training sessions will include designers, editors and developers that will ultimately be conducting the testing within the platform. Training will be attended by users in the US, Europe and Asia. Assumptions: Training will need to be delivered to up to 30 people virtually. The training session will be recorded.

12. “Confirm the expectations of data sources within the reporting tool - i.e. Adobe Analytics, Adobe Target – anything else?”

**UMGC Response**

Expectation is for the reports to come from internal Adobe data sources like number of pages a particular image/content is used on, authoring analytics, etc. UMGC is running Google Analytics 360 (GA360) and Google Tag Manager (GTM). If there is an opportunity to leverage data from those sources we may be interested in exploring that as an option.

13. “What [is UMGC’s] key performance measures and targets? Does [UMGC’s] reporting currently answer all key business questions and goal metrics important to [UMGC’s] business?”

<b>UMGC Response</b>
Most of UMGC’s questions are currently answered by Google Analytics 360. However, the University has little reporting that is related to content. UMGC would like visibility to this, including which pages/content drive the most engagement. UMGC standard KPIs are what the Vendor should expect (visits, conversion, engagement by medium, source, etc.)

14. “[Does UMGC envision implementing] both Google Analytics and Adobe Analytics? Please elaborate on reasoning for yes or no.  
a. If yes, is Google Tag Manager a firm requirement for integration? Adobe has a tag management tool called Adobe Launch that is much stronger at implementing both Adobe Analytics & Google Analytics than Google Tag Manager is at implementing Adobe Analytics.”

<b>UMGC Response</b>
UMGC currently has Google Analytics 360 implemented. For the purposes of this CMS, UMGC will be implementing Adobe Analytics Foundation and using them both concurrently. Replacing GA360 with Adobe Analytics Foundation is not part of this scope. Per Section II: Scope of Work, Paragraph 2.1.4.5 GTM is an integration requirement.

15. “[Is UMGC] looking for recommendations on what analytics platform to use – Google Analytics 360 vs Adobe Analytics foundation?”

<b>UMGC Response</b>
At this time UMGC is not looking for a recommendation on which analytics platform to use.

16. “What metrics [does UMGC] have difficulty obtaining?”

<b>UMGC Response</b>
GA360 does a good job of giving site visitation metrics. Where UMGC has little visibility into, is what content/assets are the most impactful. UMGC believes this is tied to the CMS.

17. “Are there any non-KPI metrics UMGC is looking to improve? Eg: filters, views, dashboard reports, etc?”

**UMGC Response**

Nothing beyond what is mentioned in the last question.

18. “How many employees currently access [UMGC’s] Google Analytics reports? What is their purpose of access?”

**UMGC Response**

There is a core group of maybe 5 power users, then another 5-10 who occasionally review reports already created. The power user group is looking for insights on site and ad campaign performance, and working with our advertising agencies to leverage all the data in UMGC’s GA.

19. “Will there be any 3<sup>rd</sup> party non-PII data source integration into Adobe Analytics like call center data, etc.?”

**UMGC Response**

There could be a need to integrate with Marketing planning and scheduling tools (like when advertising goes live, changes, etc).

20. “[Does UMGC] have any hard-coded pixels on the website that will need to be moved into the tag management system? [Does UMGC] have a list of them?”

**UMGC Response**

UMGC has a handful and will be able to provide them to the awarded Vendor.

21. “Will a cookie compliance code or tag need to be deployed on the website(s)? If yes, what compliance company will [UMGC] be using and how many websites will it be on?”

**UMGC Response**

The site will need to comply with GDPR and any similar subsequent laws. There is no external company involved.

22. “On [UMGC’s] current website, about how many goals and events are configured in analytics?”

UMGC Response
UMGC has approximately 5 goals that we use regularly. UMGC has dozens of events set up. As part of this implementation, the Vendor will be working with our GA360 web analytics vendor to implement our analytics strategy, and determine how much we rely on events, goals and other approaches.

23. “Please detail the expectation around training. Number of people. Virtual and/or location based.”

UMGC Response
Please see response to Question #11.

24. “Do current team members have any experience with website testing?”

UMGC Response
There are people on the team who have experience doing: <ul style="list-style-type: none"><li>• functional, performance, load, testing, etc.,</li><li>• user testing</li><li>• A/B Testing</li></ul>

25. “Will the team need help with testing and personalization strategy?”

UMGC Response
Yes.

26. “Please detail the expectation around training. For Target training, [is UMGC] looking for holistic training on the solution or training specific to the implementation? Can [UMGC] share the number of individuals [UMGC] anticipate[s] requiring Target training?”

UMGC Response
Training for all of the above, both holistic (concepts) as well as implementation specific testing (how to). Approximately a dozen people spread across divisions (Stateside, Europe and Asia). Training is expected to be virtual.

27. “Besides the Peoplesoft planned changes, are there other planned upgrades to the technical infrastructure the solution will integrate with? If so, please discuss implications on technical roadmap and project timeline dependencies?”

UMGC Response
There are many projects in flight at UMGC, the PeopleSoft replacement is the biggest one with the biggest impact on the website, although the website impact is relatively small, known, and constrained.

28. “What [is UMGC’s] SEO goals/KPIs? How [does UMGC’s] short-term goals compare to longer term?”

UMGC Response
UMGC would like to leverage SEO to drive good traffic that will engage and convert prospective students, and reduce the burden on the University’s paid advertising efforts. UMGC KPIs and goals are just as you would expect. Traffic, engagement, conversion for the short and long term.

29. “What SEO resources or solutions [has UMGC] tried in the past that either worked or didn’t?”

UMGC Response
In addition to GA, UMGC utilizes a variety of SEO tools like SEM Rush. UMGC also utilizes the SEM Rush API.

30. “What [is UMGC’s] biggest issues from an SEO perspective? [Has UMGC] had a recent site assessment?”

UMGC Response
A recent site assessment has been done. UMGC learned, from an SEO perspective, that a poor job is done attracting organic traffic from those still in the research phase.

31. “[Is UMGC] using SEO tools? [Is UMGC] monitoring keywords?”

UMGC Response
Please see response to Questions # 29 for SEO resources. Yes, UMGC monitors keywords.

32. “[...]Please describe any restrictions around the content model relative to global or brand team [sanctions, in reference to Section 2.1.1.2 Distributed content model for globally distributed teams able to create, collaborate, review, and approve content with appropriate controls to ensure content is brand sanctioned.]”

**UMGC Response**

There are both marketing based restrictions as well as military based restrictions for both content and images. There will be a style guide for content contributors. There will also need to be workflow for approving content and image changes. Exact details will be provided to the awarded Vendor.

33. “[...] Please further describe the context of [“lower tiers,” in reference to Section 2.1.1.8 Process and documentation for how to move content and assets from production to lower tiers.]”

**UMGC Response**

Development and testing environments (where changes to code, templates, and configuration can be developed and tested before they reach the production tier and impact the live website. This will be needed in order to support the site operationally.

34. “[...] If planning with the new platform, please discuss timing of new platform launch or expectations of going live with Peoplesoft then migrating to [Engage, in reference to Section 2.1.4.4 Course data integration with report pulled from the Student Information System (currently Peoplesoft, but there are future plans to launch CampusNexus Engage).]”

**UMGC Response**

The new Student Information System (SIS) is planned to go live by April 2021, before the AEM implementation is complete. The current “integration” is based on a periodic export of data from PeopleSoft. The same export (or very similar) should be available from Campus Nexus.

35. “Please describe expectations to templates and tools to be used to satisfy documentation requirements. Will UMGc templates be required or will the vendor be allowed to use their own templates and processes related to documentation of key artifacts?”

**UMGC Response**

The documentation should be delivered with UMGc branding/templates. For instance, content contribution documentation should use UMGc templates as it will be used and maintained long after the project is over.

36. “Will there be a single gatekeeper available to manage UMGC feedback and approvals for all key documentation deliverables?”

<b>UMGC Response</b>
UMGC does not have a single point of contact to approve all documents, but each document will have a single point of contact identified for feedback and approval.

37. “[Does UMGC] anticipate requiring an Agile or Waterfall approach to requirements and supporting documentation deliverables?”

<b>UMGC Response</b>
UMGC anticipates an Agile approach.

38. “[In Section 2.1.5 Documentation,] “UMGC expects the Partner to provide documentation of all quality assurance data in a format agreed to by the UMGC Project Manager.”

- a. Is there an expected format to manage the QA/UAT process or is there opportunity to leverage our templates/processes/tools in support of these milestones?
- b. Will UMGC leverage offshore teams in support of QA/UAT activities. If so, please discuss any requirements to work off hours to support collaboration with said team.”

<b>UMGC Response</b>
<ul style="list-style-type: none"><li>a. The QA/UAT process can leverage the Vendor’s templates, tools, and processes. UMGC will need to discuss what type of automated testing might be employed and how those scripts are used/maintained/delivered.</li><li>b. UMGC offshore teams will need to be included in UAT activities. There will be times where early or late meetings are needed in order to accommodate Europe and Asia staff.</li></ul>

39. “[A proposing firm recommends] users will attend basic Adobe product training to provide baseline product training prior to customized training of your platform and instance. Will this be included in the plan or will training require basic platform functionality in addition to end user training on the specific implementation? [Reference to Section 2.2.7.1 Training, Knowledge Transfer, and User Adoption.]”

<b>UMGC Response</b>
Training will require base platform functionality.

40. “Will separate training be required for Admin Users, Content Authors, corporate IT? [Reference to Section 2.2.7.1 Training, Knowledge Transfer, and User Adoption.]“

UMGC Response
Please see response to Question # 6.

41. “Scope. How many sites? Please list all sites to be migrated to AEM.”

UMGC Response
Three (3) Prospect sites for Stateside, Europe and Asia

42. “Scope. Please specify Asset types and total size of assets. How they are consumed currently?”

UMGC Response
Please see response to Question # 9. In depth asset information can be discussed with shortlisted firms.

43. “Project Deliverables. UI/UX Design and Support be given by Customer team or [will a proposing firm need] to factor those efforts also into [their] response?”

UMGC Response
UI/UX design is being delivered separately from this project as input to the implementation.

44. “Users. How many authors and Admins [are] to be trained globally?”

UMGC Response
Please see response to Question # 6.

45. “Project Management. It is stated 20hrs support post go-live for 2 weeks only. In our experience and this kind of transformation we suggest typically have 4 weeks of support - post go live.”

UMGC Response
For the purposes of the RFP response please use the criteria listed in Section II: Scope of Work, Paragraph 2.2.9.

46. *Project Management.* [The] RFP mentioned - 9 months is project duration? Is there any plan already been made, if Yes please share the draft plan for overall program.”

**UMGC Response**

UMGC has no project plan in place for implementation. We are relying on the vendor to provide a project plan and guidance.

47. *Scope.* Is accessibility compliance a criteria?”

**UMGC Response**

Yes, WCAG 2.0 AA. And this should be a requirement that anything the Vendor produces is compliant.

48. *Sites.* If UI/UX [is to be] provided by [UMGC], we assume [UMGC] is looking for responsive sites - How [does UMGC] plan to use Mobile and Tablet related access by users?”

**UMGC Response**

It is not 100% clear what is meant by “users” (content contributor, admin, or website visitor).

The website must be responsive and users on tablet and mobile must have a good experience with the website regardless of device. On the authoring/admin side, a responsive interface is a nice to have.

49. *Assets.* Please explain how [the UMGC] creative team processes assets? Is there any external agency [that has to] access Assets in DAM? Or it will be purely internal access?”

**UMGC Response**

It should be internal access. UMGc has an internal design team and even if some designs are done by external agencies, someone in the design team at UMGc will be able to load the assets into the DAM

50. “*Sites*. [Does UMGC] have any forms on the existing site? If yes, where [does] the form submission data gets stored currently?”

UMGC Response
<p>Yes, there are several forms on the website.</p> <ul style="list-style-type: none"><li>• Some data is just sent in email to an internal email address and to the user filling out the form.</li><li>• Some data is stored in tables in our current CMS and access if given to internal UMGC users through reports.</li><li>• Some data like lead form data is sent to Salesforce.</li></ul> <p>The new AEM implementation will need to support all 3 of these.</p>

51. “*Integration*. How [is UMGC] utilizing [the] Workfront Project Management system currently? [Does UMGC] track regular authoring tasks in Workfront? “

UMGC Response
<p>All requests to update the website come in to Workfront and tasks are assigned to Design Staff, Editors, Video Studio and Web Producers (content contributors). Authoring tasks are assigned to the Web Producers.</p>

52. “*Analytics*. New Sites to be integrated to GA-360 suite for existing reporting to work as is? But it also mentioned [UMGC is] planning to integrate with [Adobe Analytics - not GA 360]. Is there clear direction regarding the final reporting to be integrated with?”

UMGC Response
<p>Please see response to Question # 14.</p>

53. “*Target*. Target implementation – [P]lease elaborate the usage [in] more [detail] like is it just for A/B testing or is it envisioned to use for advanced personalizations?”

UMGC Response
<p>Both A/B testing as well as personalizations. UMGC currently does basic A/B testing on the website through VWO and that will need to be maintained (for example, testing changes text, colors, and images). UMGC will work up to more advanced personalization.</p>

54. *Sites/Assets*. Please share existing Taxonomy structure (if any) for sites and Assets”

UMGC Response
There is some basic taxonomy used to automate listings of academic programs for things like audience and “program verticals” (I.e. business, technology, health care). It’s more of a tag than structured taxonomy.

55. *Marketing Platforms*. What is the marketing platform is currently used by UMGC? A brief about marketing processes would be helpful to design the future solution efficiently.”

UMGC Response
Triggered based emails are sent through Salesforce Marketing Cloud and Salesforce. As well as Omnichannel where emails, texts, and calls are integrated into campaigns.

56. *Site Usage*. Please share the current traffic - usages of the current site(s).”

UMGC Response
UMGC attracts on average 65,000 users per day, including prospective and current students.

57. “Is the current website (<https://www.umgc.edu/index.cfm>) the only domain targeted to be re-platformed into AEM? Please identify others if applicable.”

UMGC Response
The other domain names that are to be targeted are: <a href="http://www.umgc.edu">www.umgc.edu</a> , <a href="http://asia.umgc.edu">asia.umgc.edu</a> , <a href="http://europe.umgc.edu">europe.umgc.edu</a> and other vanity domains.

58. “Are there are Globalization requirements that need to be supported (Languages)”

UMGC Response
There are pages on the Asia site that have multi-byte characters on them (mostly Japanese) that need to be supported.

59. “There is mention of working on site once its deemed safe and the inference is that it would be required full time. Is this the correct inference? Would UGMC be open to a hybrid model where travel could happen periodically?”

<b>UMGC Response</b>
UMGC will be working remotely until January at a minimum. Once it is safe to resume onsite operations, UGMC would like onsite meetings when appropriate. But it is assumed the majority of the work can be done remotely.

60. “There is reference to an Evaluation and Selection Committee but what roles specifically will be reviewing this technical proposal? Technical, Business, Management?”

<b>UMGC Response</b>
The evaluation and selection committee contains representatives from the business, technology and management teams.

61. “With reference to integration with custom tools via RESTFUL services could the AEM vendor expect support from UGMC development resources or SME's to provide documentation and or development support?”

<b>UMGC Response</b>
Yes, absolutely.

62. “For the Salesforce integrations, form embeds are mentioned. Will all forms be embedded from Salesforce or will forms also need to be built within AEM and tied to the CRM?”

<b>UMGC Response</b>
Both.

63. “What is the timeline to launch CampusNexus Engage and replace Peoplesoft? Are there existing APIs which can be used to integrate with either system? Will [a proposing firm] need to plan to integrate with both?”

<b>UMGC Response</b>
The new Student Information System (SIS) is planned to go live by April 2021, before the AEM implementation is complete. The current “integration” is based on a periodic export of data from PeopleSoft. The same export (or very similar) should be available from Campus Nexus.

64. “What development resources from UGMC will be available during the project and at what allocation? What are [the resources] skillsets? Are [the resources] expected to work in parallel to the consultant's development team?”

**UMGC Response**

There will be one or two technical resources from AccelerEd (UMGC's IT partner) available to answer questions and provide documentation and technical direction for integrations. There is no parallel work anticipated. The Vendor is expected to deliver the full solution with some technical consulting support (not hands on development) from UMGC/AccelerEd.

65. “How is Workfront currently used today? Will it own all asset related workflows or how will the functionality be divided between Workfront and AEM for the integration?”

**UMGC Response**

Workfront is used today to intake requests for the entire organization. In addition, store documents (Excel files, Word doc, etc.), record time on projects and collaborative communication. Workfront is used for project management and reporting on those projects. AEM will be used as a repository from which assets may be pulled for those projects.

66. “What approval and review steps are required as part of workflows within AEM?”

**UMGC Response**

UMGC is currently reviewing and developing workflows.

67. “Without the new design in place, [a proposing firm] would be limited to evaluating what AEM templates and components would be required to configure only based on the current website. Is it fair to say that the newly designed site would have similar functionality? What functionality doesn't exist on [UMGC's] current site that would be expected to be delivered as part of this engagement?”

**UMGC Response**

The functionality will be similar. The navigation and content will be new.

68. “What is the timeline for design delivery and hand-off? How will designs be handed off (what format/tools)?”

**UMGC Response**

Tentative design handoff is June 2021. Designs will be produced in InDesign.

69. “Related to permissions, what are the types of roles required? How many permission groups are expected (i.e. are groups of content managed by different groups within UMG)?”

**UMGC Response**

Yes. This is all to be determined. There will be a number of different groups with different sets of permissions for different areas of the site.

70. “Is there an ideal launch date or timeframe? The RFP mentioned 9 months but any specificity would be helpful. Are there any compliance or other requirements which need to be accounted for as part of go-live?”

**UMGC Response**

Fall 2021 (October, November).

71. “Training appears to be an important piece of the RFP. How many authors would be part of training requirements vs trainers as part of the train the trainer model?”

**UMGC Response**

Please see response to Questions #6.

72. “The RFP also mentioned training admins and developers. Is the expectation for the UMG development team to be fully trained for AEM development as part of this project or only be part of code hand-off, knowledge transfer, demos and other standard reviews?”

**UMGC Response**

Please see response to Questions #6. The expectation is that AccelerEd/UMGC development team would be trained to operationally support development after this project is completed.

73. “It would be difficult to specifically identify resources so far out from the start date (besides the Program Manager) by the time the submission is due. [A proposing firm] will happily adhere to all other requirements related to this requirement as the project start date moves closer (and assuming we are in contention). Is this agreeable?”

<b>UMGC Response</b>
The preference is to be able to evaluate the team that is assigned for this project, but UMGC understands it may not be possible to identify resources at this point with a project start date in November. At minimum please provide the roles that would be assigned to this project and the names can be given later.

74. “*Design/UX/UI*. Is ADA certification a consideration for post-launch?”

<b>UMGC Response</b>
The web site must be 508 compliant & accessible.

75. “*Design/UX/UI*. Are there any additional content [a proposing firm] should be considering?”

<b>UMGC Response</b>
Content includes copy, images, graphics, tools, forms and video.

76. “*Design/UX/UI*. Any requirement to integrate content from social media channels directly onto the website experience?”

<b>UMGC Response</b>
UMGC would prefer to add a requirement to integrate content from social media channels.

77. “*Design/UX/UI*. Which existing assets/designs will be used for the new site?”

<b>UMGC Response</b>
UMGC is currently redesigning the site. All page templates and navigation will be new.

78. *“Design/UX/UI.* Are there any predefined styles guides [a proposing firm] will need to adhere to?”

UMGC Response
UMGC’s plans are for a new style guide, and we do not have predefined style guide at this time.

79. *“Design/UX/UI.* Are there any other University sites that [UMGC feel] represent a north star in terms of the experience [UMGC would like] users to have?”

UMGC Response
There are no University sites that UMGC feels represent a “north star” in terms of user experience. UMGC can only base that judgement on performance of a competitor site, which is unknown.

80. *“Design/UX/UI.* [Does UMGC] need any assistance in defining an overarching content strategy? Content types per users.”

UMGC Response
Yes. It would be an asset to have an overarching content strategy.

81. *“Adobe Test & Target.* [Is UMGC] using any optimization or personalization tools today? If so, which tool(s) [is UMGC] using?”

UMGC Response
Today UMGC is using VMO for A/B testing. UMGC is not doing any personalization yet.

82. *“Adobe Test & Target.* [Does UMGC] have any pre-defined targets or segments?”

UMGC Response
No, but UMGC is interested in building at least some basic personalization early on, and over time would like to get more sophisticated in that regard.

83. *“Adobe Test & Target.* Are there specific landing pages that are being utilized for the majority of the traffic or are landing pages organic/fluid based on user types?”

UMGC Response
Yes, there are approximately one dozen landing pages on which all advertising traffic lands.

84. *“Adobe Analytics.* Have the business owners engaged in a guided BRD (Business Requirements Document) or SDR (Solution Design Reference) for the current analytics framework or Adobe Analytics sales process? Or does any other type of documentation exist for the current Google Analytics 360 implementation?”

UMGC Response
Not yet. UMGC currently has an analytics firm (as part of our GA360 contract) who will be involved as necessary. UMGC will be re-evaluating our current analytics approach as part of the new web site development.

85. *“Adobe Analytics.* Has the Adobe Analytics contract already been finalized? If so, what are the allocated server calls (annual)?”

UMGC Response
Please see response to Question # 14.

86. *“Adobe Analytics.* Are there any reports or dashboards based on Google Analytics data that are currently being used by the business owners?”

UMGC Response
Yes.

87. “In order for [a proposing firm] to best understand [UMGC’s] consumer journey and design needs, would [it] be possible for [a proposing firm] to get read-only access to [UMGC’s] analytics platform (Google Analytics, Adobe Analytics, etc?)”

UMGC Response
That information can be provided to the awarded firm.

88. “What are the success criteria for this project in the near and far terms? Revenue, retention, awareness?”

<b>UMGC Response</b>
The success criteria are visitation, engagement, conversion, and optimization of content to improve all of those.

89. “What criteria will [UMGC] most utilize to select a partner?”

<b>UMGC Response</b>
Technical Evaluation Criteria, and the Technical Evaluation Process are explained in Section III, Articles 1 and 2, beginning on Page 12 of the RFP document. Please review for complete Technical Proposal response requirements.

90. “UMGC’s AEM licensing is AEM Assets for AEM Sites, [can UMGC] please confirm if [UMGC has] licenses for AEM Sites as well as AEM Assets?”

<b>UMGC Response</b>
At the time this RFP was issued, UMGC has not acquired licensing. UMGC will acquire the appropriate licenses prior to the start of implementation, in a separate procurement.

91. “Could [UMGC] please elaborate on number of AEM Sites pages and assets, number of unique templates and components, number of site visitors in order to estimate quantity of work?”

<b>UMGC Response</b>
UMGC estimates 3,000-4,000 AEM Sites pages, and roughly 10,000+ other assets including images, documents, etc. Please see response to Question # 56 for the number of daily visitors.

92. “What defines success for this implementation?”

<b>UMGC Response</b>
UMGC’s objective is described in Section II: Scope of Work beginning on Page 7. The implementation will provide UMGC with a new content management system that is easier for UMGC to maintain content in. The CMS will also provide a way to have distributed content authoring across the organization and provide a good experience for prospective students.

93. “What are UMGC’s goals for this implementation?”

UMGC Response
Please see the response to Question # 92. UMGC’s ultimate goal for this implementation is a nimble CMS that facilitates accuracy, speed, distributed content and minimal need for development work on-going.

94. “What are the main pain points in managing the site on the current platform(s)?”

UMGC Response
The current CMS configuration is complex, cumbersome and requires extensive editorial, production and development, to maintain. This results in slow turn around. Accuracy is also an issue as it relates to the absence of a staged UAT/QA area in some cases.

95. “Has UMGC identified the fundamental different personas that access the website (not referring to any marketing segments [UMGC] may have identified)?  
a. How extensive are these, and when were they created or last updated?”

UMGC Response
Yes, the fundamental different personas were created as part of UMGC’s current re-design process. a. The base personas have existed for over 4 years and was refreshed recently while working with a vendor on the content and redesign mockups

96. “Is the scope of work limited to the www.umgc.edu domain, or does it include other domains such as alumni.umgc.edu, impact.umgc.edu, globalmedia.umgc.edu, webapps.umuc.edu, other locations such as Asia or Europe, etc.?  
a. Please provide a full list of all domains within the project scope  
b. Is the long-term vision to bring more domains onto AEM?”

UMGC Response
Please see the response to Question # 57. There are no plans to bring more domains into AEM at this time.

97. “Assuming the www, alumni, impact, globalmedia, and other domains will all remain separate, is there a desire for some of the sites to have a bit of uniqueness in their look and feel while still within the global brand guidelines?”

<b>UMGC Response</b>
All sites in scope should be consistent to the UMGc graphic standards that all functional areas follow. There is flexibility in the look and feel in non-prospect sites if they are within best practices and brand standards.

98. “Does the scope of work include the logged in experience?”

<b>UMGC Response</b>
This is not included in scope for the purposes of the RFP technical response.

99. “What, if any, are the accessibility requirements?”

<b>UMGC Response</b>
The accessibility requirements are WCAG AA 2.0.

100. “[Does UMGc] have any user flows for the existing experience(s)? How extensive are these, and when were they created or last updated?”

<b>UMGC Response</b>
Yes, there are multiple user flows for the existing experiences. Some are extensive some are not. The experiences are continuously updated.

101. “[Does UMGc] have any existing journey mapping outputs (steps, pain points, opportunities, etc.)? How extensive are these, and when were they created or last updated?”

<b>UMGC Response</b>
UMGC has some journey mapping outputs and research regarding pain point of our site. These are not extensive and were produced for guidance in the web site redesign.

102. “[Has UMGC] performed any usability testing, preference testing, or similar user-centered task-based evaluations of [UMGC’s] site? If so, can those findings be shared?
- a. Are there any known problems in the current digital offerings? (ex: usability, WCAG compliance, responsive display, etc.)”

**UMGC Response**

UMGC has conducted some usability testing, primarily on our self-service tools. The findings will be shared with the awarded firm.

a. The findings will be shared with the awarded firm.

103. “Are there any current or planned initiatives that will impact overall brand or styles (visual design, tone and voice, etc.) for this project or that will adopt outputs of this initiative?”

**UMGC Response**

With the website redesign 3.0, a new web style guide is planned. The visual design is likely to be different, the fonts and colors are likely to remain the same. There is also an editorial style guide that has a focus on voice and tone, etc.

104. “Assuming login is in scope, will <https://sso.umuc.edu/> continue to be used for end user login?”

**UMGC Response**

No. Prospect student login is not in scope.

105. “What system(s) currently store the end user data for logged in users? Will user data need to be migrated to the new system?”

**UMGC Response**

This information is not applicable to the RFP response. System information will be shared with the awarded firm.

106. “What technology is powering the current site search?”

**UMGC Response**

Google Site Search is powering the current site search.

107. “Per requirement 2.1.1.6, what type of data is UMGC intending to store and would it be to existing systems or new?”

**UMGC Response**

Please see response to Question # 50 for more context. PII is collected from prospective students through lead forms. The data is stored in existing systems.

108. “There appear to be numerous forms on the website. Do these all funnel to the same back end system, or are there different systems for the different form types?”

**UMGC Response**

The forms do different things in the back end. Please see the response to Question # 50.

109. “The footer contents change slightly between site sections (e.g. Prospective Students vs. Administration). Is this an intentional difference, or a symptom of a challenge with the current platform(s)?”

**UMGC Response**

This is an intentional difference.

110. “How does the Adobe Analytics and Adobe Target scope of work relate to the current setup that leverages the Google stack (GTM, GA360)? [Does UMGC] intend to run both stacks in parallel for some time?”

**UMGC Response**

Please see the response to Question # 14.

111. “To what level [does UMGC] want to integrate GTM per requirement 2.1.4.5? [Does UMGC] intend to replace GTM with Adobe Launch as the primary tag management system? If so, [does UMGC] consider the migration of existing MarTec tags from GTM to Launch as in-scope?”

**UMGC Response**

Please see response to Question # 14.

112. “When was the last time [UMGC] audited [UMGC’s] digital assets?”

UMGC Response
UMGC is currently conducting an audit as part of the website re-design.

113. “[Does UMGC] have clear naming conventions for categorizing and tagging [UMGC’s] assets?”

UMGC Response
UMGC has naming conventions in place but is looking for guidance to make sure we are following best practices for categorizing and tagging assets clearly.

114. “[Does UMGC] have a clear file structure and taxonomy (naming convention) for [UMGC’s] digital assets?”

UMGC Response
UMGC has a naming convention in place for digital assets but is looking for guidance to make sure we are following best practices for clear file structures and taxonomy.

115. “[Does UMGC] have a naming convention for tagging (metadata) assets?”

UMGC Response
There are some conventions for metadata on assets such as images and documents.

116. “Are all of [UMGC’s] digital assets centrally located, and if so, are they located in a CMS?”

a. If not in a CMS, where [does UMGC] store them?”

UMGC Response
The assets currently in use on the site are mostly centrally located within the CMS. a. A few reusable assets are on a static web server.

117. “If [UMGC’s] digital assets are not centrally located, how many locations do they exist in?  
a. Do they share the same file structure and taxonomy?”

UMGC Response
Please see response to Question # 116.

118. “[Does UMGC] use workflow software or an editorial calendar for planning / creating / revising assets?  
a. If so, what [does UMGC] use and is it shared across [UMGC’s] teams?  
b. If not, how [does UMGC] currently manage planning / creating / revising [UMGC’s] assets?”

UMGC Response
Some, but not all updates are seasonal and related to a calendar. a. N/A b. Unplanned updates are typically related to legal, academic program and policy changes.

119. “1. *Purpose / Description*. Can UMGC highlight pain points in [UMGC’s] current implementation of AEM?”

UMGC Response
The current implementation of AEM is used by a different department at UMGC and is not related to this project. There is no visibility into that department’s pain points.

120. “1. *Purpose / Description*. Are there any specific considerations on moving to AEM? What specific capabilities of AEM is UMGC trying to capitalize?”

UMGC Response
Specific capabilities that UMGC is trying to capitalize on include: workflow, a/b testing, personalization, ease of content authoring.

121. “2. *Scope of Work*. Does UMGC have any specific reference site which UMGC want to emulate in terms of features and the requirement they have?”

UMGC Response
No.

122. “2.1.1 CMS and DAM capabilities. Can UMGC share some metrics on the site/ application to be built like rough number of pages to be created, or components and template required?”

UMGC Response
There are roughly 1,000 pages to be created.

123. “2.1.1 CMS and DAM capabilities. Are there any specific requirements related to performance and security?”

UMGC Response
Yes, the CMS needs to handle current load. Pages need to load in less than 3 seconds (on average). Website needs to be secure (not hackable, information can't be exfiltrated). A security audit may be available before the system goes live.

124. “2.1.1 CMS and DAM capabilities. Is integration with Social Media required?”

UMGC Response
Yes.

125. “2.1.1 CMS and DAM capabilities. Is content migration in scope?”

UMGC Response
Yes.

126. “2.1.1 CMS and DAM capabilities. Number of languages do we need to have the site implemented?”

UMGC Response
One.

127. “2.1.1 CMS and DAM capabilities. Do the UI (html) design and development need to be considered in scope of partner work? Or will UMGC provide any of these?”

**UMGC Response**

As far as the public facing website, UMGC will provide those. Regarding UI for the CMS and DAM capabilities, UMGC should be using what comes with Adobe. Customizing the DAM admin or CMS authoring UI is not in scope. However, creating components and templates is in scope.

128. “2.1.1 CMS and DAM capabilities. Are there any transaction related pages need to be implemented?”

**UMGC Response**

Lead forms are transactional and are in scope as is every other form.

129. “2.1.1 CMS and DAM capabilities. Are there any specific DAM related requirement[s] [that] say, [does a proposing firm] need to implement Digital Media?”

**UMGC Response**

There are integrations needed with Workfront and other marketing tracking and scheduling tools. There may also be a need to store references to videos on other platforms like YouTube with additional metadata.

130. “2.1.4 Integrations. Need some more details about integration requirement with Workfront project management program.”

**UMGC Response**

Additional Workfront integration requirements are to be determined.

131. “2.1.4 Integrations. Does the site require user registration and authentication? Also is there any LDAP integration is scope?”

**UMGC Response**

LDAP, and login only for authors, devs, and DAM administrators. Not for the public website.

132. "2.1.1 CMS and DAM capabilities. Is there any recommendation for the Search tool to be used?"

UMGC Response
No.

133. "2.1.1 CMS and DAM capabilities. Are there any specific mobile or other devices related requirement?"

UMGC Response
The assets in the DAM and CMS need to be viewable by the public on any and every device type. For authoring and Administration, the assets can be desktop/laptop accessible.

134. "2.1.3 Analytics and Reporting Capabilities. Are there any specific challenges on your website/mobile apps? For example, Lower Conversion, High Bounce Rate or Lack of engagement, etc? Please list a few high-level details."

UMGC Response
No. But UMGC is always looking to improve and hope that AEM will aid here.

135. "2.1.3 Analytics and Reporting Capabilities. Adobe analytics comes in 3 different packages [Select, Prime, Ultimate]. As part of [UMGC's] foundational package of Adobe, is it safe to assume that UMGC got license for "Select" version? Please confirm."

UMGC Response
Please see response to Question # 14.

136. "2.1.2 Personalization Capabilities. Adobe Target comes in 2 different packages [Standard, Premium]. As part of [UMGC's] foundational license package, is it safe to assume that UMGC got license for "Standard" version? Please confirm."

UMGC Response
Yes.

137. *“2.1.3 Analytics and Reporting Capabilities. Are [UMGC] using a Tag Management system to track analytics and 3<sup>rd</sup> part marketing tags? If so, which is it? Please specify.”*

**UMGC Response**

Yes, Google Tag Manager is used.

138. *“2.1.3 Analytics and Reporting Capabilities. Beyond AEM, Analytics & Target, what are the other tools [UMGC plans] to use as part of Adobe Experience and Marketing cloud (have taken license for)? Please specify.”*

**UMGC Response**

See response to Question # 14. Google Analytics and Google Tag Manager will also be used. Please see Section II, 2.1.4., on Page 8 of the RFP for integration details.

139. *“2.1.3 Analytics and Reporting Capabilities. [Does UMGC] use any CDP and/or DMP systems in your current MarTech stack? If so, please specify.”*

**UMGC Response**

No.

140. *“2.2.5 Reporting, Analytics, and Dashboard. There is a brief mention about Google 360 and Google Analytics. Does UMGC plan to continue with Google 360 suite of products parallel to Adobe Analytics & Target? If not, would [UMGC] be interested to know about the migration approach to Adobe from Google 360? Please advise.”*

**UMGC Response**

Please see response to Question # 14.

141. *“5. Proposal Closing Date/Due Date and Time. Will UMGC consider extending proposal due date by 1 week, this will extension will allow vendors to incorporate changes resulting from Q&A response from UMGC. Currently it is not specified when UMGC plan to respond to vendor questions.”*

**UMGC Response**

No. At this point the schedule will remained unchanged. Notification will be sent out via Addendum if there is any change to the schedule and posted on UMGC's bid board.

142. “2.3 Proposed Implementation Schedule. Is UMGC looking for sample implementation schedule in this section?”

**UMGC Response**

Yes. Please see Section III, Article 1, 2.3, on Page 14 of the RFP for full details.

143. “2.6 Insurance. Can vendor provide standard insurance complying to requirements of UMGC? As actual insurance can be procured before the start of the project?”

**UMGC Response**

Potential proposing firms are required to submit a copy of their Certificate of Insurance as described in Section III, Article 1, 2.6 on Page 15 of the RFP.

144. “2.3 Proposed Implementation Schedule. Does UMGC [have] any specific requirements on timeline to be met for this implementation? [A proposing firm assumes] that this is [a] preliminary implementation schedule, which will be further refined during due diligence with UMGC. Please validate [a proposing firm’s] assumption.”

**UMGC Response**

Yes, the schedule will be further refined over time and as more details about the implementation are worked out.

**ACKNOWLEDGEMENT OF RECEIPT OF ADDENDA FORM**

**Solicitation:** UMGC RFP #91819 – AEM Cloud Service Implementation

**TECHNICAL PROPOSAL DUE DATE:** Friday, September 11, 2020 at 2:00 PM ET

**NAME OF PROPOSER:** \_\_\_\_\_

**ACKNOWLEDGEMENT OF RECEIPT OF ADDENDA**

The undersigned, hereby acknowledges the receipt of the following addenda:

Addendum No. <u>  1  </u>	dated <u>09/01/2020</u>
Addendum No. <u>          </u>	dated <u>                  </u>
Addendum No. <u>          </u>	dated <u>                  </u>
Addendum No. <u>          </u>	dated <u>                  </u>
Addendum No. <u>          </u>	dated <u>                  </u>

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