

Holland College

Request for Proposals

1. Introduction: *Holland College*

Holland College invites qualified firms to provide services related to the development of a Strategic Plan for Holland College. The plan will guide the College over the next five years. The Strategic Plan should be based on input from internal and external interest groups, factors affecting higher education generally and Holland College specifically, and be grounded in data.

Founded in 1969, Holland College is the community college system for the Province of PEI, providing skills-based and technical training in support of the economic development of the Province. For the past decade, the College has operated in an increasingly complex and competitive post-secondary environment, shaped by shifting demographics, declining domestic enrolment, recent declines in international enrolment, heightened accountability expectations, evolving student expectations, and growing employer demand for responsive, flexible training. At the same time, rapid advances in technology and evolving labour market needs have required the College to adapt how programs are delivered, how students are supported, and how it contributes to PEI's workforce and economic priorities.

To guide the institution in addressing these challenges, Holland College seeks proposals from experienced consultants to assist in developing a comprehensive strategic plan for 2027-2031. Utilizing a broad-based collaborative process, the consultants will work with all segments of the College community to build on previous planning efforts and develop strategic direction and goals to advance the institution's vision, mission, and core values across all areas of the College.

2. Strategic Plan Steering Committee

Holland College will establish a Strategic Plan Steering Committee to work with the selected firm. The Committee shall include the College President and Vice Presidents, Secretary to the Board of Governors, Chief Financial Officer, and representatives from Faculty, Staff and Students.

3. Proposed Scope of Work: *Strategic Planning*

The firm shall work with College personnel and the Strategic Plan Steering Committee to facilitate the development and implementation of the FY2027-2031 Strategic Plan, featuring rolling, multi-year short-term plans with objectives and policies to guide the College's growth and direction over the next five years. The plan shall include at a minimum:

- Engagement Strategy and Summary Document
- Vision and Mission Statement
- Statement of Institutional Core Values
- Desired Future State
- Strategic directions for the next 5+ years
- Strategic goals for the institution
- Implementation Plan
- Key Performance Indicators: measurable indicators used to monitor progress toward strategic plan goals

The Strategic Plan must take into account: (i) historical circumstances; (ii) present-day challenges, (iii) future changes affecting education services and (iv) the population patterns of the college's service delivery area.

Ultimately, the Strategic Plan should include broad directives, objectives, and strategies to strengthen the College's position and elevate its standing within the post-secondary and workforce development landscape.

4. Methodology and Approach

- Develop a collaborative, integrative, efficient planning process customized to Holland College's specific needs
- Design an engagement process that includes internal and external interest groups, including students, alumni, faculty, staff, government, industry, Indigenous Communities and community groups.
- Ensure the meaningful inclusion of all interest groups in the Engagement Strategy
- Support the Strategic Plan Steering Committee and subcommittees in gathering and organizing internal and external environmental assessments
- Analyze data from existing institutional, labour market, demographic and economic analysis
- Review existing planning and assessment documents, including the most recent strategic plan
- Complete a Strengths/Weaknesses/Opportunities/Threats (SWOT) analysis
- Develop summary reports highlighting key findings, themes and recommendations for strategic direction
- Review vision, mission and value statements with the development of new strategic priorities
- Develop an implementation plan and evaluation matrix with meaningful performance-based indicators/metrics
- Develop a communications plan for the launch of the new Strategic Plan
- Formulate drafts of the strategic plan through an iterative process that incorporates interest group feedback and guidance from the Strategic Plan Steering Committee
- Prepare the final strategic plan and supporting documents to be adopted by the Board of Governors not later than March 1, 2027.

5. Project Schedule – Milestones

Assuming a signed contract and project kickoff by September 1, 2026, the following deliverables are required. Although this schedule is based on our current timelines, it is subject to change.

Milestone	Start Date	End Date
Approach, Process & Design	September 1, 2026	September 30, 2026
Community Engagement	October 5, 2026	December 15, 2026
Plan Development	December 15, 2026	January 29, 2027
Preliminary Plan		January 29, 2027
Socialize Plan	February 1, 2027	February 22, 2027
Develop Final Strategic Plan	February 22, 2027	February 29, 2027

Final Strategic Plan		March 1, 2027
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6.0 Proposal Requirements

Consultants are required to submit a proposal that includes the following:

1. A Submittal Letter, including the RFP's title and submittal due date, the name, address, and telephone number of the responding firm. Include a contact person and corresponding e-mail address. The letter shall state that the Proposal shall be valid for a 60-day period and that the staff proposed is available immediately to work on this project. The person authorized by the firm to negotiate a contract with Holland College shall sign the cover letter.
2. A detailed background that demonstrates your firm's understanding of the project and the general approach to implementing the strategic plan. This section should include, but not be limited to, a discussion of the organization of the project and the approach that will be used to meet the Scope of Work and Project Schedule.
3. A work plan outlining the specific consulting tasks you would undertake to complete the scope of work.
4. A detailed description of the methodologies you would employ in terms of the number of interviews/focus groups and the process for collecting broad input.
5. A project timeframe providing for submission of the final report in March 2027.
6. A description of three to five similar assignments undertaken in the last thirty-six months, including the process utilized, timeline, and budget for the work completed.
7. Project CV's of those consultants assigned to the project and an indication of which consultants will be undertaking specific tasks.
8. Costs - This section must provide a total cost of the expected expenditures for the work described in this RFP. Cost proposed must include all consultant fees, preparation of deliverables, travel expenses, printing, etc.
9. Three references who can evaluate work completed by the firm in the past five years. Include names, titles, addresses, telephone numbers and email addresses.

7.0 Required Consulting Expertise

Holland College requires the services of a consulting firm that has a broad range of experience and capacity to address the multi-faceted elements of this project:

- A strong understanding of the operational environments of post-secondary institutions.
- Extensive strategic planning facilitation skills in a post-secondary setting.
- Proven business-planning skills.
- Be able to comply with the required performance schedule while taking into account all existing business commitments.
- Have necessary personnel and management capability to perform any resulting contract.

8.0 Submission evaluation criteria

Comprehension (15 points)

A clear understanding of the intent of the process and a description of how you will gather information as it relates to the scope of the work and the project.

Methodology (25 points)

A description of the overall approach and methodology to be followed in completing all aspects of the assignment in detail sufficient to permit the Strategic Plan Steering Committee to understand and evaluate how the work will be carried out.

Project Timeframe (15 points)

An outline of the time required to undertake the tasks as defined.

Consulting firm/Project Team Experience (25 points)

A description of the capabilities, relevant experience and overall qualifications of the Project Manager and other team members, specifically in relation to the criteria identified under 7.0 above.

Submission (5 points)

General format and appearance of submission.

Financial Proposal (15 points)

The financial proposal must include a firm total cost for the project.

9.0 Submission and Deadline

One PDF of the Proposal by 3:00 pm AST on July 30th, 2026. All proposals should be clearly marked Proposal: Strategic Planning Consultant, Attn: Linda VanWesterneng at LCVanWesterneng@hollandcollege.com

Any questions of clarification can be directed to the Holland College Vice-President, Lornie Hughes, at lhughes@hollandcollege.com.

10.0 Conclusion

Holland College will award the contract to the consultant of their choice based on the above-noted criteria. Neither the lowest bidder nor any bidder has any entitlement to an award other than through the RFP process. Holland College accepts no responsibility for expenses incurred in connection with the development of your submission. The lowest or any submission is not necessarily accepted, and Holland College reserves the right to negotiate further with the selected consultant. Holland College reserves the right to undertake all or only certain components of the project outputs outlined above.