



now, for tomorrow.

# George Mason University

REQUEST FOR PROPOSALS

GMU-1709-21

Internal Audit Co-Sourcing Services

February 24, 2021

**REDACTED PROPOSAL**

## Confidential information summary page

The following table outlines the information Baker Tilly denotes as confidential or proprietary in our proposal; in the event of public disclosure of our response, we ask that the following contents be redacted. Per your RFP, a separate, redacted copy of our RFP has been submitted with our master version.

Information redacted	Section/page number	Rationale
Higher education internal audit clients	"Higher education internal audit clients" Page 12	Client relationships are privileged and/or confidential information.
Relationship with Mason	Table 3.a Page 21	Work completed for Mason (and costs entailed) is private information from our relationship with your institution.
QAR clients	List of QAR projects Page 25 – 26	Client relationships are privileged and/or confidential information
References	Tables 4.a.8.a – 4.a.8.c Page 32	Client relationships are privileged and/or confidential information.
Information protection	6. Information protection (RFP XIII.B.6) Page 35 - 36	Baker Tilly's data security measures are confidential information.
Engagement letter	Appendix IV: Sample engagement letter template Pages xv – xix	Baker Tilly's engagement letters and terms and conditions are proprietary information.



Baker Tilly US, LLP  
8219 Leesburg Pike, Suite 800  
Tysons, VA 22182  
+1 (703) 923 8300  
bakertilly.com

February 24, 2021

Mr. James F. Russell, Director  
Ms. Erin Rauch, Assistant Director  
Purchasing Department  
George Mason University  
4400 University Drive, Mailstop 3C5  
Fairfax, VA 22030  
*Submitted electronically*

Dear Mr. Russell and Ms. Rauch:

Baker Tilly US, LLP (Baker Tilly), is honored for the opportunity to propose to continue our relationship with one of our most valued clients, George Mason University (Mason or the University). Enclosed is our response to your Request for Proposal (RFP) GMU-1709-21; in the pages to follow, we demonstrate Baker Tilly's unique qualifications to provide Mason with tailored internal audit co-sourcing services. Based on our success serving you since 2016 and the unmatched depth of resources and capabilities we offer your institution, we hope that you will agree that Baker Tilly remains well-positioned to help you into the future.

Given Mason's strong reputation and importance in the higher education field, we expect many firms to express interest in your RFP. As you make your decision, please remember the factors that distinguish our firm:

- **Success serving Mason since 2016:** Mason has been among our valued clients since 2016. Since that time, we have performed nearly 20 projects for Mason, touching on diverse operational areas within the University and involving collaboration and interaction with more than 50 stakeholders at all levels of the institution. The deep relationship we have built together will continue to benefit Mason in the form of institutional knowledge and experienced-based insights into your diverse governance, risk, operational and compliance challenges. Put simply: **We know what it means to be your internal audit partner.**
- **Extensive internal audit co-sourcing experience:** As internal auditors for more than 115 higher education and research institutions, we deploy a range of operating models and will remain flexible to help Mason continue to achieve success into the future. Because we customize our approach rather than deliver a one-size-fits-all solution, Mason will continue to receive as much – or as little – assistance as you need. Our decades of experience in adapting project scopes for clients will ensure Mason receives a tailored solution, rather than attempting to fit your needs into an existing template.
- **Breadth and depth of relevant, specialized skills and expertise:** Successfully serving colleges and universities with internal audit services requires broad skills and experience in diverse risk areas. The team serving Mason will include higher education-focused subject-matter specialists in areas including IT, cybersecurity, research, fraud investigations, and enterprise risk management (ERM), among others. As always, the mix of firm specialists will be tailored to each project, assuring Mason not only of a core team that can address your concerns quickly and in-person, but also of relevant subject-matter expertise to address emerging risk areas.
- **Responsive and flexible support from local resources:** Efficient service delivery requires a support structure that can quickly and effectively address any service questions, concerns or technical issues that you may have. A core engagement team of more than 50 higher education specialists located in Tysons, Virginia will continue to provide high-quality, local support that has the flexibility to address questions and issues quickly and directly. Additionally, Mason will retain the expertise of 200 specialized higher education professionals throughout the firm, who stand ready to support Mason with creative, customized solutions.

Mason is one of Baker Tilly's most important clients – not just in higher education, but across all industries – and we are truly excited about the prospect of continuing this invaluable collaboration. We hope you will allow us to continue creating value and providing internal audit solutions that advance your mission: **creating a more just, free, and prosperous world.**

Above all, Mason deserves exceptional client service, distinguished by timely and personalized service. To ensure you receive our best efforts, we will be personally involved in all aspects of your engagement. We appreciate the opportunity to share our experience with you and look forward to discussing any questions you may have. Your Baker Tilly team stands ready to serve you.

Very truly yours,

A handwritten signature in black ink that reads "Raina Rose Tagle" with a long, sweeping horizontal flourish extending to the right.

**Raina Rose Tagle, Partner, CPA, CISA, CIA**  
+1 (202) 255 9491 | [raina.rosetagle@bakertilly.com](mailto:raina.rosetagle@bakertilly.com)

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This document contains confidential material that is proprietary to Baker Tilly US, LLP, and other related entities (collectively referred to herein as Baker Tilly). The materials, ideas, and concepts contained herein are to be used exclusively to evaluate the capabilities of Baker Tilly. The confidential information and ideas herein may not be disclosed to anyone outside parties and may not be used for purposes other than the evaluation of Baker Tilly's capabilities.



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# 1. Procedural information (RFP XIII.B.1)

## 1.a Cover page and addenda (RFP XIII.B.1.a)

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*Return signed cover page and all addenda, if any, signed and completed as required.*

---

**REQUEST FOR  
PROPOSALS GMU-  
1709-21**

**ISSUE DATE:** January 29, 2021

**TITLE:** Internal Audit Co Sourcing Services

**PRIMARY PROCUREMENT OFFICER:** James F. Russell, Director, jrussell@gmu.edu  
**SECONDARY PROCUREMENT OFFICER:** Erin Rauch, Assistant Director, erauch@gmu.edu

**QUESTIONS/INQUIRIES:** E-mail all inquiries to both Procurement Officers listed above, no later than 4:00 PM EST on February 10, 2021. **All questions must be submitted in writing.** Responses to questions will be posted on the [Mason Purchasing Website](#) by 4:00 PM EST on February 17, 2021. Note: Questions must be submitted in WORD format. Also see section III. COMMUNICATION, herein.

**PROPOSAL DUE DATE AND TIME:** February 24, 2021 @ 2:00 PM EST. **SEE SECTION XIII.A.1 FOR DETAILS ON ELECTRONIC PROPOSAL SUBMISSION.**

**In Compliance With This Request For Proposal And To All The Conditions Imposed Therein And Hereby Incorporated By Reference, The Undersigned Offers And Agrees To Furnish The Goods/Services In Accordance With The Attached Signed Proposal Or As Mutually Agreed Upon By Subsequent Negotiations.**

Name and Address of Firm:

Legal Name: Baker Tilly US, LLP

Date: February 24, 2021

DBA: Baker Tilly

Address: 8219 Leesburg Pike, Ste 800

By:   
Signature

Tysons, VA 22182

FEI/FIN No. 39-0859910

Name: Raina Rose Tagle

Fax No. +1 (703) 923 8330

Title: Partner

Email: raina.rosetagle@bakertilly.com

Telephone No. +1 (202) 255 9491

SWaM Certified: Yes: \_\_\_\_\_ No: X (See Section VII. SWaM CERTIFICATION for complete details).

SWaM Certification Number: \_\_\_\_\_

This public body does not discriminate against faith-based organizations in accordance with the *Governing Rules, § 36* or against a Bidder/Offeror because of race, religion, color, sex, national origin, age, disability, or any other prohibited by state law relating to discrimination in employment.

## 1.b Small Business Contracting Plan (RFP XIII.B.1.b)

*Return Attachment A – Small Business Contracting Plan.*

**ATTACHMENT A  
SMALL BUSINESS  
SUBCONTRACTING PLAN TO BE  
COMPLETED BY OFFEROR**

It is the goal of the Commonwealth that over 42% of its purchases be made from small businesses. All potential offerors are required to include this document with their proposal in order to be considered responsive.

**Small Business:** "Small business (including micro)" means a business which holds a certification as such by the Virginia Department of Small Business and Supplier Diversity (DSBSD) on the due date and time for proposals. This shall also include DSBSD certified women- owned and minority-owned businesses and businesses with DSBSD service disabled veteran owned status when they also hold a DSBSD certification as a small business on the proposal due date. Currently, DSBSD offers small business certification and micro business designation to firms that qualify.

Certification applications are available through DSBSD online at [www.SBSD.virginia.gov](http://www.SBSD.virginia.gov) (Customer Service).

**Offeror Name:** Baker Tilly US, LLP

**Preparer Name:** Raina Rose Tagle **Date:** February 24, 2021

**Who will be doing the work:**  I plan to use subcontractors  I plan to complete all work

**Instructions**

- A. If you are certified by the DSBSD as a micro/small business, complete only Section A of this form.
- B. If you are not a DSBSD-certified small business, complete Section B of this form. For the proposal to be considered and the offeror to be declared responsive, the offeror shall identify the portions of the contract that will be subcontracted to DSBSD certified small business for the initial contract period in relation to the offeror’s total price for the initial contract period in Section B.

**Section A**

If your firm is certified by the DSBSD provide your certification number and the date of certification. Certification Number: \_\_\_\_\_ Certification Date: \_\_\_\_\_

**Section B**

If the “I plan to use subcontractors” box is checked, populate the requested information below, per subcontractor to show your firm's plans for utilization of DSBSD-certified small businesses in the performance of this contract for the initial contract period in relation to the offeror’s total price for the initial contract period. Certified small businesses include but are not limited to DSBSD-certified women-owned and minority-owned businesses and businesses with DSBSD service disabled veteran-owned status that have also received the DSBSD small business certification. Include plans to utilize small businesses as part of joint ventures, partnerships, subcontractors, suppliers, etc. It is important to note that these proposed participation will be incorporated into the subsequent contract and will be a requirement of the contract. Failure to obtain the proposed participation dollar value or percentages may result in breach of the contract.

**B. Plans for Utilization of DSBSD-Certified Small Businesses for this Procurement Subcontract #1**

Company Name: \_\_\_\_\_ SBSBD Cert #: \_\_\_\_\_  
Contact Name: \_\_\_\_\_ SBSBD Certification: \_\_\_\_\_  
Contact Phone: \_\_\_\_\_ Contact Email: \_\_\_\_\_  
Value % or \$ (Initial Term): \_\_\_\_\_ Contact Address: \_\_\_\_\_  
Description of Work: \_\_\_\_\_

**Subcontract #2**

Company Name: \_\_\_\_\_ SBSBD Cert #: \_\_\_\_\_  
Contact Name: \_\_\_\_\_ SBSBD Certification: \_\_\_\_\_  
Contact Phone: \_\_\_\_\_ Contact Email: \_\_\_\_\_  
Value % or \$ (Initial Term): \_\_\_\_\_ Contact Address: \_\_\_\_\_  
Description of Work: \_\_\_\_\_

**Subcontract #3**

Company Name: \_\_\_\_\_ SBSBD Cert #: \_\_\_\_\_  
Contact Name: \_\_\_\_\_ SBSBD Certification: \_\_\_\_\_  
Contact Phone: \_\_\_\_\_ Contact Email: \_\_\_\_\_  
Value % or \$ (Initial Term): \_\_\_\_\_ Contact Address: \_\_\_\_\_  
Description of Work: \_\_\_\_\_

**Subcontract #4**

Company Name: \_\_\_\_\_ SBSBD Cert #: \_\_\_\_\_  
Contact Name: \_\_\_\_\_ SBSBD Certification: \_\_\_\_\_  
Contact Phone: \_\_\_\_\_ Contact Email: \_\_\_\_\_  
Value % or \$ (Initial Term): \_\_\_\_\_ Contact Address: \_\_\_\_\_  
Description of Work: \_\_\_\_\_

**Subcontract #5**

Company Name: \_\_\_\_\_ SBSBD Cert #: \_\_\_\_\_  
Contact Name: \_\_\_\_\_ SBSBD Certification: \_\_\_\_\_  
Contact Phone: \_\_\_\_\_ Contact Email: \_\_\_\_\_  
Value % or \$ (Initial Term): \_\_\_\_\_ Contact Address: \_\_\_\_\_  
Description of Work: \_\_\_\_\_

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## 2. General firm background and information (RFP XIII.B.2)

### 2.a Background and history (RFP XIII.B.2.a)

*Provide a background and a brief history of your firm.*

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*"We are grateful for your kindness and your expertise, and we are delighted to have your advice and assistance as our risk management process develops."*

*– Audit Committee Chair*

Baker Tilly was founded in 1931 with one central objective: *use our industry specialization to help our clients improve their operations*. With teams that include financial, business and industry-specific specialization, our clients work with knowledgeable professionals who understand their organizations and can create innovative solutions to help them overcome their unique challenges. Because Mason will once again be working with a tailored engagement team, you can continue to expect consistent, efficient and exceptional client service.

Figure 2.1.a shows some key facts about Baker Tilly.



Figure 2.1.a: Key facts

Beyond our internal audit offerings, we also provide risk advisory, accounting, assurance, consulting and staffing services, among others. For more than 90 years, Baker Tilly has understood that our business demands absolute integrity, a belief in the value of trusted relationships and a willingness to collaborate with every client.

We will strive to continue to deepen and enhance our relationship with Mason as we seek to remain your **Value Architect™**.

### 2.b Specialty areas (RFP XIII.B.2.b)

*Describe your firm's specialty areas, and their size.*

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#### Industry and service line specialization

Baker Tilly is a full-service, nationally recognized accounting and advisory firm, providing assurance, tax, consulting, and advisory services to clients

across industries. We operate in a matrix fashion with service lines and industry verticals. Our services break down as follows:

- **Advisory:** 39%
- **Tax:** 29%
- **Assurance:** 32%

Industries where we specialize include higher education, not-for-profit, public sector, financial institutions, healthcare, government contractors, manufacturing and real estate. **Table 2.b** shows the number of clients we serve in each of these industries.

*Table 2.b: Number of clients by industry*

Industry	Number of clients
Higher education	400+
Not-for-profit	1,800+
Public sector/government	1,000+
Financial institutions	1,400+
Healthcare	7,000+
Government contractors	400+
Manufacturing	5,000+
Construction and real estate	3,300+

Our specialization has allowed us to attain a position of leadership in the profession:

- Baker Tilly ranks as the 11th largest certified public accounting firm in the U.S. according INSIDE Public Accounting
- Named by Forbes as one of America's best large employers of 2021. In addition to making the overall top 500 list, Baker Tilly came in second among the 14 ranked professional services firms.
- In 2020, A.M. Best ranked Baker Tilly as the 8th Top Property and Casualty and 9th Top Health Auditor, based on reserves.
- We currently perform more than 500 Office of Management and Budget (OMB) Circular A-133 audits each year, ranking our firm in the top three nationally based on number of audits.
- With more than 1,400 benefit plan audits annually, we are one of the largest auditors of employee benefit plans in the country.

**Section 2.d** includes more details of our leadership and involvement within the higher education industry.

### Overview of higher education consulting and advisory services

When you select Baker Tilly, you will work with a dedicated team of consultants focused on improving operations, increasing efficiencies, and strengthening infrastructure. Services benefitting our higher education clients include:



**300+**

*team members with internal audit and risk services expertise in broad areas including research, IT and fraud*

**Manage risk and ensure compliance**

- Academic integrity
- Compliance program assessment
- Cybersecurity and information privacy
- Federally sponsored research compliance
- Investment management
- Tax compliance

**Gain assurance**

- Agreed-upon procedures
- ERM
- Financial statement and compliance audits
- Fraud investigation and prevention
- Information security and privacy
- Internal audit support and assessments
- Merger and strategic partnership analysis

**Optimize resources**

- Fiscal resiliency assessment
- Construction project risk management
- Cost reduction
- Financial and operational benchmarking
- Shared services review
- Sustainable energy project funding
- Talent management

**Expand reach and responsiveness**

- Board governance assessment
- Constituent relationship management
- Information technology planning and governance
- Strategic and financial planning

The team serving Mason will consist of Virginia-based professionals from our national risk advisory practice. This practice consists of more than 300 professionals who are dedicated to helping clients enhance their internal controls and risk management activities.

**Section 2.e** includes more details on our co-sourcing and consulting experience for each of these areas within higher education environments. Many of our internal audit consulting professionals specialize within the higher education industry. This industry specialization has allowed our internal audit consulting professionals to become intimately familiar with the industry, understand the nuances and cultural complexities of working in an academic environment, and stay abreast of industry trends, challenges and opportunities.

**2.c Locations and organization (RFP XIII.B.2.c)**

*Describe your firm’s location and organization structure. Provide additional detail related to offices likely to serve Mason.*

**Firm location**

Baker Tilly has offices in:

- **Virginia:** Tysons
- **Illinois:** Chicago, Oak Brook



*Baker Tilly's Tysons, Virginia office, located just under 10 miles from Mason's campus*

- **California:** Encino, Los Angeles, Mountain View, Orange County (2), San Diego (2), San Francisco (2), San Mateo, Silicon Valley, Woodland Hills
- **Colorado:** Denver
- **Connecticut:** Avon
- **Delaware:** Wilmington
- **Florida:** Orlando, Tampa
- **Georgia:** Atlanta
- **Indiana:** Indianapolis, Mishawka
- **Maryland:** Baltimore
- **Michigan:** East Lansing, Southfield
- **Minnesota:** Minneapolis, St. Paul
- **Missouri:** Kansas City
- **New Jersey:** Iselin
- **New York:** New York City, Melville
- **North Carolina:** Charlotte
- **Ohio:** Columbus
- **Oregon:** Portland
- **Pennsylvania:** Coudersport, Huntingdon Valley, Harrisburg, Lancaster, Lehigh Valley, Philadelphia, Pittsburgh, State College, Wellsboro, Wilkes-Barre, Williamsport, Wyomissing, York
- **Texas:** Austin, Dallas (2), Houston, Spring
- **Washington:** Seattle
- **Wisconsin:** Appleton, Eau Claire, Janesville, Madison, Milwaukee

### Offices likely to serve Mason

Mason will retain a core team comprising dedicated and highly qualified higher education specialists located primarily in our Tysons, Virginia office. Local team members include some of our firm's foremost experts in higher education internal audit, including areas such as IT, sponsored research and fraud, to name a few.

Firm industry and functional specialists located throughout the country will continue to support Mason and the engagement team with any additional specialized capabilities you may require in the future.

### Organization structure

Our firm is a partnership. For charts illustrating our organizational structure, please see **Appendix I**.

## 2.d Higher education expertise (RFP XIII.B.2.d)

*Describe the nature and extent of your expertise with higher education, research-oriented, or similarly-situated clients, including related information technology environments (including Banner, which is used by Mason).*



*“The projects have been very collaborative between Baker Tilly and the University. There’s a lot of back and forth. They’ve been refined each time and shaped each time.”*

– Chief Business Officer at a Higher Education Institution

More than 50 years ago, we developed a specialty in serving higher education institutions nationwide. More than 200 of our professionals specialize in higher education, spending the majority of their time working within this industry; nearly 100 of those resources focus on higher education internal audit.

Our professionals’ qualifications include:

- **Unmatched depth and breadth of skilled resources** focused on higher education, giving us flexibility and scalability to tailor our services
- **Experience in serving similar institutions**, assuring insights into leading practices, creativity in addressing immediate issues and an understanding of the nuances and cultural complexities of working in academic environments
- **A diverse offering of services**, covering a wide range of operating areas, enabling us to evolve with higher education’s changing needs

Baker Tilly has invested significant time and resources in growing our higher education practice and this industry vertical has grown substantially and steadily over the past decade. Within higher education, our more than 400 clients include:

**150+** public institutions

**130+** research institutions

**55+** R1 institutions

**50+** academic medical centers (AMCs) and hospitals

This experience means that we are adept at navigating the complex cultures and risk landscapes of academic institutions and our clients benefit from this industry specialization.

### Higher education capabilities

Baker Tilly’s industry-specialized team focuses on improving operations, increasing efficiencies, enhancing risk management and strengthening infrastructure. Our dedicated professionals have a history of collaborating with leaders, boards and audit committees to address areas of strategic importance, while keeping the unique culture of an institution in mind.

As such, by working with Baker Tilly, Mason will continue to receive practical, customized solutions, tailored to your needs and operating environment. Audit/risk/compliance/finance committees, boards, senior leaders and

**400+**

higher education institutions  
served

internal audit functions rely on our collaborative approach to address challenges and opportunities.

### Expertise in higher education IT environments, including Banner

Our professionals understand higher education technology and are familiar with most of the financial and student record systems used by higher education institutions, including Banner, Colleague, Elucian, Jenzabar, Lawson, PeopleSoft, PowerCampus, SAP, and Workday. More than 50 percent of our clients are actively using Banner today.

We have assisted these clients with various internal audits relating to their IT environments and systems. For example, a large research university receiving internal audit services from Baker Tilly for over 10 years uses Banner. The university asked us to perform a risk assessment and internal control review for the student accounts and collections processes and the reconciliations between Banner and the PeopleSoft general ledger. Because of our familiarity with these systems, our review helped the university to document and improve internal controls and to manage risks. **Section 2.e** includes additional details on our IT audit experience.

### Keeping you current through industry involvement

Active engagement in the higher education industry is important to keeping our team up-to-date on and connected to the issues and trends that matter to colleges and universities. Industry involvement remains a key element of our training and serves to enhance our internal audit expertise. Many of our proposed team members regularly contribute to training and thought leadership related to internal audit, risk management, technology risk, and compliance in higher education. Our industry involvement includes:

- **Interactive executive forums** – Hosting events for industry executives to share lessons learned, such as recent roundtable discussions for chief financial officers, chief audit executives, compliance officers and chief information security officers within higher education
- **Influential speakers** – Frequently attending, sponsoring and speaking at events for industry groups, including:
  - Institute of Internal Auditors (IIA)
  - Association of College & University Auditors (ACUA)
  - Association of Governing Boards of University and College Trustees (AGB)
  - American Institute of Certified Public Accountants (AICPA)
  - Association of Certified Fraud Examiners (ACFE)
  - Eastern Association of College and University Business Officers (EACUBO)
  - Information Systems Audit and Control Association (ISACA)
  - International Association of Privacy Professionals (IAPP)
  - National Association of College & University Attorneys (NACUA)
  - National Association of College & University Business Officers (NACUBO)
  - National Council of University Research Administrators (NCURA)

More than  
**50%**

of our higher education  
clients use Banner

Industry associations where  
Baker Tilly frequently  
presents include:



- Society of Corporate Compliance and Ethics (SCCE)
- Society of Research Administrators, International (SRA)



*“One of the best ACUA sessions ever. They gave us so much good information, we wanted them to continue for another hour at least. Perfection! Hope they’ll speak for other ACUA conference.”*

*– Feedback from an ACUA Annual Conference attendee*

For example, Baker Tilly professionals participated in the AGB’s 2020 National Conference on Trusteeship where our proposed partner in charge, Raina Rose Tagle, co-presented on the topic of “Evolving Enterprise Risk Management.”

We provided attendees at this conference with up-to-date industry alerts on the following topics:

- Academic integrity
- Alternative investments
- Institutional data reporting
- DATA Act
- Enhancing board governance
- Financial ratios
- Leveraging internal audit
- Preventing and detecting fraud
- OMB Uniform Guidance
- Reducing operating costs

We also partner with ACUA to present a series of relevant and timely webinars to ACUA’s members throughout the year. Topics have included:

- Affordability: Traversing the Tightrope between Student Outcome Expectations and Fiscal Constraints
- Auditing Your Institution’s Cybersecurity Incident/Breach Response Plan
- Show Me the Money: Using Data Analytics to Audit Payroll
- Adventures in Small Shop Auditing
- Uniform Guidance: An Update from the Field

## 2.e Co-sourcing internal audit experience (RFP XIII.B.2.e)

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*Describe the nature and extent of your expertise with providing supplemental audit resourcing (co-sourcing) services to clients similarly-situated to Mason.*

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### Higher education internal audit practice

A successful internal audit relationship needs to work with not just one department or function, but to provide an approach that is applicable across the entire institution and serve as a strategic advisor with your best interests in mind, including how the audit recommendations can serve to enhance student success, as appropriate. If you engage Baker Tilly, you will be working with a firm proven at partnering with institutions to support, create, maintain and grow successful, long-lasting and flexible internal audit functions, capable of delivering internal audit services across a range of operating areas within academic settings.

Baker Tilly professionals have completed internal audit engagements for **115 clients within higher education**. Our higher education internal audit and advisory clients rely on us as a trusted advisor for our demonstrated

expertise in risk and internal controls assessments, recommendations for improved organizational governance and audits across diverse areas.

While Baker Tilly's internal audit capabilities are expansive, our services are performed by nimble, strategic professionals who respond to the latest trends. Throughout the COVID-19 pandemic, Baker Tilly has created and delivered internal audit solutions to help institutions keep up with sudden changes in their operational, compliance and financial objectives. We have partnered with clients to on projects relating to:

---

### **Benefits of our work:**

*Enhanced controls*

*Improved risk mitigation*

*More strategic internal auditing*

*Increased efficiencies and improved operations*

*Strategic alignment with institutional objectives*

*Streamlined processes and approaches, resulting in cost savings*

*Better reporting and information for improved decision-making*

*Integration of leading practices*

*Access to tools, templates and resources not available internally*

- Stimulus relief tracking and accounting
- Refund structures and decisions
- Control testing
- Back-to-campus protocol
- Financial scenario modeling

Should Mason require this kind of support, we are prepared to offer it.

### **Expertise with supplemental audit resourcing**

Many institutions with internal audit teams of various sizes supplement their existing internal audit resources by engaging Baker Tilly's resources and expertise in key skill areas.

Clients receiving supplemental audit resourcing from Baker Tilly include several of Mason's peer institutions, such as University of Kansas and University of Washington, other Commonwealth of Virginia institutions, such as Virginia Tech and University of Virginia, as well as University of California – San Francisco, University of California – Santa Barbara, Stanford University, Georgetown University, Johns Hopkins University, Harvard University and Princeton University, all served from our Tysons office.

Specifically, our collaborative approach to co-sourced internal audit has enabled clients to:

- Seamlessly deploy the internal audit function in achieving their missions and goals, especially when sufficient internal resources are not available
- Leverage external resources for extra capacity of specialized skills, for example, IT, research, fraud and facilities (more details on the subject-matter expertise Mason will have access to are included in **Section 4.a.6.a)**
- Apply a flexible model in staffing levels and reduce administrative burden in hiring activities; depending on internal audit needs, Baker Tilly resources can serve in staff, senior and/or manager roles
- Gain surge capacity for particular skill sets and geographies where internal audit functions may not be able to hire or retain personnel
- Develop internal capacity and build in-house internal audit functions, including writing position descriptions, interviewing candidates and training resources





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*"I thought the Baker Tilly team did a tremendous job during the fieldwork. I was impressed with the way you were able to put everyone at ease to have a successful and worthwhile audit."*

*– Director of Research Finance, higher education institution*

### Research and sponsored awards

Receiving extramural funding (both public and private) adds an increased level of scrutiny and brings new challenges around compliance, reporting and administration. Sponsored research and programs therefore represent a significant risk for institutions like Mason.

Recognizing this, a portion of our professionals specialize in research compliance, helping premier institutions to manage the complexities and nuances of research compliance, from financial issues such as effort reporting to regulatory compliance issues related to human subject protection.

Baker Tilly is pleased to serve more than 130 research institutions, including 55 R1 institutions, which advance the knowledge and the cause of higher education through vital research initiatives. Our internal audit and advisory work with research institutions includes:

- Performing comprehensive sponsored programs risk assessments and cost allowability reviews to assist institutions to identify process weaknesses and compliance risks, and develop appropriate mitigating controls
- Reengineering sponsored research processes to decrease administrative burden and enhance efficiency while supporting compliance, including award setup, subrecipient monitoring, effort certification and award reporting and closeout processes
- Assisting universities to respond to sponsor or Office of Inspector General (OIG) audit and investigations requests, and to implement and monitor corrective actions to address the outcomes of such activities
- Assessing sponsored research infrastructure and operations to gain alignment with institutional research strategy, provide effective and targeted support to researchers and implement operational structure and practices to achieve strategic and compliance objectives
- Partnering with institutions to assess and pioneer leading practices, including alternate payroll charging practices, streamlined training mechanisms and consortia and partnership arrangements
- Developing indirect rate calculations and negotiating those rates with the relevant cognizant agency
- Performing investigations to address concerns of potential fraud, mismanagement or compliance violations in sponsored programs, including coordinating with the institution to disclose the outcomes of such investigations to the sponsoring agency and implementing processes and controls to mitigate further challenges

**Table 2.e.1** details an example research-focused internal audit project.

Table 2.e.1: Case study

Sponsored project and research compliance review for a research institution	
<b>Client's need</b>	A mid-size research institution wanted to assess the level of support provided through the pre-award process for its non-medical research departments and understand what additional needs may exist to support its desired research growth in the coming years.
<b>Baker Tilly solution</b>	Baker Tilly assessed the university's existing pre-award processes, including what offices and roles were involved in assisting principal investigators' funding identification to proposal submission and award negotiation. Our team used its expertise and experience with university operations and sponsored project requirements to identify gaps in the pre-award process and provide a series of recommendations to address these areas through short-, mid- and long-term changes.
<b>Results achieved</b>	University leaders met with Baker Tilly to discuss the proposed long-term changes, and decided to substantially realign and invest in infrastructure support. The offices involved in the process also worked together to implement quick wins identified in the review, provide increased service as a part of the current process, and design additional enhancements.

### Information technology and cybersecurity

Over the past few years, the IT and cyber risk landscape has changed dramatically for higher education institutions. Networks have broadened to include collaborators and third-party vendors, as technology becomes an integral part of the modern learning experience. Simultaneously, information assets have become a key resource in meeting research objectives. Meanwhile, cyber-attacks and privacy breaches have increased in both frequency and sophistication, drawing the attention of regulators and posing a threat that requires constant attention.

With myriad potential IT risk factors, engaging the assistance of Baker Tilly's skilled IT auditors, cybersecurity specialists and advisors can go a long way toward helping Mason mitigate inherent risks, safeguard assets, maintain data integrity and enhance operational efficiencies. We have a history of helping organizations to mitigate IT security and subcontractor risks, as well as to comply with rules, regulations and guidelines including the NIST SP 800-171 and NIST 800-53 Revision 4.

Decades of serving research organizations with IT audit and cybersecurity services have allowed us to become familiar with the IT risks and threats that organizations like Mason faces. You can rely on our experience to inform your reduction of IT and cybersecurity risk to acceptable levels and to help you to ensure that your technology investments are secure, reliable and effective in meeting the organization's needs.

More than 850 client organizations of all sizes (including more than 90 higher education and research organizations) have leveraged our work to:



**Familiarity with frameworks**

We help institutions comply with rules, regulations and guidelines and various frameworks, including:

NIST CSF

NIST SP 800-53 and the Federal Information Security Modernization Act (FISMA)

International Organization for Standardization (ISO) 27000 series

Center for Internet Security Critical Security Controls

Capability Maturity Model (CMM)

Control Objectives for Information and Related Technologies (COBIT) Framework

- Identify and mitigate vulnerabilities and threats using vulnerability assessments, vulnerability scanning, penetration testing and phishing
- Strengthen IT and cybersecurity controls, policies, procedures and operations
- Understand root causes of control deficiencies and implications of various remediation plans
- Identify and prioritize the IT and cybersecurity risks relevant to their organization and technical environments
- Identify opportunities and manage risks associated with IT and cybersecurity
- Compare their IT and cybersecurity practices and controls against leading practices frameworks
- Align financial management requirements with technology investments
- Evaluate the confidentiality, processing integrity and availability risks related to a wide variety of deployed technologies
- Gain cybersecurity and data privacy program leadership from a virtual chief information officer (VCISO) or virtual data protection officer (VDPO)
- Better position IT and cybersecurity initiatives, processes and systems to add value to organizations and their stakeholders
- Develop dashboards to measure key performance metrics/identify trends
- Develop IT and security education and awareness programs
- Enhance IT governance and facilitate critical discussions about technology and cybersecurity risks with leadership and boards

Our team members perform more than 80,000 hours of technology and cybersecurity-related assessments annually, translating into a deep understanding of IT as an enabler of success. We perform diverse IT audits and we will liberally draw upon this experience during our work with Mason.

Access control	IT risk and internal controls
Application development and security	IT operations and organization
Architectural reviews	Local area network infrastructure
Breach response and preparedness	Interfaces
Board training	Network and infrastructure security
Change management	Mobile devices
Cloud computing	Policies and procedures enhancement
Compliance	Security and network integration
Cybersecurity program development	Security assessment
Database administration	Server administration and configuration
Data security and privacy	Storage and backup
Disaster recovery, business continuity and incident response	System access control
Data in research	System backup and recovery
End-user support and security	System development

Enterprise mobility	System implementations, changes and upgrades
External hosting	Third party management
Identity and access management	Vulnerability and patch management
Incident and problem management	Vulnerability and penetration testing
IT governance and oversight	Web application testing

Table 2.e.2 provides an example IT audit for a research institution.

Table 2.e.2: Case study

IT and security – research data security audit	
<b>Client's need</b>	A large research university requested assistance to evaluate compliance with research data security requirements and review the processes for identifying, executing, managing and responding to research data security requirements within contracts, grants and cooperative agreements for sponsored research.
<b>Baker Tilly solution</b>	Baker Tilly collaborated with the university's Office of the General Counsel and Office of Internal Audit to assess the processes for securing research data during the phases of work (e.g., collection, storage, transfer, retention, disposal) and the management of the types of agreements with data and cybersecurity requirements (e.g., Data Management Plan (DMP), Data Use Agreement (DUA)). The team obtained the population of existing grants, contracts and other agreements, and selected a sample of agreements with research data security requirements based on criteria such as sponsors, research activities, and size of research project/work. Baker Tilly conducted analysis of agreements to identify the potential risk to the institution, identify agreements where potential modifications for removing compliance requirements should be considered and understand how data is being protected for confidentiality, integrity and availability.
<b>Results achieved</b>	Baker Tilly developed recommendations for enhancing practices related to research data security requirements. The team provided insight and considerations into efforts to improve the current processes and to develop a University-wide policy related to the management of contracts, grants and cooperative agreements with research data security requirements.

### Fraud investigations

Baker Tilly helps institutions to identify and assess their exposure to fraud risk by examining high-risk areas including compensation incentives, misappropriation of assets, and financial reporting. Our more than 50 certified fraud examiners and forensic accounting professionals are highly skilled in assisting institutions with assessing and mitigating fraud risks.

With backgrounds in law enforcement, criminal investigations, forensic accounting, and electronic discovery, these highly qualified professionals have been retained as expert witnesses in over 200 matters and have worked on well over 3,000 engagements. The team has deep experience in:

- Investigating sensitive matters in complex environments, including in higher education

- Investigative interviewing and specialized data analysis to assess compliance and detect fraud
- Incident response and computer forensics to support investigations involving computers, the internet and email



Mason will continue to receive access to forensic accounting and investigative skills on your team in Kim Ginn, Amy Slevinski and Jonathan Marks, all of whom have extensive experience in preventing and investigating instances of fraud within higher education environments. **Table 2.e.3** below shows a case study of forensic work our professionals have performed in a higher education environment.

*“One of my primary goals has been to ensure that the University is taking every step necessary to prevent something like this from ever happening again. I am pleased that Baker Tilly has concluded that the new policies, procedures and safeguards that have been implemented at the University to prevent similar problems are appropriate, strong, comprehensive, and represent best practices.”*

*– Vice President for Communications, Higher Education Institution*

Table 2.e.3: Past performance example

Facilities fraud management and procurement card purchases review	
<b>Client's need</b>	A university discovered fraud occurring in their facilities department in the form of procurement card purchases being made to a fictitious vendor that had been created by a facilities employee. The institution wanted a comprehensive review of several years of data to understand the magnitude of fraudulent purchases being made.
<b>Baker Tilly solution</b>	We conducted a detailed review of identified fictitious vendor purchases made by the fraudulent employee for the past five years, as well as conducted a data analytics review of all procurement card purchases for the past two years from facilities purchasers within the department where fraud was occurring. This review included a trend analysis of purchases to vendors outside of the institution's preferred vendor list, even dollar items, weekend and off-site purchases, and frequency of purchases to a single vendor. Our review included interviews with facilities supervisors, a physical review of the university's inventory storage area, and a process review of the institution's inventory management system.
<b>Results achieved</b>	We identified that the scale of the fraudulent purchases was limited to one employee who had created the fictitious vendor. Furthermore, we helped the university identify internal control gaps and provided recommendations related to the inventory purchasing, receiving, and documentation process, as well as supervisory review of procurement card purchases.

### Construction

Our construction audit and risk management team originated nearly 20 years ago and currently includes 25 specialists within a group of more than 100 professionals dedicated to providing construction risk management services to corporate audit, facility development and other construction risk managers.

We provide independent financial oversight, strategic guidance and advice on financial controls to help to mitigate project risk and avoid unwanted surprises. We have negotiated claims settlements, designed contracting procedures, and uncovered incorrect contractor billing practices for real estate owners and operators. In addition, we have worked to uncover billing or pay application calculation errors, creating a substantial return on investment for our clients.



*“The knowledge of your staff is fantastic, as is the quality of their work product.”*

*– Higher education institution*

Our clients have realized the benefit of our experience. Below are select construction audit activities we have executed on our clients’ behalf:

- Examining project controls and schedule management practices for effectiveness and efficiency
- Collaborating with third-party project managers to minimize performance bond and Subguard costs
- Auditing subcontractor bids for owner-controlled insurance program compliance; implementing projects controls to monitor Davis-Bacon, job creation and community impact requirements
- Discovering, documenting and valuing the financial impact of construction material management fraud
- Negotiating settlements resulting from abusive billing of labor overhead, general conditions and insurance premiums
- Preparing the financial settlement for a failed build-to-suit development project

**Leading practices foundation**

Baker Tilly’s approach and methodology are grounded in the Construction Audit and Cost Control Institute (CACCI) Professional Practices Framework. The CACCI is recognized as the leading developmental and technical resource for construction auditing. The CACCI is associated with the Institute of Internal Auditors as its primary construction audit and construction fraud training resource. Baker Tilly follows a methodology based on the CACCI Institute delivery framework to:

- Identify risks to the organization
- Assess the level of risk to the organization
- Evaluate management’s responses to mitigate the risks
- Determine whether progress is monitored and efforts result in improvements to the organization

**Table 2.e.4** below shows a case study of construction work our professionals have performed in a higher education environment.

*Table 2.e.4: Past performance example*

Construction audit	
<b>Client’s need</b>	A university with a three-year billion-dollar capital portfolio sought to evaluate construction project risk, implement improved controls and audit the construction and maintenance contracts for compliance. The project portfolio includes residence halls, athletic facilities, power plants, science and lecture halls.

Construction audit	
<b>Baker Tilly solution</b>	We audited construction business practices surrounding larger capital projects as part of the scope of our internal audit activities. We tested high-risk projects in different construction stages to determine whether payment applications and change orders were correctly calculated, supported, invoiced and complied with contract requirements. We also reviewed vendor invoices, contracts, insurance requirements and the university's bidding process for capital projects. Lastly, we developed custom training materials around construction risk mitigation for internal audit and facilities development.
<b>Results achieved</b>	We identified strengths and provided recommendations to improve construction contract compliance, contracting practices and enhance the university's construction processes and controls. Recoveries and other cost savings resulted from renegotiated general conditions, non-compliant contingency usage, subcontractor overbilling adjustments and change order re-pricing.

## 2.f Impending changes (RFP XIII.B.2.f)

*Describe any impending changes in your organization that could impact delivery of services.*

Baker Tilly is a continually growing, evolving organization, always exploring new service opportunities, industries and opportunities to create value for our clients. With that said, we do not foresee any impending or potential changes to our firm that would conceivably impact our service to Mason.

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## 3. Relationships with Mason (RFP XIII.B.3)

### 3.a Work with Mason (RFP XIII.B.3.a)

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*Provide a list of work your firm has conducted related to Mason since January 1, 2018. Describe the nature of the work, cost, and Mason contact.*

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Mason has been among our valued clients since 2016. In our years of co-sourced internal audit services to you, we have performed nearly 20 projects for Mason, touching on diverse operational areas within the University and involving collaboration and interaction with more than 50 stakeholders at all levels of the institution.

Our record of service to Mason has included:

- **Internal audit projects** in the areas of risk assessment, Title IX compliance, human resources (HR), sponsored research, vendor risk management, privacy assessment (specifically General Data Protection Regulation (GDPR) readiness) and athletics
- **Privacy advisory efforts** to design a comprehensive privacy program for Mason and to provide Interim Data Protection Officer Services
- **A compliance function assessment** to assist University leaders with evolving a strategic compliance oversight capability
- **High-profile support** of the University related to gift agreements involving faculty appointments with the objectives of upholding the public's trust and providing transparency

Our interactions with stakeholders at Mason on these projects have been equally far reaching, spanning groups including students, faculty, Compliance, the Diversity and Ethics office, the Provost, members of the Board of Visitors, Administration and Finance, Advancement, Enrollment Management, Admissions, Registrar, Information Technology (IT) and IT Security, International Programs, University Counsel, Human Resources Officers, Research Operations, University Life and Distance and Global Education.

Please consult **Table 3.a** for a listing of our projects with Mason since Jan. 1, 2018.

---

*In our work with Mason,  
Baker Tilly has interacted  
with nearly*  
**50**  
*stakeholders across all  
areas of the University, so  
we understand your various  
stakeholders.*



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## 4. Managing the relationship with Mason’s Office of Audit, Risk and Compliance (RFP XIII.B.4)

### 4.a Process (RFP XIII.B.4.a)

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*Describe your process for working with Mason’s Office of Audit, Risk, and Compliance to deliver services. Among other things, describe:*

- 1. Knowledge, skills, and expected availability / capacity to deliver services.*
  - 2. Familiarity and capability to conform to the International Standards for the Professional Practice of Internal Auditing.*
  - 3. Process for scheduling firm resources to deliver services.*
  - 4. Supervision of firm resources should firm personnel be asked to supervise specific work.*
  - 5. Capability, and related process, to share cross-industry and higher-education industry information related to (i) “best” practices, (ii) benchmarks, (iii) emerging higher education risk areas, (iv) internal audit practices, and (v) additional topics of interest.*
  - 6. Describe your process for working with Mason’s Office of Audit, Risk, and Compliance to administer the overall engagement. Among other things, describe:*
    - a. The individuals likely to administer and provide overall oversight to the engagement. Provide resumes.*
    - b. Invoicing and payment processes.*
  - 7. Provide a sample engagement letter template likely to be used in this engagement.*
  - 8. Provide names, firms, and contact information for three (3) reference clients with whom you have had a successful working relationship.*
- 

#### 1. Knowledge, skills and expected availability

Efficient performance requires a team with experienced personnel who are knowledgeable and skilled to meet your needs from day one, as well as capable of responding to your needs promptly and efficiently. With Baker Tilly, Mason will retain such a team.

#### Knowledge and skills

The team serving Mason will once again consist of full-time, dedicated staff, experienced in establishing and maintaining successful co-sourcing arrangements with higher education internal audit functions.

Team members bring relevant experience in leading and supporting engagements across a range of operational areas within university environments.

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**269+**

*years of combined  
experience among the core  
team and firm specialists*



*"Baker Tilly has staffed the engagement with knowledgeable and professional team members, who make it a priority to meet deadlines and exceed our expectations."*

– Chief Information Officer

As always, we will tailor our structure for each approved project to assign the optimal mix of firm specialists, enabling Mason to leverage the breadth and depth of specialized resources of our large firm, depending on the requirements of each audit. Our staffing objective in assigning teams is to arrange a mix of personnel that collectively possesses the required industry knowledge, technical competencies, and interpersonal skills to deliver high-quality internal audit services.

**Table 4.a.1** shows – at a high level – the knowledge, skills, and experiences of the proposed team members and representative specialists. Many of these individuals currently serve Mason in our internal audit services.

**Section 4.a.6** includes more details on the team's organization. Full resumes, including additional details on each team member's qualifications, are included in **Appendix III.a**. **Appendix III.b** further includes high-level bios for a sampling of firm specialists and supporting staff.

*Table 4.a.1: Personnel knowledge, skills and experience*

Team member name, certifications and title	Years of exp.	Higher ed.	Public research institutions	Co-sourced internal audit	Areas of specialty
<b>Raina Rose Tagle</b> CPA, CISA, CIA <i>Lead Partner</i>	25+	✓	✓	✓	Higher education internal audit, ERM
<b>Ashley Deihr</b> CPA, CIA, CFE <i>Partner</i>	15+	✓	✓	✓	Regulatory compliance and sponsored research
<b>Colleen Lewis</b> CPA, CIA, CFE <i>Lead Manager</i>	8+	✓	✓	✓	Higher education internal audit
<b>Mike Cullen</b> CISA, CISSP, CIPP/US <i>Director</i>	19+	✓	✓	✓	IT, cybersecurity
<b>Kimberly Ginn</b> CIA <i>Principal</i>	20+	✓	✓	✓	Research, fraud investigations
<b>Brynn Tomlinson</b> CPA, CFE <i>Experienced Manager</i>	9+	✓	✓	✓	Sponsored research and grants
<b>Jonathan Marks</b> CPA, CFF, CITP, CGMA, CFE <i>Partner</i>	30+	✓	✓	✓	Forensic audits and fraud investigations
<b>Amy Slevinski</b> CFE, MFS <i>Director</i>	15+	✓	✓	✓	Fraud investigations
<b>Jimmy Edmundson</b> CISA <i>IT Manager</i>	6+	✓	✓	✓	IT, cybersecurity

Team member name, certifications and title	Years of exp.	Higher ed.	Public research institutions	Co-sourced internal audit	Areas of specialty
<b>Christine Smith</b> <i>Director</i>	22+	✓	✓	✓	Strategic planning
<b>Andrea Caladie</b> CPA <i>Partner</i>	28+	✓	✓	✓	Financial reporting
<b>Cassandra Walsh</b> CPA <i>Partner</i>	25+	✓	✓	✓	ERM, regulatory compliance
<b>Tony Ollmann</b> CPA, CCA <i>Director</i>	20+	✓	✓	✓	Construction
<b>Kimberly Wylam</b> SPHR <i>President and Managing Partner, Baker Tilly Vantagen</i>	27+	✓	✓	✓	Human resources
<b>Representative senior and staff consultants</b>					
<b>Will Hoffer</b> <i>Senior Consultant</i>	3+	✓	✓	✓	Higher education internal audit
<b>Austin Wakefield</b> JD <i>Senior Consultant</i>	3+	✓	✓	✓	Higher education internal audit
<b>Kelsey Foreman</b> <i>Senior Consultant</i>	3+	✓	✓	✓	Higher education internal audit
<b>Caroline Strohman</b> <i>Staff Consultant</i>	2+	✓	✓	✓	Higher education internal audit



*“Our Baker Tilly team accepts feedback very well; it’s a dialogue with them. And they don’t just say, ‘OK’ and go off. They are intellectually stimulating to work with.”*

*– Senior Leader, Higher Education Institution*

**Availability**

With Baker Tilly as your internal audit service provider, Mason will retain a team of dedicated internal auditors (as evidenced by their internal audit specific-certifications, such as the CIA), rather than receiving service from external auditors with free time. This approach ensures year-round availability, accessibility, and quality service delivery.

The safety of our people is paramount. We are committed to playing our part in containing COVID-19 by practicing responsible social distancing. As of this writing, our firm is directing all professionals work remotely. Because Mason expects and deserves tailored, personalized service, we recognize that this policy may cause concern. Please understand that we are prepared to deliver an exceptional service experience remotely if necessary.

Mason’s engagement team has various tools enabling them to assist you from any location. Baker Tilly professionals each receive their own laptop and remote access credentials to connect to our internal network from outside the office. When Baker Tilly and Mason are not able to meet in person, we have web conferencing software – including Zoom, WebEx and Microsoft Teams – to quickly set up online meetings.

Additionally, we use Huddle, a secure cloud collaboration software, to work together anywhere, anytime and on any device. Huddle provides a platform for Mason and Baker Tilly to come together, share files, assign tasks, and track activity in a secure environment. Using Huddle as a central hub of activity means we all spend less time organizing documents, chasing approvals and searching through email – and more time achieving tangible results. The platform also enables real-time communication, meaning the status of your engagement will always be available.

Baker Tilly will not compromise Mason's internal audit services. Please let us know if you wish to discuss this matter in greater detail.

Because of our teams' proximity to your offices, our partners, managers and staff are available in-person, via email or by telephone to Mason whenever the need arises and we will respond promptly to your inquiries and concerns.

If a team member is unavailable, we will ensure that an appropriate designee has been assigned to maintain a consistent level of availability and responsiveness to Mason.

While we hope that Mason personnel do not need to work 24/7 very often, we will always be available to support you in times of need. We have numerous examples of assisting clients in crisis, including on late nights, holidays and weekends.

## 2. Familiarity and capability to conform with standards

Our experienced professionals are intimately familiar with the IIA's International Standards for the Professional Practice of Internal Auditing (Standards) and with industry expectations. We also understand how to practically implement them.

Our proposed team members are active IIA members and our proposed lead partners have completed the required IIA training for leading quality assessment reviews (QARs), with many other core team members participating as part of assessment teams for higher education internal audit functions.

Daily, our teams support internal audit functions that conform to IIA *Standards* and have successfully passed QARs that include work supported by Baker Tilly (for example, Georgetown University and Princeton University).

In addition, our experienced higher education consulting professionals have also led reviews of the internal audit functions of some of the nation's premier education and research institutions. Examples are listed chronologically below:

- [REDACTED]
- [REDACTED]



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*"They shared knowledge and experience they acquired while working with various clients so I always felt confident that anything they suggested was 'best-in-class'."*

*– Director of Internal Audit*



Each of Baker Tilly's assessments was planned to be unique, going beyond the "Generally Conforms" opinion and providing recommendations for ways to enhance the internal audit functions' standing and increase the effectiveness and value of the activities' operations.

### 3. Scheduling process

As experienced internal auditors, our team members routinely deliver high-quality, responsive ongoing support for multiple clients concurrently. As many of our clients are long-term clients, much of our work is scheduled each year, allowing us to anticipate resourcing needs and balance staff availability and workloads.

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*We weigh multiple factors when identifying and assigning staff to engagements, including past experience, availability, geographic proximity and others.*

Similarly, if Mason selects Baker Tilly for this engagement, our goal will be to jointly pre-plan the majority of our work to ensure availability of Baker Tilly and Mason staff, and to minimize disruption to your operations.

Even with diligent planning, unexpected situations may occur. To assist team members in managing their commitments and prioritize across multiple clients without decreasing responsiveness, availability and quality of services, Baker Tilly employs the following scheduling and planning strategies and tools:

- **Staff scheduling tools and resources:** Resources across our practice enter their availability into ProStaff, an application that helps organize staff schedules and assignment planning. Using weekly availability reports from this tool, dedicated resource management coordinators help to ensure our professionals' commitments do not exceed their capacity to deliver high-quality services for each client.
- **Flexible staffing ratios depending on project needs:** More complex projects require a higher ratio of partner and manager time than do more straightforward projects. Since not all projects are equally complex, we work to balance workload for individual resources via advance planning, and integrate additional subject-matter and support resources where appropriate.
- **Dedicated teams with clearly defined roles and responsibilities:** Each client has a dedicated team. Our teams are structured to assure Mason that your audit team can escalate any issues quickly, be available to Mason when you need us, and meet your needs creatively, without overburdening individual team members.
- **Proactive scheduling:** At the conclusion of each audit engagement, we immediately enter next year's audit engagement into the schedule.

Because of the size of our practice, Mason can cost-effectively access a breadth and depth of skills to meet your audit objectives, however much support you may require. In our Tysons office alone, we have more than enough staff with the skills required to execute your services, assuring you of a highly qualified and locally staffed engagement team.

### 4. Supervision of firm resources

We deliver internal audit services along a continuum based on the needs of each project. Our proposed, dedicated team of higher education internal

audit specialists will continue to support the Office of Audit, Risk and Compliance function with tactical internal audit execution, internal audit supervision, strategic guidance and coaching, or a combination thereof, as desired.

As appropriate, Mason engagements will receive oversight, supervision and quality assurance reviews from partner-level resources. Multiple levels of quality assurance reviews ensure the quality and completeness of project deliverables as well as the underlying working papers.

Our time-tested model has helped us to meet clients' expectations on past internal audit engagements and should help assure Mason of high quality deliverables.

## 5. Sharing knowledge

Changes in your institution, in legislation, and in the marketplace are inevitable. Throughout our engagement, Mason may implement updated accounting pronouncements, deploy new systems, and encounter new regulations. Your objectives, priorities and policies may also change. All of these changes affect the risks you may face.

Recognizing this, we prioritize keeping our fingers on the pulse – and regularly updating our clients – of trends, “best” practices, emerging higher education risk areas, and additional topics that may affect or interest our higher education clients.

### Maintaining current knowledge of industry information

Our extensive involvement and close connections with industry associations and industry leaders allow us to identify emerging trends and relevant industry information:

- **Involvement with industry associations:** Our specialists are actively involved in industry and trade associations (see **Section 2.d** and team resumes in **Appendix III.a** for details on association participation). Their level of involvement includes serving on boards and committees, participating in continuing education, and speaking or authoring articles on important developments in the industry. Rare to an accounting and consulting firm, we also present at the Council on Governmental Relations (COGR), a group of higher education research leaders.
- **Experience performing QARs:** In addition to performing internal audit services for many higher education institutions, Baker Tilly has collaborated with chief audit executives (CAEs), chief financial officers (CFOs), and general counsel from some of the nation's leading higher education institutions to conduct "peer reviews" and assessments of numerous internal audit functions. These reviews (discussed in **Section 4.a.2**) help us to stay abreast of how the IIA Standards are applied – and internal audit remains relevant and impactful – at universities across the country. Raina led the teams for all of the reviews listed in **Section 4.a.2** and Brynn has supported many of them. Most of these reviews addressed not only the internal audit functions, but to some extent also the enterprise risk management and compliance programs.



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*“Their willingness to constantly take on more and to take ownership of their work allowed for me to focus on other areas. They always kept me in the loop and raised issues in an appropriate manner.”*

– Director of Internal Audit

- **Diverse higher education experience:** Baker Tilly is actively involved in serving a diverse range of higher education institutions and in working with university counsel, which furthers our education about issues and trends that could affect Mason.
- **Insights spanning multiple industries:** While higher education internal audit is a core focus of our internal audit practice, our risk advisory practice professionals also provide internal audit services to professional services firms, government contractors, and manufacturing clients, among others. Raina is the former leader of this practice brings a vantage point of internal audit best practices across industries. This experience allows us to incorporate the leading practices and tools from each industry to provide effective insights.
- **Continuous training:** Our staff must obtain a minimum of 40 continuing professional education (CPE) credit hours every year, and participate in the firm's continuing professional education programs on ethics, accounting, and auditing issues. Our professionals regularly attend courses in relevant topics and meet or exceed the CPE requirements established by certifying authorities.



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*"Thank you again for going beyond the call of duty and providing us with excellent value for the investment we made."*

*– Senior Leader, Higher Education Consortium*

### Process to share information with Mason

The key to keeping Mason informed and up to date on emerging trends and successful practices in auditing will be an ongoing presence on campus, as well as continuous communication and conversations about risks at all levels.

We share insights and emerging trends among our internal audit team daily, so we can keep clients informed. In addition, with Baker Tilly as your co-sourced audit provider, Mason can expect to receive industry information via:

- Invitations to industry events, webinars and presentations on relevant topics to keep leadership informed of emerging trends
- Regular conversations with you to facilitate two-way conversations with leadership about risk, trends and leading practices
- Newsletters and alerts containing updates on emerging risks and trends (for a sampling of topics of please see **Section 2.d**)

To demonstrate our commitment to forging an ongoing relationship with Mason's Office of Audit, Risk and Compliance, we are pleased to offer to you, free of charge, a quarterly face-to-face CPE-eligible two-hour working session on higher education hot topics with experts from your Baker Tilly service team for the duration of our service relationship.

## 6. Working with Mason's Office of Audit, Risk and Compliance

Baker Tilly will facilitate an effective working partnership with Mason using the following strategies:

- **Single point of contact:** Mason will have a single point of contact for customer service and technical administration in your engagement manager, Colleen Lewis, who will coordinate involvement of firm resources as needed to ensure that the required expertise is provided to

best support Mason in all of Baker Tilly's activities. This provides the full strength and resources of a national firm, but the speed, flexibility, and familiarity of a local office. While Colleen is most closely connected to our team's capabilities and day-to-day availability, Raina will also be available for collaboration and support on an ongoing basis.

- **Open communication:** The Office of Audit, Risk and Compliance leadership will continue to have regular, in-person access to your Baker Tilly team, via formal status meetings and informal interactions. Maintaining open lines of communication allows us to remain responsive as Mason's needs may change while understanding and addressing any potential impacts to our work together. Baker Tilly will work with the Office of Audit, Risk and Compliance to define project management and communication requirements, tailor these tools to Mason, and define protocols for communicating exceptional events.
- **Ongoing collaboration:** As you know, our co-sourced internal audit methodology is designed to foster collaboration between Mason and Baker Tilly and to be flexible to meet your scheduling and staffing availability. To attain these outcomes, the partners and managers on your service team will strive to be integrated into your culture via regular onsite presence, as well as develop solutions and approaches jointly with Mason's Office of Audit, Risk and Compliance personnel. We are experienced in working on joint teams with our clients' resources and we will integrate with Office of Audit, Risk and Compliance personnel expertise and resources to holistically address Mason's risks.
- **Proven project management approach:** While each institution receives a tailored solution from Baker Tilly, using standardized templates and methodologies as a starting point for tailoring our services has helped to create efficiencies, save time, and reduce costs on past internal audit engagements. With each project, Baker Tilly follows a time-tested project management model and methodology to ensure that the outcome of the project meets Mason's expectations, including project plans, status updates, issue resolution protocols, and other key reporting as defined during planning.



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*"The relationship has been working extremely well for the last decade. People have no problem coming to Baker Tilly professionals with problems. The Baker Tilly people work with my people rather than being a 'gotcha' staff."*

*– Senior Financial Leader,  
Higher Education Institution*

### 6.a Individuals

Mason will receive service from an integrated team of highly experienced higher education internal audit professionals, primarily based in Tysons, Virginia.

The team combines technical, industry, and customer-facing experience, allowing them to address questions and concerns directly, as well as draw on knowledge of leading practices and direct applications by peer institutions.

Your team will be led by Raina Rose Tagle. Raina is the leader of Baker Tilly International's global governance, risk, compliance and cybersecurity practice. She is also the former leader of our risk advisory and higher education practices. She is a recognized leader within higher education internal audit.

Raina will receive quality assurance support from Ashley Deihr, a partner with more than 15 years of experience serving higher education institutions with internal audit services. Reporting directly to Raina and Ashley will be Colleen Lewis, who has served some of our largest higher education internal audit clients.

As previously mentioned, Colleen will serve as Mason's single point of contact and oversight for all audits, and, where appropriate, will direct staff and senior consultants in the execution of day-to-day internal audit activities. For IT audits, the engagement director role will fall to Mike Cullen, an experienced technology risk professional.

### **Breadth of firm specialists available to support Mason**

Firm subject-matter specialists will support Raina, Ashley, Colleen and Mike with their knowledge, skills and insights into specific issues, as needed. These subject-matter resources include Kim Ginn, a principal with extensive higher education compliance, research and investigative experience, and Christine Smith, who will offer insights on risks related to internal audit strategic planning. Specialists in other areas, including financial reporting, cybersecurity, ERM, athletics and business process, will stand ready to assist Mason, as needed.



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*“Everyone I spoke to has applauded the caliber of the team. You all were very impressive to school and central administration folks. I hope more work comes your way from this project.”*

– Chief Audit Executive

### **Resumes**

Full resumes, including additional details on each team member's qualifications, are included in **Appendix III.a**. **Appendix III.b** further includes high-level bios for a sampling of firm specialists and supporting staff.

### **6.b Invoicing and payment processes**

Our invoices for fees and expenses will be rendered monthly as work progresses and are payable upon receipt.

## **7. Sample engagement letter**

Please see **Appendix IV** for a sample engagement letter template.

## **8. References**

Baker Tilly has provided internal audit services to numerous higher education clients, including several of Masons' peers. These clients listed in **Tables 4.a.8.a – 4.a.8.c** may be used as internal audit references in considering our firm for the desired work at Mason. We welcome your discussing their experiences with our services.

We ask that you please contact us beforehand so that we can notify the parties, to ensure a prompt response to your inquiries.

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*"Hiring Baker Tilly for Internal Audit Services was the best decision that we ever made."*

*– Executive Vice President, Higher Education Institution*

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## 5. Costs (RFP XIII.B.5)

### 5.a-1 Hourly costs(RFP XIII.B.5.a)

*Provide hourly costs by level of experience (e.g., 1-3 years, 3-5 years, > 5 years), and specialty (e.g., operational, information technology).*

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*"I was left thinking 'I'm getting every penny's worth.' We just didn't have the resources on campus to do this. Or the expertise. It was the best money I've ever spent."*

– Assistant Vice Chancellor  
for Research, Higher  
Education Institution

Staff by level	Hourly billing rate
<b>Partner</b> (15+ years' experience)	\$467.36
<b>Senior manager</b> (10+ years' experience)	\$396.00
<b>Manager</b> (6-10 years' experience)	\$328.10
<b>Senior consultant</b> (3-5 years' experience)	\$252.30
<b>Staff consultant</b> (1-2 years' experience)	\$187.01

These rates reflect a more than 30% discount off of our standard hourly billing rates. The above rates will increase by 2.5% each year.

### 5.a-2 Discounts (RFP XIII.B.5.a)

*Provide information related to volume / discount breakpoints.*

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Total fees greater than \$250,000 in a contract year will receive an additional 1% discount for every \$250,000 additional in fees.

### 5.b Travel and out-of-pocket expenses (RFP XIII.B.5.b)

*Describe how you propose to handle any travel or out-of-pocket expenses related to provisions of these services. Specifically address expenses for resources based in locations near Mason.*

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Given the current social distancing guidelines regarding COVID-19, Baker Tilly is instructing all personnel to service client engagements remotely. As such, in the near future, we do not anticipate any billable travel for Mason on this project.

When social distancing guidelines are lifted, we still do not anticipate significant travel expenses. As Mason's campus is located less than 10 miles from Baker Tilly's Tysons Corner office, we will not charge for travel expenses for any of our Tysons-based resources. Any out-of-town travel expenses will be incurred in accordance with Mason's travel policy.

### Serving Mason remotely

For Baker Tilly, the safety of our people is paramount. We are committed to playing our part in containing COVID-19 by practicing responsible social distancing. As of this writing, our firm is directing all professionals work remotely. Because Mason expects and deserves tailored, personalized internal audit services, we recognize that this policy may cause concern; however, as you have seen, Baker Tilly is prepared to deliver an exceptional service experience remotely if necessary.

Mason's engagement team has various tools enabling them to assist you from any location. Baker Tilly professionals each receive their own laptop and remote access credentials to connect to our internal network from outside the office. When Baker Tilly and Mason are not able to meet in person, we have web conferencing software – including Zoom, WebEx and Microsoft Teams – to quickly set up online meetings.

Additionally, we use Huddle, a secure cloud collaboration software, to work together anywhere, anytime and on any device. Huddle provides a platform for Mason and Baker Tilly to come together, share files, assign tasks, and track activity in a secure environment. Using Huddle as a central hub of activity means we all spend less time organizing documents, chasing approvals and searching through email – and more time achieving tangible results. The platform also enables real-time communication, meaning the status of your engagement will always be available.

Baker Tilly has not and will not compromise Mason's services because of the pandemic. Please let us know if you wish to discuss this matter in greater detail.

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## 6. Information protection (RFP XIII.B.6)

### 6.a Protections for client information (RFP XIII.B.6.a)

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*Describe the protections you will use to safeguard information obtained during engagements from unauthorized use and disclosure, including, but not limited to, personal facts and circumstances related to individuals as well as information related to Mason's actual or anticipated business facts and circumstances.*

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#### Confidentiality policy

Baker Tilly is committed to protecting the confidentiality and security of confidential information. We strongly believe in protecting our clients' privacy and confidentiality. We recognize that your information is valuable and we take all reasonable measures to protect your information while it is in our care. Our employees are required to protect the confidentiality of information and comply with our established confidentiality policy, which, among others, holds that:

- Employees may not discuss client matters in public areas.
- Employees are prohibited from storing data on their laptops, other than from a current engagement.
- Any inquiries regarding clients or client matters are carefully screened before divulging confidential information.
- Client information is not to be photocopied, scanned, faxed or disclosed to any company or individual, including other employees, without authorization.
- Violations of the confidentiality policy may result in disciplinary action up to, and including, termination.

#### Client data protection

Protecting our client data is of the utmost importance to us, and we take this responsibility seriously. In order to safeguard this data and ensure our network is available for us to provide prompt service to our clients, we have deployed a number of technologies.

First, our firm uses market-leading anti-malware software as well as network and host-based web filtering tools. We also use host-based intrusion protection and have multilayered intrusion prevention tools in place for perimeter defense.

Second, should any of our laptops become lost or stolen, we have the ability to remotely remove data from those devices. In addition, we encrypt all laptops and other portable storage devices. No storage devices of any kind (laptop hard drives, portable media, DVDs, copier hard drives, etc.) are ever disposed of without first scrubbing the device to Department of Defense standards.

Other control technology examples include:

### **Administrative controls**

- Comprehensive security policy ratified by firm management, reviewed and updated annually
- Security awareness training for new employees
- Periodic awareness training for existing employees
- Signed security agreements by all employees
- Hiring background checks

### **Physical controls**

- Proximity badge building access management solutions at all sites
- Dedicated cooling, power and access control for firm data centers and network infrastructure

### **Technical controls**

- Industry-leading mobile device management (MDM) tool to force complex passwords and allow remote removal of corporate data should the device be lost or stolen
- Policy-managed endpoint security including antivirus, firewall, intrusion detection and intrusion prevention
- Centralized patch management
- Hard drive encryption with centralized key escrow
- Industry standard firewalls with in-line intrusion prevention protecting all sites
- Security Information and Event Management (SIEM) systems monitoring all security-related systems
- Smart card authentication for all employees using hardware token with PIN (Northeast region employees currently use password authentication)
- Two-factor authentication for all remote access using hardware token and one-time password (Northeast region employees currently use password authentication)
- 128-bit SSL minimum required for all remote access
- Policy-based and manual email encryption available to all employees
- Privileged account management systems for end-user computers

Baker Tilly undergoes vulnerability assessments and penetration testing, which is conducted by independent third parties.

# Appendix I: Organizational chart

## Firm governance

Below is an overview of firm governance structure. Note that Raina Rose Tagle, Mason’s engagement partner, serves on the Board of Partners.

Governance and committees



## Senior leadership team

### Senior Leadership Team



## Appendix II: Higher education specialization

Adept at navigating the complex cultures of higher education institutions, Baker Tilly helps client to meet today's requirements, identify new opportunities and anticipate challenges. Risk areas we have helped similar clients to address include:

### Financial and accounting operations

- Agreed-upon procedures
- Billing
- Budgeting
- Cash disbursements and receipts
- Cost center management and tracking
- Designated special purpose funds
- Employee compensation
- Endowment accounting and transactions
- Executive compensation and expenditures
- External audit assistance
- FAS 157/159
- Financial reporting controls
- Fundraising
- Gift accounting and processing
- Investment management
- Not-for-profit tax Form 990 status and compliance
- Payroll
- Receivables and collections
- Restricted funds
- Tax status and compliance
- Wire transfers

### Special investigations

- Fraud investigation
- Government audit preparation
- Whistle-blower investigation

### Operational

- Affiliation agreements
- Business reorganization
- Community partners collaboration
- Construction management
- Economic and regulatory volatility
- Energy and utilities utilization
- Facilities management
- Financial disclosure
- Inventory and asset management
- New business opportunities
- Operational efficiency and cost-cutting
- Physical security
- Project risk management
- Real estate management
- Record retention space utilization
- State reporting
- Strategic planning
- Shared services/organizational transformation
- Supply chain management
- Succession planning and talent management
- Sustainability

### Procurement and accounts payable

- Accounts payable
- Contract management
- Contracting estimates and bids
- Procurement and P-cards
- Vendor management

**Grants, contracts and research management**

- Cost allowability, allocability and reasonableness
- Effort and time reporting
- Facilities and administrative rate development
- Governmental audit preparation
- Grants and contracts compliance
- Grant management
- Individual conflicts of interest
- Institutional conflicts of interest
- Institutional review board
- Pre- and post-award process evaluation
- Research integrity
- Salary charging and effort certification
- Service center rate and allocation
- Sponsored research administration and compliance
- Sponsored research risk assessment
- Subcontractor monitoring

**Human resources**

- Background check processes
- Benefits and administration
- Benefit plan audits
- Employee leave
- HR operations
- Talent management

**ERM and governance**

- Audit exception follow-up
- Board of directors governance
- Compliance and internal audit infrastructure
- Compliance risk assessment
- Enterprise risk assessment
- Foreign influence concerns
- Fraud risk assessment
- Internal audit charter development
- Internal controls diagnostic
- Governance and internal controls training
- Governance self-assessment
- QAR of internal audit
- Uniform Guidance

**Technology risk, cybersecurity and privacy**

- Application security
- Change management
- Cloud computing
- Cybersecurity
- Disaster recovery and business continuity
- General Data Protection Regulation (GDPR) compliance
- HIPAA compliance (privacy and security)
- Information privacy and security
- IT effectiveness and governance
- IT internal controls testing
- IT operations
- IT risk assessment
- Project risk review
- Privacy compliance and risk (e.g., GDPR, GLBA, CaCPA)
- Server administration
- Software selection
- System access control
- System back-up and recovery
- System development
- System implementations, changes and upgrades
- Vulnerability management
- Virtual Chief Information Security Officer (VCISO)/Virtual Data Protection Officer (VDPO)
- Workflow automation

## Appendix III: Resumes and bios

### III.a Core resumes

## Raina Rose Tagle, CPA, CISA, CIA

Raina leads Baker Tilly International's governance, risk, compliance and cybersecurity services.



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bakertilly.com

#### **Languages**

Spanish

#### **Education**

Bachelor of Science in Accounting, minor in  
International Business  
Oklahoma State University

Raina brings over 25 years of experience, including having led for 12 years a practice of over 300 professionals who specialize in helping clients to address governance, risk, compliance (GRC) and cybersecurity challenges via industry-specialized capabilities in areas such as enterprise risk management (ERM) and compliance programs, internal audit, cybersecurity and information technology (IT), financial and operational risk management, grants and research contracts compliance and construction risk management. She served for 10 years as Baker Tilly's industry leader for higher education and research institutions, which has grown to serve over 400 institutions nationally.

Raina began her career with a major international accounting firm, progressing to serve as a manager in the financial statement audit and technology risk consulting practices. Raina serves on Baker Tilly's Board of Partners and serves as global leader for the Baker Tilly International network's governance, risk, compliance and cybersecurity. She previously served on the national committee for the firm's Growth and Retention of Women initiative.

#### **Specific experience**

- Advises clients on designing and enhancing ERM and compliance programs, addressing opportunities such as engaging board members and senior leaders, considering strategic risks and the relationship of ERM to strategic planning and building momentum and sustainability in ongoing ERM and compliance processes
- Has led more than 30 assessments of internal audit, compliance and ERM functions, providing boards and executives with strategic insights for evolving the functions to maximize value and impact
- Previously has held positions of chief audit executive, interim executive director, chief financial officer, startup co-founder and sales director
- Leads organization-wide reviews of sensitive topics, including cybersecurity, resource optimization and academic integrity, helping boards of directors to fulfill their oversight responsibilities and inform the public

## Raina Rose Tagle, page 2

### Specific experience, cont.

- Led own consulting firm for five years that specialized in organizational development and strategic planning, board of directors development, fundraising and executive coaching
- Raina's clients include George Mason University, Georgetown University, Duke University and Health System, Stanford University, Massachusetts Institute of Technology, Harvard University, Cornell University, University of Michigan, University of Washington, Princeton University, Howard Hughes Medical Institute, University System of New Hampshire, University of Wisconsin System, University of Texas System, the University of North Carolina at Chapel Hill, the University of California System, the Brookings Institution and Loyola University Chicago

### Industry involvement

- Speaker on topics related to enterprise risk management, compliance, board oversight of cybersecurity and high-performing internal audit in the following forums:
  - National Association of Corporate Directors
  - Society of Corporate Compliance and Ethics
  - Institute of Internal Auditors
  - Association of Governing Boards of Universities and Colleges
  - National Association of College and University Business Officers
  - Association of College and University Auditors
  - National Association of College and University Attorneys
  - National Council of University Research Administrators
- Keynote speaker, Virginia Society of Certified Public Accountants Leaders' Institute
- Co-authored articles in national publications on topics such as evolving strategic ERM, working successfully with internal audit and using risk assessment in sponsored research
- Convenes industry-specialized roundtables of chief risk officers, chief compliance officers, chief audit executives and chief financial officers

### Community involvement

- Advisory Board Member, University of Maryland Robert H. Smith School of Business
- Chair, Selection Committee, 2010 Washington Post Award for Excellence in Nonprofit Management
- Vice Chair, Diversity Dialogue Task Force of Arlington County, Virginia
- Leadership Greater Washington Class of 2003
- Past board of directors member:
  - Doorways for Women and Families (President)
  - Miriam's Kitchen (President and Treasurer)
  - The Choral Arts Society of Washington (Vice Chair)
- Founded and chaired comprehensive campaigns and annual fundraising events for local not-for-profits, raising nearly \$15 million
- Recipient:
  - Fannie Mae "Good Neighbor Award"
  - Bank of America "Local Hero Award"
  - SmartCEO Magazine "Smart CPA"
  - Greater Washington Society of CPAs "Woman to Watch" Experienced Leader Award

# Ashley Deihl, CPA, CIA, CFE

Ashley is a partner in the firm's higher education and research institutions industry practice.



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**Partner**

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**Education**

Master of Science in Accounting  
Bachelor of Science in finance and accounting  
University of Virginia

With more than 15 years of experience, Ashley assists institutions to achieve strategic and financial success, optimize operational effectiveness and enhance compliance. Ashley drives innovation through strategic and enterprise risk assessments, internal audit and compliance reviews and investigations and business process reviews. She has assisted clients in developing and reengineering infrastructures, governance practices, internal controls and business processes to mitigate risk and enhance efficiency, effectiveness and compliance in such areas as budgeting and resource management, financial management and reporting, sponsored research administration, compliance governance and international operations.

**Specific experience**

- Leads enterprise risk assessments, compliance assessments and internal audit and advisory engagements to assist institutional leadership to better understand, prioritize and mitigate key risks
- Performs organizational and operational assessments with the goal of enhancing clarity of responsibility and authority, enabling cost savings through organizational changes, including shared services models and aligning resources and operations to strategic and financial goals
- Manages teams performing sponsored programs reviews including cost allowability reviews, control assessments and process reviews, as well as strategic and organizational structure assessments to support sponsored programs
- Develops and enhances policies and procedures to identify and implement appropriate internal controls structures and processes and to assess/revise roles and responsibilities to ensure proper segregation of duties, efficiency, streamlined processes and compliance
- Performs targeted benchmarking and provides advice to tailor and implement best practices across campus operations to better support financial, operational and compliance goals
- Has provided support to more than 30 universities and not-for-profit organizations to implement Uniform Guidance

Ashley Dehr, page 2

**Specific experience, cont.**

- Served in the Interim Controller role at a large public university, overseeing an organizational assessment of the university's finance and accounting staff, including the development of customer service objectives and metrics, a redesign of organizational structure and reporting lines and development of the university's first standalone financial statements, while managing a staff of more than 30 individuals responsible for accounts payable, travel and expense reporting, vendor management and cash management
- Her federal grants and contracts experience includes assessing client compliance with the Office of Management and Budget Circulars, Federal Acquisition Regulation, Cost Accounting Standards and other government regulations, as well as sponsor regulations
- Her international experience includes assisting clients with assessing financial and regulatory compliance at international site locations and developing robust written policies and processes
- Clients include University of Pennsylvania, Stanford University, Harvard University, University of California - San Francisco, University of California - Irvine, University of Kansas, Oregon State University, Portland State University, George Washington University, Georgetown University and Tulane University

**Industry involvement**

- American Institute of Certified Public Accountants
- Association of Certified Fraud Examiners
- Association of College and University Auditors
- InsideNGO
- Institute of Internal Auditors
- National Association of College and University Business Officers
- National Council of University Research Administrators

**Thought leadership**

- Co-presented ACUA seminar "How Internal Audit Can Help Support Sponsored Programs Compliance"
- Co-presented ACUA seminar "Auditing for Compliance – Tips and Techniques for University Auditors"
- Co-presented ACUA webinar "Operation Collaboration: Leading Practices for Leveraging Common Internal Audit and Compliance Structures"
- Co-presented ACUA webinar "Transforming Internal Audit"
- Co-hosted IIA seminar "Responding Rapidly to Hotline Calls"
- Co-presented InsideNGO seminar "Audits and the Uniform Guidance: Updates and Applications"
- Co-presented InsideNGO seminar "Internal Controls and the Uniform Guidance: How to be Compliant"
- Co-authored New Perspectives & Digital Insights Article "Effort Reporting in the Uniform Guidance Era"
- Co-authored NCURA Magazine article "Aligning Research Operations to Maximize Research Strategy"
- Co-authored NCURA Magazine article "How to Work with Internal Audit: Leveraging Internal Audit for Success"
- Co-authored NCURA Magazine article "Taking back the Reins – Tips for Owning your next A-133 Audit"
- Co-authored NCURA micrograph, "How to Manage a Financially Focused University Research Audit Effectively"
- Co-presented NCURA seminar "Best Practices for Working with High Risk Subrecipients"
- Co-presented NCURA webinar "Internal Controls for Research Administrators"
- Co-presented NCURA seminar "How to Manage a Financially Focused University Research Audit Effectively"

# Colleen Lewis, CPA, CIA, CFE

Colleen is a manager in the firm's risk advisory practice.



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## Education

Bachelor of Science in accounting  
 Bachelor of Science in information systems  
 University of Maryland

With eight years of experience, Colleen's focus is to provide clients with internal auditing and management consulting on a wide range of business issues, regulatory compliance matters, organizational governance and internal control structures at higher education and not-for-profit institutions.

## Specific experience

- Helps organizations and universities better identify and understand their risks, both at department and enterprise-wide levels, and create risk mitigation/management plans
- Works with colleges and universities to assess the design and effectiveness of processes and systems related to financial operations, including procurement, payroll and financial reporting
- Conducted compliance evaluations of a university to understand how the university is complying with rules and regulations, focusing on high risk areas, including NCAA Athletics, Title IX and sponsored award compliance
- Performed a review of an institution's athletic business office, including reviewing roles and responsibilities of individuals involved in procurement, assessing budgeting process of teams and performing testing of expenses
- Performed investigations related to potential fraud, including overpayments and misappropriation of funds
- Assisted a global technology service provider with an assessment of internal controls, including financial and IT controls and evaluated the risks associated with management's control objectives and activities
- Performed a review of a multinational research university's processes for collecting, managing and reporting enrollment and ranking data, including reviewing current policies, interviewing personnel involved in both the collecting and managing of data and performing sample-based testing to determine the accuracy of records
- Routinely interacts with clients' senior leadership in operational meetings to discuss compliance, management and control matters
- Clients include the George Washington University, Georgetown University, Harvard University, Loyola University of Chicago, American Chemical Society and the Brookings Institution

Colleen Lewis, page 2

**Industry involvement**

- Institute of Internal Auditors
  - Board Member, Northern Virginia Chapter
- Virginia Society of Certified Public Accountants
- Association of Certified Fraud Examiners
- Recipient:
  - American Institute of Certified Public Accountants (AICPA)/Greater Washington Society of CPAs (GWSCPA)  
“Women to Watch” – 2016

# Mike Cullen, CISA, CISSP, CIPP/US

Mike is a director and the higher education cybersecurity and IT risk leader for the firm



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### Director

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### Education

Bachelor of Science in business information  
technology

Virginia Polytechnic Institute and State University  
(Blacksburg, Virginia)

Mike has more than 19 years of experience in cybersecurity, IT risk management and IT internal auditing. Mike has worked with clients in multiple industries, with a dedicated focus and extensive experience with higher education and research institutions. He has significant experience leading and executing IT risk assessments, myriad IT internal audits, various IT consulting projects, project risk reviews and multiple IT compliance reviews. He has also led strategic IT governance projects, cybersecurity assessments, information privacy reviews, application audits, the development of IT processes/policies/procedures, digital forensic investigations and IT controls examinations.

### Specific experience

- Managed various cybersecurity, IT audit and IT consulting engagement teams; provided day-to-day management of the engagement teams, interfaced with various client personnel from chief information, business and financial officers and analysts, to executive leaders and trustees; presented frequent status reports to a variety of management and audit teams, developed and delivered reports tailoring IT concepts, observations and practical recommendations to the appropriate levels
- Delivered hundreds of cybersecurity projects assessing and improving operating systems, networks, web servers, web applications and databases
- These ranged in complexity from high-level strategy/policy reviews, vulnerability audits, specific technical configurations reviews, digital forensic investigations, controls/process implementations and strategic guidance
- Developed and recommended IT strategies, including related guidance, practices and roadmaps for various institutions focused on aligning IT operations with IT strategies that align with the institution's overall mission, strategic plans and goals
- Led compliance testing (e.g., FERPA, HIPAA, PCI DSS, GLBA) of the design and operating effectiveness of privacy and cybersecurity controls in environments of varying sizes and characteristics, quickly learned clients' businesses and IT environments, identified control weaknesses and deficiencies, determined root causes of control breakdowns, recommended practical approaches for remediation and worked with management to implement process and control improvements

Mike Cullen, page 2

**Specific experience (cont.)**

- Assessed and advised on various large transformational projects, including myriad system implementations, by providing project management, risk management, resource management, issues management and strategy guidance before, during and after implementation/go live
- Provided IT contract and vendor process consulting, in the areas of enhancements to risk assessment, project deliverable, compliance and best practices, to reduce client risk when working with vendors
- Served many types of higher education and research institutions, including: George Mason University, University of Texas System, Baylor University, University of Chicago – Argonne National Laboratory, Boston College, the Brookings Institution, Bucknell University, Catholic University of America, Children’s National Health System, Cornell University, Dunwoody College, Georgetown University, George Washington University, Howard University, Liberty University, Loyola University of Chicago, Minnesota State Colleges and Universities, Montgomery College, Oregon Health & Science University, Princeton Plasma Physics Laboratory, Princeton University, Rider University, Saint Leo University, Tufts University, University of California Santa Barbara, University of Delaware, University of Oregon, University of Virginia, University of Wisconsin-Madison, University of Wisconsin-Milwaukee

**Industry involvement**

- Information Systems Audit and Control Association (ISACA)
- International Association of Privacy Professionals (IAPP)
- International Information Systems Security Certification Consortium (ISC2)
- Institute of Internal Auditors (IIA)

**Publications and presentations**

- IIA seminars on “A Framework for Auditing Mobile Devices” at the GRC and All-Star conferences
- Association of College and University Auditors (ACUA) conferences on topics, including “Compliance Potpourri, IT, Privacy and Data Security,” “Athletics,” “Getting Practical about Privacy,” and “Using IT Audit to Your Advantage”
- ACUA and Baker Tilly webinars on various higher education cybersecurity and IT risk topics, including “Cybersecurity threats in higher education,” “What to do with the cloud you bought or thought you bought,” “Protecting your institution with effective cybersecurity governance,” “Adventures in small shop auditing,” “Auditing your institution’s cybersecurity incident/breach response plan,” “Conducting a system implementation risk review at higher education institutions,” “Cyber risk emerging trends and regulatory update,” and “Bring your own device – A framework for internal audit”
- Numerous other presentations to ISACA, National Association of College and University Business Officers (NACUBO), Federal Publications Seminars, Greater Washington Society of Certified Public Accountants (GWSCPA), as well as at multiple universities

## III.b Specialists and sample staff bios

### Specialists

*Engagement team*

**Specialists**



**Kimberly Ginn, CIA, Sponsored Research Specialist:** Kim is a leader of the firm’s higher education and research institutions industry practice with more than 20 years of experience assisting organizations to enhance business processes, design robust and compliant infrastructures and navigate federal regulations, with an emphasis on providing risk advisory and internal audit services to organizations that are either making or receiving grants. She serves diverse higher education and research institutions with services related to grant management and sponsored research.



**Brynn Tomlinson, CPA, CFE, Sponsored Research Specialist:** Brynn is a manager in Baker Tilly’s risk advisory practice with more than nine years of experience providing consulting services to higher education and research institutions, with a specific focus on sponsored research operations, financial and regulatory compliance, enterprise risk management, and process and internal control improvement reviews. Brynn also audits and assesses business infrastructures from back-office processes such as payroll, procurement and human resources to specialized areas like research administration, cost allowability, effort reporting, grants and contracts management, award close-out and cost share allocation



**Jonathan Marks, CPA, CFF, CITP, CGMA, CFE, Forensics Specialist:** Jonathan is a partner in Baker Tilly’s global forensic, litigation and valuation services practice with more than 30 years of experience on global fraud and misconduct claims. He specializes in internal and regulatory investigations, governance matters, risk assessment, design and implementation of compliance programs, global fraud risk management programs, and compliance coordination and monitoring services for the public, not-for-profit and private sectors, including higher education institutions.



**Amy Slevinski, CFE, MFS, Fraud Specialist:** Amy is a director in the global forensic, compliance and integrity services practice of Baker Tilly. She is a director with more than 15 years of experience in forensic investigations, data analytics, compliance, fraud risk management, litigation support and digital forensics. Amy has worked with clients in the public sector and private sectors, including higher education institutions. On one project, she performed a high-profile investigation on behalf of a higher education institution to identify indicators of potential fraud or misconduct by academic departments as it pertained to the athletic eligibility of students; this required her to consolidate and analyze more than 10 million records of operational, academic and financial data to identify anomalies and trends, and present findings to the institution’s general counsel.



**Jimmy Edmundson, CISA, IT/Cybersecurity Specialist:** Jimmy is a manager in Baker Tilly’s risk advisory practice specializing in higher education risk advisory and cybersecurity services. He has more than six years of experience managing and supporting various cybersecurity, IT audit and IT consulting engagement teams. As a manager, Jimmy provides day-to-day management of IT and cybersecurity engagement teams and interfaces with various client personnel from chief information, business and financial officers, executive leadership and IT process managers.



**Christine Smith, Strategic Planning Specialist:** Christine is a director in Baker Tilly’s higher education practice with more than 20 years of experience providing innovative solutions to transform organizational effectiveness and ensure the appropriate level of compliance, transparency and efficiency. She has extensive experience managing strategic budgeting and financial planning, organizational and operational analysis, strategic planning, resource optimization, performance and program audits and human resource management initiatives. Christine’s work in risk management spans overall internal audit organizational effectiveness assessments, internal controls reviews and sponsored research operations assessments.



**Andrea Caladie, CPA, Financial Reporting Specialist:** Andrea is a partner in Baker Tilly’s public sector and higher education practices with more than 28 years of experience. She helps colleges and universities meet their financial obligations by providing technical support on financial reporting; leading financial, operational and compliance audits; and assisting with accounting policies and procedures implementations



**Cassandra Walsh, CPA, Concurring Partner and Governance Specialist:** Cassandra has more than 25 years of experience in internal audit, operational and financial process improvements, focusing on higher education. She also consults on a wide range of business issues and regulatory compliance matters, corporate governance and internal control structures at clients in various industries, including higher education. She specializes in internal audits, internal control reviews, business process analysis and reengineering, compliance audits, forensic investigations, enterprise risk assessments, enterprise risk management design and implementation, international activities risk management and general consulting.



**Anthony Ollmann, CPA, CCA, Construction Specialist:** Tony is a partner in Baker Tilly’s construction risk management practice, and has more than 20 years of experience. Experienced with various industries, including higher education, he brings diverse project experience that spans from large complex construction audits to single thread financial controls and process improvement consulting.



**Kimberly Wylam, SPHR, Human Resources Specialist:** Kim is the founding partner of Vantagen, now Baker Tilly Vantagen. Baker Tilly Vantagen specializes in delivering solutions that are focused in both technology and optimal client service. Kim is experienced in all aspects of HR and specializes in compliance, strategy and development, employee benefits and compensation. In her role as president, Kim oversees all major client development initiatives and operations. She assists clients in the development, implementation and execution of numerous HR strategic initiatives.

**Sample staff**



**Will Hoffer, Senior Consultant:** Will is a senior consultant in Baker Tilly’s risk advisory practice. He brings experience in providing internal control solutions. His clients have included higher education institutions, not-for-profit organizations and sponsored research institutions. Will conducts extensive research on common practices, policies and procedures in the higher education industry, including staff and student wellness, Title IX and federal grants management, among other issues.



**Austin Wakefield, JD, Senior Consultant:** Austin is a senior consultant in Baker Tilly's risk advisory practice. He specializes in providing risk and compliance solutions to higher education and research institutions. Austin focuses on performing internal audit and process analysis in many different areas of higher education institutions including financial aid, payroll, bursar's office and procurement. He also helps institutions to assess and manage risks in key student areas, including student wellness and campus culture.



**Kelsey Foreman, Senior Consultant:** Kelsey is a senior consultant in Baker Tilly's risk advisory practice. She brings experience in providing risk advisory and internal control solutions. Kelsey joined the firm in August 2017; her engagement experience is primarily focused on providing sponsored research services to clients, including higher education institutions and Department of Energy (DOE)-funded laboratories. She reviews a variety of processes at higher education institutions to assess gaps and recommend possible solutions to improve efficiency.



**Caroline Strohman, Staff Consultant:** Caroline is a consultant in Baker Tilly's risk advisory practice. She brings experience in providing internal control solutions and focuses on serving clients in higher education. Caroline provides assistance in identifying, documenting and testing internal controls as well as consulting services to improve internal control procedures for suitability of design and operational effectiveness. She also assists in reviews of processes related to academic school governance, including procurement, conflict of interest disclosures, enrollment management, faculty and staff hiring, academic program development, strategic planning and support.

## Appendix IV: Sample engagement letter template

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