ADDENDUM ONE TO ALL FIRMS:

Reference: Request for Proposal (RFP) #LP0121908

Commodity: Executive Coaching and Consulting Services

Dated: December 19, 2009

Proposal Due: January 16, 2009

Please reference the following for clarifications and changes to the RFP #LP0121908 issued on December 19, 2008 for Executive Coaching and Consulting Services:

1. Of the “Specific Skills Required,” is “must be a certified coach” an absolute requirement or is it only a weighted factor in the final contract award? The requirement for a certified coach is an absolute requirement for the lead coach/coaching manager.

2. In Section B 1 c, you ask for coaches to match the demographics of the industries represented in the class. Can you furnish the industries, and also the home locations for the class so we can utilize appropriate background and local coaches where available? Student profile information for the Class of 2010 is available on line. Go to [http://www.darden.virginia.edu/html/programs.aspx?prog=mbaex](http://www.darden.virginia.edu/html/programs.aspx?prog=mbaex) and click on student profile.

3. Do you have specific coaching amounts (times per month, session, etc) or are you looking for recommendations for that in our proposal? Is team coaching (which helps solidify team leadership) possible? In the past Darden has offered five hours of individual coaching. How that time is used is a decision made between coach and student. Team coaching is not possible.

4. In Section B 2 e. and f., can you furnish the results of the debrief from the current and prior classes? Also for coaches that did not continue in the program, what were their reasons given? Was it related to logistics, students, or the coaching company? Generally, coaching was very well received in the past. Debrief data is not available as part of this process. The “fit with students” (based on student feedback) was the major reason any given coach did not continue in the program.

5. In Section B 2, are there a specific number of meetings, length of participation during the Leadership Residency 2, number of debriefs that are expected or is that up to the bidder to propose? In the past Darden has offered five hours of individual coaching. How that time is used is a decision made between coach and student. Because of the timing of Leadership Residency 2 and the timetable of events during the RFP process, participation during Leadership Residency 2 is no longer possible. One formal debrief at the end of coaching is expected.

6. Is there any limitation on offering additional services directly to the clients? For example, 360 instruments or team assessments/coaching in their natural work environment which would be outside the scope of this work. Darden does not require additional assessments at this time. However, the final Agreement with the Selected Firm may allow for the University to reserve the right to request the Firm to provide additional related services.

7. The RFP indicates that the lead coach/manager should be certified and that certification is preferred for all coaches. Is it actual coaching experience (at the appropriate levels) or certification that you seek? If it is certification, given the numerous types of certifications and certifying agencies which certification(s) do you require? Darden requires that the lead coach have a coaching certificate from a certifying coaching institution (e.g. Georgetown). Darden also desires that lead coach, as well as all coaches, to have substantial coaching experience with mid to senior level executives.
8. How are your expectations different today from your previous RFP and the services you received from your previous provider? Darden’s expectations are for world class delivery and service, which is exactly what has been expected and received in the past.

9. Are you looking to replace the incumbent firm or are you following a standard purchasing process that requires periodic re-bidding of work? Darden is following standard procedures to periodically compete services.

10. Will Darden graduate owned firms receive any preferential consideration? No.

11. Given the need for curriculum design and academic grading as noted in the RFP, to what degree is the academic experience of the lead coach or other members of the team important to selection? Academic experience (meaning having experience teaching or in curriculum design) is preferred for the lead coach, but not necessary for other coaches.

12. The RFP states that the expected award date is March 16, 2009 (p. 2 of the RFP) and the coaching component begins during Leadership Residency 2 in March 2009 (p. 3 of the RFP) with meetings to take place prior to the start of the coaching component (p. 4 of the RFP). During what time frame will preparation meetings take place prior to the start of the coaching component in order to finalize the coaching curriculum? Because of the timing of Leadership Residency 2 and the timetable to events during the RFP process, participation during Leadership Residency 2 is no longer possible. Preparation will take place between the time the contract is awarded and the introduction of coaching sometime in April.

13. The RFP states that coaches must be willing to come to Darden for one day to meet with students (p. 5 of the RFP). In addition to this meeting, what expectations does the program have vis a vis the frequency of meetings between coach and student (ie, twice a month) and the medium of those meetings (ie, in-person, by phone) during the term? In the past Darden has offered five hours of individual coaching. How that time is allocated and what medium is used is a decision made between coach and student.

14. What assessments are provided to students in advance of the coaching component (ie, MBTI, FIRO-B, 360 Prospector, etc.) if any, and how and by whom is the debriefing of those instruments handled? Students will have taken 360Prospector, MBTI, Insights, Belbin as part of the academic experience. Debrief is handled by the Darden faculty members administering these instruments.

15. The RFP states that selected coaches should match the industry/functional demographics of the class (p. 4 of the RFP). What are the representative industry/functional demographics of the class? Student profile information for the Class of 2010 is available online. Go to [http://www.darden.virginia.edu/html/programs.aspx?prog=mbaex](http://www.darden.virginia.edu/html/programs.aspx?prog=mbaex) and click on student profile.

16. What is the current structure of the coaching component of the Professional Advancement Course (PAC), including number of hours in group classroom instruction and number of hours in individual coaching? Coaching is introduced during a 1.5 hour class session, followed by meeting between coach and coachees. Individual coaching has been five hours in the past over a period of 6-7 months.

17. Please provide completed student evaluations, without student names, of the coaching component of the PAC. These are not available as part of this process.

18. What is the number of hours you prefer under this RFP for group classroom time for the coaching component of the PAC? Introduction of the coaching component and conducting the brief are the only available classroom times.

19. What is the number of hours you prefer under this RFP for individual coaching time for each student during the coaching component of the PAC? In the past Darden has offered five hours of individual coaching. How that time is allocated and what medium is used is a decision made between coach and student.

20. What is the name of the current provider of the coaching component of the PAC? Philosophy IB

21. The RFP states “(6 students per coach means 10 coaches total).” Do you have a preference for the minimum or maximum number of coaches available to students as a potential coach for the individual coaching portion of the PAC? Darden desires ten coaches. Each coach will have six students.
22. The RFP states that the expected award date is March 16, 2009; that the “The coaching component starts during Leadership Residency 2 (March 2009).…”; and that the Lead Coach “[p]articipate[s] in meetings prior to the start of the coaching component.” The online calendar for the Executive MBA program shows that Leadership Residency 2 is March 1 to March 7, 2009. What is the preferred start date for 1) work under this RFP and 2) work with students? Work would start as soon as the contract was awarded. Introduction of coaching to students (when they meet coaches) could take place in early April (April 9-11) or the first weekend in May (April 30-May 2) (the two weekends for Term 4). Because of the timing of Leadership Residency 2 and the timetable to events during the RFP process, participation during Leadership Residency 2 is no longer possible.

23. Is it possible for work to begin in mid-February? No.


25. Who is the incumbent, if any, for this engagement? If there isn’t an incumbent, what has led UVA Darden to add a coaching component to their MBA for Executives program at this time? Philosophy IB

26. What are the expectations, if any, around in-person coaching sessions vs. telephone coaching once the in-person match has been made between coach and coachee? After the initial face to face meeting, other coaching sessions may be on the phone.

27. What is the expected minimum/maximum number of coaching hours per student, if any? In the past Darden has offered five hours of individual coaching. How that time is allocated and what medium is used is a decision made between coach and student.

28. Given that the selected vendor is expected to design the associated coaching curriculum for the course, including readings, breakthrough paper guidelines and course evaluation criteria: What information is available regarding UVA’s requirements or general expectations, if any, regarding these components? There is nothing available about Darden’s criteria.

29. Is the 6 students to 1 coach ratio (for a total of 10 coaches) a hard requirement of the engagement, or may the selected vendor reduce the ratio by involving more coaches, if feasible? Ratio is a hard requirement.

30. On page 4, under the header "Specific Skills Required," point 1, it states the Lead Coach or Coaching Manager must be "certified." Also under point 1, part C, first bullet, it states "certification is highly preferred." Please explain what is meant by certified/certification. Lead coach must have certification from an established coaching certification institution (e.g. Georgetown). Other coaches are not required to be certified as defined above.

31. Do you have an estimated number of hours per week or per month that you would like the Lead Coach/Manager to be available for on-site meetings? No

32. Is it acceptable for the Lead Coach/Manager to also serve as one of the performance coaches? Yes, that is expected.

33. How many sessions of coaching and over what period of time, are to be provided for each MBAE program participant? In the past Darden has offered five hours of individual coaching. How that time is allocated and what medium is used is a decision made between coach and student.

34. Could you please provide instruction on how you would like the price quote structured? Please provide a total delivery cost with component breakdown.

35. Is the Darden School currently using the assessment tools listed in the RFP or have any assessment tools been chosen or preferred, and should our proposal include the price of the preferred tool? No additional assessment tools are needed. Students have already completed the assessment tools listed in the RFP.

36. Please define “performance based coaching”. This is coaching targeted at improving the students’ leadership performance as part of her or her leadership challenge, as opposed to coaching that might help a student figure out a new career direction or locate a new job.

38. Would the buyer consider co-lead coaches? Yes
39. In addition to collaborating with other Darden faculty in organizing and outlining the leadership curriculum, will the lead coach(es) be responsible for delivering some or all of the leadership lectures? Should this be included in the proposal? Coaches will not be responsible for leadership lectures.
40. Is there a preferred pricing structure? (i.e. Hourly rate or a fixed price per student to receive a specific number of coaching sessions plus travel?) Preference is for a total delivery cost with component breakdown.
41. What is the actual time commitment for this initiative? Start and end date? April 2009 through October 2009.
42. There are several references to time periods, i.e., Leadership Residency 2, Term 4, Term 6, end-of-core weekend, etc. Can a full listing/schedule for the time periods / semester components of this deliverable be provided (with start and end dates)? Term 4 consists of 2 weekends - April (April 9-11) and April 30-May2). Coaching would begin during Term 4 during one of those weekends (probably the 1st) then and continues through the summer. It finishes at end of core weekend which is the first weekend in October, 2009.
43. What type of activities between the Darden School and Selected Firm are expected between contract award and term start? Design of curriculum and course, identification of coaches, on-boarding of coaches, preparations to begin the coaching in April 2009.
44. Can you please expand on preferences and requirements for in-person vs. remote activities? How much and what of each? Some of the questions below may better explain areas where we are looking for confirmation of how services can or need to be delivered. After the on-grounds face to face session, the medium of delivery of coaching sessions is up to the discretion of student and coach.
46. On RFP p.3: Term 6 (November 2009) - What is the actual end date? Term 6 consists of 2 weekends – August 6-8 and August 27-29.
47. On RFP p. 4, #2a: Is participation preferred/required to be onsite in Charlottesville or can/will participants be located remote? Meetings prior to the coaching component will be in Charlottesville.
49. On RFP p. 4, #2c: Does the Lead Coach need to be present in Charlottesville April 9-11, 2009 for the coaches' introduction? Yes. If so, does the Lead Coach need to be present for all 3 days? No If the Lead Coach must be present, can the Lead Coach assign a designate on his behalf just for this deliverable? No Our ideal resource for Lead Coach has a conflict due to Spring Break w/family and already established vacation plans. He can be present in person on April 9 only (but available April 9-11 if remote participation acceptable). We would like to know in-person requirements here, so that we can either fulfill this requirement with the Lead Coach remote, or identify another resource with no date conflict as Lead Coach. Actual day and time of coaching introduction cannot be determined until the academic schedule for that weekend is established.
50. On RFP p.4, #2d: What is the actual timeframe for the coaching period? Are the periodic debriefs w/relevant Darden faculty & staff to be done in person or remote? Coaching period begins in April and ends in September, 2009. Debriefs can be in person or remote.
51. On RFP p.4, #2e: Is the coaching debrief for students during end-of-core weekend (Oct. 2-3, 2009) to be done in person or remote? In person.
52. On RFP p.4, #2f: Is the coaching debrief w/appropriate Darden faculty & staff to be done in person or remote? What is the timeframe for the process to be completed by? This debrief is done in person after the coaching process has been completed at a mutually agreeable time.
53. On RFP p. 5, #3a: Is this the only time coaches and Lead Coach are to come to Darden in person, for meeting the students? Yes Are all other activities to be done via remote collaboration? Yes
54. On RFP p. 5, Section D #3: Please clarify what is meant by "estimated start date of the services from the time of the order". If the expected award date is March 16, 2009 and the coaching component begins in Leadership Residency 2 (March 2009), wouldn't our services begin
immediately upon award? No work can take place before the contract is awarded. As a result, the schedule in the proposal requires adjustment. Because of the timing of Leadership Residency 2 and the timetable to events during the RFP process, participation during Leadership Residency 2 is no longer possible.

55. The RFP mentions Coaches will be given 6 people each to work with. Will these groups be coached together as a group, individually, and/or some of both? If so, how much of each is expected? All coaching is individual. Coach meets with all his or her coaches together on grounds as well as individually.

56. Please confirm that the RFP response, in addition to any RFP-related questions, is to also be submitted to you via email. Yes

57. Can we get a syllabus of the program the students are following? Please consult Darden’s MBA for Executives website for general program information and descriptions.

58. Some of our coaches use different instruments for assessment (i.e.: DISC vs. Myers-Briggs) – will all the coaches need to use all the same instruments for working with their teams of 6? Assessments have already been administered to students. Coaches are not expected to do their own assessments.

59. If it is necessary to use the same instruments, can they be administered with the group all together or will each coach need to work within their teams? Coaches do not need to administer additional instruments.

60. Are there a required number of hours each month (or the entire program) for each coach to work with their students? Our standard procedure is two forty-five minute sessions and unlimited e-mail support each month. If you are looking for something different, please advise. Breakdown of coaching time is at the discretion of coach and student.

61. Should travel expenses be submitted separately from the coaching cost or all figured in together? Please include travel costs as part of the final figure.

62. Is the date and time set for the 1 1/2 hour group meeting and ½ hour individual sessions with students? If so what is the date and time? Will the ½ sessions be directly after the 1 ½ hour group meeting? Coaching will be introduced the weekend of April 9-11. Day and time have yet to be determined.

63. Can you give more details regarding the requirements of the breakthrough paper? Length of paper and grading criteria? These are to be determined by the lead coach.

64. Can we create a continued follow-up program with students to follow progress and execution of solutions for their leadership challenge? No.

65. Can you give us a ball park range of total program price you have had in the past and/or price you are currently looking for? We want to make sure we are submitting an acceptable program price. <click here for “Previous PO for Executive Coaching”>

66. What are the provisions for renewal? This is stated in beginning of the RFP.

67. Has Darden engaged a firm to provide coaching services within the MBA for Executives Program for current or earlier classes of MBAE students? Philosophy IB

68. How much time (days) is anticipated onsite during Leadership Residency 2 (March 2009)? [RFP para B.2b] None. Because of the timing of Leadership Residency 2 and the timetable to events during the RFP process, participation during Leadership Residency 2 is no longer possible.

69. How much time is anticipated onsite for the "periodic debriefs" with relevant faculty & staff? [RFP paras B.2d & 2f] As needed.

70. How much time is anticipated onsite for preparatory activities, e.g. curriculum design, matching students with coaches, & development of an "on-boarding process" for coaches, etc.? [RFP paras B.1b, d & e] That is at the discretion of the coaching firm.

71. How much time are the individual coaches anticipated to be onsite beyond the one day mentioned in RFP para B.3a? None

72. How many coaching sessions are required for each student? The RFP mentions in B.3a that there is a one day group meeting for 1.5 hours and a 0.5 hour individual session for each session. We are assuming there is more coaching than this? In the past Darden has offered five hours of individual coaching. How that time is allocated and what medium is used is a decision made between coach and student. These five hours are beyond the initial coach and student meeting.
73. Is the coaching to be done in person or via phone? Either
74. How do you want this request to be priced? Per coaching session or a lump sum? Lump sum
75. In Section B.1c it states that 10 coaches are needed. Why so many coaches? Allows for best matching student background and needs. Is there a limit of 6 students per coach or a certain time period within the coaching sessions need to be completed? Both

If you have any questions concerning this Addendum or the RFP, please contact me at (434) 924-4216. Thank you for your participation in this RFP process. I look forward to receiving your firm's proposal by the due date and time.

Sincerely,

Lori Ponton
Senior Buyer

Please sign below, acknowledging receipt of this Addendum and return this document with your response to the RFP.

__________________________________________  __________________________________________
Signature                                      Name of Firm

__________________________________________  __________________________________________
Please Print Name of Person Signing Above      Date