



Purchasing Department  
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<http://fiscal.gmu.edu/purchasing>

**STANDARD CONTRACT  
 GMU-1827-23-15**

This Contract entered on this 28<sup>th</sup> day of February 2023 (Effective Date) by Strategy Consulting Team, LLC hereinafter called "Contractor" (located at 4000 Legato Rd., Ste 1100, Fairfax, VA 22033) and George Mason University hereinafter called "Mason," or "University".

- I. WITNESSETH** that the Contractor and Mason, in consideration of the mutual covenants, promises and agreement herein contained, agree as follows:
- II. SCOPE OF CONTRACT:** The Contractor shall provide consulting services as set forth in the Contract documents. Note: This contract is not a guarantee of work.
- III. PERIOD OF CONTRACT:** One year from the Effective Date with four (4) successive one-year renewal options. For administrative ease of efficiency each renewal will start March 1 and run through the end of February of each contract year.
- IV. PRICE SCHEDULE:** The following are all hourly rates. Hourly rates include all travel-related expenses to the Fairfax campus and overhead costs. Travel expenses to other locations may be billed at cost, in accordance with Commonwealth of Virginia travel per diems. This price schedule represents the complete pricing agreement between the parties. No additional contractor charges, markups, reimbursements or fees of any type permitted.

	Year 1	Year 2	Year 3	Year 4	Year 5
	Start - 2/29/24	3/1/24- 2/28/25	3/1/25- 2/28/26	3/1/26- 2/28/27	3/1/27- 2/28/28
Executive Coach	\$261.25	\$267.78	\$274.48	\$281.24	\$288.37
Leadership Coach	\$232.75	\$238.57	\$244.53	\$250.65	\$256.91
Organization Development Specialist III	\$166.25	\$170.41	\$174.67	\$179.03	\$183.51
Organization Development Specialist II	\$112.70	\$115.52	\$118.41	\$121.37	\$124.40
Organization Development Specialist I	\$78.40	\$80.36	\$82.37	\$84.43	\$86.54
Communication Specialist III	\$132.30	\$135.61	\$139.00	\$142.47	\$146.03
Communication Specialist II	\$102.90	\$105.47	\$108.11	\$110.81	\$113.58
Communication Specialist I	\$73.50	\$75.34	\$77.22	\$79.15	\$81.13
Expert Consultant	\$163.40	\$167.49	\$171.67	\$175.96	\$180.36
Senior Consultant	\$147.25	\$150.93	\$154.70	\$158.57	\$162.54
Mid-level Consultant	\$122.50	\$125.56	\$128.70	\$131.92	\$135.22
Junior Consultant	\$88.30	\$85.38	\$87.52	\$89.70	\$91.95
Graphic Artist	\$88.20	\$90.41	\$92.67	\$94.98	\$97.36

**A. Ordering Procedures:** As requirements arise a Mason representative will contact the contractor with a proposed (formal or informal) statement of needs and request a proposal for that particular engagement. Contractor will provide the proposal in accordance with the established prices included herein. Once agreed Mason will issue a Purchase Order for that particular engagement. Contractor must reference that Purchase Order number on all invoices submitted.

**IV. CONTRACT ADMINISTRATION:** Mason will assign an individual to shall serve as Contract Administrator for this Contract and shall use all powers under the Contract to enforce its faithful performance. The Contract Administrator shall determine the amount, quality and acceptability of work and shall decide all other questions in connection with the work. All direction and order from Mason shall be transmitted through the Contract Administrator, however, the Contract Administrator shall have no authority to approve changes which shall alter the concept or scope or change the basis for compensation.

**V. METHOD OF PAYMENT:** Paymode-X, Net30. <http://www.paymode.com/gmu>. Contractor shall submit invoices directly to [acctpay@gmu.edu](mailto:acctpay@gmu.edu) with a copy to the Contract Administrator. Invoices will be paid Net 30 after goods received, services rendered, or receipt in Mason’s Accounts Payable email box, whichever is later. Invoices must reference a Purchase Order number to be considered valid.

**VI. THE CONTRACT DOCUMENTS SHALL CONSIST OF (In order of precedence):**

- A. This signed Contract;
- B. Data Security Addendum (attached);
- C. Contractor’s Best and Final Offer dated 2/3/23 (attached);
- D. RFP No. GMU-1827-23 (attached);
- E. Contractor’s proposal dated 10/26/22 (attached).

**VII. GOVERNING RULES:** This Contract is governed by the provisions of the Restructured Higher Education Financial and Administrative Operations Act, Chapter 10 (§ [23.1-1000](#) et seq.) of Title 23.1 of the Code of Virginia, and the “*Governing Rules*” and the *Purchasing Manual for Institutions of Higher Education and their Vendors*. Documents may be viewed at: <https://vascupp.org>.

**VIII. CONTRACT PARTICIPATION:** It is the intent of this Contract to allow for cooperative procurement. Accordingly, any public body, public or private health or educational institutions, or affiliated corporations may access this Contract if authorized by the Contractor.

Participation in this Contract is strictly voluntary. If authorized by the Contractor, the contract will be extended to the entities indicated above to purchase goods and services in accordance with contract terms. As a separate contractual relationship, the participating entity will place its own orders directly with the Contractor(s) and shall fully and independently administer its use of the contract(s) to include contractual disputes, invoicing and payments without direct administration from the University. No modification of this Contract or execution of a separate agreement is required to participate; however, the participating entity and the Contractor may modify the terms and conditions of the contract to accommodate specific governing laws, regulations, policies, and business goals required by the participating entity. Any such modification will apply solely between the participating entity and the Contractor.

The University may request the Contractor provide semi-annual usage reports for all entities accessing the Contract. The University shall not be held liable for any costs or damages incurred by any other participating entity as a result of any authorization by the Contractor to extend the Contract. It is understood and agreed that the University is not responsible for the acts or omissions of any entity and will not be considered in default of the contract no matter the circumstances.

Use of this Contract does not preclude any participating entity from using other contracts or competitive processes as needed.

**IX. STANDARD TERMS AND CONDITIONS:**

A. **APPLICABLE LAW AND CHOICE OF FORUM:** This Contract shall be construed, governed, and interpreted pursuant to the laws of the Commonwealth of Virginia. All disputes arising under this Contract shall be brought before an appropriate court in the Commonwealth of Virginia.

B. **ANTI-DISCRIMINATION:** By entering into this Contract Contractor certifies to the Commonwealth that they will conform to the provisions of the Federal Civil Rights Act of 1964, as amended, as well as the Virginia Fair Employment Contracting Act of 1975, as amended, where applicable, the Virginians With Disabilities Act, the Americans With Disabilities Act and §§ 9&10 of the *Governing Rules*. If the award is made to a faith-based organization, the organization shall not discriminate against any recipient of goods, services, or disbursements made pursuant to the Contract on the basis of the recipient’s religion, religious belief, refusal to participate in a religious practice, or on the basis of race, age, color, gender or national origin and shall be subject to the same rules as other organizations that contract with public bodies to account for the use of the funds provided; however, if the faith-based

organization segregates public funds into separate accounts, only the accounts and programs funded with public funds shall be subject to audit by the public body. (*Governing Rules*, § 36).

In every contract over \$10,000 the provisions in 1. and 2. below apply:

1. During the performance of this Contract, the Contractor agrees as follows:
    - a. The Contractor will not discriminate against any employee or applicant for employment because of race, religion, color, sex, national origin, age, disability, or any other basis prohibited by state law relating to discrimination in employment, except where there is a bona fide occupational qualification reasonably necessary to the normal operation of the Contractor. The Contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices setting forth the provisions of this nondiscrimination clause.
    - b. The Contractor, in all solicitations or advertisements for employees placed by or on behalf of the Contractor, will state that such Contractor is an equal opportunity employer.
    - c. Notices, advertisements and solicitations placed in accordance with federal law, rule or regulation shall be deemed sufficient for the purpose of meeting these requirements.
  2. The Contractor will include the provisions of 1. above in every subcontract or purchase order over \$10,000, so that the provisions will be binding upon each subcontractor or Contractor.
- C. **ANTITRUST**: By entering into this Contract, the Contractor conveys, sells, assigns, and transfers to the Commonwealth of Virginia all rights, title and interest in and to all causes of action it may now have or hereafter acquire under the antitrust laws of the United States and the Commonwealth of Virginia, relating to the particular goods or services purchased or acquired by the Commonwealth of Virginia under this Contract.
- D. **ASSIGNMENT**: Neither party will assign or otherwise transfer its rights or obligations under this Contract without both parties' prior written consent. Any attempted assignment, transfer, or delegation without such consent is void.
- E. **AUDIT**: The Contractor shall retain all books, records, and other documents relative to this Contract for five (5) years after final payment, or until audited by the Commonwealth of Virginia, whichever is sooner. The University, its authorized agents, and/or state auditors shall have full access to and the right to examine any of said materials during said period.
- F. **AVAILABILITY OF FUNDS**: It is understood and agreed between the parties herein that the University shall be bound hereunder only to the extent of the funds available or which may hereafter become available for the purpose of this Contract.
- G. **AUTHORIZED SIGNATURES**: The signatory for each Party certifies that he or she is an authorized agent to sign on behalf such Party.
- H. **BACKGROUND CHECKS**: Contractor's employees (including subcontractors) performing services on any Mason campus must have successfully completed a criminal background check prior to the start of their work assignment/service. As stated in [Administrative Policy Number 2221 – Background Investigations](#), the criminal background investigation will normally include a review of the individual's records to include Social Security Number Search, Credit Report (if related to potential job duties), Criminal Records Search (any misdemeanor convictions and/or felony convictions are reported) in all states in which the employee has lived or worked over the past seven years, and the National Sex Offender Registry. In addition, the Global Watch list (maintained by the Office of Foreign Assets Control of The US Department of Treasury) should be reviewed. Signature on this Contract confirms your compliance with this requirement.
- I. **CANCELLATION OF CONTRACT**: Mason reserves the right to cancel this Contract, in part or in whole, without penalty, for any reason, upon 60 days written notice to the Contractor. Upon written notice of cancellation from Mason, Mason shall be fully released from any further obligation under the Contract and Contractor agrees to directly refund all payments, for services not already performed, to Mason, including any pre-paid deposits, within 14 days. In the event the initial Contract period is for more than 12 months, the resulting Contract may be terminated by either party, without penalty, after the initial 12 months of the Contract period upon 60 days written notice to the other party. Any

contract cancellation notice shall not relieve the Contractor of the obligation to deliver and/or perform on all outstanding orders issued prior to the effective date of cancellation.

J. CHANGES TO THE CONTRACT: Changes can be made to this Contract in any of the following ways:

1. The parties may agree in writing to modify the scope of this Contract.
2. Mason may order changes within the general scope of Contract at any time by written notice to Contractor. Changes within the scope of this Contract include, but are not limited to, things such as services to be performed, the method of packing or shipment, and the place of delivery or installation. Contractor shall comply with the notice upon receipt. Contractor shall be compensated for any additional costs incurred as the result of such order and shall give Mason a credit for any savings. Said compensation shall be determined by one of the following methods:
  - a. By mutual agreement between the parties in writing; or
  - b. By agreeing upon a unit price or using a unit price set forth in the contract, if the work to be done can be expressed in units, and the Contractor accounts for the number of units of work performed, subject to the Mason's right to audit Contractor's records and/or to determine the correct number of units independently; or
  - c. By ordering Contractor to proceed with the work and keep a record of all costs incurred and savings realized. A markup for overhead and profit may be allowed if provided by Contract. The same markup shall be used for determining a decrease in price as the result of savings realized. Contractor shall present Mason with all vouchers and records of expenses incurred and savings realized. Mason shall have the right to audit the records of Contractor as it deems necessary to determine costs or savings. Any claim for an adjustment in price under this provision must be asserted by written notice to Mason within thirty (30) days from the date of receipt of the written order from Mason. If the Parties fail to agree on an amount of adjustment, the question of an increase or decrease in the Contract price or time for performance shall be resolved in accordance with the procedures for resolving disputes provided by the Disputes Clause of this Contract or, if there is none, in accordance with the disputes provisions of the Commonwealth of Virginia Purchasing Manual for Institutions of Higher Education and Their Contractors. Neither the existence of a claim nor a dispute resolution process, litigation or any other provision of this Contract shall excuse the Contractor from promptly complying with the changes ordered by Mason or with the performance of this Contract generally.

K. CLAIMS: Contractual claims, whether for money or other relief, shall be submitted in writing no later than 60 days after final payment. However, written notice of the Contractor's intention to file a claim shall be given at the time of the occurrence or beginning of the work upon which the claim is based. Nothing herein shall preclude a contract from requiring submission of an invoice for final payment within a certain time after completion and acceptance of the work or acceptance of the goods. Pendency of claims shall not delay payment of amounts agreed due in the final payment.

1. The firm must submit written claim to:  
Chief Procurement Officer  
George Mason University  
4400 University Drive, MSN 3C5  
Fairfax, VA 22030
2. The firm must submit any unresolved claim in writing no later than 60 days after final payment to the Chief Procurement Officer.
3. Upon receiving the written claim, the Chief Procurement Officer will review the written materials relating to the claim and will mail his or her decision to the firm within 60 days after receipt of the claim.
4. The firm may appeal the Chief Procurement Officer's decision in accordance with § 55 of the *Governing Rules*.

L. COLLECTION AND ATTORNEY'S FEES: The Contractor shall pay to Mason any reasonable attorney's fees or collection fees, at the maximum allowable rate permitted under Virginia law, incurred in enforcing this Contract or

pursuing and collecting past-due amounts under this Contract.

- M. COMPLIANCE: All goods and services provided to Mason shall be done so in accordance with any and all applicable local, state, federal, and international laws, regulations and/or requirements and any industry standards, including but not limited to: the Family Educational Rights and Privacy Act (FERPA), Health Insurance Portability and Accountability Act (HIPAA) and Health Information Technology for Economic and Clinical Health Act (HITECH), Government Data Collection and Dissemination Practices Act, Gramm-Leach-Bliley Financial Modernization Act (GLB), Payment Card Industry Data Security Standards (PCI-DSS), Americans with Disabilities Act (ADA), and Federal Export Administration Regulations. Any Contractor personnel visiting Mason facilities will comply with all applicable Mason policies regarding access to, use of, and conduct within such facilities. Mason's policies can be found at <https://universitypolicy.gmu.edu/all-policies/> and any facility specific policies can be obtained from the facility manager.
- N. CONFIDENTIALITY OF PERSONALLY IDENTIFIABLE INFORMATION: The Contractor shall ensure that personally identifiable information ("PII") which is defined as any information that by itself or when combined with other information can be connected to a specific person and may include but is not limited to personal identifiers such as name, address, phone, date of birth, Social Security number, student or personal identification numbers, driver's license numbers, state or federal identification numbers, biometric information, religious or political affiliation, non-directory information, and any other information protected by state or federal privacy laws, will be collected and held confidential and in accordance with this agreement, during and following the term of this Contract, and will not be divulged without the individual's and Mason's written consent and only in accordance with federal law or the Code of Virginia.
- O. CONFLICT OF INTEREST: Contractor represents to Mason that its entering into this Contract with Mason and its performance through its agents, officers and employees does not and will not involve, contribute to nor create a conflict of interest prohibited by Virginia State and Local Government Conflict of Interests Act (Va. Code 2.2-3100 *et seq*), the Virginia Ethics in Public Contracting Act (§57 of the *Governing Rules*), the Virginia Governmental Frauds Act (Va. Code 18.2 – 498.1 *et seq*) or any other applicable law or regulation.
- P. CONTINUITY OF SERVICES:
1. The Contractor recognizes that the services under this Contract are vital to Mason and must be continued without interruption and that, upon contract expiration, a successor, either Mason or another contractor, may continue them. The Contractor agrees:
    - a. To exercise its best efforts and cooperation to affect an orderly and efficient transition to a successor;
    - b. To make all Mason owned facilities, equipment, and data available to any successor at an appropriate time prior to the expiration of the contract to facilitate transition to successor; and
    - c. That the University Procurement Officer shall have final authority to resolve disputes related to the transition of the contract from the Contractor to its successor.
  2. The Contractor shall, upon written notice from the Procurement Officer, furnish phase-in/phase-out services for up to ninety (90) days after this Contract expires and shall negotiate in good faith a plan with the successor to execute the phase-in/phase-out services. This plan shall be subject to the Procurement Officer's approval.
  3. The Contractor shall be reimbursed for all reasonable, pre-approved phase-in/phase-out costs (i.e., costs incurred within the agreed period after contract expiration that result from phase-in, phase-out operations). All phase-in/phase-out work fees must be approved by the Procurement Officer in writing prior to commencement of said work.
- Q. DEBARMENT STATUS: As of the Effective Date, the Contractor certifies that it is not currently debarred by the Commonwealth of Virginia from submitting bids or proposals on contracts for the type of services covered by this Contract, nor is the Contractor an agent of any person or entity that is currently so debarred.
- R. DEFAULT: In the case of failure to deliver goods or services in accordance with Contract terms and conditions, Mason, after due oral or written notice, may procure them from other sources and hold Contractor responsible for any resulting additional purchase and administrative costs. This remedy shall be in addition to any other remedies which Mason may have.
- S. DRUG-FREE WORKPLACE: Contractor has, and shall have in place during the performance of this Contract, a drug-

free workplace policy (DFWP), which it provides in writing to all its employees, vendors, and subcontractors, and which specifically prohibits the following on company premises, during work-related activities, or while conducting company business: the sale, purchase, manufacture, dispensation, distribution possession, or use of any illegal drug under federal law (including marijuana). For purposes of this section, “drug-free workplace” covers all sites at which work is done by Contractor in connection with this Contract.

T. **ENTIRE CONTRACT:** This Contract constitutes the entire understanding of the Parties with respect to the subject matter herein and supersedes all prior oral or written contracts with respect to the subject matter herein. This Contract can be modified or amended only by a writing signed by all of the Parties.

U. **EXPORT CONTROL:**

1. **Munitions Items:** If the Contractor is providing any items, data or services under this order that are controlled by the Department of State, Directorate of Defense Trade Controls, International Traffic in Arms Regulations (“ITAR”), or any items, technology or software controlled under the “600 series” classifications of the Bureau of Industry and Security’s Commerce Control List (“CCL”) (collectively, “Munitions Items”), prior to delivery, Contractor must:

- a. notify Mason (by sending an email to [export@gmu.edu](mailto:export@gmu.edu)), and
- b. receive written authorization for shipment from Mason’s Director of Export Controls.

The notification provided by the Contractor must include the name of the Mason point of contact, identify and describe each ITAR or CCL-controlled commodity, provide the associated U.S. Munitions List (USML) category number(s) or Export Control Classification Number, and indicate whether or not the determination was reached as a result of a commodity jurisdiction determination, or self-classification process. The Contractor promises that if it fails to obtain the required written pre-authorization approval for shipment to Mason of any Munitions Item, it will reimburse Mason for any fines, legal costs and other fees imposed for any violation of export controls regarding the Munition Item that are reasonably related to the Contractor’s failure to provide notice or obtain Mason’s written pre-authorization.

2. **Dual-Use Items:** If the Contractor is providing any dual-use items, technology or software under this order that are listed on the CCL in a series other than a “600 series”, Contractor must (i) include the Export Control Classification Number (ECCN) on the packing or other transmittal documentation traveling with the item(s) and, (ii) send a description of the item, its ECCN, and the name of the Mason point of contact to: [export@gmu.edu](mailto:export@gmu.edu) .

V. **FORCE MAJEURE:** Mason shall be excused from any and all liability for failure or delay in performance of any obligation under this Contract resulting from any cause not within the reasonable control of Mason, which includes but is not limited to acts of God, fire, flood, explosion, earthquake, or other natural forces, war, civil unrest, accident, any strike or labor disturbance, travel restrictions, acts of government, disease, pandemic, or contagion, whether such cause is similar or dissimilar to any of the foregoing. Upon written notification from Mason that such cause has occurred, Contractor agrees to directly refund all payments to Mason, for services not yet performed, including any pre-paid deposits within 14 days.

W. **FUTURE GOODS AND SERVICES:** Mason reserves the right to have Contractor provide additional goods and/or services that may be required by Mason during the term of this Contract. Any such goods and/or services will be provided by the Contractor under the same pricing, terms and conditions of this Contract. Such additional goods and/or services may include other products, components, accessories, subsystems or related services that are newly introduced during the term of the contract. Such newly introduced additional goods and/or services will be provided to Mason at Favored Customer pricing, terms and conditions.

X. **IMMIGRATION REFORM AND CONTROL ACT OF 1986:** By entering into this Contract Contractor certifies that they do not and will not during the performance of this Contract employ illegal alien workers or otherwise violate the provisions of the federal Immigration Reform and Control Act of 1986.

Y. **INDEMNIFICATION:** Contractor agrees to indemnify, defend and hold harmless George Mason University, the Commonwealth of Virginia, its officers, agents, and employees from any claims, damages and actions of any kind or nature, whether at law or in equity, arising from or caused by the use of any materials, goods, or equipment of any

kind or nature furnished by the Contractor/any services of any kind or nature furnished by the Contractor, provided that such liability is not attributable to the sole negligence of Mason or to the failure of Mason to use the materials, goods, or equipment in the manner already and permanently described by the Contractor on the materials, goods or equipment delivered.

Z. INDEPENDENT CONTRACTOR: The Contractor is not an employee of Mason, but is engaged as an independent contractor. The Contractor shall indemnify and hold harmless the Commonwealth of Virginia, Mason, and its employees and agents, with respect to all withholding, Social Security, unemployment compensation and all other taxes or amounts of any kind relating to the Contractor's performance of this Contract. Nothing in this Contract shall be construed as authority for the Contractor to make commitments which will bind Mason or to otherwise act on behalf of Mason, except as Mason may expressly authorize in writing.

AA. INFORMATION TECHNOLOGY ACCESS ACT: Computer and network security is of paramount concern at Mason. Mason wants to ensure that computer/network hardware and software does not compromise the security of its IT environment. Contractor agrees to use commercially reasonable measures in connection with any offering your company makes to avoid any known threat to the security of the IT environment at Mason.

All e-learning and information technology developed, purchased, upgraded or renewed by or for the use of Mason shall comply with all applicable University policies, Federal and State laws and regulations including but not limited to Section 508 of the Rehabilitation Act (29 U.S.C. 794d), the Information Technology Access Act, §§2.2-3500 through 2.2-3504 of the Code of Virginia, as amended, and all other regulations promulgated under Title II of The Americans with Disabilities Act which are applicable to all benefits, services, programs, and activities provided by or on behalf of the University. The Contractor shall also comply with the Web Content Accessibility Guidelines (WCAG) 2.0. For more information please visit <http://ati.gmu.edu>, under Policies and Procedures.

BB. INSURANCE: The Contractor shall maintain all insurance necessary with respect to the services provided to Mason. The Contractor further certifies that they will maintain the insurance coverage during the entire term of the Contract and that all insurance is to be placed with insurers with a current reasonable A.M. Best's rating authorized to sell insurance in the Commonwealth of Virginia by the Virginia State Corporation Commission. The Commonwealth of Virginia and Mason shall be named as an additional insured. By requiring such minimum insurance, Mason shall not be deemed or construed to have assessed the risk that may be applicable to the Contractor. The Contractor shall assess its own risks and, if it deems appropriate and/or prudent, maintain higher limits and/or broader coverage. The Contractor is not relieved of any liability or other obligations assumed or pursuant to this Contract by reason of its failure to obtain or maintain insurance in sufficient amounts, duration, or types.

1. Commercial General Liability Insurance in an amount not less than \$1,000,000 per occurrence for bodily injury or property damage, personal injury and advertising injury, products and completed operations coverage;
2. Workers Compensation Insurance in an amount not less than that prescribed by statutory limits; and, as applicable;
3. Commercial Automobile Liability Insurance applicable to bodily injury and property damage, covering owned, non-owned, leased, and hired vehicles in an amount not less than \$1,000,000 per occurrence; and
4. An umbrella/excess policy in an amount not less than five million dollars (\$5,000,000) to apply over and above Commercial General Liability, Employer's Liability, and Commercial Automobile Liability Insurance.

CC. INTELLECTUAL PROPERTY: Contractor warrants and represents that it will not violate or infringe any intellectual property right or any other personal or proprietary right and shall indemnify and hold harmless Mason against any claim of infringement of intellectual property rights which may arise under this Contract.

Unless expressly agreed to the contrary in writing, all goods, products, materials, documents, reports, writings, video images, photographs or papers of any nature including software or computer images prepared or provided by Contractor (or its subcontractors) for Mason will not be disclosed to any other person or entity without the written permission of Mason.

Work Made for Hire. Contractor warrants to Mason that Mason will own all rights, title and interest in any and all intellectual property rights created in the performance or otherwise arising from the Contract and will have full

ownership and beneficial use thereof, free and clear of claims of any nature by any third party including, without limitation, copyright or patent infringement claims. Contractor agrees to assign and hereby assigns all rights, title, and interest in any and all intellectual property created in the performance or otherwise arising from the Contract, and will execute any future assignments or other documents needed for Mason to document, register, or otherwise perfect such rights. Notwithstanding the foregoing, for research collaboration pursuant to subcontracts under sponsored research Contracts administered by the University's Office of Sponsored Programs, intellectual property rights will be governed by the terms of the grant or contract to Mason to the extent such grant or contract requires intellectual property terms to apply to subcontractors.

- DD. **NON-DISCRIMINATION**: All parties to this Contract agree to not discriminate on the basis of race, color, religion, national origin, sex, pregnancy, childbirth or related medical conditions, age (except where sex or age is a bona fide occupational qualification, marital status or disability).
- EE. **PAYMENT TO SUBCONTRACTORS**: The Contractor shall take the following actions upon receiving payment from Mason: (1) pay the subcontractor within seven days for the proportionate share of the total payment received from Mason attributable to the work performed by the subcontractor under that Contract; or (2) notify Mason and subcontractor within seven days, in writing, of its intention to withhold all or a part of the subcontractor's payment with the reason for nonpayment. b. If an individual contractor, provide social security number in order to receive payment. c. If a proprietorship, partnership or corporation provide Federal employer identification number. d. Pay interest to subcontractors on all amounts owed by the Contractor that remain unpaid after seven days following receipt by the Contractor of payment from the Institution for work performed by the subcontractor under that Contract, except for amounts withheld as allowed by prior notification. e. Accrue interest at no more than the rate of one percent per month. f. Include in each of its subcontracts a provision requiring each subcontractor to include or otherwise be subject to the same payment and interest requirements with respect to each lower-tier subcontractor.
- FF. **PUBLICITY**: The Contractor shall not use, in its external advertising, marketing programs or promotional efforts, any data, pictures, trademarks or other representation of Mason except on the specific written authorization in advance by Mason's designated representative.
- GG. **REMEDIES**: If the Contractor breaches this Contract, in addition to any other rights or remedies, Mason may terminate this Contract without prior notice.
- HH. **RENEWAL OF CONTRACT**: This Contract may be renewed by Mason for four (4) successive one-year renewal options under the terms and conditions of this Contract except as the pricing stated in section IV. Written notice of the University's intention to renew shall be given approximately 30 days prior to the expiration date of each contract period.
- II. **REPORTING OF CRIMES, ACCIDENTS, FIRES AND OTHER EMERGENCIES**: Any Mason Employee, including contracted service providers, who is not a staff member in Counseling and Psychological Services (CAPS) or a pastoral counselor, functioning within the scope of that recognition, is considered a "Campus Security Authority (CSA)." CSAs must promptly report all crimes and other emergencies occurring on or near property owned or controlled by Mason to the Department of Police & Public Safety or local police and fire authorities by dialing 9-1-1. At the request of a victim or survivor, identifying information may be excluded from a report (e.g., names, initials, contact information, etc.). Please visit the following website for more information and training: <http://police.gmu.edu/clery-act-reporting/campus-security-authority-csa/>."
- JJ. **RESPONSE TO LEGAL ORDERS, DEMANDS, OR REQUESTS FOR DATA**: Except as otherwise expressly prohibited by law, Contractor will: i) immediately notify Mason of any subpoenas, warrants, or other legal orders, demands or requests received by Contractor seeking University Data; ii) consult with Mason regarding its response; iii) cooperate with Mason's reasonable requests in connection with efforts by Mason to intervene and quash or modify the legal order, demand or request; and iv) upon Mason's request, provide Mason with a copy of its response.

If Mason receives a subpoena, warrant, or other legal order, demand (including request pursuant to the Virginia Freedom of Information Act) or request seeking University Data maintained by Contractor, Mason will promptly provide a copy to Contractor. Contractor will promptly supply Mason with copies of data required for Mason to respond, and will cooperate with Mason's reasonable requests in connection with its response.

- KK. **SEVERABILITY**: Should any portion of this Contract be declared invalid or unenforceable for any reason, such portion is deemed severable from the Contract and the remainder of this Contract shall remain fully valid and

enforceable.

- LL. SOVEREIGN IMMUNITY: Nothing in this Contract shall be deemed a waiver of the sovereign immunity of the Commonwealth of Virginia and of Mason.
- MM. SUBCONTRACTS: No portion of the work shall be subcontracted without prior written consent from Mason. In the event that the Contractor desires to subcontract some part of the work specified herein, the Contractor shall furnish Mason the names, qualifications and experience of their proposed subcontractors. The Contractor shall, however, remain fully liable and responsible for the work to be done by its subcontractor(s) and shall assure compliance with all requirements of this Contract. This paragraph applies to, but is not limited to, subcontractor(s) who process University Data.
- NN. SWaM CERTIFICATION: Contractor agrees to fully support the Commonwealth of Virginia and Mason's efforts related to SWaM goals. Upon contract execution, Contractor, if eligible, shall submit all required documents necessary to achieve SWaM certification to the Department of Small Business and Supplier Diversity within 90 days. If Contractor is currently SWaM certified, Contractor agrees to maintain their certification for the duration of this Contract and shall submit all required renewal documentation at least 30 days prior to existing SWaM expiration at <https://www.sbsd.virginia.gov/>.
- OO. UNIVERSITY DATA: University Data includes all Mason owned, controlled, or collected PII and any other information that is not intentionally made available by Mason on public websites, including but not limited to business, administrative and financial data, intellectual property, and patient, student and personnel data. Contractor agrees to the following regarding University Data it may collect or process as part of this contract:
1. Contractor will use University Data only for the purpose of fulfilling its duties under the Contract and will not share such data with or disclose it to any third party without the prior written consent of Mason, except as required by the Contract or as otherwise required by law. University Data will only be processed by Contractor to the extent necessary to fulfill its responsibilities under the Contract or as otherwise directed by Mason.
  2. University Data, including any back-ups, will not be accessed, stored, or transferred outside the United States without prior written consent from Mason. Contractor will provide access to University Data only to its employees and subcontractors who need to access the data to fulfill Contractor's obligations under the Contract. Contractor will ensure that employees who perform work under the Contract have read, understood, and received appropriate instruction as to how to comply with the data protection provisions of the Contract and to maintain the confidentiality of the University Data.
  3. The parties agree that as between them, all rights including all intellectual property rights in and to University Data shall remain the exclusive property of Mason, and Contractor has a limited, nonexclusive license to use the University Data as provided in the Contract solely for the purpose of performing its obligations under the Contract. The Contract does not give a party any rights, implied or otherwise, to the other party's data, content, or intellectual property, except as expressly stated in the Contract.
  4. Contractor will take reasonable measures, including audit trails, to protect University Data against deterioration or degradation of data quality and authenticity. Contractor shall be responsible for ensuring that University Data, per the Virginia Public Records Act, is preserved, maintained, and accessible throughout their lifecycle, including converting and migrating electronic data as often as necessary so that information is not lost due to hardware, software, or media obsolescence or deterioration.
  5. Contractor shall notify Mason within three business days if it receives a request from an individual under any applicable law regarding PII about the individual, including but not limited to a request to view, access, delete, correct, or amend the information. Contractor shall not take any action regarding such a request except as directed by Mason.
  6. If Contractor will have access to University Data that includes "education records" as defined under the Family Educational Rights and Privacy Act (FERPA), the Contractor acknowledges that for the purposes of the Contract it will be designated as a "school official" with "legitimate educational interests" in the University education records, as those terms have been defined under FERPA and its implementing regulations, and the Contractor agrees to abide by the limitations and requirements imposed on school

officials. Contractor will use the education records only for the purpose of fulfilling its duties under the Contract for Mason's and its end user's benefit, and will not share such data with or disclose it to any third party except as provided for in the Contract, required by law, or authorized in writing by the University.

7. Mason may require that Mason and Contractor complete a Data Processing Addendum ("DPA"). If a DPA is completed, Contractor agrees that the information in the DPA is accurate. Contractor will only collect or process University Data that is identified in the DPA and will only handle that data (e.g., type of processing activities, storage, security, disclosure) as described in the DPA. If Contractor intends to do anything regarding University Data that is not reflected in the DPA, Contractor must request an amendment to the DPA and may not take the intended action until the amendment is approved and documented by Mason.

PP. UNIVERSITY DATA SECURITY: Data security is of paramount concern to Mason. Contractor will utilize, store and process University Data in a secure environment in accordance with commercial best practices, including appropriate administrative, physical, and technical safeguards, to secure such data from unauthorized access, disclosure, alteration, and use. Such measures will be no less protective than those used to secure Contractor's own data of a similar type, and in no event less than reasonable in view of the type and nature of the data involved. At a minimum, Contractor shall use industry-standard and up-to-date security tools and technologies such as anti-virus protections and intrusion detection methods to protect University Data.

Immediately upon becoming aware of circumstances that could have resulted in unauthorized access to or disclosure or use of University Data, Contractor will notify Mason, fully investigate the incident, and cooperate fully with Mason's investigation of and response to and remediation of the incident. Except as otherwise required by law, Contractor will not provide notice of the incident directly to individuals who's PII was involved, regulatory agencies, or other entities, without prior written permission from Mason.

If Contractor provides goods and services that require the exchange of sensitive University Data, the Data Security Addendum attached to this Contract provides additional requirements Contractor must take to protect the University Data. Mason reserves the right to determine whether the University Data involved in this contract is sensitive, and if it so determines it will provide the Data Security Addendum to Contractor and it will be attached to and incorporated into this contract. Types of University Data that may be considered sensitive include, but is not limited to, (1) PII; (2) credit card data; (3) financial or business data which has the potential to affect the accuracy of the University's financial statements; (4) medical or health data; (5) sensitive or confidential business information; (6) trade secrets; (7) data which could create a security (including IT security) risk to Mason; and (8) confidential student or employee information.

Mason reserves the right in its sole discretion to perform audits of Contractor, at Mason's expense, to ensure compliance with all obligations regarding University Data. Contractor shall reasonably cooperate in the performance of such audits. Contractor will make available to Mason all information necessary to demonstrate compliance with its data processing obligations. Failure to adequately protect University Data or comply with the terms of this Contract with regard to University Data may be grounds to terminate this Contract.

QQ. UNIVERSITY DATA UPON TERMINATION OR EXPIRATION: Upon termination or expiration of the Contract, Contractor will ensure that all University Data are securely returned or destroyed as directed by Mason in its sole discretion within 180 days of the request being made. Transfer to Mason or a third party designated by Mason shall occur within a reasonable period of time, and without significant interruption in service. Contractor shall ensure that such transfer/migration uses facilities and methods that are compatible with the relevant systems of Mason or its transferee, and to the extent technologically feasible, that Mason will have reasonable access to University Data during the transition. In the event that Mason requests destruction of its data, Contractor agrees to destroy all data in its possession and in the possession of any subcontractors or agents to which the Contractor might have transferred University Data. Contractor agrees to provide documentation of data destruction to the University.

Contractor will notify the University of any impending cessation of its business and any contingency plans. This includes immediate transfer of any previously escrowed assets and University Data and providing Mason access to Contractor's facilities to remove and destroy Mason-owned assets and University Data. Contractor shall implement its exit plan and take all necessary actions to ensure a smooth transition of service with minimal disruption to Mason. Contractor will also provide a full inventory and configuration of servers, routers, other hardware, and software involved in service delivery along with supporting documentation, indicating which if any of these are owned by or dedicated to Mason. Contractor will work closely with its successor to ensure a successful transition to the new equipment, with minimal downtime and effect on Mason, all such work to be coordinated and performed in advance

of the formal, final transition date.

RR. UNIVERSITY REVIEW/APPROVAL: All goods, services, products, design, etc. produced by the Contractor for or on behalf of Mason are subject to Mason’s review and approval.

SS. WAIVER: The failure of a party to enforce any provision in this Contract shall not be deemed to be a waiver of such right.

**Strategy Consulting Team, LLC**

*Sue Nicholas*

Signature \_\_\_\_\_  
FBDAA83C8464407...

Name: Sue Nicholas

Title: CEO

Date: 3/1/2023

**George Mason University**

*James Russell*

Signature \_\_\_\_\_  
2F61E096C77E4DC...

Name: James Russell

Title: Purchasing Director

Date: 3/1/2023

**Data Security Addendum for inclusion in GMU-1827-23 with  
George Mason University (the “University”)**

This Addendum supplements the above-referenced Contract between the University and Strategy Consulting Team, LLC dated 2/28/23. It is applicable only in those situations where the Selected Firm/Vendor provides goods or services under a Contract or Purchase Order which necessitate that the Selected Firm/Vendor create, obtain, transmit, use, maintain, process, store, or dispose of Sensitive University Data (as defined in the Definitions Section of this Addendum) as part of its work under the Contract.

This Addendum sets forth the terms and conditions pursuant to which Sensitive University Data will be protected by the Selected Firm/Vendor during the term of the Parties’ Contract and after its termination.

**1. Definitions**

Terms used herein shall have the same definition as stated in the Contract. Additionally, the following definitions shall apply to this Addendum.

- a. **“Personally Identifiable Information (“PII”)”** means any information that can be connected to a specific person and may include but is not limited to personal identifiers such as name, address, phone, date of birth, Social Security number, student or personal identification numbers, driver’s license numbers, state or federal identification numbers, non-directory information and any other information protected by state or federal privacy laws.
- b. **“University Data”** includes all University owned Personally Identifiable Information and other information that is not intentionally made generally available by the University on public websites, including but not limited to business, administrative and financial data, intellectual property, and patient, student and personnel data.
- c. **“Sensitive University Data”** means data identified by University to Selected Firm/Vendor as Sensitive University Data and may include, but is not limited to: (1) PII; (2) credit card data; (3) financial or business data which has the potential to affect the accuracy of the University’s financial statements; (4) medical or health data; (5) sensitive or confidential business information; (6) trade secrets; (7) data which could create a security (including IT security) risk to the University; and (8) confidential student or employee information.
- d. **“Securely Destroy”** means taking actions that render data written on media unrecoverable by both ordinary and extraordinary means. These actions must meet or exceed those sections of the National Institute of Standards and Technology (NIST) SP 800-88 guidelines relevant to data categorized as high security.
- e. **“Security Breach”** means a security-relevant event in which the security of a system or procedure used to create, obtain, transmit, maintain, use, process, store or dispose of data is breached, and in which University Data is exposed to unauthorized disclosure, access, alteration, or use.
- f. **“Services”** means any goods or services acquired by the University from the Selected Firm/Vendor.

**2. Data Security**

- a. In addition to the security requirements stated in the Contract, Selected Firm/Vendor warrants that all electronic Sensitive University Data will be encrypted in transmission (including via web interface) and stored at no less than 128-bit level encryption. Additionally, Selected Firm/Vendor warrants that all Sensitive University Data shall be Securely Destroyed, when destruction is requested by University.
- b. If Selected Firm/Vendor’s use of Sensitive University Data include the storing, processing or transmitting of credit card data for the University, Selected Firm/Vendor represents and warrants that for the life of the Contract and while Selected Firm/Vendor has possession of University customer cardholder data, the software and services used for processing transactions shall be compliant with standards established by the Payment Card Industry (PCI) Security Standards Council ([www.pcisecuritystandards.org](http://www.pcisecuritystandards.org)). In the case of a third-party application, the application will be listed as PA-DSS compliant at the time of implementation by the University. Selected Firm/Vendor acknowledges and agrees that it is responsible for the security of all University customer cardholder data or identity information managed, retained, or maintained by Selected Firm/Vendor, including but not limited to protecting against fraudulent or unapproved use of such credit card or identity information. Selected Firm/Vendor agrees to indemnify and hold the University, its officers, employees, and agents, harmless for, from, and against any and all claims, causes of action, suits, judgments, assessments, costs (including reasonable attorneys’ fees), and expenses arising out of or relating to any loss of University customer credit card or identity information managed, retained, or maintained by Selected Firm/Vendor, including but not limited to fraudulent or unapproved use of such credit card or identity information. Selected Firm/Vendor shall, upon written request, furnish proof of compliance with the Payment Card Industry Data Security Standard (PCI DSS) within 10 business days of the request. Selected Firm/Vendor agrees that, notwithstanding anything to the contrary in the Contract or the Addendum, the University may terminate the Contract immediately without penalty upon notice to the Selected Firm/Vendor in the event Selected Firm/Vendor fails to maintain compliance with the PCI DSS or fails to maintain the confidentiality or integrity of any cardholder data.

**3. Employee Background Checks and Qualifications**

- a. In addition to the employee background checks provided for in the Contract, Selected Firm/Vendor shall perform the following background checks on all employees who have potential to access Sensitive University Data: Social Security Number trace; seven (7) year felony and misdemeanor criminal records check of federal, state, or local records (as applicable) for job related crimes; Office of Foreign Assets Control List (OFAC) check; Bureau of Industry and Security List (BIS) check; and Office of Defense Trade Controls Debarred Persons List (DDTC).

**4. Security Breach**

- a. Liability. In addition to any other remedies available to the University under law or equity, Selected Firm/Vendor will reimburse the University in full for all costs incurred by the University in investigation and remediation of any Security Breach of Sensitive University Data, including but not limited to providing notification to individuals whose Personally Identifiable Information was compromised and to regulatory agencies or other entities as required by law or contract; providing one year's credit monitoring to the affected individuals if the Personally Identifiable Information exposed during the breach could be used to commit financial identity theft; and the payment of legal fees, audit costs, fines, and other fees imposed by regulatory agencies or contracting partners as a result of the Security Breach.

**5. Audits**

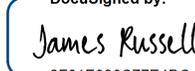
- a. Selected Firm/Vendor will at its expense conduct or have conducted at least annually a: security audit with audit objectives deemed sufficient by the University, which attests the Selected Firm/Vendor's security policies, procedures and controls; ii) vulnerability scan, performed by a scanner approved by the University, of Selected Firm/Vendor's electronic systems and facilities that are used in any way to deliver electronic services under the Contract; and iii) formal penetration test, performed by a process and qualified personnel approved by the University, of Selected Firm/Vendor's electronic systems and facilities that are used in any way to deliver electronic services under the Contract.
- b. Additionally, the Selected Firm/Vendor will provide the University upon request the results of the above audits, scans and tests, and will promptly modify its security measures as needed based on those results in order to meet its obligations under the Contract. The University may require, at University expense, the Selected Firm/Vendor to perform additional audits and tests, the results of which will be provided promptly to the University.
- c. AICPA SOC Report (Type II)/per SSAE18: Selected Firm/Vendor must provide the University with its most recent Service Organization Control (SOC) audit report and that of all subservice provider(s) relevant to the Contract. It is further agreed that the SOC report, which will be free of cost to the University, will be provided annually, within 30 days of its issuance by the auditor. The SOC report should be directed to the appropriate representative identified by the University. Selected Firm/Vendor also commits to providing the University with a designated point of contact for the SOC report, addressing issues raised in the SOC report with relevant subservice provider(s), and responding to any follow up questions posed by the University in relation to the SOC report.

IN WITNESS WHEREOF, this Addendum has been executed by an authorized representative of each party as of the date set forth beneath such party's designated representative's signature.

**Contractor**

**George Mason University**

DocuSigned by:  
  
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DocuSigned by:  
  
 2F61E096C77E4DC...

Signature \_\_\_\_\_

Signature \_\_\_\_\_

Name: Sue Nicholas

Name: James Russell

Title: CEO

Title: Purchasing Director

Date: 3/1/2023

Date: 3/1/2023



**George Mason University (GMU)**  
***Academic and Business Consulting Services***  
***GMU-1827-23***

**Best and Final Offer (BAFO) Proposal Due Date: February 6, 2023**

**Submitted to:**

Davena Reynolds, Senior Buyer, dreyno3@gmu.edu

James F Russell, Director, jrussell@gmu.edu

**Submitted by:**

Strategy Consulting Team, LLC

A Woman-Owned Small Business  
4000 Legato Road, Fairfax, VA 22033

[www.StrategyConsultingTeam.com](http://www.StrategyConsultingTeam.com)

**Contractor Point of Contact:**

Sue Nicholas  
CEO

SNicholas@StrategyConsultingTeam.com  
(703) 408-4056

DSBSD SWaM Certification: 717336  
TIN: 47-4434021



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Purchasing Department  
4400 University Drive, Mailstop 3C5  
Fairfax, VA 22030  
Voice: 703.993.2580 | Fax: 703.993.2589  
http://fiscal.gmu.edu/purchasing/



**REQUEST FOR PROPOSALS  
GMU-1827-23**

**ISSUE DATE:** September 8, 2022  
**TITLE:** Academic and Business Consulting Services  
**PRIMARY PROCUREMENT OFFICER:** Davena Reynolds, Senior Buyer, [dreyno3@gmu.edu](mailto:dreyno3@gmu.edu)  
**SECONDARY PROCUREMENT OFFICER:** James F Russell, Director, [jrussell@gmu.edu](mailto:jrussell@gmu.edu)

**QUESTIONS/INQUIRIES:** E-mail all inquiries to both Procurement Officers listed above, no later than 4:00 PM EST on September 21, 2022. **All questions must be submitted in writing in WORD format.** Responses to questions will be posted on the [Mason Purchasing Website](#) by 5:00 PM EST on September 27, 2022. Also see section III. COMMUNICATION, herein.

**PROPOSAL DUE DATE AND TIME:** October 12, 2022 @ 2:00 PM EST. SEE SECTION XIILA.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: Strategy Consulting Team LLC

Date: 10 OCT 2022

DBA: Strategy Consulting Team (SCT)

Address: 4000 Legato Road, Suite 1100  
Fairfax, VA 22033

By: *Sue Nicholas*  
Signature

FEI/FIN No. 47-4434021

Name: Sue Nicholas

Fax No. 703-896-7601

Title: CEO

Email: snicholas@strategyconsultingteam.com

Telephone No. 703-408-4056

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

SWaM Certification Number: 717336

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. EXECUTIVE SUMMARY [XIII.B.2]

**[XIII.B.2 Executive Summary: Offerors must submit an executive summary at the beginning of the proposal]** George Mason University (GMU) is a leading innovator in higher education with student impact reaching throughout Virginia, across the United States, and around the world. To help achieve the university's vision of innovation, growth, and access, GMU is seeking consultants to provide a variety of business services to help ensure prepared leadership, organizational effectiveness, process efficiency, and data-driven decision making.

**[XIII.B.2] Strategy Consulting Team (SCT) is a certified Virginia Department of Small Business and Supplier Diversity (DSBSD) Woman-Owned Small Business.** The company primarily serves the federal government, non-profits, and academia in areas of human capital and organizational improvement. Based on our capabilities and experience, we are prepared to support GMU in five areas of need: organizational and operational assessments; strategic communication and change management; leadership assessment and coaching; Diversity, Equity, and Inclusion (DEI) initiatives; and business process mapping. In these areas, SCT provides numerous strengths to the benefit of clients:

**[XIII.B.2] Specialized experience.** With a robust history serving various types of organizations across sectors, SCT understands complexities with improving organizational effectiveness and will apply key capabilities in developing recommendations. For the past four years, we have successfully provided GMU with leadership training, consulting, and development services. In addition, SCT offers decades of professional experience supporting clients conduct effectiveness and efficiency initiatives. Specific to this task, SCT's past performance includes two contracts that have encompassed similar tasks to those SCT proposes supporting for GMU. For the Army and National Nuclear Security Administration (NNSA), SCT has provided organizational assessments and strategic plans; strategic communication and change management; executive coaching; DEI assessments, plans, and implementation; and business process reengineering, including automation.

**[XIII.B.2] Technical competence.** SCT provides a technical approach for five tasks listed in the Request for Proposal (RFP). Our technical approaches reflect our years of experience, investments in expertise, and understanding of GMU's challenges. To the extent space allows, our technical approach narrative and graphics provide detailed steps of how SCT will address needs, including the process, frameworks, and tools we have tested and refined for similar projects.

**[XIII.B.2] Expert consultants.** For each technical area described in the proposal, SCT includes a relevant profile of a current SCT subject matter expert. In addition to specific functional expertise, SCT's experienced staff offer exceptional facilitation, project management, and communication skills. As a signal of expertise, SCT's consultants hold the following qualifications:

- International Coaching Federation (ICF) certification (the gold-standard for leadership coaching), including Master level
- Georgetown University and George Mason University Leadership Coaching certifications

- Leadership Assessment certifications
- Project Management Professional (PMP) certification
- Effective Facilitator Program certification
- Lean Six Sigma certification
- Change Management certification
- Senior/Professional in Human Resources
- Cornell DEI certification

**[XIII.B.2] Project management capability.** SCT will provide a tactical focus on each GMU project as well as maintain the strategic focus of the overall project management environment. We will ensure that efforts are aligned to requisite strategic plans, guidance, and regulations. We will consider environmental factors and organizational assets such as the GMU culture, infrastructure, policies, and lesson learned as inputs to each effort. We will review organizational processes, project and organizational documents, environmental assessment, and existing Project Management Plans.

SCT's disciplined approach for managing multiple complex projects is based in industry standards (Project Management Body of Knowledge (PMBOK), International Organization for Standardization, and significant experience participating on multiple-award competitive contracts. SCT maintains detailed project plans and work breakdown structures (WBS) to serve as roadmaps to achieve each deliverable/milestone. In addition, SCT's quality control methodology manages costs, timeliness, and risk by leveraging metrics, inspections, and reporting tailored to the deliverables and expectations of the client.

**[XIII.B.2] Corporate summary.** SCT is in good legal standing. We are not involved in any litigation, investigation, or action from any state, local, federal, or other regulatory body, or lawsuits. Our name has not changed since being incorporated in 2015.

## 2. GENERAL FIRM BACKGROUND AND INFORMATION [XIII.B.3]

**[XIII.B.3 General firm background and information] Firm History and Current State.** SCT was founded in 2015 by Sue Nicholas to be a trusted partner that delivers results and navigates complex challenges for higher education, public sector, and not-for-profit clients. In 2020, SCT was certified by the US Women’s Chamber of Commerce as a Woman-Owned Small Business. Our core values that guide our actions are Integrity, Superior Value, Excellence, Innovation, Teamwork, Empowerment and Continuous Learning. SCT’s corporate headquarters are in Fairfax, Virginia and we are registered with the Virginia Department of Small Business and Supplier Diversity (DSBSD) as a Small, Women-owned, and Minority-owned (SWaM) business.

**[XIII.B.3]** SCT has grown strategically and steadily as an organization over the past seven years. In 2017, SCT was awarded its General Services Administration (GSA) Schedule contract and in 2018 SCT was one of eight small business awardees for the Human Resource Solutions (HRS) Personnel Life Cycle Solutions (PLS) Indefinite Delivery, Indefinite Quantity contract. Under these contracts, SCT provides organizational improvement and talent management expertise to a variety of government clients. Combined with its HRS PLS teaming partners, SCT has reach across six continents and 10,000+ employees to support the DoD and its global mission to serve.

**[XIII.B.3]** SCT has adopted a Diversity, Equity, Inclusion, and Accessibility (DEIA) Plan to demonstrate commitment to removing bias and barriers, ensuring equity, building inclusive teams, and cultivate a sense of belonging. This DEIA Plan identifies qualitative and quantitative approaches utilized to measure progress in the areas of Leadership and Commitment, Diverse Talent, and Culture and Sustainability:

- Leadership and Commitment – Demonstrate leadership’s commitment and accountability to diversity, equity, inclusion, and accessibility. Identify quantitative approaches utilized to measure progress of a Diversity and Inclusion program.
- Diverse Talent – Demonstrate a pursuit of a high performing diverse workforce from underserved communities.
- Culture & Sustainability – Demonstrate how an inclusive and fair work environment will be cultivated and maintained.

**[XIII.B.3] Our CEO.** A versatile and accomplished leader, ***Sue Nicholas*** has held a variety of leadership positions in both the public and private sectors. She has successfully led large complex teams and organizations, building new capabilities and leading expansion into new markets through innovative, pragmatic, and integrated solutions. Sue offers experience in leading high performing teams in various sectors including strategic planning, organizational assessment and design, leadership coaching, change management and communications, human capital strategic planning, workforce analytics, manpower studies, talent management, performance management and continuous process improvement across federal government, academic, private, and non-profit markets.



**[XIII.B.3]** Sue is a trusted advisor to senior level executives and has a reputation for building long-lasting relationships. She is a thought leader and outstanding public speaker that has served as a member of a number of boards of advisors and directors. Sue holds a Bachelor of Science in

Information Systems from Thomas College and a M.B.A. from Northeastern University. She is certified in Leadership Coaching from Georgetown University, holds a Master Certified Coach (MCC) from the International Coaching Federation (ICF) and is a certified practitioner in The Leadership Circle Profile (LCP), Leadership Culture survey, and Gallup Strengths Finder. She is also a certified Project Management Professional (PMP).

**[XIII.B.3] Summary of Strengths and Capabilities.** SCT's subject matter expertise in organizational improvement is derived from an experienced workforce thoughtfully composed through the hiring process and a dedicated investment in enhancing capabilities through thought leadership, communities or practice, and workforce development. SCT's relevant capabilities include:

**[XIII.B.3] Organizational and Operational Assessments and Improvements:** SCT will ensure an effective organizational structure and alignment of people within that structure to support the organization's mission, goals, and activities. SCT uses qualitative and quantitative data gathered from organizational reviews, service delivery assessment, best practices, and benchmarking to propose alternate designs. We define how people, processes and technology would support the day-to-day activities and develop action plans for creating an optimal and efficient organizational structure.

**[XIII.B.3] Strategic Communication and Change Management:** SCT identifies the audience and key messages, develops content, selects media, and distributes and measures impact of communications. We support leaders in communicating key initiatives and engaging with employees and stakeholders. We are experienced in customizing content and graphic art for briefings, meetings, brochures, fact/slick sheets, newsletters, social media, digital technology, and mobile technology. SCT brings our clients tailored solutions to meet their change management needs. We support our clients in defining the need for change, engaging change sponsors, defining the future state, developing change plans, and implementing change. We recognize employee and stakeholder engagement play a critical role in a program's successful implementation.

**[XIII.B.3] Leadership Assessment and Coaching:** The professional coaching methodology used by SCT trusts that every client is competent, creative, and resourceful. SCT partners with clients in a journey of discovery and solution building. We employ assessment tools and feedback processes to understand the leader's strengths and potential derailers. Every SCT coach is certified by the ICF—the gold standard in professional coaching. SCT coaches pride themselves on powerful questioning, authentic listening, and client accountability. We hold clients accountable to making shifts within themselves to positively impact organizational effectiveness. Benefits of SCT's approach include aligning individual leader goals with organizational goals, creating more effective and empathic leadership teams, and increasing motivation and engagement with all levels of employees.

**[XIII.B.3] Developing and Growing DEIA Initiatives:** The most productive, engaging, and innovative workplaces embrace and value Diversity, Equity, Inclusion, and Accessibility (DEIA) as a business imperative. Infusion of DEIA strategic goals and objectives throughout the human capital life cycle, to include practices, policies, and programs, drives the development of cultures

that value the strength of each person's unique experience and individual contribution. SCT supports organizations in developing and implementing sustainable DEIA strategies that will enable their ability to attract, recruit, hire, develop, promote, and retain diverse talent and redress inequities that serve as barriers to equal opportunity. Benefits of SCT's approach include addressing biases, evolving workplace culture, building a place of belonging, improving engagement and retention, and ensuring all employees have a voice that is valued.

**[XIII.B.3] Business Process Mapping and Automation:** SCT offers experienced professionals in business process evaluation, design, and process improvement techniques. We will identify project and organizational pain points and inefficiencies that can be mitigated. Our experts have a deep understanding of Lean Six Sigma (LSS) approaches and provide data-driven solutions to address systemic problems throughout the organization. We successfully guide organizations and their leaders through large-scale evaluation and improvement efforts to improve overall processes, services, and policies.

**[XIII.B.3] George Mason and other university experience.** Since 2018, SCT has supported George Mason directly through leadership development and coaching services. We have also supported Virginia Tech through leadership and mentor coaching. Adam Schmidt has served as SCT's primary point of contact to GMU.



**[XIII.B.3] Adam Schmidt, MCC, PMP,** is an expert in training and career development. A former Army Officer, Mr. Schmidt is experienced in designing, developing, and delivering talent development strategies for organizations both public and private. He is a solutions-driven project manager and consultant with the ability to conceptualize, design and implement complex projects leveraging both industry-standard and innovative management practices. As a skilled facilitator, certified leadership coach and communicator, he offers exceptional ability to connect with and enable high performing leaders and teams. He is a certified MCC, PMP and facilitator. He holds a bachelor's degree from the United States Military Academy, a Masters of Public Policy from the University of Michigan and Executive Certificates in Leadership Coaching and Facilitation from Georgetown University.

**[XIII.B.3]** A leadership development expert, Adam Schmidt offers 15 years' experience in providing strategic leadership, executing operationally, and building effective, collaborative teams. Adam has delivered leadership coaching and training to federal senior leaders including leadership development, cross-organizational interactions, organizational capacity and performance, and emotional intelligence. As a leadership development manager at Booz Allen Hamilton, Adam designed and developed the firm's leadership development programs and facilitated numerous virtual and in-person leadership programs. Prior to Booz, Adam was the program manager for leader development at LMI, responsible for programs and assessments for a global workforce of 1,300 people. Adam has served as a leadership coach and trainer for over 60 federal government leaders. He is a solutions-driven manager and consultant with the ability to conceptualize, design and implement complex projects leveraging both industry-standard and innovative management practices. As a skilled facilitator, certified leadership coach and communicator, he offers exceptional ability to connect with and enable high-performing leaders and teams.

### 3. REFERENCES AND ENGAGEMENTS [XIII.B.4]

**[XIII.B.4 References and Engagements: Provide contact information, summary of engagement, dollar value, and period of performance for each reference provided]**

1. GEORGE MASON UNIVERSITY CENTER FOR THE ADVANCEMENT OF WELL-BEING LEADERSHIP TRAINING AND DEVELOPMENT SERVICES

<b>Contact Name</b>	Melissa A Schreiberstein, Director of Well-Being Programs
<b>Phone Number</b>	703-993-4264
<b>Email Address</b>	mschrei6@gmu.edu
<p><b>[XIII.B.4] Summary of Engagement:</b> The objective of this effort was to support the George Mason Leadership Coaching for Organizational Well-Being program. Leveraging SCT’s ability to quickly assemble exceptional expertise, SCT provided senior subject matter expertise in both professional coaching and training. Certified in the International Coaching Federations (ICF) unique “PCC Marker Assessment”, as well as being ICF Master Certified Coaches (MCC), SCT staff provided training, assessments, observations, and facilitation for four cohorts of the GMU program.</p> <p><b>[XIII.B.4] Assessments.</b> SCT is conducting Professional Coaching Certification (PCC) assessments for the George Mason Coaching Program. These assessments occur both in real-time during GMU coaching program modules and, more formally, through the PCC-level assessment of recorded sessions for each cohort participant. These assessments are detailed – assessing participants against the nine ICF competencies of professional coaching, providing customized, written feedback and sharing with participants the areas they can build on to be exceptional coaches.</p> <p><b>[XIII.B.4] Facilitation.</b> SCT facilitates Learning Labs for each module within the GMU Leadership Coaching Program. SCT’s facilitation approach considers three key elements: (1) how we want participants to feel when a facilitation is complete, (2) what we want participants to know when a facilitation is complete and (3) how we want participants to behave when a facilitation is complete. Leveraging this framework, SCT staff connects with each cohort differently, ensuring that GMU participants are engaged completely and are empowered to learn and develop at their own pace, while still meeting the demands of a sterling program.</p> <p><b>[XIII.B.4] Training.</b> SCT staff provides training for every module of GMU’s Leadership Coaching program. This training focuses on myriad topics – from the specific of ICF coaching competencies to the practicalities of coaching in business and the broader professional space of training and development. SCT’s training approach is tailored to each group of participants – appreciating varied learning styles, learning speeds and approaches.</p> <p><b>[XIII.B.4] Coaching.</b> For each cohort of the coaching program, SCT provides mentor coaching for a series of GMU students that enables them to more deploy consider their journey in to coaching, while SCT’s MCC and PCC-Marker certified staff provide program participants with 1:1 training, insight, and mentorship to fully develop their sense of the coaching profession. Further, through the GMU contract, SCT supported Virginia Tech in 2018 and 2021 with leadership coaching sessions, including MCC mentor coaching, and assessment battery to include FIRO-B assessment and Coaching Mindset Index 360 assessment.</p>	
<b>Dollar Value</b>	GMU IDIQ Task Orders: \$34,100
<b>Period of Performance</b>	October 22, 2018 – January 23, 2023

## 2. NATIONAL NUCLEAR SECURITY ADMINISTRATION (NNSA)

<b>Contact Name</b>	Brig. Gen. Stacy Jo Huser
<b>Phone Number</b>	202-586-2291
<b>Email Address</b>	stacy.huser@nnsa.doe.gov

**[XIII.B.4] Summary of Engagement:** The objective of this effort was to support the National Nuclear Security Administration (NNSA) Defense Programs (DP) (NA-10) Chief of Staff with a reorganization and improvement initiatives. The NNSA Administrator implemented agency-wide organizational changes to effectively align with the NNSA Strategic Plan and optimize interfaces among key stakeholders of strategic materials required for DP. SCT supported implementation and evaluation of the organizational transformation through depth of expertise in program management, change management, organizational assessment and design, reorganization implementation, federal human resources, facilitation, strategic communications, employee engagement, talent management, data analytics, and DEIA.

**[XIII.B.4] Organizational and operational assessments.** Our team has helped NNSA DP prepare for an NNSA-wide reorganization by managing and tracking all the reorganization requirements to move to the to-be organization, including all personnel actions (reorganization memorandum, personnel crosswalk, organizational charts, mission and function statements, and position descriptions) and communications. Our work has included:

- Facilitating leadership sessions with various Divisions to support strategic planning efforts, organizational redesign efforts, and leadership training.
- Providing program management support to complex geographically dispersed organizations that include federal, military, and civilian employees.
- Conducting a strategic review of NNSA's and DP's policies and programs and proposing and implementing recommendations for continued improvement of their organization and talent management.
- Collecting comprehensive data to conduct detailed analyses including performance data, workforce demographics, recruitment data, and benchmarking data from other agencies.
- Analyzing Federal Employee Viewpoint Survey results and using Tableau, Excel, and PowerPoint to report findings and create visual graphics on demographics, attrition, retirement eligibility, and gains over multiple years.

**[XIII.B.4] Strategic communication and change management.** Our team has drafted and delivered a robust strategic communication plan that details who, what, when, and how to communicate with staff and official language from the front office. In support of the change management effort, SCT has identified key stakeholders and methods of engagement. We also provide a range of decision briefings to senior leadership on topics essential to NNSA operations and document the need for change for each effort.

**[XIII.B.4] Leadership assessment and coaching.** SCT has supported NNSA staff in team building and team coaching since July 2018. NNSA requested support designing and facilitating multiple leader development training courses. SCT provided training both virtually and in-person, engaging leaders in several key areas, including:

- *Leading with Trust.* In this course, participants defined trust and developed an appreciation for how trust is the foundation of a successful team. Leaders discussed tactics to develop trust more overtly within their organizations while making a personal commitment to do so.



- *Leading a Multigenerational Workforce.* SCT’s Leading a Multigenerational Workforce guided NNSA participants through generational workstyles with a focus on relationships, trust, and effective cross-generational engagement. Participants discussed generational tendencies and how to leverage the strengths of each generation present in the NNSA workforce.
- *Leading with Cultural Intelligence.* Cultural Intelligence, sometimes referred to as Cultural Quotient or CQ, refers to the skill of relating with and working in culturally diverse situations. Participants learned the four components of the CQ model and methods to improve their own cultural intelligence.

SCT provided one-on-one leadership coaching to senior members of the NNSA staff. Each leader was engaged by an ICF-Certified coach for between eight and ten sessions over a six-month period. Topics covered in coaching included giving effective feedback, difficult conversations, and virtual leadership, among others.

**[XIII.B.4] Developing DEI Initiatives.** Since 2018, SCT has been providing Diversity, Equity, Inclusion, and Accessibility (DEIA) consulting support services to the DP Office (NA-10) within the NNSA, Department of Energy. This effort has required the full spectrum of SCT’s DEIA services as we designed, developed, delivered, and are now implementing the DEIA strategy for DP. This endeavor has required SCT to consolidate implementation efforts and reporting requirements related to advancing DEIA established through related or overlapping statutory mandates, executive orders, and regulatory requirements. Additionally, we have conducted a climate assessment and program analysis and developed a DEIA strategic plan for a sister organization (NA-20).

Using the SCT assessment report, we engaged DP Leadership and DEI Core Team in developing DP’s DEI strategy, priorities and action plans based on the Culture Assessment findings. SCT worked with the DEI Working Group to refine the strategic plan as it relates the DEI Initiative. This work was informed by the data collected in the earlier assessment. SCT worked with Working Group stakeholders to create goals, objectives, and activities to address key findings from the assessment.

**[XIII.B.4] Business process mapping, automation and change management consulting.** For each DP function, we documented their current processes, identified areas for improvement, and supported DP in re-engineering its business processes and operations. Improvement initiatives have included analysis of time to hire, improved onboarding and acculturation, and streamlining requests for facility and logistics support.

Specifically, SCT provides general program support to DP’s Office of Logistics, which is responsible for managing and overseeing logistics and facilities requests for DP’s 22 program offices (e.g., badge access, onboarding, copy management). We have assessed their current program and provided business process reengineering support to enhance their operations, capturing in-depth complex processes and, in turn, developing Standard Operating Procedures to document and standardize their processes. We are currently supporting them in the design of a new SharePoint site to receive and manage all service requests across the DP organization; the site will allow approval workflows and provide end-users and the Logistics Office real-time insight into the status of their requests.

<b>Dollar Value</b>	\$7,500,000
<b>Period of Performance</b>	April 30, 2019–December 20, 2023

### 3. ASSISTANT SECRETARY OF THE ARMY (ACQUISITION, LOGISTICS AND TECHNOLOGY (ASA (ALT)))

<b>Contact Name</b>	John Kelly
<b>Phone Number</b>	703-664-5685
<b>Email Address</b>	john.t.kelly12.civ@mail.mil

**[XIII.B.4] Summary of Engagement:** SCT has provided strategic and project management support for the Army Acquisition Workforce (AAW) Human Capital Strategic Plan (HCSP) to include planning, development, implementation, evaluation, and program/project controls across five human capital goals. In support of the AAW HCSP Implementation Plan, SCT provided technical, liaison, and business analysis support through continuous improvement, workforce development, strategic communications, change management, and program evaluation.

**[XIII.B.4] Organizational and operational assessments.** SCT facilitated the Division Chiefs in assessing the current organizational structure. SCT analyzed alignment to current mission and priorities, addressed redundancies, identified the organizational evaluation criteria, identified the major functions, and developed alternatives and evaluating alternatives based on criteria. We benchmarked the current efforts against best practice models and industry standards to determine gaps and adjust approaches. The recommended organizational structure was presented to leadership and adopted. We developed a rollout plan including an engagement, transition, communications plan.

SCT annually facilitates prioritization of strategic initiatives for the AAW. As part of this process, SCT reviews, analyzes programs and policies, and makes recommendations for the AAW to promote greater standardization in determining, prioritizing, and resourcing requirements. The results of the review define priorities for the coming year. SCT supports workgroup meetings or Integrated Project Teams. In preparation for the launch of any initiative, SCT conducts an environmental scan and analysis and develops a strategy and path forward. Once a strategy is determined, SCT has developed graphic depictions of various strategies and identifies stakeholders, specific actions required, timelines and milestones, and communications required to achieve desired outcomes. More specifically regarding communications, SCT identifies the champions, audience, messaging, timing, and tracks results of communications.

**[XIII.B.4] Strategic communication and change management.** As part of the AAW HCSP effort, SCT developed and supported implementation of the corresponding strategic communications plan. SCT assisted with consistent, timely, and targeted communications throughout the design, development, and implementation of the AAW HCSP and corresponding initiatives. SCT provided a vast range of communications to include, but not limited to, the following:

- Engagement of stakeholders with rollout and coordination of initiatives, particularly where interdependencies are critical to ensure success
- Engagement of the workforce with rollout of initiatives using communication tools such as brochures, web-ready briefings, web content and design, videos, virtual town halls, etc.
- Identification and tracking of risks and mitigation strategies
- Updates on progress achieved and successes
- Recommendations including implementation procedures, timelines, and costs.

SCT distributed communications to over 40,000 Army personnel in worldwide locations using a variety of platforms.

As part of the organizational change effort, SCT developed a change management plan that encompassed actions to identify and engage stakeholders and change agents, establish a governance

process and project team, support coordination and integration of initiatives, develop a project plan and implement initiatives, develop and implement a strategic communication plan, and collect and apply feedback and lessons. It provides a plan to engage stakeholders and documents the need for change and what the future state will look like. The change management and communications plan combined promotes and has achieved senior leadership ownership of implementation of strategic initiatives.

**[XIII.B.4] Leadership assessment and coaching.** SCT provided industry leading and International Coaching Federation (ICF) Professional Certified Coaches (PCC) to provide leadership coaching to more than 100 individual civilian and military leaders across the AAW. This included providing leadership coaching across multiple commands, working with both emerging and executive leaders. We provided both individual and group coaching. SCT coaches worked with AAW leaders on establishing professional development goals, increasing self-awareness, and learning tools and techniques for more effective and high-performing teams.

The group coaching sessions were drawn from the pool of individual coaching participants. Topics included Emotional Intelligence (EQ), Building Trust, The Leadership Challenge, and Difficult Conversations. The EQ Assessments and training on EQ addressed the four domains of EQ – Self Awareness; Self-Management; Social Awareness; and Relationship Management.

**[XIII.B.4] Developing DEI Initiatives.** In 2019, SCT supported ASA[ALT] to develop a Diversity and Inclusion (D&I) strategy for inclusion in its HCSP. The nature of our support to the client’s D&I Project Team included research of DoD statutes, policies, and strategies related to D&I, as well as DoD and industry best practices; assessment of the client’s D&I operating environment to identify strengths and opportunities; facilitating development of a collaborative D&I strategy, to include strategic goals and objectives; and advising the client about how to establish and resource a structure to support the D&I strategy (e.g., program office) and ensure higher level D&I statutes, policies and strategies are supported by the client’s strategy.

As a result of our support, the ASA(ALT) has an organization that is aware of and understands how to leverage D&I for positive employee engagement and for the betterment and well-being of the command.

**[XIII.B.4] Business process mapping, automation and change management consulting.** As lead AAW HCSP integrators, SCT collaborates with goal owners to identify needs, define strategic initiative scope, provide technical implementation support, and identify and close gaps using lean six sigma principles, such as root-cause-analysis and process mapping. SCT reviews, benchmarks, and provides recommendations in methods, strategies, and actions in workforce planning, professional development, leadership development, employee engagement, and communication and collaboration.

To support continual evaluation and refinement of the AAW HCSP Implementation Plan and ensure data-centric actions, SCT leverages an advanced set of data analysis tools and developed metrics and indicators to track and identify trends in personnel readiness. The analysis encompasses extensive workforce, manpower, competency, and requirements analysis, and identifies trends including forecasting future requirements.

<b>Dollar Value</b>	\$5,648,539
<b>Period of Performance</b>	December 16, 2017–October 30, 2020

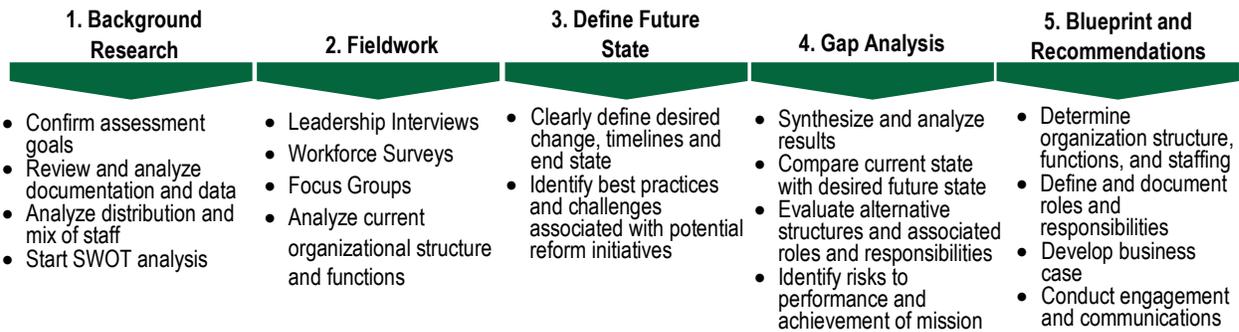
#### 4. APPROACH [XIII.B.5]

##### [XIII.B.5 Approach: Specific plans or methodology to be used to perform the services]

###### 2.1 ORGANIZATIONAL AND OPERATIONAL ASSESSMENTS AND IMPROVEMENTS [XI.B.6]

[XIII.B.5/XI.B.6] In conducting organizational and operational assessments and recommending improvement, SCT leverages multiple data collection methods integrated to provide accurate analysis encompassing broad perspectives. SCT conducts interviews, surveys, and focus groups as part of its fieldwork. After consolidation of qualitative and quantitative data, we will initiate our analysis to uncover findings, generate a blueprint of the future state, and identify solutions for reaching it (Figure 1). Throughout this effort, we will apply our depth of knowledge in organizational assessment and design to create sustainable organizational models. Additionally, we offer cutting-edge facilitation expertise both in person and in virtual engagements.

Figure 1. SCT provides the capabilities to support the evaluation.



[XIII.B.5/XI.B.6] **Background Research.** To start the project, SCT will research and analyze all relevant strategic, organizational, policy and process documents, as well as recent assessments and reports to develop a baseline understanding of the origins, impacts, and current state of the organizational change. We will analyze current organizational structure and functions, distribution and mix of staff, staffing levels of critical skills. and current approaches to collaboration and resource sharing. We will also review relevant external entities and other partners. We will also seek relevant industry organizational business models and best practices that have resulted in increased productivity and efficiencies in the modern higher education environment. SCT will organize and analyze findings and document further questions using strengths, weaknesses, opportunities, and threats (SWOT) analysis to best understand the potential and existing achievements and gaps.

[XIII.B.5/XI.B.6] **Leadership Interviews.** SCT offers deep expertise in designing and facilitating effective senior leadership interviews. To initiate fieldwork, SCT will work with GMU partners to identify senior leaders in the organization that will impact the direction and success of the assessment. These interviews, either by individual or in groups, will be conducted in 60-minute increments, with the senior leader(s) being accompanied by a trained SCT facilitator and one SCT note taker. The objective of these interviews is to illuminate the thoughts, behaviors, and attitudes of senior leaders and the potential boosts or barriers to the intended organizational change.

SCT will develop thoughtful, intentional questions and prompts for GMU staff. We will ask questions to reveal perspectives on the current state, such as clarity of strategy, vision, and priorities; cohesion of the leadership team; clarity of roles and management structure; workforce talent for organizational success; effectiveness and efficiency of processes, tools, and systems; and capacity to change and collaborate.

These questions, among many others, allow SCT to assess the missions, structures, and challenges in each designated office while in parallel identify challenges associated with potential reforms.

**[XIII.B.5/XI.B.6] *Assessment Survey.*** SCT is experienced in designing, launching, managing, and tracking organization-wide surveys to reach the widest possible audience for perceptions on the current state and desired organizational direction. We recommend using Survey Monkey as the tool to fulfill the requirements of this task upon approval. SCT possesses a Survey Monkey license which allows us to create custom URLs, among other useful features, and we have used Survey Monkey numerous times for previous Government clients. Assessment surveys are 100 percent confidential, and all responses are completely anonymous.

**[XIII.B.5/XI.B.6] *Focus Groups.*** While a survey can illuminate a great deal about an organization's current state, it does not paint the entire story. Led by experienced and trained facilitators, SCT employs focus groups to drill another level down from the survey by inviting employees to speak about their experience in the organization in a space that is curated to be psychologically safe. Focus group participation will be cross-functional; the benefit of which is participants being more comfortable and open in discussion when not among direct peers or work unit, as supported by our empirical evidence.

**[XIII.B.5/XI.B.6] *Define Future State.*** Through our fieldwork, SCT will work with the client to design the end-state organizational operating model. We will continue to enhance our SWOT analysis of GMU as a means of organizational assessment while determining and documenting the organization's needs and functions for becoming a modern digital publishing organization.

**[XIII.B.5/XI.B.6] *Gap Analysis.*** SCT will consolidate and synthesize the quantitative and qualitative results of our assessment to identify gaps with the organizational transformation. We will document the current performance against the potential and desired organizational outcomes, identifying the gaps. We assess if the organization is performing to its capacity and where resources fall short of the needs. Through the gap analysis, we will identify the alignment and integration of resources from the current allocation level to an optimal level

**[XIII.B.5/XI.B.6] *Organizational Blueprint and Recommendations.*** SCT will convert our gap analysis into a blueprint for fulfilling GMU's organizational change. This blueprint will be rooted in the business case for change and will address specifically the challenges elicited from participants. We will outline effective organization design elements by translating the people, services, and management assessment findings into a concept of operations to include organizational charts, roles and responsibilities, and staffing numbers. We will brainstorm functions that could be consolidated or outsourced, confirm functions that are inherently governmental, and identify processes that could be streamlined. We will brainstorm alternative workforce plans for identifying, recruiting, and filling mission critical occupations and positions

needed to ensure the GMU can continue its desired trajectory. We will assess the pros and cons of each plan as well as identify personnel structure, key savings, and cost elements. In addition to clarifying how the organization will be structured and staffed, we will document high-level service delivery process flow to improve efficiency and effectiveness.

**[XIII.B.5/XI.B.6] Jennifer Boon** is SCT’s organizational assessment subject matter expert and lead of the company’s organizational effectiveness community of practice. Ms. Boon has a master’s degree in Industrial/Organizational Psychology. She has developed and implemented organizational development strategies across the employee lifecycle; onboarding, training, performance management, employee development and leadership development at all levels of an organization, managing change throughout the implementation.

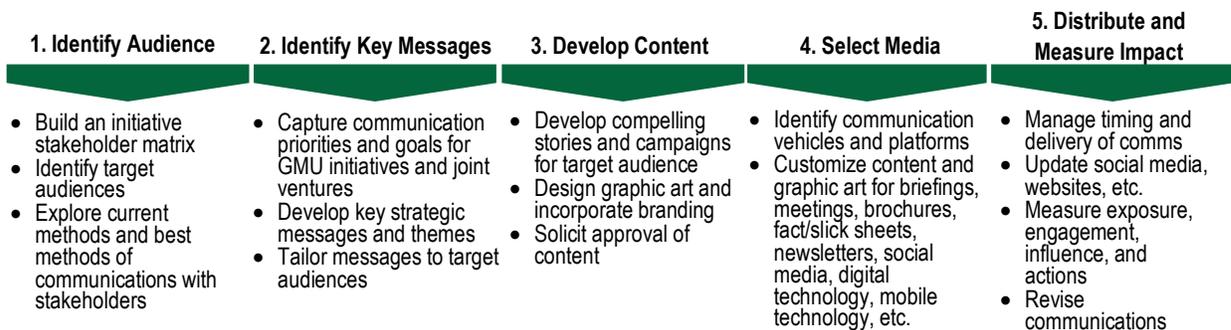


2.2 STRATEGIC COMMUNICATION AND CHANGE MANAGEMENT OF NEW INITIATIVES OR JOINT VENTURES [XI.B.8]

**[XI.B.8]** SCT will assist GMU with targeted communications during organizational and project initiatives and joint ventures as required.

**[XIII.B.5/XI.B.8] Strategic communications.** SCT will support GMU with developing a strategic communications plan using a robust and proven approach, Figure 2, that results in an agile communication plan and materials/tools. SCT’s communication planning process will include analyzing target stakeholder groups, creating key messages, determining the modes of communication and timing of communications to keep transformation initiatives on schedule. Our team will create a plan that is agile and can adjust to changes as the transformation initiatives evolve and new requirements emerge.

Figure 2. Components of a comprehensive communications plan.



**[XIII.B.5/XI.B.8] Identifying Stakeholders.** SCT will work with government personnel to identify all stakeholder groups. Areas of the stakeholder assessment may include internal and/or external constituencies who are impacted by the project; interdependencies with other stakeholder groups or initiatives; size of stakeholder group; how the stakeholders will be impacted and concerns they are likely to have; stakeholder group's level of commitment and/or understanding (unaware, aware, buy-in, committed, resistant); and how the stakeholders will perceive the transformation initiative as a win to them.

**[XIII.B.5/XI.B.8] Developing Messages.** We will meet with transformation initiative leads to determine both short- and long-term communication priorities and where interdependencies are critical to ensure success. We will work with the leads to determine what the key messages will be. Our communication specialists will gain an understanding of what compelling stories and campaigns leads would like to highlight and key messages required by their efforts. We will ask what is working well, what might be improved, what are the critical milestones and determine what messages are most compelling for the target audiences.

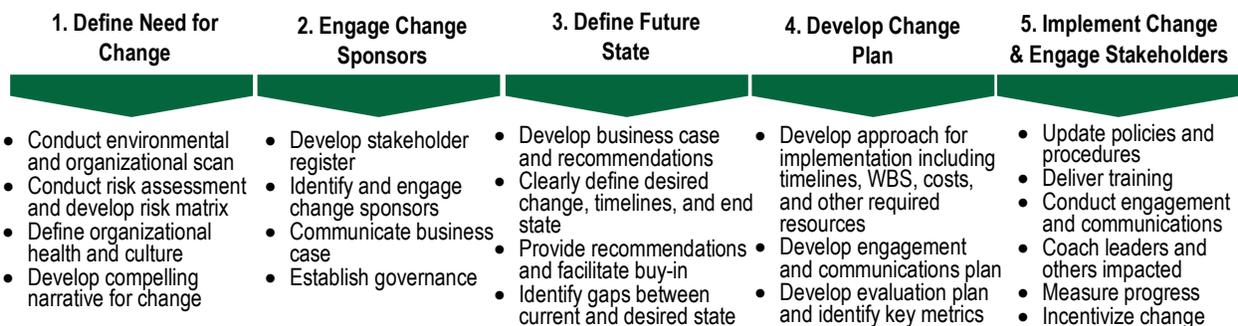
**[XIII.B.5/XI.B.8] Developing Content.** SCT’s communication specialist and graphic artists are experienced in developing content and graphics for a wide variety of communication platforms. We leverage the key messages and tie in compelling visuals to reinforce the key messages. Content is tailored based on the target audience, the timing of the communication, and the way in which the message is distributed. We develop a style guide to ensure consistency in branding and to enhance audience recognition of materials.

**[XIII.B.5/XI.B.8] Selecting Communication Vehicles to Target Stakeholders.** Our innovative team of strategic communication specialists will use a variety of vehicles to reach targeted audiences with the right message at the right time. SCT is experienced in creating customized content and graphic art for briefings, meetings, brochures, fact/slick sheets, newsletters, social media, digital technology, and mobile technology.

**[XIII.B.5/XI.B.8] Distributing Communications and Measuring Impact.** SCT will follow a communications distribution schedule to get the right message to the right audience at the right time. SCT has experience in disseminating information using products such as briefings, brochures, and info sheets, as well as updating media across numerous social and web-based platforms such as SharePoint.

**[XIII.B.5/XI.B.8] Change management.** Our enterprise change approach will be insights driven, agile, human-centered, and digitally enabled. Our change management activities will yield an understanding of change from a user’s perspective (Figure 3). We will align to key performance indicators to continuously measure adoption and readiness.

*Figure 3. SCT’s change management approach for transformation efforts.*





**[XIII.B.5/XI.B.8]** Amy Windisch is SCT’s change management and strategic communications subject matter expert. Ms. Windisch has over 20 years’ experience specializing in advising and assisting government organizations in strategic planning and organizational and workforce transformation, with a focus on effectively communicating the need for and implications of change to target audiences. She leads SCT’s human capital and talent management community of practice.

### 2.3 ACADEMIC LEADERSHIP ASSESSMENT AND COACHING [XI.B.9]

**[XIII.B.5/XI.B.9]** Executive coaching is a customized experience and process that supports a leader in shaping their ability to accomplish both short- and long-term goals. Our ICF-certified coaches are charged with maintaining confidentiality, broadening the perspectives of their clients, and transforming learning into action (Figure 4). This strategy is accomplished through thoughtful questioning and active listening and results in participants discovering new insights and paths forward. We provide resources, role-play scenarios, tools, pertinent reading, and development activities.

*Figure 4. Elements of SCT’s successful leadership coaching program.*



#### **Confidential.**

As the coachee, you deserve a space to be fully authentic. Coaching conversations are strictly confidential.



#### **Applying skills.**

Through reflection, we support coachees in applying skills that they already possess but may not be aware of or applying.



#### **Deepening learning**

You are creative, resourceful, and whole. Through powerful questions, you may learn new skills and broaden your perspective on the realm of possibilities.



#### **Transforming learning into action.**

Design goals, actions and accountability measures that integrate and expand new learning.

**[XIII.B.5/XI.B.9] Timing.** SCT coaches will meet with each employee in person or by virtual platform with frequency determined by the coaching contract; for example, up to 12 hours over a twelve-month period. We will work with each participant to develop schedule sessions and be available for impromptu contact between scheduled sessions to report progress or receive on-the-spot coaching, as needed.

**[XIII.B.5/XI.B.9] Coaching Agreement.** During the initial coaching session, within one week after the initial meetings, SCT will provide a confidential coaching agreement to be signed by each employee and the coach. The sample Coaching Agreement includes all information about expectations for the coaching session, scheduling, confidentiality, the participant’s commitment to the coaching program, and overall outcomes.

**[XIII.B.5/XI.B.9] Establishing Goals.** Each individual coaching client will use a goal-setting worksheet. This worksheet helps individual clients identify and document goals for their coaching program. Clients are provided a framework to articulate the “how,” “who,” and “when” of their respective goals, with an emphasis on identifying the metrics that will allow clients to track progress against their goals.

**[XIII.B.5/XI.B.9] Coaching Experience.** In each meeting with their Leadership Coach, clients are empowered to determine the agenda for their engagement. SCT coaches are trained to actively listen, create space for the client to share deeply, and ask questions that inspire the client to see new solutions. They are engaging, thoughtful, and artful at facilitating conversations to enable leaders to see new possibilities and overcome barriers. SCT coaches pride themselves on powerful questioning, authentic listening, and client accountability. They remain focused on broadening the perspective of their clients, connecting the difficult work of leadership to their personal values and leadership character. Clients are invited to identify, explore, and develop actionable plans to improve organizational effectiveness.

**[XIII.B.5/XI.B.9] Team Coaching.** As requested, SCT will facilitate team coaching sessions which entail a professional cadre of coaches from SCT working with multiple individuals simultaneously to optimize collective talent in the organization. Our group coaching process is customized per the needs of the group but generally focuses on leader motivation, empathy, workplace interactions, and team building skills. SCT will focus on accurately identifying and assessing critical leadership competencies that are aligned to the organization's critical functions. We employ a variety of blended coaching methodologies over mediums that include coach-facilitated sessions and case study constructed coaching.

**[XIII.B.5/XI.B.9] Assessments.** As requested, SCT coaches will plan, facilitate, and analyze leadership assessments for GMU leaders to enhance the coaching outcome. SCT is certified and experienced in numerous assessments, some of which are described in Table 1. These assessments support leaders in developing greater awareness of how to leverage their strengths and identify of areas to improve.

*Table 1. SCT is certified and experienced in the following assessments.*

Assessment	Summary and Key Benefits
The Leadership Circle Profile (LCP)	A world-class, industry-leading 360 Assessment, the LCP is the only 360 assessment instrument that measures the two primary leadership domains—Creative Competencies and Reactive Tendencies. Participants benefit by seeing how their view of themselves matches with the perception of others.
Gallup Strengths Finder	The Gallup Strengths Finder assessment identifies natural talents so one can perform better in their job, build stronger relationships, and achieve personal growth. Participant benefits include greater self-awareness and an appreciation for the strengths that surround them in their professional space.
Intercultural Development Inventory (IDI)	The IDI assesses intercultural competence—the capability to shift cultural perspective and appropriately adapt behavior to cultural differences and commonalities. Participant benefits include a unique opportunity to confront personal biases and discover ways to overcome them.
EQ – Emotional Intelligence	This assessment enables individuals to gauge their strengths in weaknesses in the four domains of EQ: self-assessment, self-management, social awareness, and social management. Participant benefits include an increased capacity to be aware of, control, and express one's emotions, and to handle interpersonal relationships judiciously and empathetically.
Other assessment certifications include Hogan Assessment, DiSC, Dare to Lead, and MBTI.	

**[XIII.B.5/XI.B.9] Adam Schmidt,** introduced in the General Firm Background section above, is SCT's leadership assessment and coaching subject matter expert and lead of SCT's leadership development community of practice. Adam is an MCC through ICF.

#### 2.4 DEVELOPING AND GROWING DEI INITIATIVES [XI.B.16]

**[XIII.B.5/XI.B.16]** SCT has led numerous DEIA assessments for clients starting with needs assessments and resulting in strategic recommendations and implementation plans. Throughout

performance, SCT uses data to drive evidence-based decision making; applies continuous improvement practices across all workstreams; focuses on accountability, collaboration, and sustainability in processes; and understands perspectives of the workforce and stakeholders.

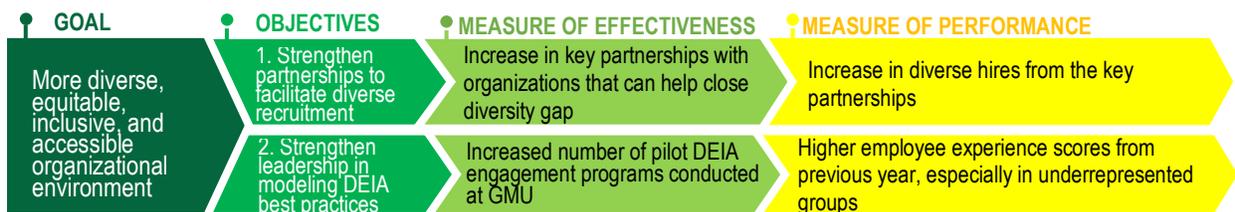
**[XIII.B.5/XI.B.16] Needs Assessment.** The primary outcome of the needs assessment is a fundamental understanding of the current culture, including the thoughts, behaviors, and attitudes, among the leadership and workforce as it relates to DEIA. This assessment usually brings to light unconscious biases or attitudes that may prevent the organization from fully embracing their intended values. It can also shed light on inadequacies in recruitment, hiring, retention, and/or advancement as it relates to promoting diversity in the workforce. In this deliberate process, we take a three-pronged approach, we will conduct background research, leadership interviews, subject matter expert focus groups, and identification of objectives and desired outcomes.

Building from the analysis, SCT will identify the strengths and areas for improvement to DEIA. With all relevant data analyzed and compiled, SCT will identify 3–5 primary themes to be addressed, each supported by the different data streams. These themes inform the development of the DEIA goals and objectives. We will identify if new programs are required, whether existing programs, policies, or practices need to be modified and improved (consistent with law and regulation), and which DEIA programs are working well but may benefit from increased awareness of the program.

**[XIII.B.5/XI.B.16] Developing initiatives.** SCT will provide a tactical focus on each DEIA initiative as well as maintain the strategic focus of the overall program management environment. We will ensure that efforts are aligned to the Strategic Plan. We will provide evidence-based justification for all recommended initiatives and milestones and incorporate change management actions that must occur to increase the likelihood of acceptance and buy-in among personnel. We will consider environmental factors and organizational assets such as the culture, infrastructure, policies, and lesson learned as inputs to each effort. We will review and incorporate external organizational best practices and lessons learned in our development of a practical and achievable solution set.

**[XIII.B.5/XI.B.16] Evaluating Efficiency and Effectiveness.** SCT leverages an industry standard metrics framework, Figure 5, to track progress against DEIA strategic plans and sustain change.

Figure 5. Example DEIA metrics linked to goals.



The framework’s four key components allow organizations to clearly identify what is meaningful to measure and what can be done to “move the needle” of lagging metrics. Throughout the process, SCT will monitor progress in relation to the plan, conduct an analysis to determine any adjustments, efficiencies, etc., that are needed, and keep GMU leadership apprised and obtain

their concurrence. SCT will use a variety of methods for monitoring the implementation and success of the milestones and their progress towards achieving the desired DEIA objectives and goals, including facilitating governance meetings and documenting action items; utilize collaborative tracking sheets and data-driven dashboards to monitor progress of timelines, metrics, and milestones; and conduct short pulse surveys to measure any changes in the DEIA culture within the organization.



**[XIII.B.5/XI.B.16] Dr. Jennifer Mursaloglu** is an SCT DEIA subject matter expert and an accomplished professional with extensive experience in applied research and evaluation. Dr. Mursaloglu has a wide range of skills and experiences to include data analytics, survey design and development, conducting interviews and focus groups, developing course tools and evaluation, project management, technical writing, and advising senior staff on DEIA trends. She holds a Ph.D. in Education from George Mason University.

## 2.5 BUSINESS PROCESS MAPPING, AUTOMATION AND CHANGE MANAGEMENT CONSULTING [XI.B.18]

**[XIII.B.5/XI.B.18]** To support process improvements, SCT will employ our business process evaluation and design approach, as shown in Figure 6, while focusing on innovation and effectiveness. Our model applies agile, lean, and design thinking elements by understanding, creating, and testing to create the best possible product or process. Depending on the requirement, we will employ proven LSS tools, Ishikawa diagram, Define, Measure, Analyze, Improve, and Control (DMAIC) model, Kaizen model, value stream and process mapping, and various statistical analysis models.

*Figure 6. Model for Business Process Evaluation and Design.*



**[XIII.B.5/XI.B.18] *Understand business needs and existing processes.*** Building upon the organizational assessment and the high-level process flows, we will further define the desired outcomes and workflows. Working closely with your staff of subject matter experts, we will develop an *as-is* process model that captures any current processes and those identified from the organizational assessment. We will apply LSS approaches and provide data-driven solutions to address systemic problems.

**[XIII.B.5/XI.B.18] *Identify problems and benchmarks.*** We will identify areas in the *as-is* process models that could be improved. Working with leaders and key stakeholders, we will identify project and organizational pain points and inefficiencies that can be mitigated to create enhancement opportunities.

**[XIII.B.5/XI.B.18] *Design new processes to include identifying process owners and developing required policy.*** We work with client staff to facilitate models that identify the inputs, outputs, and required processing tasks required to transform inputs into outputs. We will create *to-be* processes that streamline the workflow and eliminate non-value-added activities, applying automation where feasible. Each process will show the workstream, owners, hand-offs, and action/decision/output of each step.

**[XIII.B.5/XI.B.18] Evaluate new processes and policies.** We will review processes with leadership and/or governance structure for evaluation and approval prior to implementation.

**[XIII.B.5/XI.B.18] Implement new processes.** We will develop an implementation plan for the *to-be* processes that includes key initiatives required to improve the business processes.

**[XIII.B.5/XI.B.18] Monitor and improve as needed.** We will support prioritization of process improvement initiatives, action planning and governance of implementation, overall monitoring of process improvement metrics, and development of maturity models.



**[XIII.B.5/XI.B.18] Colin O'Hara** is an organizational improvement consultant with experience leading and supporting process assessment and design initiatives across multiple federal agencies. He has consistently demonstrated his ability to achieve impactful results and provide qualitative and quantitative information to leaders to inform their decisions and achieve effective, practical solutions. Has supported over 20 complex organizational transformation efforts and provided corresponding change management support.

## 5. MISCELLANEOUS [XIII.B.6]

**[XIII.B.6 In your proposal response please address the following]**

- a. **Are you and/or your subcontractor currently involved in litigation with any party?** No.
- b. **Please list any investigation or action from any state, local, federal, or other regulatory body (OSHA, IRS, DOL, etc.) related to your firm or any subcontractor in the last three years.** None.
- c. **Please list all lawsuits that involved your firm or any subcontractor in the last three years.** None.
- d. **In the past ten (10) years has your firm's name changed?** No.



## 6. COST OF SERVICES [XII]

**[XII. Cost of Services: Please provide hourly rates]** Table 2 lists SCT's hourly rates for all years included in the GMU-1827-23 solicitation. We propose 13 labor categories to ensure flexibility and meticulousness in covering any task related to organizational and operational assessments, strategic communication, change management, leadership assessment, coaching, DEI initiatives, business process mapping, and automation. All travel-related expenses and overhead costs are included in these proposed rates. **SCT's BAFO includes a 2-5% discount across all labor categories.**

*Table 2. SCT's BAFO pricing for GMU-1827-23 [rates updated].*

#	SCT Labor Category	Hourly Rate				
		Base Year	Option Years			
		Award Date- 12/31/2023	1/1/2024- 12/31/2024	1/1/2025- 12/31/2025	1/1/2026- 12/31/2026	1/1/2027- 12/31/2027
1	Executive Coach	\$ 261.25	\$ 267.78	\$ 274.48	\$ 281.34	\$ 288.37
2	Leadership Coach	\$ 232.75	\$ 238.57	\$ 244.53	\$ 250.65	\$ 256.91
3	Organization Development Specialist III	\$ 166.25	\$ 170.41	\$ 174.67	\$ 179.03	\$ 183.51
4	Organization Development Specialist II	\$ 112.70	\$ 115.52	\$ 118.41	\$ 121.37	\$ 124.40
5	Organization Development Specialist I	\$ 78.40	\$ 80.36	\$ 82.37	\$ 84.43	\$ 86.54
6	Communications Specialist III	\$ 132.30	\$ 135.61	\$ 139.00	\$ 142.47	\$ 146.03
7	Communications Specialist II	\$ 102.90	\$ 105.47	\$ 108.11	\$ 110.81	\$ 113.58
8	Communications Specialist I	\$ 73.50	\$ 75.34	\$ 77.22	\$ 79.15	\$ 81.13
9	Expert Consultant	\$ 163.40	\$ 167.49	\$ 171.67	\$ 175.96	\$ 180.36
10	Senior Consultant	\$ 147.25	\$ 150.93	\$ 154.70	\$ 158.57	\$ 162.54
11	Mid-Level Consultant	\$ 122.50	\$ 125.56	\$ 128.70	\$ 131.92	\$ 135.22
12	Junior Consultant	\$ 83.30	\$ 85.38	\$ 87.52	\$ 89.70	\$ 91.95
13	Graphic Artist	\$ 88.20	\$ 90.41	\$ 92.67	\$ 94.98	\$ 97.36

## 7. PAYMENT PREFERENCE [XIII.B.1.C]

**[XIII.B.1.c State your payment preference in your proposal response]** SCT's payment preference is Option #3 - Net 30 Payment Terms. SCT is already enrolled in Paymode-X for all payments to be made. Lisa Wax, SCT's Chief Operating Officer, is responsible for managing invoices and payments.



February 6, 2023 | GMU-1827-23  
GMU Academic and Business Consulting Services  
SCT BAFO Proposal

## **8. APPENDIX A: SMALL BUSINESS SUBCONTRACTING PLAN [XIII.B.1.B]**

### **[XIII.B.1.b Return Attachment A - Small Business Subcontracting Plan]**



Purchasing Department  
 4400 University Drive, Mailstop 3C5  
 Fairfax, VA 22030  
 Voice: 703.993.2580 | Fax: 703.993.2589  
<http://fiscal.gmu.edu/purchasing/>

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

Offerors must advise any portion of this contract that will be subcontracted. 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:** Strategy Consulting Team (SCT)

**Preparer Name:** Lisa Wax **Date:** October 11, 2022

**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 Section A of this form.
- B. If the "I plan to use subcontractors" box is checked, 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 any subcontractor, to include 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: 717336 Certification Date: 7/30/2019

**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 any subcontractor, to include 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.

**Plans for Utilization of Any subcontractor, to include DSBSD-Certified Small Businesses, for this Procurement Subcontract #1**

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

**Subcontract #2**

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

**Subcontract #3**

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

**Subcontract #4**

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

**Subcontract #5**

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



February 6, 2023 | GMU-1827-23  
GMU Academic and Business Consulting Services  
SCT BAFO Proposal

**9. APPENDIX B: SIGNED ADDENDA [XIII.B.1.A]**

**[XIII.B.1.a Return all addenda, if any, signed and completed as required]**



Purchasing Department  
4400 University Drive, Mailstop 3C5  
Fairfax, Va. 22030  
Voice: 703.993.2580 | Fax: 703.993.2589  
<http://fiscal.gmu.edu/purchasing/>

**RFP ADDENDUM NO. 1:**

Date: September 12, 2022  
Reference RFP #GMU-1827-23  
Title: Academic and Business Consulting Services  
RFP Issued: September 08, 2022  
Proposal Due Date: **October 18, 2022 @ 2:00 PM ET**

The following changes are hereby incorporated into the aforementioned RFP:

1. **Section XI: STATEMENT OF NEEDS: Part B, ADD #18:**
  18. Business process mapping, automation and change management consulting.
2. **Section XVIII: RFP SCHEDULE: CHANGE dates highlighted below.**

- Issue in eVA: 9/8/22
- Vendors submit questions by: 9/28/22 @ 4:00 PM EST
- Post Question Responses: 10/04/22 @ 5:00 PM EST
- Proposals Due: 10/19/22 @2:00 PM EST
- Proposals to Committee: 10/21/22
- Review and Score Proposals: 10/21/22 – 11/04/22
- Scores to Purchasing: 11/07/22
- Oral presentations (if necessary): Will Schedule If Needed
- Negotiations/BAFO: Tentative For The Week of 11/14/22 to 11/18/22
- Award: TBD
- Contract Start Date: TBD

I hereby acknowledge receipt of RFP# GMU-1827-23 Academic and Business Consulting Services.

Strategy Consulting Team

NAME OF FIRM

Philip Baylor

NAME (Print or typed)

*Philip Baylor*

SIGNATURE

09/13/2022

DATE



Purchasing Department  
4400 University Drive, Mailstop 3C5  
Fairfax, Va. 22030  
Voice: 703.993.2580 | Fax: 703.993.2589  
<http://fiscal.gmu.edu/purchasing/>

**RFP ADDENDUM NO. 2:**

Date: September 13, 2022  
Reference RFP #GMU-1827-23  
Title: Academic and Business Consulting Services  
RFP Issued: September 08, 2022  
Proposal Due Date: **October 19, 2022 @ 2:00 PM ET**

The following changes are hereby incorporated into the aforementioned RFP:

**1. Section XVIII: RFP SCHEDULE: CHANGE dates highlighted below.**

- Issue in eVA: 9/8/22
- Vendors submit questions by: 9/28/22 @ 4:00 PM EST
- Post Question Responses: 10/04/22 @ 5:00 PM EST
- **Proposals Due: 10/19/22 @ 2:00 PM EST**
- Proposals to Committee: 10/21/22
- Review and Score Proposals: 10/24/22 – 11/04/22
- Scores to Purchasing: 11/07/22
- Oral presentations (if necessary): Will Schedule If Needed
- Negotiations/BAFO: Tentative For The Week of 11/14/22 to 11/18/22
- Award: TBD
- Contract Start Date: TBD

I hereby acknowledge receipt of RFP# GMU-1827-23 Academic and Business Consulting Services.

Strategy Consulting Team LLC

\_\_\_\_\_  
NAME OF FIRM

Philip Baylor

\_\_\_\_\_  
NAME (Print or typed)

*Philip Baylor*

\_\_\_\_\_  
SIGNATURE

9/13/2022

\_\_\_\_\_  
DATE



Purchasing Department  
4400 University Drive, Mailstop 3C5  
Fairfax, Va. 22030  
Voice: 703.993.2580 | Fax: 703.993.2589  
<http://fiscal.gmu.edu/purchasing/>

**RFP ADDENDUM NO. 3:**

Date: September 30, 2022  
Reference RFP #GMU-1827-23  
Title: Academic and Business Consulting Services  
RFP Issued: September 08, 2022  
Proposal Due Date: **October 26, 2022 @ 2:00 PM ET**

The following changes are hereby incorporated into the aforementioned RFP:

**1. Section XVIII: RFP SCHEDULE: CHANGE dates highlighted below.**

- Issue in eVA: 9/8/22
- Vendors submit questions by: 9/28/22 @ 4:00 PM EST
- Post Question Responses: 10/07/22 @ 5:00 PM EST
- **Proposals Due: 10/26/22 @ 2:00 PM EST**
- Proposals to Committee: 10/28/22
- Review and Score Proposals: 10/31/22 – 11/11/22
- Scores to Purchasing: 11/14/22
- Oral presentations (if necessary): Will Schedule If Needed
- Negotiations/BAFO: Tentative For The Week of 12/05/22 to 12/09/22
- Award: TBD
- Contract Start Date: TBD

I hereby acknowledge receipt of RFP# GMU-1827-23 Academic and Business Consulting Services.

Strategy Consulting Team LLC

NAME OF FIRM

Philip Baylor

NAME (Print or typed)

*Philip Baylor*

SIGNATURE

9/30/2022

DATE



Purchasing Department  
4400 University Drive, Mailstop 3C5  
Fairfax, Va. 22030  
Voice: 703.993.2580 | Fax: 703.993.2589  
<http://fiscal.gmu.edu/purchasing/>

**RFP ADDENDUM NO. 4:**

Date: October 12, 2022  
Reference RFP #GMU-1827-23  
Title: Academic and Business Consulting Services  
RFP Issued: September 08, 2022  
Proposal Due Date: **October 26, 2022 @ 2:00 PM ET**

The following changes are hereby incorporated into the aforementioned RFP:

Clarification to Vendor Question #41. Does the Reference and Engagements section of the RFP (as described in XIII 4.b.) count as part of the 20-page limit? **No.**

I hereby acknowledge receipt of RFP# GMU-1827-23 Academic and Business Consulting Services.

Strategy Consulting Team LLC

\_\_\_\_\_  
NAME OF FIRM

Philip Baylor

\_\_\_\_\_  
NAME (Print or typed)

*Philip Baylor*

\_\_\_\_\_  
SIGNATURE

10/12/2022

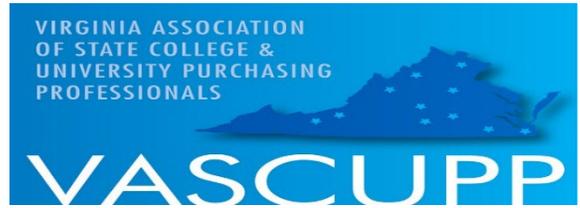
\_\_\_\_\_  
DATE

## 10.APPENDIX C: GLOSSARY OF ABBREVIATIONS

Abbreviation	Definition
AAW	Army Acquisition Workforce
ASA(ALT)	Assistant Secretary of the Army (Acquisition, Logistics, and Technology)
CQ	Cultural Quotient
D&I	Diversity and Inclusion
DEI	Diversity, Equity, and Inclusion
DEIA	Diversity, Equity, Inclusion, and Accessibility
DMAIC	Define, Measure, Analyze, Improve, and Control
DP	Defense Programs
DSBSD	Department of Small Business and Supplier Diversity
EQ	Emotional Intelligence
GMU	George Mason University
GSA	General Services Administration
HCSP	Human Capital Strategic Plan
HRS	Human Resource Solutions
ICF	International Coaching Federation
IDI	Intercultural Development Inventory
LCP	Leadership Circle Profile
MCC	Master Certified Coach
NNSA	National Nuclear Security Administration
PCC	Professional Coaching Certification
PLS	Personnel Lifecycle Solutions
PMBOK	Project Management Body of Knowledge
PMP	Project Management Professional
RFP	Request for Proposal
SWaM	Small, Women-owned, and Minority-owned
SWOT	Strengths, Weaknesses, Opportunities, and Threats
WBS	Work Breakdown Structure



Purchasing Department  
4400 University Drive, Mailstop 3C5  
Fairfax, VA 22030  
Voice: 703.993.2580 | Fax: 703.993.2589  
<http://fiscal.gmu.edu/purchasing/>



**REQUEST FOR PROPOSALS  
GMU-1827-23**

**ISSUE DATE:** September 8, 2022  
**TITLE:** Academic and Business Consulting Services  
**PRIMARY PROCUREMENT OFFICER:** Davena Reynolds, Senior Buyer, [dreyno3@gmu.edu](mailto:dreyno3@gmu.edu)  
**SECONDARY PROCUREMENT OFFICER:** James F Russell, Director, [jrussell@gmu.edu](mailto:jrussell@gmu.edu)

**QUESTIONS/INQUIRIES:** E-mail all inquiries to both Procurement Officers listed above, no later than 4:00 PM EST on September 21, 2022. **All questions must be submitted in writing in WORD format.** Responses to questions will be posted on the [Mason Purchasing Website](#) by 5:00 PM EST on September 27, 2022. Also see section III. COMMUNICATION, herein.

**PROPOSAL DUE DATE AND TIME:** October 12, 2022 @ 2:00 PM EST. SEE SECTION XIILA.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: \_\_\_\_\_

Date: \_\_\_\_\_

DBA: \_\_\_\_\_

Address: \_\_\_\_\_

By: \_\_\_\_\_

Signature

FEI/FIN No. \_\_\_\_\_

Name: \_\_\_\_\_

Fax No. \_\_\_\_\_

Title: \_\_\_\_\_

Email: \_\_\_\_\_

Telephone No. \_\_\_\_\_

SWaM Certified: Yes: \_\_\_\_\_ No: \_\_\_\_\_ (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.

**RFP# GMU-1827-23****TABLE OF CONTENTS**

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- I. **PURPOSE:** The purpose of this Request for Proposal (RFP) is to solicit proposals to establish a contract through competitive negotiations with one or more qualified vendors to provide academic and business consulting services for George Mason University. George Mason University (herein after referred to as “Mason,” or “University”) is an educational institution and agency of the Commonwealth of Virginia.
- II. **PURCHASING MANUAL/GOVERNING RULES:** This solicitation and any resulting contract shall be subject to the provisions of the Commonwealth of Virginia *Purchasing Manual for Institutions of Higher Education and their Vendor's*, and any revisions thereto, and the *Governing Rules*, which are hereby incorporated into this contract in their entirety. A copy of both documents is available for review at: <https://vascupp.org>
- III. **COMMUNICATION:** Communications regarding the Request For Proposals shall be formal from the date of issuance until a contract has been awarded. Unless otherwise instructed offerors are to communicate with only the Procurement Officers listed on the cover page. Offerors are not to communicate with any other employees of Mason.
- IV. **FINAL CONTRACT:** ATTACHMENT B to this solicitation is Mason’s standard two-party contract. It is the intent of this solicitation to base the final contractual documents off of Mason’s standard two-party contract and Mason’s General Terms and Conditions. Any exceptions to our standard contract and General Terms and Conditions should be denoted in your RFP response. Other documents may be incorporated into the final contract, either by way of attachment or by reference, but in all cases this contract document and Mason’s General Terms and Conditions shall jointly take precedence over all other documents and will govern the terms and conditions of the contract.

As a public institution of higher education in Virginia Mason cannot agree to any of the following terms in any documents:

- A. An express or implied waiver of sovereign immunity.
- B. An agreement to indemnify, defend or hold harmless any entity.
- C. An agreement to maintain insurance.
- D. An agreement providing for binding arbitration.
- E. An agreement providing for the payment of attorneys' fees, costs of collection, or liquidated damages.
- F. Waiver of jury trial.
- G. Choice of law or venue other than the Commonwealth of Virginia.

Contracts will only be issued to the FEI/FIN Number and Firm listed on the signed cover page submitted in your RFP response. Joint proposals will not be accepted.

- V. **ADDITIONAL USERS:** It is the intent of this solicitation and resulting contract to allow for cooperative procurement. Accordingly, any public body, public or private health or educational institutions, or affiliated corporations may access any resulting contract if authorized by the contractor.

Participation in this cooperative procurement is strictly voluntary. If authorized by the Contractor(s), the resultant contract(s) will be extended to the entities indicated above to purchase goods and services in accordance with contract terms. As a separate contractual relationship, the participating entity will place its own orders directly with the Contractor(s) and shall fully and independently administer its use of the contract(s) to include contractual disputes, invoicing and payments without direct administration from the University. No modification of this contract or execution of a separate agreement is required to participate; however, the participating entity and the Contractor may modify the terms and conditions of the contract to accommodate specific governing laws, regulations, policies, and business goals required by the participating entity. Any such modification will apply solely between the participating entity and the contractor.

The University may require the Contractor provide semi-annual usage reports for all entities accessing the contract. The University shall not be held liable for any costs or damages incurred by any other participating entity as a result of any authorization by the Contractor to extend the contract. It is understood and agreed that the University is not responsible for the acts or omissions of any entity and will not be considered in default of the contract no matter the circumstances.

Use of this contract(s) does not preclude any participating entity from using other contracts or competitive processes as needed.

- VI. **eVA BUSINESS-TO-GOVERNMENT VENDOR REGISTRATION:** The eVA Internet electronic procurement solution, website portal [www.eVA.virginia.gov](http://www.eVA.virginia.gov), streamlines and automates government purchasing activities in the Commonwealth. The eVA portal is the gateway for vendors to conduct business with state agencies and public bodies. All vendors desiring to provide goods and/or services to the Commonwealth shall participate in the eVA Internet

eProcurement solution by completing the free eVA Vendor Registration. All bidders or offerors agree to self-register in eVA and pay the Vendor Transaction Fees prior to being awarded a contract. Registration instructions and transaction fees may be viewed at: <https://eva.virginia.gov/>

**VII. SWaM CERTIFICATION:** Vendor agrees to fully support the Commonwealth of Virginia and Mason's efforts related to SWaM goals. Upon contract execution, eligible vendors (as determined by Mason and the Department of Small Business and Supplier Diversity) shall submit all required documents necessary to achieve SWaM certification to the Department of Small Business and Supplier Diversity within 90 days. Vendors currently SWaM certified agree to maintain their certification for the duration of the contract and shall submit all required renewal documentation at least 30 days prior to existing SWaM expiration. <https://www.sbsd.virginia.gov/>

**VIII. SMALL BUSINESS SUBCONTRACTING PLAN:** All potential offerors are required to fill out and submit Attachments A with their proposal.

Note: Invoices shall only be submitted to Mason by the entity awarded a contract. Subcontractors cannot submit invoices to Mason under any resulting contract.

**IX. PERIOD OF PERFORMANCE:** One (1) year from date of award with four (4) one (1) year renewal options (or as negotiated),

**X. BACKGROUND:** George Mason University is on the move to be a leading higher education innovator in 21st century education. This includes the development of online programming and the delivery of personalized, customized education and student services to students who wish to attend Mason at our three campuses in Northern Virginia, our campus in South Korea, and/or online. As the largest public institution of higher education in Virginia, we are envisioning new ways of providing students with access and bringing George Mason University programs to new markets, both nationally and internationally. We are building capabilities to help launch and manage new initiatives that will take the university into the future to help achieve the university's vision of innovation, growth and access.

**XI. STATEMENT OF NEEDS:** Mason requires Consultants for strategic initiatives, benchmarking analysis, financial modeling/analysis, organizational assessments and suggested operational improvements, communications and change management, and new-partnership oriented ventures. We are interested in market and opportunity assessment, due diligence, operational and financial planning, modeling and launch support for new ventures associated with George Mason University. George Mason University is positioning itself to engage in innovative ventures that will support the mission and the strategic plan of the University and the citizens of the Commonwealth of Virginia; we are looking for consultants to help us identify, evaluate, and launch new ventures in higher education, most of which will involve partnerships with companies and other educational institutions. We are particularly interested in firms with deep experience helping large public and non-profit universities enter into some public-private partnerships. Mason is also looking for consultants to assist with Higher Education Research and Analytics as well as other strategic initiatives. It is anticipated that one or more offerors will be awarded a contract as a result of this RFP. Once selected, consultants shall be engaged as needed and shall submit individual scopes of work with estimated hours for each project.

A. Consultants should be able to describe previous engagements and provide client references for each engagement.

B. Consultants should have extensive expertise in at least one or more of the following areas:

1. Higher education benchmarking and data analysis
2. Helping large public and non-profit universities enter into public-private partnerships
3. Financial analysis and budget planning
4. Legal and/or tax structuring
5. Setting up business functions at a university, such as billing for insurance
6. Organizational and operational assessments and improvements
7. Higher education strategy and facilitation of new partnerships
8. Strategic communication and change management of new initiatives or joint ventures
9. Academic Leadership assessment and coaching
10. Business and financial modeling
11. Market analysis/Market demand analysis
12. Significant work with US public and international universities including accreditation or research
13. Demonstrated unique and proprietary knowledge regarding private for profit/not-for profit companies/universities serving the university market
14. Extensive capital markets experience in higher education including both equity and debt issuances

15. Extensive transactional experience, including mergers and acquisitions, in higher education; please provide sample deal list
16. Extensive experience in developing and growing DEI initiatives in higher education
17. Agility and reach – ability to assemble a relevant team of education experts quickly; strong network

**XII. COST OF SERVICES:** Please provide hourly rates. Rates may be a blended hourly rate or broken down by level of expertise (Partner, Senior Executive, Junior Executive, etc.) Hourly rates must include all travel-related expenses to the Fairfax campus and overhead costs. Travel expenses to other locations may be billed at cost, in accordance with Commonwealth of Virginia travel per diems.

**XIII. PROPOSAL PREPARATION AND SUBMISSION REQUIREMENTS:**

A. GENERAL REQUIREMENTS:

1. RFP Response: In order to be considered, Offerors must submit a complete response to Mason's Purchasing Office prior to the due date and time stated in this RFP. Offerors are required to submit one (1) signed copy of the entire proposal including all attachments and proprietary information. If the proposal contains proprietary information, then submit two (2) proposals must be submitted; one (1) with proprietary information included and one (1) with proprietary information removed (see also Item 2d below for further details). The Offeror shall make no other distribution of the proposals.

At the conclusion of the RFP process proposals with proprietary information removed (redacted versions) shall be provided to requestors in accordance with Virginia's Freedom of Information Act. Offerors will not be notified of the release of this information.

**ELECTRONIC PROPOSAL SUBMISSION: Mason will only be accepting electronic proposal submissions for all current Request For Proposals and Invitation For Bids.**

**The following shall apply:**

- a. You must submit your bid/proposal, and it must be received prior to the submission deadline, at both the primary and secondary procurement officer's email address as specified in the Bid/RFP.
- b. Proposals should have a 2-page executive summary as its first two pages. The total length of any proposal (including term sheet), may not exceed 20 pages, excluding any exceptions taken to contract templates as listed in ATTACHMENT B and ATTACHMENT C. Pages included past page 20 will not be scored.
- c. The subject line of your email submission should read, "**RFP GMU-1827-23**" If you are sending multiple emails, please state so in the subject line with the wording, "This is email # \_ of \_ total"
- d. The offeror must ensure the proposals are delivered to the procurement officers' email inboxes, sufficiently in advance of the proposal deadline. **Plan Ahead: It is the offeror's responsibility to ensure that electronic proposal submissions have sufficient time to make its way through any filters or email traffic. Mason recommends you submit your proposal the day prior to the due date.**
- e. If your proposal contains proprietary information you must submit two proposals; one full proposal and one with proprietary information redacted.
- f. While you may send your proposal in multiple emails, each email itself may only have one PDF attachment containing all supplemental information and attachments.
- g. Each email may not be larger than 20MB.
- h. All solicitation schedules are subject to change.
- i. Go to Mason's Purchasing website for all updates and schedule changes. <https://fiscal.gmu.edu/purchasing/do-business-with-mason/view-current-solicitation->

[opportunities/](#)

2. Proposal Presentation:

- a. Proposals shall be signed by an authorized representative of the Offeror. All information requested must be submitted. Failure to submit all information requested may result in your proposal being scored low.
- b. Proposals should be prepared simply and economically, providing a straightforward, concise description of capabilities to satisfy the requirement of the RFP. Emphasis should be on completeness and clarity of content.
- c. Proposals should be organized in the order in which the requirements are presented in the RFP. All pages of the proposal should be numbered. Each paragraph in the proposal should reference the paragraph number corresponding section of the RFP. It is also helpful to cite the paragraph number, sub letter and repeat the text of the requirement as it appears in the RFP. The proposal should contain a table of contents which cross references the RFP requirements. Information which the Offeror desires to present that does not fall within any of the requirement of the RFP should be inserted at the appropriate place or be attached at the end of the proposal and designated as additional material.

A WORD version of this RFP will be provided upon request.

- d. Except as provided, once an award is announced, all proposals submitted in response to this RFP will be open to inspection by any citizen, or interested person, firm or corporation, in accordance with the Virginia Freedom of Information Act. Trade secrets or proprietary information submitted by a firm prior to or as part of its proposal will not be subject to public disclosure under the Virginia Freedom of Information Act only under the following circumstances: (1) the appropriate information is clearly identified by some distinct method such as highlighting or underlining; (2) only the specific words, figures, or paragraphs that constitute trade secrets or proprietary information are identified; and (3) a summary page is supplied immediately following the proposal title page that includes (a) the information to be protected, (b) the section(s)/page number(s) where this information is found in the proposal, and (c) a statement why protection is necessary for each section listed. The firm must also provide a separate attachment of the proposal with the trade secrets and/or proprietary information redacted. *If all of these requirements are not met, then the firm's entire proposal will be available for public inspection.*

**IMPORTANT: A firm may not request that its entire proposal be treated as a trade secret or proprietary information, nor may a firm request that its pricing/fees be treated as a trade secret or proprietary information, or otherwise be deemed confidential. If after given a reasonable time, the Offeror refuses to withdraw the aforementioned designation, the proposal will be rejected.**

- 3. Oral Presentation: Offerors who submit a proposal in response to this RFP **may be** required to give an oral presentation/demonstration of their proposal/product to Mason. This will provide an opportunity for the Offeror to clarify or elaborate on their proposal. Performance during oral presentations may affect the final award decision. If required, oral presentations will be scheduled at the appropriate time.

Mason will expect that the person or persons who will be working on the project to make the presentation so experience of the Offeror's staff can be evaluated prior to making selection. Oral presentations are an option of Mason and may or may not be conducted; therefore, it is imperative all proposals should be complete.

- B. SPECIFIC REQUIREMENTS: Proposals should be as thorough and detailed as possible to allow Mason to properly evaluate the Offeror's capabilities and approach toward providing the required services. Offerors should submit the following items as a complete proposal.

1. Procedural information:

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

- b. Return Attachment A - Small Business Subcontracting Plan.
  - c. State your payment preference in your proposal response. (See section XVI.)
2. Executive Summary: Offerors must submit an executive summary at the beginning of the proposal response not exceed 2 pages.
  3. General firm background and information: Provide a background and a brief history of your firm not to exceed 3 pages.
  4. References and Engagements: Provide contact information, summary of engagement, dollar value, and period of performance for each reference provided relevant to the requested areas below. All references and engagement information shall be limited to 5 pages.
    - a. Provide references demonstrating significant work with US public, for-profit, public and/or international universities.
    - b. Provide evidence of ability to assemble a relevant team of education experts quickly; strong network.
    - c. References from government or other non-profit clients in areas covered by the scope of work may also be submitted.
  5. Approach: Specific plans or methodology to be used to perform the services.
  6. In your proposal response please address the following:
    - a. Are you and/or your subcontractor currently involved in litigation with any party?
    - b. Please list any investigation or action from any state, local, federal or other regulatory body (OSHA, IRS, DOL, etc.) related to your firm or any subcontractor in the last three years.
    - c. Please list all lawsuits that involved your firm or any subcontractor in the last three years.
    - d. In the past ten (10) years has your firm’s name changed? If so please provide a reason for the change.

**XIV. INITIAL EVALUATION CRITERIA AND SUBSEQUENT AWARD:**

A. INITIAL EVALUATION CRITERIA: Proposals shall be initially evaluated and ranked using the following criteria:

	<u>Description of Criteria</u>	<u>Maximum Point Value</u>
1.	Quality of services offered and suitability for the intended purposes.	25
2.	Experience and qualifications of Offeror in providing the services including quality of references that are similar in size and scope.	25
3.	Specific plans or methodology to be used to perform the services.	20
4.	Proposed Pricing.	20
5.	Offeror is certified as a small, minority, or women-owned business (SWaM) with Virginia SBSB at the proposal due date & time.	10

Total Points Available: 100

B. AWARD: **Following the initial scoring by the evaluation committee**, at least two or more top ranked offerors may be contacted for oral presentations/demonstrations or advanced directly to the negotiations stage. ***If oral presentations are conducted Mason will then determine, in its sole discretion, which vendors will advance to the negotiations phase.*** Negotiations shall then be conducted with each of the offerors so selected. Price shall be considered, but need not be the sole determining factor. After negotiations have been conducted with each offeror so selected, Mason shall select the offeror which, in its sole discretion has made the best proposal, and shall award the contract to that offeror. When the terms and conditions of multiple awards are so provided in

the Request for Proposal, awards may be made to more than one offeror. Should Mason determine in writing and in its sole discretion that only one offeror has made the best proposal, a contract may be negotiated and awarded to that offeror. Mason is not required to furnish a statement of the reasons why a particular proposal was not deemed to be the most advantageous (*Governing Rules §49.D*).

**XV. CONTRACT ADMINISTRATION:** Upon award of the contract, Mason shall designate, in writing, the name of the Contract Administrator who shall work with the contractor in formulating mutually acceptable plans and standards for the operations of this service. The Contract Administrator shall use all powers under the contract to enforce its faithful performance. The Contract Administrator shall determine the amount, quality and acceptability of work and shall decide all other questions in connection with the work. All direction and order from Mason shall be transmitted through the Contract Administrator, or their designee(s) however, the Contract Administrator shall have no authority to approve changes which shall alter the concept or scope of the work or change the basis for compensation to the contractor.

**XVI. PAYMENT TERMS / METHOD OF PAYMENT:** Note: Invoices shall only be submitted to Mason by the entity awarded a contract. Subcontractors cannot submit invoices to Mason under any resulting contract. Purchase order numbers must be referenced on all invoices submitted for payment.

Option #1- Payment to be mailed in 10 days-Mason will make payment to the vendor under 2%10 Net 30 payment terms. Invoices should be submitted via email to the designated Accounts Payable email address which is [acctpay@gmu.edu](mailto:acctpay@gmu.edu).

The 10 day payment period begins the first business day after receipt of proper invoice or receipt of goods, whichever occurs last. A paper check will be mailed on or before the 10<sup>th</sup> day.

Option #2- To be paid in 20 days. The vendor may opt to be paid through our ePayables credit card program. The vendor shall submit an invoice and will be paid via credit card on the 20<sup>th</sup> day from receipt of a valid invoice. The vendor will incur standard credit card interchange fees through their processor. All invoices should be sent to:

George Mason University  
Accounts Payable Department  
4400 University Drive, Mailstop 3C1  
Fairfax, Va. 22030  
Voice: 703.993.2580 | Fax: 703.993.2589  
e-mail: [AcctPay@gmu.edu](mailto:AcctPay@gmu.edu)

Option#3- Net 30 Payment Terms. Vendor will enroll in Paymode-X where all payments will be made electronically to the vendor's bank account. For additional information or to sign up for electronic payments, go to <http://www.paymode.com/gmu>. There is no charge to the vendor for enrolling in this service.

**Please state your payment preference in your proposal response.**

**XVII. SOLICITATION TERMS AND CONDITIONS:**

A. GENERAL TERMS AND CONDITIONS – GEORGE MASON UNIVERSITY: <http://fiscal.gmu.edu/purchasing/do-business-with-mason/view-current-solicitation-opportunities/>

B. SPECIAL TERMS AND CONDITIONS – GMU-1827-23. (Also see ATTACHMENT B – SAMPLE CONTRACT which contains terms and conditions that will govern any resulting award).

1. BEST AND FINAL OFFER (BAFO): At the conclusion of negotiations, the Offeror(s) may be asked to submit in writing, a best and final offer (BAFO). After the BAFO is submitted, further negotiations may or may not be conducted with the Offeror(s).

2. COMPLIANCE WITH LAW: (If Applicable): All goods and services provided to George Mason University shall be done so in accordance with any and all local, state and federal laws, regulations and/or requirements. This includes any applicable provisions of FERPA or the "Government Data Collection and Dissemination Practices Act" of the Commonwealth of Virginia.

3. CONFLICT OF INTEREST: By submitting a proposal the contractor warrants that he/she has fully complied with the Virginia Conflict of Interest Act; furthermore, certifying that he/she is not currently an employee of the Commonwealth of Virginia.
4. OBLIGATION OF OFFEROR: It is the responsibility of each Offeror to inquire about and clarify any requirements of this solicitation that is not understood. Mason will not be bound by oral explanations as to the meaning of specifications or language contained in this solicitation. Therefore, all inquiries must be in writing and submitted as instructed on page 1 of this solicitation. By submitting a proposal, the Offeror covenants and agrees that they have satisfied themselves, from their own investigation of the conditions to be met, that they fully understand their obligation and that they will not make any claim for, or have right to cancellation or relief from this contract because of any misunderstanding or lack of information.
5. RFP DEBRIEFING: In accordance with §49 of the *Governing Rules* Mason is not required to furnish a statement of the reasons why a particular proposal was not deemed to be the most advantageous. However, upon request we will provide a scoring summary, the award justification memo from the evaluation committee and brief, general comments submitted by evaluation committee members. Formal debriefings are generally not offered.

**XVIII. RFP SCHEDULE (Subject to Change):**

- Issue in eVA: 9/8/22
- Vendors submit questions by: 9/21/22 @ 4:00 PM EST
- Post Question Responses: 9/27/22 @ 5:00 PM EST
- Proposals Due: 10/12/22 @2:00 PM EST
- Proposals to Committee: 10/14/22
- Review and Score Proposals: 10/14/22 – 10/28/22
- Scores to Purchasing: 10/31/22
- Oral presentations (if necessary): Will Schedule If Needed
- Negotiations/BAFO: Tentative For The Week of 11/7/22 to 11/11/22
- Award: TBD
- Contract Start Date: TBD



Purchasing Department  
4400 University Drive, Mailstop 3C5  
Fairfax, VA 22030  
Voice: 703.993.2580 | Fax: 703.993.2589  
<http://fiscal.gmu.edu/purchasing/>

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

Offerors must advise any portion of this contract that will be subcontracted. 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:** \_\_\_\_\_

**Preparer Name:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**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 Section A of this form.
- B. If the "I plan to use subcontractors" box is checked, 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 any subcontractor, to include 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 any subcontractor, to include 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.

**Plans for Utilization of Any subcontractor, to include DSBSD-Certified Small Businesses, for this Procurement Subcontract #1**

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

**Subcontract #2**

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

**Subcontract #3**

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

**Subcontract #4**

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

**Subcontract #5**

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



Purchasing Department  
4400 University Drive, Mailstop 3C5  
Fairfax, VA 22030  
Voice: 703.993.2580 | Fax: 703.993.2589  
<http://fiscal.gmu.edu/purchasing/>

**ATTACHMENT B – SAMPLE CONTRACT  
GMU-1657-20**

**Note: Other documents may be incorporated into this document, either by way of attachment or by reference, but in all cases this contract document shall take precedence over all other documents and will govern the terms and conditions of the contract.**

This Contract entered on this \_\_\_\_ day of \_\_\_\_\_, 2022 (Effective Date) by \_\_\_\_\_ hereinafter called “Contractor” (located at \_\_\_\_\_) and George Mason University hereinafter called “Mason,” “University”.

- I. **WITNESSETH** that the Contractor and Mason, in consideration of the mutual covenants, promises and agreement herein contained, agree as follows:
- II. **SCOPE OF CONTRACT:** The Contractor shall provide \_\_\_\_\_ for the \_\_\_\_\_ of George Mason University as set forth in the Contract documents.
- III. **PERIOD OF CONTRACT:** One year from the Effective Date with four (4) successive one-year renewal options. (or as negotiated)
- IV. **PRICE SCHEDULE:** As negotiated
- V. **CONTRACT ADMINISTRATION:** \_\_\_\_\_ shall serve as Contract Administrator for this Contract and shall use all powers under the Contract to enforce its faithful performance. The Contract Administrator shall determine the amount, quality and acceptability of work and shall decide all other questions in connection with the work. All direction and order from Mason shall be transmitted through the Contract Administrator, however, the Contract Administrator shall have no authority to approve changes which shall alter the concept or scope or change the basis for compensation.
- VI. **METHOD OF PAYMENT:** As negotiated
- VII. **THE CONTRACT DOCUMENTS SHALL CONSIST OF (In order of precedence):**
  - A. This signed form;
  - B. Data Security Addendum (attached);
  - C. Negotiation Responses dated XXXXX (incorporated herein by reference);
  - D. RFP No. GMU-XXXX-XX, in its entirety (incorporated herein by reference);
  - E. Contractor’s proposal dated XXXXXX (incorporated herein by reference).
- VIII. **GOVERNING RULES:** This Contract is governed by the provisions of the Restructured Higher Education Financial and Administrative Operations Act, Chapter 10 (§ [23.1-1000](#) et seq.) of Title 23.1 of the Code of Virginia, and the “Governing Rules” and the *Purchasing Manual for Institutions of Higher Education and their Vendors*. Documents may be viewed at: <https://vascupp.org>.
- IX. **CONTRACT PARTICIPATION:** *As negotiated.* It is the intent of this Contract to allow for cooperative procurement. Accordingly, any public body, public or private health or educational institutions, or affiliated corporations may access this Contract if authorized by the Contractor.

Participation in this Contract is strictly voluntary. If authorized by the Contractor, the contract will be extended to the entities indicated above to purchase goods and services in accordance with contract terms. As a separate contractual relationship, the participating entity will place its own orders directly with the Contractor and shall fully and independently administer its use of the contract to include contractual disputes, invoicing and payments without direct administration from the University. No modification of this Contract or execution of a separate agreement is required to participate; however, the participating entity and the Contractor may modify the terms and conditions of the contract to

accommodate specific governing laws, regulations, policies, and business goals required by the participating entity. Any such modification will apply solely between the participating entity and the Contractor.

The University may request the Contractor provide semi-annual usage reports for all entities accessing the Contract. The University shall not be held liable for any costs or damages incurred by any other participating entity as a result of any authorization by the Contractor to extend the Contract. It is understood and agreed that the University is not responsible for the acts or omissions of any entity and will not be considered in default of the contract no matter the circumstances.

Use of this Contract does not preclude any participating entity from using other contracts or competitive processes as needed.

**X. STANDARD TERMS AND CONDITIONS:**

- A. APPLICABLE LAW AND CHOICE OF FORUM: This Contract shall be construed, governed, and interpreted pursuant to the laws of the Commonwealth of Virginia. All disputes arising under this Contract shall be brought before an appropriate court in the Commonwealth of Virginia.
  
- B. ANTI-DISCRIMINATION: By entering into this Contract, Contractor certifies to the Commonwealth that they will conform to the provisions of the Federal Civil Rights Act of 1964, as amended, as well as the Virginia Fair Employment Contracting Act of 1975, as amended, where applicable, the Virginians With Disabilities Act, the Americans With Disabilities Act and §§ 9&10 of the *Governing Rules*. If Contractor is a faith-based organization, the organization shall not discriminate against any recipient of goods, services, or disbursements made pursuant to the Contract on the basis of the recipient's religion, religious belief, refusal to participate in a religious practice, or on the basis of race, age, color, gender or national origin and shall be subject to the same rules as other organizations that contract with public bodies to account for the use of the funds provided; however, if the faith-based organization segregates public funds into separate accounts, only the accounts and programs funded with public funds shall be subject to audit by the public body. (*Governing Rules*, § 36).

In every contract over \$10,000 the provisions in 1. and 2. below apply:

- 1. During the performance of this Contract, the Contractor agrees as follows:
  - a. The Contractor will not discriminate against any employee or applicant for employment because of race, religion, color, sex, national origin, age, disability, or any other basis prohibited by state law relating to discrimination in employment, except where there is a bona fide occupational qualification reasonably necessary to the normal operation of the Contractor. The Contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices setting forth the provisions of this nondiscrimination clause.
  - b. The Contractor, in all solicitations or advertisements for employees placed by or on behalf of the Contractor, will state that such Contractor is an equal opportunity employer.
  - c. Notices, advertisements and solicitations placed in accordance with federal law, rule or regulation shall be deemed sufficient for the purpose of meeting these requirements.
  
- 2. The Contractor will include the provisions of 1. above in every subcontract or purchase order over \$10,000, so that the provisions will be binding upon each subcontractor or Contractor.
  
- C. ANTITRUST: By entering into this Contract, the Contractor conveys, sells, assigns, and transfers to the Commonwealth of Virginia all rights, title and interest in and to all causes of action it may now have or hereafter acquire under the antitrust laws of the United States and the Commonwealth of Virginia, relating to the particular goods or services purchased or acquired by the Commonwealth of Virginia under this Contract.
  
- D. ASSIGNMENT: Neither party will assign or otherwise transfer its rights or obligations under this Contract without both parties' prior written consent. Any attempted assignment, transfer, or delegation without such consent is void.
  
- E. AUDIT: The Contractor shall retain all books, records, and other documents relative to this Contract for five (5) years after final payment, or until audited by the Commonwealth of Virginia, whichever is sooner. Mason, its authorized agents, and/or state auditors shall have full access to and the right to examine any of said materials

during said period.

- F. AVAILABILITY OF FUNDS: It is understood and agreed between the parties herein that Mason shall be bound hereunder only to the extent of the funds available or which may hereafter become available for the purpose of this Contract.
- G. AUTHORIZED SIGNATURES: The signatory for each Party certifies that he or she is an authorized agent to sign on behalf such Party.
- H. BACKGROUND CHECKS: Contractor's employees (including subcontractors) performing services on any Mason campus must have successfully completed a criminal background check prior to the start of their work assignment/service. As stated in [University Policy Number 2221 – Background Investigations](#), the criminal background investigation will normally include a review of the individual's records to include Social Security Number Search, Credit Report (if related to potential job duties), Criminal Records Search (any misdemeanor convictions and/or felony convictions are reported) in all states in which the employee has lived or worked over the past seven years, and the National Sex Offender Registry. In addition, the Global Watch list (maintained by the Office of Foreign Assets Control of The US Department of Treasury) should be reviewed. Signature on this Contract confirms your compliance with this requirement.
- I. CANCELLATION OF CONTRACT: Mason reserves the right to cancel this Contract, in part or in whole, without penalty, for any reason, upon 60 days written notice to the Contractor. Upon written notice of cancellation from Mason, Mason shall be fully released from any further obligation under the Contract and Contractor agrees to directly refund all payments, for services not already performed, to Mason, including any pre-paid deposits, within 14 days. In the event the initial Contract period is for more than 12 months, the resulting Contract may be terminated by either party, without penalty, after the initial 12 months of the Contract period upon 60 days written notice to the other party. Any contract cancellation notice shall not relieve the Contractor of the obligation to deliver and/or perform on all outstanding orders issued prior to the effective date of cancellation.
- J. CHANGES TO THE CONTRACT: Changes can be made to this Contract in any of the following ways:
1. The parties may agree in writing to modify the scope of this Contract. An increase or decrease in the price of the contract resulting from such modification shall be agreed to by the parties as a part of their written agreement to modify the scope of this Contract.
  2. Mason may order changes within the general scope of Contract at any time by written notice to Contractor. Changes within the scope of this Contract include, but are not limited to, things such as services to be performed, the method of packing or shipment, and the place of delivery or installation. Contractor shall comply with the notice upon receipt. Contractor shall be compensated for any additional costs incurred as the result of such order and shall give Mason a credit for any savings. Said compensation shall be determined by one of the following methods:
    - a. By mutual agreement between the parties in writing; or
    - b. By agreeing upon a unit price or using a unit price set forth in the contract, if the work to be done can be expressed in units, and the contractor accounts for the number of units of work performed, subject to the Mason's right to audit Contractor's records and/or to determine the correct number of units independently; or
    - c. By ordering Contractor to proceed with the work and keep a record of all costs incurred and savings realized. A markup for overhead and profit may be allowed if provided by the Contract. The same markup shall be used for determining a decrease in price as the result of savings realized. Contractor shall present Mason with all vouchers and records of expenses incurred and savings realized. Mason shall have the right to audit the records of Contractor as it deems necessary to determine costs or savings. Any claim for an adjustment in price under this provision must be asserted by written notice to Mason within thirty (30) days from the date of receipt of the written order from Mason. If the Parties fail to agree on an amount of adjustment, the question of an increase or decrease in the contract price or time for performance shall be resolved in accordance with the procedures for resolving disputes provided by the Disputes Clause of this Contract or, if there is none, in accordance with the disputes provisions of the Commonwealth of Virginia Purchasing Manual for Institutions of

Higher Education and Their Contractors. Neither the existence of a claim nor a dispute resolution process, litigation or any other provision of this Contract shall excuse the Contractor from promptly complying with the changes ordered by Mason or with the performance of the contract generally.

- K. CLAIMS: Contractual claims, whether for money or other relief, shall be submitted in writing no later than 60 days after final payment. However, written notice of the Contractor's intention to file a claim shall be given at the time of the occurrence or beginning of the work upon which the claim is based. Nothing herein shall preclude a contract from requiring submission of an invoice for final payment within a certain time after completion and acceptance of the work or acceptance of the goods. Pendency of claims shall not delay payment of amounts agreed due in the final payment.
1. The firm must submit written claim to:  
Chief Procurement Officer  
George Mason University  
4400 University Drive, MSN 3C5  
Fairfax, VA 22030
  2. The firm must submit any unresolved claim in writing no later than 60 days after final payment to the Chief Procurement Officer.
  3. Upon receiving the written claim, the Chief Procurement Officer will review the written materials relating to the claim and will mail his or her decision to the firm within 60 days after receipt of the claim.
  4. The firm may appeal the Chief Procurement Officer's decision in accordance with § 55 of the *Governing Rules*.
- L. COLLECTION AND ATTORNEY'S FEES: The Contractor shall pay to Mason any reasonable attorney's fees or collection fees, at the maximum allowable rate permitted under Virginia law, incurred in enforcing this Contract or pursuing and collecting past-due amounts under this Contract.
- M. COMPLIANCE: All goods and services provided to Mason shall be done so in accordance with any and all applicable local, state, federal, and international laws, regulations and/or requirements and any industry standards, including but not limited to: the Family Educational Rights and Privacy Act (FERPA), Health Insurance Portability and Accountability Act (HIPAA) and Health Information Technology for Economic and Clinical Health Act (HITECH), Government Data Collection and Dissemination Practices Act, Gramm-Leach-Bliley Financial Modernization Act (GLB), Payment Card Industry Data Security Standards (PCI-DSS), Americans with Disabilities Act (ADA), and Federal Export Administration Regulations. Any Contractor personnel visiting Mason facilities will comply with all applicable Mason policies regarding access to, use of, and conduct within such facilities. Mason's policies can be found at <https://universitypolicy.gmu.edu/all-policies/> and any facility specific policies can be obtained from the facility manager.
- N. CONFIDENTIALITY OF PERSONALLY IDENTIFIABLE INFORMATION: The Contractor shall ensure that personally identifiable information ("PII") which is defined as any information that by itself or when combined with other information can be connected to a specific person and may include but is not limited to personal identifiers such as name, address, phone, date of birth, Social Security number, student or personal identification numbers, driver's license numbers, state or federal identification numbers, biometric information, religious or political affiliation, non-directory information, and any other information protected by state or federal privacy laws, will be collected and held confidential and in accordance with this Contract, during and following the term of this Contract, and will not be divulged without the individual's and Mason's written consent and only in accordance with federal law or the Code of Virginia.
- O. CONFLICT OF INTEREST: Contractor represents to Mason that its entering into this Contract with Mason and its performance through its agents, officers and employees does not and will not involve, contribute to nor create a conflict of interest prohibited by Virginia State and Local Government Conflict of Interests Act (Va. Code 2.2-3100 *et seq*), the Virginia Ethics in Public Contracting Act (§57 of the *Governing Rules*), the Virginia Governmental Frauds Act (Va. Code 18.2 – 498.1 *et seq*) or any other applicable law or regulation.
- P. CONTINUITY OF SERVICES:

- a. The Contractor recognizes that the services under this Contract are vital to Mason and must be continued without interruption and that, upon Contract expiration, a successor, either Mason or another contractor, may continue them. The Contractor agrees:
    - a. To exercise its best efforts and cooperation to affect an orderly and efficient transition to a successor;
    - b. To make all Mason owned facilities, equipment, and data available to any successor at an appropriate time prior to the expiration of the Contract to facilitate transition to successor; and
    - c. That the University Procurement Officer shall have final authority to resolve disputes related to the transition of the Contract from the Contractor to its successor.
  - b. The Contractor shall, upon written notice from the Procurement Officer, furnish phase-in/phase-out services for up to ninety (90) days after this Contract expires and shall negotiate in good faith a plan with the successor to execute the phase-in/phase-out services. This plan shall be subject to the Procurement Officer's approval.
  - c. The Contractor shall be reimbursed for all reasonable, pre-approved phase-in/phase-out costs (i.e., costs incurred within the agreed period after Contract expiration that result from phase-in, phase-out operations). All phase-in/phase-out work fees must be approved by the Procurement Officer in writing prior to commencement of said work.
- Q. DEBARMENT STATUS: As of the Effective Date, the Contractor certifies that it is not currently debarred by the Commonwealth of Virginia from submitting bids or proposals on contracts for the type of services covered by this Contract, nor is the Contractor an agent of any person or entity that is currently so debarred.
- R. DEFAULT: In the case of failure to deliver goods or services in accordance with this Contract, Mason, after due oral or written notice, may procure them from other sources and hold Contractor responsible for any resulting additional purchase and administrative costs. This remedy shall be in addition to any other remedies which Mason may have.
- S. DRUG-FREE WORKPLACE: Contractor has, and shall have in place during the performance of this Contract, a drug-free workplace policy (DFWP), which it provides in writing to all its employees, vendors, and subcontractors, and which specifically prohibits the following on company premises, during work-related activities, or while conducting company business: the sale, purchase, manufacture, dispensation, distribution, possession, or use of any illegal drug under federal law (including marijuana). For purposes of this section, "drug-free workplace" covers all sites at which work is done by Contractor in connection with this Contract.
- T. ENTIRE CONTRACT: This Contract constitutes the entire understanding of the Parties with respect to the subject matter herein and supersedes all prior oral or written contracts with respect to the subject matter herein. This Contract can be modified or amended only by a writing signed by all of the Parties.
- U. EXPORT CONTROL:
1. **Munitions Items**: If the Contractor is providing any items, data or services under this order that are controlled by the Department of State, Directorate of Defense Trade Controls, International Traffic in Arms Regulations ("ITAR"), or any items, technology or software controlled under the "600 series" classifications of the Bureau of Industry and Security's Commerce Control List ("CCL") (collectively, "Munitions Items"), prior to delivery, Contractor must:
    - A. notify Mason (by sending an email to [export@gmu.edu](mailto:export@gmu.edu)), and
    - B. receive written authorization for shipment from Mason's Director of Export Controls.
- The notification provided by the Contractor must include the name of the Mason point of contact, identify and describe each ITAR or CCL-controlled commodity, provide the associated U.S. Munitions List (USML) category number(s) or Export Control Classification Number, and indicate whether or not the determination was reached as a result of a commodity jurisdiction determination, or self-classification process. The Contractor promises that if it fails to obtain the required written pre-authorization approval for shipment to Mason of any Munitions Item, it will reimburse Mason for any fines, legal costs and other fees imposed for any violation of export controls regarding the Munition Item that are reasonably related to the Contractor's failure to provide notice or obtain Mason's written

pre-authorization.

2. **Dual-Use Items:** If the Contractor is providing any dual-use items, technology or software under this order that are listed on the CCL in a series other than a “600 series”, Contractor must (i) include the Export Control Classification Number (ECCN) on the packing or other transmittal documentation traveling with the item(s) and, (ii) send a description of the item, its ECCN, and the name of the Mason point of contact to: [export@gmu.edu](mailto:export@gmu.edu).
- V. **FORCE MAJEURE:** Mason shall be excused from any and all liability for failure or delay in performance of any obligation under this Contract resulting from any cause not within the reasonable control of Mason, which includes but is not limited to acts of God, fire, flood, explosion, earthquake, or other natural forces, war, civil unrest, accident, any strike or labor disturbance, travel restrictions, acts of government, disease, pandemic, or contagion, whether such cause is similar or dissimilar to any of the foregoing. Upon written notification from Mason that such cause has occurred, Contractor agrees to directly refund all payments to Mason, for services not yet performed, including any pre-paid deposits within 14 days.
- W. **FUTURE GOODS AND SERVICES:** Mason reserves the right to have Contractor provide additional goods and/or services that may be required by Mason during the term of this Contract. Any such goods and/or services will be provided by the Contractor under the same pricing, terms and conditions of this Contract. Such additional goods and/or services may include other products, components, accessories, subsystems or related services that are newly introduced during the term of the Contract. Such newly introduced additional goods and/or services will be provided to Mason at Favored Customer pricing, terms and conditions.
- X. **IMMIGRATION REFORM AND CONTROL ACT OF 1986:** By entering into this Contract Contractor certifies that they do not and will not during the performance of this Contract employ illegal alien workers or otherwise violate the provisions of the federal Immigration Reform and Control Act of 1986.
- Y. **INDEMNIFICATION:** Contractor agrees to indemnify, defend and hold harmless Mason, the Commonwealth of Virginia, its officers, agents, and employees from any claims, damages and actions of any kind or nature, whether at law or in equity, arising from or caused by the use of any materials, goods, or equipment of any kind or nature furnished by the Contractor/any services of any kind or nature furnished by the Contractor, provided that such liability is not attributable to the sole negligence of Mason or to the failure of Mason to use the materials, goods, or equipment in the manner already and permanently described by the Contractor on the materials, goods or equipment delivered.
- Z. **INDEPENDENT CONTRACTOR:** The Contractor is not an employee of Mason, but is engaged as an independent contractor. The Contractor shall indemnify and hold harmless the Commonwealth of Virginia, Mason, and its employees and agents, with respect to all withholding, Social Security, unemployment compensation and all other taxes or amounts of any kind relating to the Contractor’s performance of this Contract. Nothing in this Contract shall be construed as authority for the Contractor to make commitments which will bind Mason or to otherwise act on behalf of Mason, except as Mason may expressly authorize in writing.
- AA. **INFORMATION TECHNOLOGY ACCESS ACT:** Computer and network security is of paramount concern at Mason. Mason wants to ensure that computer/network hardware and software does not compromise the security of its IT environment. Contractor agrees to use commercially reasonable measures in connection with any offering your company makes to avoid any known threat to the security of the IT environment at Mason.

All e-learning and information technology developed, purchased, upgraded or renewed by or for the use of Mason shall comply with all applicable University policies, Federal and State laws and regulations including but not limited to Section 508 of the Rehabilitation Act (29 U.S.C. 794d), the Information Technology Access Act, §§2.2-3500 through 2.2-3504 of the Code of Virginia, as amended, and all other regulations promulgated under Title II of The Americans with Disabilities Act which are applicable to all benefits, services, programs, and activities provided by or on behalf of the University. The Contractor shall also comply with the Web Content Accessibility Guidelines (WCAG) 2.0. For more information please visit <http://ati.gmu.edu>, under Policies and Procedures.

- BB. **INSURANCE:** The Contractor shall maintain all insurance necessary with respect to the services provided to Mason. The Contractor further certifies that they will maintain the insurance coverage during the entire term of the Contract and that all insurance is to be placed with insurers with a current reasonable A.M. Best’s rating authorized to sell insurance in the Commonwealth of Virginia by the Virginia State Corporation Commission.

The Commonwealth of Virginia and Mason shall be named as an additional insured.

1. Commercial General Liability Insurance in an amount not less than \$1,000,000 per occurrence for bodily injury or property damage, personal injury and advertising injury, products and completed operations coverage;
2. Workers Compensation Insurance in an amount not less than that prescribed by statutory limits; and, as applicable;
3. Commercial Automobile Liability Insurance applicable to bodily injury and property damage, covering owned, non-owned, leased, and hired vehicles in an amount not less than \$1,000,000 per occurrence; and
4. An umbrella/excess policy in an amount not less than five million dollars (\$5,000,000) to apply over and above Commercial General Liability, Employer's Liability, and Commercial Automobile Liability Insurance.

CC. INTELLECTUAL PROPERTY: Contractor warrants and represents that it will not violate or infringe any intellectual property right or any other personal or proprietary right and shall indemnify and hold harmless Mason against any claim of infringement of intellectual property rights which may arise under this Contract.

1. Unless expressly agreed to the contrary in writing, all goods, products, materials, documents, reports, writings, video images, photographs or papers of any nature including software or computer images prepared or provided by Contractor (or its subcontractors) for Mason will not be disclosed to any other person or entity without the written permission of Mason.
2. Work Made for Hire. Contractor warrants to Mason that Mason will own all rights, title and interest in any and all intellectual property rights created in the performance or otherwise arising from the Contract and will have full ownership and beneficial use thereof, free and clear of claims of any nature by any third party including, without limitation, copyright or patent infringement claims. Contractor agrees to assign and hereby assigns all rights, title, and interest in any and all intellectual property created in the performance or otherwise arising from the Contract, and will execute any future assignments or other documents needed for Mason to document, register, or otherwise perfect such rights. Notwithstanding the foregoing, for research collaboration pursuant to subcontracts under sponsored research contracts administered by the University's Office of Sponsored Programs, intellectual property rights will be governed by the terms of the grant or contract to Mason to the extent such grant or contract requires intellectual property terms to apply to subcontractors.

DD. NON-DISCRIMINATION: All parties to this Contract agree to not discriminate on the basis of race, color, religion, national origin, sex, pregnancy, childbirth or related medical conditions, age (except where sex or age is a bona fide occupational qualification, marital status or disability).

EE. PAYMENT TO SUBCONTRACTORS: The Contractor shall take the following actions upon receiving payment from Mason: (1) pay the subcontractor within seven days for the proportionate share of the total payment received from Mason attributable to the work performed by the subcontractor under that Contract; or (2) notify Mason and subcontractor within seven days, in writing, of its intention to withhold all or a part of the subcontractor's payment with the reason for nonpayment. b. If an individual contractor, provide social security number in order to receive payment. c. If a proprietorship, partnership or corporation provide Federal employer identification number. d. Pay interest to subcontractors on all amounts owed by the Contractor that remain unpaid after seven days following receipt by the Contractor of payment from the Institution for work performed by the subcontractor under that Contract, except for amounts withheld as allowed by prior notification. e. Accrue interest at no more than the rate of one percent per month. f. Include in each of its subcontracts a provision requiring each subcontractor to include or otherwise be subject to the same payment and interest requirements with respect to each lower-tier subcontractor.

FF. PUBLICITY: The Contractor shall not use, in its external advertising, marketing programs or promotional efforts, any data, pictures, trademarks or other representation of Mason except on the specific written authorization in advance by Mason's designated representative.

GG. REMEDIES: If the Contractor breaches this Contract, in addition to any other rights or remedies, Mason may terminate this Contract without prior notice.

- HH. RENEWAL OF CONTRACT: This Contract may be renewed by Mason for four (4) successive one-year renewal options under the terms and conditions of this Contract except as stated in 1. and 2. below. Price increases may be negotiated only at the time of renewal. Written notice of the University's intention to renew shall be given approximately 90 days prior to the expiration date of each contract period.
1. If the University elects to exercise the option to renew the Contract for an additional one-year period, the Contract price(s) for the additional one year shall not exceed the lesser of the Contract price(s) of the original Contract increased/decreased by more than the percentage increase/decrease of the "other goods and services" category of the CPI-U section of the Consumer Price Index of the United States Bureau of Labor Statistics for the latest twelve months for which statistics are available or 2%.
  2. If during any subsequent renewal periods, the University elects to exercise the option to renew the Contract, the Contract price(s) for the subsequent renewal period shall not exceed the lesser of the Contract price(s) of the previous renewal period increased/decreased by more than the percentage increase/decrease of the "other goods and services" category of the CPI-U section of the Consumer Price Index of the United States bureau of Labor Statistics for the latest twelve months for which statistics are available or 2%.
- II. REPORTING OF CRIMES, ACCIDENTS, FIRES AND OTHER EMERGENCIES: Any Mason Employee, including contracted service providers, who is not a staff member in Counseling and Psychological Services (CAPS) or a pastoral counselor, functioning within the scope of that recognition, is considered a "Campus Security Authority (CSA)." CSAs must promptly report all crimes and other emergencies occurring on or near property owned or controlled by Mason to the Department of Police & Public Safety or local police and fire authorities by dialing 9-1-1. At the request of a victim or survivor, identifying information may be excluded from a report (e.g., names, initials, contact information, etc.). Please visit the following website for more information and training: <http://police.gmu.edu/clery-act-reporting/campus-security-authority-csa/>."
- JJ. RESPONSE TO LEGAL ORDERS, DEMANDS, OR REQUESTS FOR DATA: Except as otherwise expressly prohibited by law, Contractor will: i) immediately notify Mason of any subpoenas, warrants, or other legal orders, demands or requests received by Contractor seeking University Data; ii) consult with Mason regarding its response; iii) cooperate with Mason's reasonable requests in connection with efforts by Mason to intervene and quash or modify the legal order, demand or request; and iv) upon Mason's request, provide Mason with a copy of its response.
- If Mason receives a subpoena, warrant, or other legal order, demand (including request pursuant to the Virginia Freedom of Information Act) or request seeking University Data maintained by Contractor, Mason will promptly provide a copy to Contractor. Contractor will promptly supply Mason with copies of data required for Mason to respond, and will cooperate with Mason's reasonable requests in connection with its response.
- KK. SEVERABILITY: Should any portion of this Contract be declared invalid or unenforceable for any reason, such portion is deemed severable from the Contract and the remainder of this Contract shall remain fully valid and enforceable.
- LL. SOVEREIGN IMMUNITY: Nothing in this Contract shall be deemed a waiver of the sovereign immunity of the Commonwealth of Virginia and of Mason.
- MM. SUBCONTRACTS: No portion of the work shall be subcontracted without prior written consent from Mason. In the event that the Contractor desires to subcontract some part of the work specified herein, the Contractor shall furnish Mason the names, qualifications and experience of their proposed subcontractors. The Contractor shall, however, remain fully liable and responsible for the work to be done by its subcontractor(s) and shall assure compliance with all requirements of this Contract. This paragraph applies to, but is not limited to, subcontractor(s) who process University Data.
- NN. SWaM CERTIFICATION: Contractor agrees to fully support the Commonwealth of Virginia and Mason's efforts related to SWaM goals. Upon contract execution, Contractor (as determined by Mason and the Virginia Department of Small Business and Supplier Diversity) shall submit all required documents necessary to achieve SWaM certification to the Department of Small Business and Supplier Diversity within 90 days. If Contractor is currently SWaM certified, Contractor agrees to maintain their certification for the duration of the Contract and shall submit all required renewal documentation at least 30 days prior to existing SWaM expiration at <https://www.sbsd.virginia.gov/>.

- OO. UNIVERSITY DATA: University Data includes all Mason owned, controlled, or collected PII and any other information that is not intentionally made available by Mason on public websites, including but not limited to business, administrative and financial data, intellectual property, and patient, student and personnel data. Contractor agrees to the following regarding University Data it may collect or process as part of this Contract:
1. Contractor will use University Data only for the purpose of fulfilling its duties under the Contract and will not share such data with or disclose it to any third party without the prior written consent of Mason, except as required by the Contract or as otherwise required by law. University Data will only be processed by Contractor to the extent necessary to fulfill its responsibilities under the Contract or as otherwise directed by Mason.
  2. University Data, including any back-ups, will not be accessed, stored, or transferred outside the United States without prior written consent from Mason. Contractor will provide access to University Data only to its employees and subcontractors who need to access the data to fulfill Contractor's obligations under the Contract. Contractor will ensure that employees who perform work under the Contract have read, understood, and received appropriate instruction as to how to comply with the data protection provisions of the Contract and to maintain the confidentiality of the University Data.
  3. The parties agree that as between them, all rights including all intellectual property rights in and to University Data shall remain the exclusive property of Mason, and Contractor has a limited, nonexclusive license to use the University Data as provided in the Contract solely for the purpose of performing its obligations under the Contract. The Contract does not give a party any rights, implied or otherwise, to the other party's data, content, or intellectual property, except as expressly stated in the Contract.
  4. Contractor will take reasonable measures, including audit trails, to protect University Data against deterioration or degradation of data quality and authenticity. Contractor shall be responsible for ensuring that University Data, per the Virginia Public Records Act, is preserved, maintained, and accessible throughout their lifecycle, including converting and migrating electronic data as often as necessary so that information is not lost due to hardware, software, or media obsolescence or deterioration.
  5. Contractor shall notify Mason within three business days if it receives a request from an individual under any applicable law regarding PII about the individual, including but not limited to a request to view, access, delete, correct, or amend the information. Contractor shall not take any action regarding such a request except as directed by Mason.
  6. If Contractor will have access to University Data that includes "education records" as defined under the Family Educational Rights and Privacy Act (FERPA), the Contractor acknowledges that for the purposes of the Contract it will be designated as a "school official" with "legitimate educational interests" in the University education records, as those terms have been defined under FERPA and its implementing regulations, and the Contractor agrees to abide by the limitations and requirements imposed on school officials. Contractor will use the education records only for the purpose of fulfilling its duties under the Contract for Mason's and its end user's benefit, and will not share such data with or disclose it to any third party except as provided for in the Contract, required by law, or authorized in writing by the University.
  7. Mason may require that Mason and Contractor complete a Data Processing Addendum ("DPA"). If a DPA is completed, Contractor agrees that the information in the DPA is accurate. Contractor will only collect or process University Data that is identified in the DPA and will only handle that data (e.g., type of processing activities, storage, security, disclosure) as described in the DPA. If Contractor intends to do anything regarding University Data that is not reflected in the DPA, Contractor must request an amendment to the DPA and may not take the intended action until the amendment is approved and documented by Mason.
- PP. UNIVERSITY DATA SECURITY: Data security is of paramount concern to Mason. Contractor will utilize, store and process University Data in a secure environment in accordance with commercial best practices, including appropriate administrative, physical, and technical safeguards, to secure such data from unauthorized access, disclosure, alteration, and use. Such measures will be no less protective than those used to secure Contractor's own data of a similar type, and in no event less than reasonable in view of the type and nature of

the data involved. At a minimum, Contractor shall use industry-standard and up-to-date security tools and technologies such as anti-virus protections and intrusion detection methods to protect University Data.

1. Immediately upon becoming aware of circumstances that could have resulted in unauthorized access to or disclosure or use of University Data, Contractor will notify Mason, fully investigate the incident, and cooperate fully with Mason's investigation of and response to and remediation of the incident. Except as otherwise required by law, Contractor will not provide notice of the incident directly to individuals who's PII was involved, regulatory agencies, or other entities, without prior written permission from Mason.
2. If Contractor provides goods and services that require the exchange of sensitive University Data, the Data Security Addendum attached to this Contract provides additional requirements Contractor must take to protect the University Data. Mason reserves the right to determine whether the University Data involved in this Contract is sensitive, and if it so determines it will provide the Data Security Addendum to Contractor and it will be attached to and incorporated into this contract. Types of University Data that may be considered sensitive include, but is not limited to, (1) PII; (2) credit card data; (3) financial or business data which has the potential to affect the accuracy of the University's financial statements; (4) medical or health data; (5) sensitive or confidential business information; (6) trade secrets; (7) data which could create a security (including IT security) risk to Mason; and (8) confidential student or employee information.
3. Mason reserves the right in its sole discretion to perform audits of Contractor, at Mason's expense, to ensure compliance with all obligations regarding University Data. Contractor shall reasonably cooperate in the performance of such audits. Contractor will make available to Mason all information necessary to demonstrate compliance with its data processing obligations. Failure to adequately protect University Data or comply with the terms of this Contract with regard to University Data may be grounds to terminate this Contract.

QQ. UNIVERSITY DATA UPON TERMINATION OR EXPIRATION: Upon termination or expiration of the Contract, Contractor will ensure that all University Data are securely returned or destroyed as directed by Mason in its sole discretion within 180 days of the request being made. Transfer to Mason or a third party designated by Mason shall occur within a reasonable period of time, and without significant interruption in service. Contractor shall ensure that such transfer/migration uses facilities and methods that are compatible with the relevant systems of Mason or its transferee, and to the extent technologically feasible, that Mason will have reasonable access to University Data during the transition. In the event that Mason requests destruction of its data, Contractor agrees to destroy all data in its possession and in the possession of any subcontractors or agents to which the Contractor might have transferred University Data. Contractor agrees to provide documentation of data destruction to the University.

Contractor will notify the University of any impending cessation of its business and any contingency plans. This includes immediate transfer of any previously escrowed assets and University Data and providing Mason access to Contractor's facilities to remove and destroy Mason-owned assets and University Data. Contractor shall implement its exit plan and take all necessary actions to ensure a smooth transition of service with minimal disruption to Mason. Contractor will also provide a full inventory and configuration of servers, routers, other hardware, and software involved in service delivery along with supporting documentation, indicating which if any of these are owned by or dedicated to Mason. Contractor will work closely with its successor to ensure a successful transition to the new equipment, with minimal downtime and effect on Mason, all such work to be coordinated and performed in advance of the formal, final transition date.

RR. UNIVERSITY REVIEW/APPROVAL: All goods, services, products, design, etc. produced by the Contractor for or on behalf of Mason are subject to Mason's review and approval.

SS. WAIVER: The failure of a party to enforce any provision in this Contract shall not be deemed to be a waiver of such right.

**Contractor Name**

**George Mason University**

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Signature

Name: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

Date: \_\_\_\_\_

**Attachment C**  
**Data Security Addendum for inclusion in GMU-1827-23 with**  
**George Mason University (the “University”)**

This Addendum supplements the above-referenced Contract between the University and \_\_\_\_\_ (“Selected Firm/Vendor”) dated \_\_\_\_\_ (the “Contract”). It is applicable only in those situations where the Selected Firm/Vendor provides goods or services under a Contract or Purchase Order which necessitate that the Selected Firm/Vendor create, obtain, transmit, use, maintain, process, store, or dispose of Sensitive University Data (as defined in the Definitions Section of this Addendum) as part of its work under the Contract.

This Addendum sets forth the terms and conditions pursuant to which Sensitive University Data will be protected by the Selected Firm/Vendor during the term of the Parties’ Contract and after its termination.

**1. Definitions**

Terms used herein shall have the same definition as stated in the Contract. Additionally, the following definitions shall apply to this Addendum.

- a. **“Personally Identifiable Information (“PII”)”** means any information that can be connected to a specific person and may include but is not limited to personal identifiers such as name, address, phone, date of birth, Social Security number, student or personal identification numbers, driver’s license numbers, state or federal identification numbers, non-directory information and any other information protected by state or federal privacy laws.
- b. **“University Data”** includes all University owned Personally Identifiable Information and other information that is not intentionally made generally available by the University on public websites, including but not limited to business, administrative and financial data, intellectual property, and patient, student and personnel data.
- c. **“Sensitive University Data”** means data identified by University to Selected Firm/Vendor as Sensitive University Data and may include, but is not limited to: (1) PII; (2) credit card data; (3) financial or business data which has the potential to affect the accuracy of the University’s financial statements; (4) medical or health data; (5) sensitive or confidential business information; (6) trade secrets; (7) data which could create a security (including IT security) risk to the University; and (8) confidential student or employee information.
- d. **“Securely Destroy”** means taking actions that render data written on media unrecoverable by both ordinary and extraordinary means. These actions must meet or exceed those sections of the National Institute of Standards and Technology (NIST) SP 800-88 guidelines relevant to data categorized as high security.
- e. **“Security Breach”** means a security-relevant event in which the security of a system or procedure used to create, obtain, transmit, maintain, use, process, store or dispose of data is breached, and in which University Data is exposed to unauthorized disclosure, access, alteration, or use.
- f. **“Services”** means any goods or services acquired by the University from the Selected Firm/Vendor.

**2. Data Security**

- a. In addition to the security requirements stated in the Contract, Selected Firm/Vendor warrants that all electronic Sensitive University Data will be encrypted in transmission (including via web interface) and stored at no less than 128-bit level encryption. Additionally, Selected Firm/Vendor warrants that all Sensitive University Data shall be Securely Destroyed, when destruction is requested by University.
- b. If Selected Firm/Vendor’s use of Sensitive University Data include the storing, processing or transmitting of credit card data for the University, Selected Firm/Vendor represents and warrants that for the life of the Contract and while Selected Firm/Vendor has possession of University customer cardholder data, the software and services used for processing transactions shall be compliant with standards established by the Payment Card Industry (PCI) Security Standards Council ([www.pcisecuritystandards.org](http://www.pcisecuritystandards.org)). In the case of a third-party application, the application will be listed as PA-DSS compliant at the time of implementation by the University. Selected Firm/Vendor acknowledges and agrees that it is responsible for the security of all University customer cardholder data or identity information managed, retained, or maintained by Selected Firm/Vendor, including but not limited to protecting against fraudulent or unapproved use of such credit card or identity information. Selected Firm/Vendor agrees to indemnify and hold the University, its officers, employees, and agents, harmless for, from, and against any and all claims, causes of action, suits, judgments, assessments, costs (including reasonable attorneys’ fees), and expenses arising out of or relating to any loss of University customer credit card or identity information managed, retained, or maintained by Selected Firm/Vendor, including but not limited to fraudulent or unapproved use of such credit card or identity information. Selected Firm/Vendor shall, upon written request, furnish proof of compliance with the Payment Card Industry Data Security Standard (PCI DSS) within 10 business days of the request. Selected Firm/Vendor agrees that, notwithstanding anything to the contrary in the Contract or the Addendum, the University may terminate the Contract immediately without penalty upon notice to the Selected Firm/Vendor in the event Selected Firm/Vendor fails to maintain compliance with the PCI DSS or fails to maintain the confidentiality or integrity of any cardholder data.

**3. Employee Background Checks and Qualifications**

- a. In addition to the employee background checks provided for in the Contract, Selected Firm/Vendor shall perform the following background checks on all employees who have potential to access Sensitive University Data: Social Security Number trace; seven (7) year felony and misdemeanor criminal records check of federal, state, or local records (as applicable) for job related crimes; Office of Foreign Assets Control List (OFAC) check; Bureau of Industry and Security List (BIS) check; and Office of Defense Trade Controls Debarred Persons List (DDTC).

**4. Security Breach**

- a. Liability. In addition to any other remedies available to the University under law or equity, Selected Firm/Vendor will reimburse the University in full for all costs incurred by the University in investigation and remediation of any Security Breach of Sensitive University Data, including but not limited to providing notification to individuals whose Personally Identifiable Information was compromised and to regulatory agencies or other entities as required by law or contract; providing one year’s credit monitoring to the affected individuals if the Personally Identifiable Information exposed during the breach could be used to commit financial identity theft; and the payment of legal fees, audit costs, fines, and other fees imposed by regulatory agencies or contracting partners as a result of the Security Breach.

**5. Audits**

- a. Selected Firm/Vendor will at its expense conduct or have conducted at least annually a: security audit with audit objectives deemed sufficient by the University, which attests the Selected Firm/Vendor’s security policies, procedures and controls; ii) vulnerability scan, performed by a scanner approved by the University, of Selected Firm/Vendor’s electronic systems and facilities that are used in any way to deliver electronic services under the Contract; and iii) formal penetration test, performed by a process and qualified personnel approved by the University, of Selected Firm/Vendor’s electronic systems and facilities that are used in any way to deliver electronic services under the Contract.
- b. Additionally, the Selected Firm/Vendor will provide the University upon request the results of the above audits, scans and tests, and will promptly modify its security measures as needed based on those results in order to meet its obligations under the Contract. The University may require, at University expense, the Selected Firm/Vendor to perform additional audits and tests, the results of which will be provided promptly to the University.
- c. AICPA SOC Report (Type II)/per SSAE18: Selected Firm/Vendor must provide the University with its most recent Service Organization Control (SOC) audit report and that of all subservice provider(s) relevant to the Contract. It is further agreed that the SOC report, which will be free of cost to the University, will be provided annually, within 30 days of its issuance by the auditor. The SOC report should be directed to the appropriate representative identified by the University. Selected Firm/Vendor also commits to providing the University with a designated point of contact for the SOC report, addressing issues raised in the SOC report with relevant subservice provider(s), and responding to any follow up questions posed by the University in relation to the SOC report.

IN WITNESS WHEREOF, this Addendum has been executed by an authorized representative of each party as of the date set forth beneath such party’s designated representative’s signature.

Selected Firm/Vendor

**George Mason University**

\_\_\_\_\_

\_\_\_\_\_

Signature

Signature

Name: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

Date: \_\_\_\_\_



**George Mason University (GMU)**  
***Academic and Business Consulting Services***

***GMU-1827-23***

**Proposal Due Date: October 26, 2022**

**Submitted to:**

Davena Reynolds, Senior Buyer, dreyno3@gmu.edu

James F Russell, Director, jrussell@gmu.edu

**Submitted by:**

Strategy Consulting Team, LLC

A Woman-Owned Small Business  
4000 Legato Road, Fairfax, VA 22033

[www.StrategyConsultingTeam.com](http://www.StrategyConsultingTeam.com)

**Contractor Point of Contact:**

Sue Nicholas  
CEO

SNicholas@StrategyConsultingTeam.com  
(703) 408-4056

DSBSD SWaM Certification: 717336

TIN: 47-4434021



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Purchasing Department  
4400 University Drive, Mailstop 3C5  
Fairfax, VA 22030  
Voice: 703.993.2580 | Fax: 703.993.2589  
<http://fiscal.gmu.edu/purchasing/>



**REQUEST FOR PROPOSALS  
GMU-1827-23**

**ISSUE DATE:** September 8, 2022  
**TITLE:** Academic and Business Consulting Services  
**PRIMARY PROCUREMENT OFFICER:** Davena Reynolds, Senior Buyer, [dreyno3@gmu.edu](mailto:dreyno3@gmu.edu)  
**SECONDARY PROCUREMENT OFFICER:** James F Russell, Director, [jrussell@gmu.edu](mailto:jrussell@gmu.edu)

**QUESTIONS/INQUIRIES:** E-mail all inquiries to both Procurement Officers listed above, no later than 4:00 PM EST on September 21, 2022. **All questions must be submitted in writing in WORD format.** Responses to questions will be posted on the [Mason Purchasing Website](#) by 5:00 PM EST on September 27, 2022. Also see section III. COMMUNICATION, herein.

**PROPOSAL DUE DATE AND TIME:** October 12, 2022 @ 2:00 PM EST. SEE SECTION XIILA.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: Strategy Consulting Team LLC

Date: 10 OCT 2022

DBA: Strategy Consulting Team (SCT)

Address: 4000 Legato Road, Suite 1100  
Fairfax, VA 22033

By: *Sue Nicholas*  
Signature

FEI/FIN No. 47-4434021

Name: Sue Nicholas

Fax No. 703-896-7601

Title: CEO

Email: snicholas@strategyconsultingteam.com

Telephone No. 703-408-4056

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

SWaM Certification Number: 717336

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. EXECUTIVE SUMMARY [XIII.B.2]

**[XIII.B.2 Executive Summary: Offerors must submit an executive summary at the beginning of the proposal]** George Mason University (GMU) is a leading innovator in higher education with student impact reaching throughout Virginia, across the United States, and around the world. To help achieve the university's vision of innovation, growth, and access, GMU is seeking consultants to provide a variety of business services to help ensure prepared leadership, organizational effectiveness, process efficiency, and data-driven decision making.

**[XIII.B.2] Strategy Consulting Team (SCT) is a certified Virginia Department of Small Business and Supplier Diversity (DSBSD) Woman-Owned Small Business.** The company primarily serves the federal government, non-profits, and academia in areas of human capital and organizational improvement. Based on our capabilities and experience, we are prepared to support GMU in five areas of need: organizational and operational assessments; strategic communication and change management; leadership assessment and coaching; Diversity, Equity, and Inclusion (DEI) initiatives; and business process mapping. In these areas, SCT provides numerous strengths to the benefit of clients:

**[XIII.B.2] Specialized experience.** With a robust history serving various types of organizations across sectors, SCT understands complexities with improving organizational effectiveness and will apply key capabilities in developing recommendations. For the past four years, we have successfully provided GMU with leadership training, consulting, and development services. In addition, SCT offers decades of professional experience supporting clients conduct effectiveness and efficiency initiatives. Specific to this task, SCT's past performance includes two contracts that have encompassed similar tasks to those SCT proposes supporting for GMU. For the Army and National Nuclear Security Administration (NNSA), SCT has provided organizational assessments and strategic plans; strategic communication and change management; executive coaching; DEI assessments, plans, and implementation; and business process reengineering, including automation.

**[XIII.B.2] Technical competence.** SCT provides a technical approach for five tasks listed in the Request for Proposal (RFP). Our technical approaches reflect our years of experience, investments in expertise, and understanding of GMU's challenges. To the extent space allows, our technical approach narrative and graphics provide detailed steps of how SCT will address needs, including the process, frameworks, and tools we have tested and refined for similar projects.

**[XIII.B.2] Expert consultants.** For each technical area described in the proposal, SCT includes a relevant profile of a current SCT subject matter expert. In addition to specific functional expertise, SCT's experienced staff offer exceptional facilitation, project management, and communication skills. As a signal of expertise, SCT's consultants hold the following qualifications:

- International Coaching Federation (ICF) certification (the gold-standard for leadership coaching), including Master level
- Georgetown University and George Mason University Leadership Coaching certifications

- Leadership Assessment certifications
- Project Management Professional (PMP) certification
- Effective Facilitator Program certification
- Lean Six Sigma certification
- Change Management certification
- Senior/Professional in Human Resources
- Cornell DEI certification

**[XIII.B.2] Project management capability.** SCT will provide a tactical focus on each GMU project as well as maintain the strategic focus of the overall project management environment. We will ensure that efforts are aligned to requisite strategic plans, guidance, and regulations. We will consider environmental factors and organizational assets such as the GMU culture, infrastructure, policies, and lesson learned as inputs to each effort. We will review organizational processes, project and organizational documents, environmental assessment, and existing Project Management Plans.

SCT's disciplined approach for managing multiple complex projects is based in industry standards (Project Management Body of Knowledge (PMBOK), International Organization for Standardization, and significant experience participating on multiple-award competitive contracts. SCT maintains detailed project plans and work breakdown structures (WBS) to serve as roadmaps to achieve each deliverable/milestone. In addition, SCT's quality control methodology manages costs, timeliness, and risk by leveraging metrics, inspections, and reporting tailored to the deliverables and expectations of the client.

**[XIII.B.2] Corporate summary.** SCT is in good legal standing. We are not involved in any litigation, investigation, or action from any state, local, federal, or other regulatory body, or lawsuits. Our name has not changed since being incorporated in 2015.

## 2. GENERAL FIRM BACKGROUND AND INFORMATION [XIII.B.3]

**[XIII.B.3 General firm background and information] Firm History and Current State.** SCT was founded in 2015 by Sue Nicholas to be a trusted partner that delivers results and navigates complex challenges for higher education, public sector, and not-for-profit clients. In 2020, SCT was certified by the US Women’s Chamber of Commerce as a Woman-Owned Small Business. Our core values that guide our actions are Integrity, Superior Value, Excellence, Innovation, Teamwork, Empowerment and Continuous Learning. SCT’s corporate headquarters are in Fairfax, Virginia and we are registered with the Virginia Department of Small Business and Supplier Diversity (DSBSD) as a Small, Women-owned, and Minority-owned (SWaM) business.

**[XIII.B.3]** SCT has grown strategically and steadily as an organization over the past seven years. In 2017, SCT was awarded its General Services Administration (GSA) Schedule contract and in 2018 SCT was one of eight small business awardees for the Human Resource Solutions (HRS) Personnel Life Cycle Solutions (PLS) Indefinite Delivery, Indefinite Quantity contract. Under these contracts, SCT provides organizational improvement and talent management expertise to a variety of government clients. Combined with its HRS PLS teaming partners, SCT has reach across six continents and 10,000+ employees to support the DoD and its global mission to serve.

**[XIII.B.3]** SCT has adopted a Diversity, Equity, Inclusion, and Accessibility (DEIA) Plan to demonstrate commitment to removing bias and barriers, ensuring equity, building inclusive teams, and cultivate a sense of belonging. This DEIA Plan identifies qualitative and quantitative approaches utilized to measure progress in the areas of Leadership and Commitment, Diverse Talent, and Culture and Sustainability:

- Leadership and Commitment – Demonstrate leadership’s commitment and accountability to diversity, equity, inclusion, and accessibility. Identify quantitative approaches utilized to measure progress of a Diversity and Inclusion program.
- Diverse Talent – Demonstrate a pursuit of a high performing diverse workforce from underserved communities.
- Culture & Sustainability – Demonstrate how an inclusive and fair work environment will be cultivated and maintained.

**[XIII.B.3] Our CEO.** A versatile and accomplished leader, ***Sue Nicholas*** has held a variety of leadership positions in both the public and private sectors. She has successfully led large complex teams and organizations, building new capabilities and leading expansion into new markets through innovative, pragmatic, and integrated solutions. Sue offers experience in leading high performing teams in various sectors including strategic planning, organizational assessment and design, leadership coaching, change management and communications, human capital strategic planning, workforce analytics, manpower studies, talent management, performance management and continuous process improvement across federal government, academic, private, and non-profit markets.



**[XIII.B.3]** Sue is a trusted advisor to senior level executives and has a reputation for building long-lasting relationships. She is a thought leader and outstanding public speaker that has served as a member of a number of boards of advisors and directors. Sue holds a Bachelor of Science in

Information Systems from Thomas College and a M.B.A. from Northeastern University. She is certified in Leadership Coaching from Georgetown University, holds a Master Certified Coach (MCC) from the International Coaching Federation (ICF) and is a certified practitioner in The Leadership Circle Profile (LCP), Leadership Culture survey, and Gallup Strengths Finder. She is also a certified Project Management Professional (PMP).

**[XIII.B.3] Summary of Strengths and Capabilities.** SCT's subject matter expertise in organizational improvement is derived from an experienced workforce thoughtfully composed through the hiring process and a dedicated investment in enhancing capabilities through thought leadership, communities or practice, and workforce development. SCT's relevant capabilities include:

**[XIII.B.3] Organizational and Operational Assessments and Improvements:** SCT will ensure an effective organizational structure and alignment of people within that structure to support the organization's mission, goals, and activities. SCT uses qualitative and quantitative data gathered from organizational reviews, service delivery assessment, best practices, and benchmarking to propose alternate designs. We define how people, processes and technology would support the day-to-day activities and develop action plans for creating an optimal and efficient organizational structure.

**[XIII.B.3] Strategic Communication and Change Management:** SCT identifies the audience and key messages, develops content, selects media, and distributes and measures impact of communications. We support leaders in communicating key initiatives and engaging with employees and stakeholders. We are experienced in customizing content and graphic art for briefings, meetings, brochures, fact/slick sheets, newsletters, social media, digital technology, and mobile technology. SCT brings our clients tailored solutions to meet their change management needs. We support our clients in defining the need for change, engaging change sponsors, defining the future state, developing change plans, and implementing change. We recognize employee and stakeholder engagement play a critical role in a program's successful implementation.

**[XIII.B.3] Leadership Assessment and Coaching:** The professional coaching methodology used by SCT trusts that every client is competent, creative, and resourceful. SCT partners with clients in a journey of discovery and solution building. We employ assessment tools and feedback processes to understand the leader's strengths and potential derailers. Every SCT coach is certified by the ICF—the gold standard in professional coaching. SCT coaches pride themselves on powerful questioning, authentic listening, and client accountability. We hold clients accountable to making shifts within themselves to positively impact organizational effectiveness. Benefits of SCT's approach include aligning individual leader goals with organizational goals, creating more effective and empathic leadership teams, and increasing motivation and engagement with all levels of employees.

**[XIII.B.3] Developing and Growing DEIA Initiatives:** The most productive, engaging, and innovative workplaces embrace and value Diversity, Equity, Inclusion, and Accessibility (DEIA) as a business imperative. Infusion of DEIA strategic goals and objectives throughout the human capital life cycle, to include practices, policies, and programs, drives the development of cultures

that value the strength of each person's unique experience and individual contribution. SCT supports organizations in developing and implementing sustainable DEIA strategies that will enable their ability to attract, recruit, hire, develop, promote, and retain diverse talent and redress inequities that serve as barriers to equal opportunity. Benefits of SCT's approach include addressing biases, evolving workplace culture, building a place of belonging, improving engagement and retention, and ensuring all employees have a voice that is valued.

**[XIII.B.3] Business Process Mapping and Automation:** SCT offers experienced professionals in business process evaluation, design, and process improvement techniques. We will identify project and organizational pain points and inefficiencies that can be mitigated. Our experts have a deep understanding of Lean Six Sigma (LSS) approaches and provide data-driven solutions to address systemic problems throughout the organization. We successfully guide organizations and their leaders through large-scale evaluation and improvement efforts to improve overall processes, services, and policies.

**[XIII.B.3] George Mason and other university experience.** Since 2018, SCT has supported George Mason directly through leadership development and coaching services. We have also supported Virginia Tech through leadership and mentor coaching. Adam Schmidt has served as SCT's primary point of contact to GMU.



**[XIII.B.3] Adam Schmidt, MCC, PMP,** is an expert in training and career development. A former Army Officer, Mr. Schmidt is experienced in designing, developing, and delivering talent development strategies for organizations both public and private. He is a solutions-driven project manager and consultant with the ability to conceptualize, design and implement complex projects leveraging both industry-standard and innovative management practices. As a skilled facilitator, certified leadership coach and communicator, he offers exceptional ability to connect with and enable high performing leaders and teams. He is a certified MCC, PMP and facilitator. He holds a bachelor's degree from the United States Military Academy, a Masters of Public Policy from the University of Michigan and Executive Certificates in Leadership Coaching and Facilitation from Georgetown University.

**[XIII.B.3]** A leadership development expert, Adam Schmidt offers 15 years' experience in providing strategic leadership, executing operationally, and building effective, collaborative teams. Adam has delivered leadership coaching and training to federal senior leaders including leadership development, cross-organizational interactions, organizational capacity and performance, and emotional intelligence. As a leadership development manager at Booz Allen Hamilton, Adam designed and developed the firm's leadership development programs and facilitated numerous virtual and in-person leadership programs. Prior to Booz, Adam was the program manager for leader development at LMI, responsible for programs and assessments for a global workforce of 1,300 people. Adam has served as a leadership coach and trainer for over 60 federal government leaders. He is a solutions-driven manager and consultant with the ability to conceptualize, design and implement complex projects leveraging both industry-standard and innovative management practices. As a skilled facilitator, certified leadership coach and communicator, he offers exceptional ability to connect with and enable high-performing leaders and teams.

### 3. REFERENCES AND ENGAGEMENTS [XIII.B.4]

**[XIII.B.4 References and Engagements: Provide contact information, summary of engagement, dollar value, and period of performance for each reference provided]**

1. GEORGE MASON UNIVERSITY CENTER FOR THE ADVANCEMENT OF WELL-BEING LEADERSHIP TRAINING AND DEVELOPMENT SERVICES

<b>Contact Name</b>	Melissa A Schreiberstein, Director of Well-Being Programs
<b>Phone Number</b>	703-993-4264
<b>Email Address</b>	mschrei6@gmu.edu
<p><b>[XIII.B.4] Summary of Engagement:</b> The objective of this effort was to support the George Mason Leadership Coaching for Organizational Well-Being program. Leveraging SCT’s ability to quickly assemble exceptional expertise, SCT provided senior subject matter expertise in both professional coaching and training. Certified in the International Coaching Federations (ICF) unique “PCC Marker Assessment”, as well as being ICF Master Certified Coaches (MCC), SCT staff provided training, assessments, observations, and facilitation for four cohorts of the GMU program.</p> <p><b>[XIII.B.4] Assessments.</b> SCT is conducting Professional Coaching Certification (PCC) assessments for the George Mason Coaching Program. These assessments occur both in real-time during GMU coaching program modules and, more formally, through the PCC-level assessment of recorded sessions for each cohort participant. These assessments are detailed – assessing participants against the nine ICF competencies of professional coaching, providing customized, written feedback and sharing with participants the areas they can build on to be exceptional coaches.</p> <p><b>[XIII.B.4] Facilitation.</b> SCT facilitates Learning Labs for each module within the GMU Leadership Coaching Program. SCT’s facilitation approach considers three key elements: (1) how we want participants to feel when a facilitation is complete, (2) what we want participants to know when a facilitation is complete and (3) how we want participants to behave when a facilitation is complete. Leveraging this framework, SCT staff connects with each cohort differently, ensuring that GMU participants are engaged completely and are empowered to learn and develop at their own pace, while still meeting the demands of a sterling program.</p> <p><b>[XIII.B.4] Training.</b> SCT staff provides training for every module of GMU’s Leadership Coaching program. This training focuses on myriad topics – from the specific of ICF coaching competencies to the practicalities of coaching in business and the broader professional space of training and development. SCT’s training approach is tailored to each group of participants – appreciating varied learning styles, learning speeds and approaches.</p> <p><b>[XIII.B.4] Coaching.</b> For each cohort of the coaching program, SCT provides mentor coaching for a series of GMU students that enables them to more deploy consider their journey in to coaching, while SCT’s MCC and PCC-Marker certified staff provide program participants with 1:1 training, insight, and mentorship to fully develop their sense of the coaching profession. Further, through the GMU contract, SCT supported Virginia Tech in 2018 and 2021 with leadership coaching sessions, including MCC mentor coaching, and assessment battery to include FIRO-B assessment and Coaching Mindset Index 360 assessment.</p>	
<b>Dollar Value</b>	GMU IDIQ Task Orders: \$34,100
<b>Period of Performance</b>	October 22, 2018 – January 23, 2023

## 2. NATIONAL NUCLEAR SECURITY ADMINISTRATION (NNSA)

<b>Contact Name</b>	Brig. Gen. Stacy Jo Huser
<b>Phone Number</b>	202-586-2291
<b>Email Address</b>	stacy.huser@nnsa.doe.gov

**[XIII.B.4] Summary of Engagement:** The objective of this effort was to support the National Nuclear Security Administration (NNSA) Defense Programs (DP) (NA-10) Chief of Staff with a reorganization and improvement initiatives. The NNSA Administrator implemented agency-wide organizational changes to effectively align with the NNSA Strategic Plan and optimize interfaces among key stakeholders of strategic materials required for DP. SCT supported implementation and evaluation of the organizational transformation through depth of expertise in program management, change management, organizational assessment and design, reorganization implementation, federal human resources, facilitation, strategic communications, employee engagement, talent management, data analytics, and DEIA.

**[XIII.B.4] Organizational and operational assessments.** Our team has helped NNSA DP prepare for an NNSA-wide reorganization by managing and tracking all the reorganization requirements to move to the to-be organization, including all personnel actions (reorganization memorandum, personnel crosswalk, organizational charts, mission and function statements, and position descriptions) and communications. Our work has included:

- Facilitating leadership sessions with various Divisions to support strategic planning efforts, organizational redesign efforts, and leadership training.
- Providing program management support to complex geographically dispersed organizations that include federal, military, and civilian employees.
- Conducting a strategic review of NNSA's and DP's policies and programs and proposing and implementing recommendations for continued improvement of their organization and talent management.
- Collecting comprehensive data to conduct detailed analyses including performance data, workforce demographics, recruitment data, and benchmarking data from other agencies.
- Analyzing Federal Employee Viewpoint Survey results and using Tableau, Excel, and PowerPoint to report findings and create visual graphics on demographics, attrition, retirement eligibility, and gains over multiple years.

**[XIII.B.4] Strategic communication and change management.** Our team has drafted and delivered a robust strategic communication plan that details who, what, when, and how to communicate with staff and official language from the front office. In support of the change management effort, SCT has identified key stakeholders and methods of engagement. We also provide a range of decision briefings to senior leadership on topics essential to NNSA operations and document the need for change for each effort.

**[XIII.B.4] Leadership assessment and coaching.** SCT has supported NNSA staff in team building and team coaching since July 2018. NNSA requested support designing and facilitating multiple leader development training courses. SCT provided training both virtually and in-person, engaging leaders in several key areas, including:

- *Leading with Trust.* In this course, participants defined trust and developed an appreciation for how trust is the foundation of a successful team. Leaders discussed tactics to develop trust more overtly within their organizations while making a personal commitment to do so.

- *Leading a Multigenerational Workforce.* SCT's Leading a Multigenerational Workforce guided NNSA participants through generational workstyles with a focus on relationships, trust, and effective cross-generational engagement. Participants discussed generational tendencies and how to leverage the strengths of each generation present in the NNSA workforce.
- *Leading with Cultural Intelligence.* Cultural Intelligence, sometimes referred to as Cultural Quotient or CQ, refers to the skill of relating with and working in culturally diverse situations. Participants learned the four components of the CQ model and methods to improve their own cultural intelligence.

SCT provided one-on-one leadership coaching to senior members of the NNSA staff. Each leader was engaged by an ICF-Certified coach for between eight and ten sessions over a six-month period. Topics covered in coaching included giving effective feedback, difficult conversations, and virtual leadership, among others.

**[XIII.B.4] Developing DEI Initiatives.** Since 2018, SCT has been providing Diversity, Equity, Inclusion, and Accessibility (DEIA) consulting support services to the DP Office (NA-10) within the NNSA, Department of Energy. This effort has required the full spectrum of SCT's DEIA services as we designed, developed, delivered, and are now implementing the DEIA strategy for DP. This endeavor has required SCT to consolidate implementation efforts and reporting requirements related to advancing DEIA established through related or overlapping statutory mandates, executive orders, and regulatory requirements. Additionally, we have conducted a climate assessment and program analysis and developed a DEIA strategic plan for a sister organization (NA-20).

Using the SCT assessment report, we engaged DP Leadership and DEI Core Team in developing DP's DEI strategy, priorities and action plans based on the Culture Assessment findings. SCT worked with the DEI Working Group to refine the strategic plan as it relates the DEI Initiative. This work was informed by the data collected in the earlier assessment. SCT worked with Working Group stakeholders to create goals, objectives, and activities to address key findings from the assessment.

**[XIII.B.4] Business process mapping, automation and change management consulting.** For each DP function, we documented their current processes, identified areas for improvement, and supported DP in re-engineering its business processes and operations. Improvement initiatives have included analysis of time to hire, improved onboarding and acculturation, and streamlining requests for facility and logistics support.

Specifically, SCT provides general program support to DP's Office of Logistics, which is responsible for managing and overseeing logistics and facilities requests for DP's 22 program offices (e.g., badge access, onboarding, copy management). We have assessed their current program and provided business process reengineering support to enhance their operations, capturing in-depth complex processes and, in turn, developing Standard Operating Procedures to document and standardize their processes. We are currently supporting them in the design of a new SharePoint site to receive and manage all service requests across the DP organization; the site will allow approval workflows and provide end-users and the Logistics Office real-time insight into the status of their requests.

<b>Dollar Value</b>	\$7,500,000
<b>Period of Performance</b>	April 30, 2019–December 20, 2023

### 3. ASSISTANT SECRETARY OF THE ARMY (ACQUISITION, LOGISTICS AND TECHNOLOGY (ASA (ALT)))

<b>Contact Name</b>	John Kelly
<b>Phone Number</b>	703-664-5685
<b>Email Address</b>	john.t.kelly12.civ@mail.mil

**[XIII.B.4] Summary of Engagement:** SCT has provided strategic and project management support for the Army Acquisition Workforce (AAW) Human Capital Strategic Plan (HCSP) to include planning, development, implementation, evaluation, and program/project controls across five human capital goals. In support of the AAW HCSP Implementation Plan, SCT provided technical, liaison, and business analysis support through continuous improvement, workforce development, strategic communications, change management, and program evaluation.

**[XIII.B.4] Organizational and operational assessments.** SCT facilitated the Division Chiefs in assessing the current organizational structure. SCT analyzed alignment to current mission and priorities, addressed redundancies, identified the organizational evaluation criteria, identified the major functions, and developed alternatives and evaluating alternatives based on criteria. We benchmarked the current efforts against best practice models and industry standards to determine gaps and adjust approaches. The recommended organizational structure was presented to leadership and adopted. We developed a rollout plan including an engagement, transition, communications plan.

SCT annually facilitates prioritization of strategic initiatives for the AAW. As part of this process, SCT reviews, analyzes programs and policies, and makes recommendations for the AAW to promote greater standardization in determining, prioritizing, and resourcing requirements. The results of the review define priorities for the coming year. SCT supports workgroup meetings or Integrated Project Teams. In preparation for the launch of any initiative, SCT conducts an environmental scan and analysis and develops a strategy and path forward. Once a strategy is determined, SCT has developed graphic depictions of various strategies and identifies stakeholders, specific actions required, timelines and milestones, and communications required to achieve desired outcomes. More specifically regarding communications, SCT identifies the champions, audience, messaging, timing, and tracks results of communications.

**[XIII.B.4] Strategic communication and change management.** As part of the AAW HCSP effort, SCT developed and supported implementation of the corresponding strategic communications plan. SCT assisted with consistent, timely, and targeted communications throughout the design, development, and implementation of the AAW HCSP and corresponding initiatives. SCT provided a vast range of communications to include, but not limited to, the following:

- Engagement of stakeholders with rollout and coordination of initiatives, particularly where interdependencies are critical to ensure success
- Engagement of the workforce with rollout of initiatives using communication tools such as brochures, web-ready briefings, web content and design, videos, virtual town halls, etc.
- Identification and tracking of risks and mitigation strategies
- Updates on progress achieved and successes
- Recommendations including implementation procedures, timelines, and costs.

SCT distributed communications to over 40,000 Army personnel in worldwide locations using a variety of platforms.

As part of the organizational change effort, SCT developed a change management plan that encompassed actions to identify and engage stakeholders and change agents, establish a governance

process and project team, support coordination and integration of initiatives, develop a project plan and implement initiatives, develop and implement a strategic communication plan, and collect and apply feedback and lessons. It provides a plan to engage stakeholders and documents the need for change and what the future state will look like. The change management and communications plan combined promotes and has achieved senior leadership ownership of implementation of strategic initiatives.

**[XIII.B.4] Leadership assessment and coaching.** SCT provided industry leading and International Coaching Federation (ICF) Professional Certified Coaches (PCC) to provide leadership coaching to more than 100 individual civilian and military leaders across the AAW. This included providing leadership coaching across multiple commands, working with both emerging and executive leaders. We provided both individual and group coaching. SCT coaches worked with AAW leaders on establishing professional development goals, increasing self-awareness, and learning tools and techniques for more effective and high-performing teams.

The group coaching sessions were drawn from the pool of individual coaching participants. Topics included Emotional Intelligence (EQ), Building Trust, The Leadership Challenge, and Difficult Conversations. The EQ Assessments and training on EQ addressed the four domains of EQ – Self Awareness; Self-Management; Social Awareness; and Relationship Management.

**[XIII.B.4] Developing DEI Initiatives.** In 2019, SCT supported ASA[ALT] to develop a Diversity and Inclusion (D&I) strategy for inclusion in its HCSP. The nature of our support to the client's D&I Project Team included research of DoD statutes, policies, and strategies related to D&I, as well as DoD and industry best practices; assessment of the client's D&I operating environment to identify strengths and opportunities; facilitating development of a collaborative D&I strategy, to include strategic goals and objectives; and advising the client about how to establish and resource a structure to support the D&I strategy (e.g., program office) and ensure higher level D&I statutes, policies and strategies are supported by the client's strategy.

As a result of our support, the ASA(ALT) has an organization that is aware of and understands how to leverage D&I for positive employee engagement and for the betterment and well-being of the command.

**[XIII.B.4] Business process mapping, automation and change management consulting.** As lead AAW HCSP integrators, SCT collaborates with goal owners to identify needs, define strategic initiative scope, provide technical implementation support, and identify and close gaps using lean six sigma principles, such as root-cause-analysis and process mapping. SCT reviews, benchmarks, and provides recommendations in methods, strategies, and actions in workforce planning, professional development, leadership development, employee engagement, and communication and collaboration.

To support continual evaluation and refinement of the AAW HCSP Implementation Plan and ensure data-centric actions, SCT leverages an advanced set of data analysis tools and developed metrics and indicators to track and identify trends in personnel readiness. The analysis encompasses extensive workforce, manpower, competency, and requirements analysis, and identifies trends including forecasting future requirements.

<b>Dollar Value</b>	\$5,648,539
<b>Period of Performance</b>	December 16, 2017–October 30, 2020

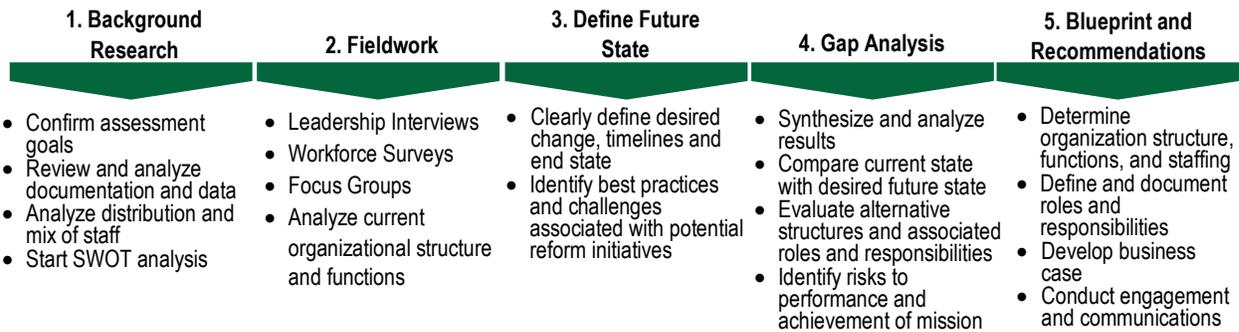
#### 4. APPROACH [XIII.B.5]

##### [XIII.B.5 Approach: Specific plans or methodology to be used to perform the services]

###### 2.1 ORGANIZATIONAL AND OPERATIONAL ASSESSMENTS AND IMPROVEMENTS [XI.B.6]

[XIII.B.5/XI.B.6] In conducting organizational and operational assessments and recommending improvement, SCT leverages multiple data collection methods integrated to provide accurate analysis encompassing broad perspectives. SCT conducts interviews, surveys, and focus groups as part of its fieldwork. After consolidation of qualitative and quantitative data, we will initiate our analysis to uncover findings, generate a blueprint of the future state, and identify solutions for reaching it (Figure 1). Throughout this effort, we will apply our depth of knowledge in organizational assessment and design to create sustainable organizational models. Additionally, we offer cutting-edge facilitation expertise both in person and in virtual engagements.

Figure 1. SCT provides the capabilities to support the evaluation.



[XIII.B.5/XI.B.6] **Background Research.** To start the project, SCT will research and analyze all relevant strategic, organizational, policy and process documents, as well as recent assessments and reports to develop a baseline understanding of the origins, impacts, and current state of the organizational change. We will analyze current organizational structure and functions, distribution and mix of staff, staffing levels of critical skills. and current approaches to collaboration and resource sharing. We will also review relevant external entities and other partners. We will also seek relevant industry organizational business models and best practices that have resulted in increased productivity and efficiencies in the modern higher education environment. SCT will organize and analyze findings and document further questions using strengths, weaknesses, opportunities, and threats (SWOT) analysis to best understand the potential and existing achievements and gaps.

[XIII.B.5/XI.B.6] **Leadership Interviews.** SCT offers deep expertise in designing and facilitating effective senior leadership interviews. To initiate fieldwork, SCT will work with GMU partners to identify senior leaders in the organization that will impact the direction and success of the assessment. These interviews, either by individual or in groups, will be conducted in 60-minute increments, with the senior leader(s) being accompanied by a trained SCT facilitator and one SCT note taker. The objective of these interviews is to illuminate the thoughts, behaviors, and attitudes of senior leaders and the potential boosts or barriers to the intended organizational change.

SCT will develop thoughtful, intentional questions and prompts for GMU staff. We will ask questions to reveal perspectives on the current state, such as clarity of strategy, vision, and priorities; cohesion of the leadership team; clarity of roles and management structure; workforce talent for organizational success; effectiveness and efficiency of processes, tools, and systems; and capacity to change and collaborate.

These questions, among many others, allow SCT to assess the missions, structures, and challenges in each designated office while in parallel identify challenges associated with potential reforms.

**[XIII.B.5/XI.B.6] *Assessment Survey.*** SCT is experienced in designing, launching, managing, and tracking organization-wide surveys to reach the widest possible audience for perceptions on the current state and desired organizational direction. We recommend using Survey Monkey as the tool to fulfill the requirements of this task upon approval. SCT possesses a Survey Monkey license which allows us to create custom URLs, among other useful features, and we have used Survey Monkey numerous times for previous Government clients. Assessment surveys are 100 percent confidential, and all responses are completely anonymous.

**[XIII.B.5/XI.B.6] *Focus Groups.*** While a survey can illuminate a great deal about an organization's current state, it does not paint the entire story. Led by experienced and trained facilitators, SCT employs focus groups to drill another level down from the survey by inviting employees to speak about their experience in the organization in a space that is curated to be psychologically safe. Focus group participation will be cross-functional; the benefit of which is participants being more comfortable and open in discussion when not among direct peers or work unit, as supported by our empirical evidence.

**[XIII.B.5/XI.B.6] *Define Future State.*** Through our fieldwork, SCT will work with the client to design the end-state organizational operating model. We will continue to enhance our SWOT analysis of GMU as a means of organizational assessment while determining and documenting the organization's needs and functions for becoming a modern digital publishing organization.

**[XIII.B.5/XI.B.6] *Gap Analysis.*** SCT will consolidate and synthesize the quantitative and qualitative results of our assessment to identify gaps with the organizational transformation. We will document the current performance against the potential and desired organizational outcomes, identifying the gaps. We assess if the organization is performing to its capacity and where resources fall short of the needs. Through the gap analysis, we will identify the alignment and integration of resources from the current allocation level to an optimal level

**[XIII.B.5/XI.B.6] *Organizational Blueprint and Recommendations.*** SCT will convert our gap analysis into a blueprint for fulfilling GMU's organizational change. This blueprint will be rooted in the business case for change and will address specifically the challenges elicited from participants. We will outline effective organization design elements by translating the people, services, and management assessment findings into a concept of operations to include organizational charts, roles and responsibilities, and staffing numbers. We will brainstorm functions that could be consolidated or outsourced, confirm functions that are inherently governmental, and identify processes that could be streamlined. We will brainstorm alternative workforce plans for identifying, recruiting, and filling mission critical occupations and positions

needed to ensure the GMU can continue its desired trajectory. We will assess the pros and cons of each plan as well as identify personnel structure, key savings, and cost elements. In addition to clarifying how the organization will be structured and staffed, we will document high-level service delivery process flow to improve efficiency and effectiveness.

**[XIII.B.5/XI.B.6]** Jennifer Boon is SCT’s organizational assessment subject matter expert and lead of the company’s organizational effectiveness community of practice. Ms. Boon has a master’s degree in Industrial/Organizational Psychology. She has developed and implemented organizational development strategies across the employee lifecycle; onboarding, training, performance management, employee development and leadership development at all levels of an organization, managing change throughout the implementation.

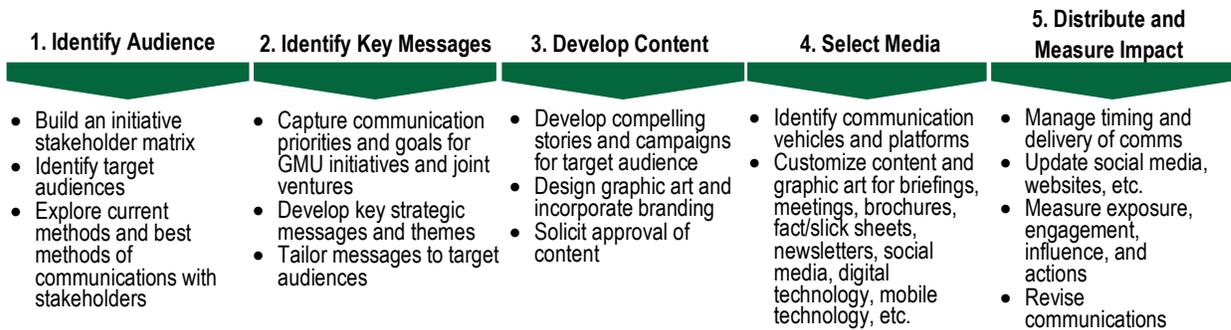


2.2 STRATEGIC COMMUNICATION AND CHANGE MANAGEMENT OF NEW INITIATIVES OR JOINT VENTURES [XI.B.8]

**[XI.B.8]** SCT will assist GMU with targeted communications during organizational and project initiatives and joint ventures as required.

**[XIII.B.5/XI.B.8] Strategic communications.** SCT will support GMU with developing a strategic communications plan using a robust and proven approach, Figure 2, that results in an agile communication plan and materials/tools. SCT’s communication planning process will include analyzing target stakeholder groups, creating key messages, determining the modes of communication and timing of communications to keep transformation initiatives on schedule. Our team will create a plan that is agile and can adjust to changes as the transformation initiatives evolve and new requirements emerge.

Figure 2. Components of a comprehensive communications plan.



**[XIII.B.5/XI.B.8] Identifying Stakeholders.** SCT will work with government personnel to identify all stakeholder groups. Areas of the stakeholder assessment may include internal and/or external constituencies who are impacted by the project; interdependencies with other stakeholder groups or initiatives; size of stakeholder group; how the stakeholders will be impacted and concerns they are likely to have; stakeholder group's level of commitment and/or understanding (unaware, aware, buy-in, committed, resistant); and how the stakeholders will perceive the transformation initiative as a win to them.

**[XIII.B.5/XI.B.8] Developing Messages.** We will meet with transformation initiative leads to determine both short- and long-term communication priorities and where interdependencies are critical to ensure success. We will work with the leads to determine what the key messages will be. Our communication specialists will gain an understanding of what compelling stories and campaigns leads would like to highlight and key messages required by their efforts. We will ask what is working well, what might be improved, what are the critical milestones and determine what messages are most compelling for the target audiences.

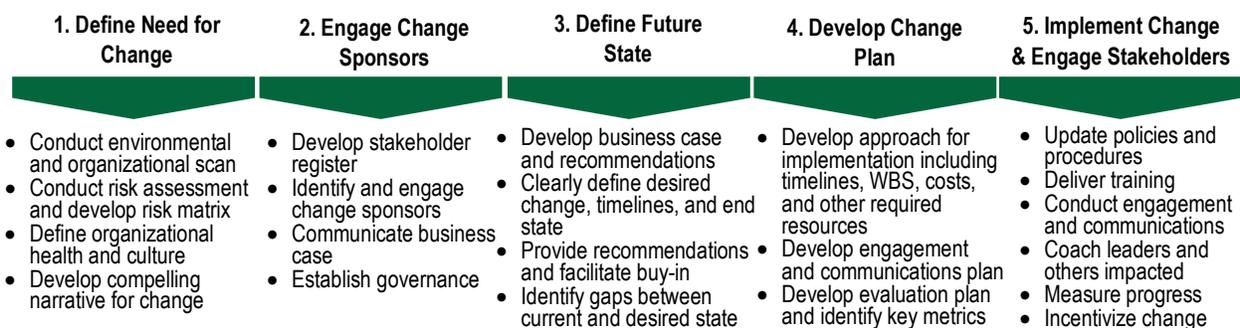
**[XIII.B.5/XI.B.8] Developing Content.** SCT’s communication specialist and graphic artists are experienced in developing content and graphics for a wide variety of communication platforms. We leverage the key messages and tie in compelling visuals to reinforce the key messages. Content is tailored based on the target audience, the timing of the communication, and the way in which the message is distributed. We develop a style guide to ensure consistency in branding and to enhance audience recognition of materials.

**[XIII.B.5/XI.B.8] Selecting Communication Vehicles to Target Stakeholders.** Our innovative team of strategic communication specialists will use a variety of vehicles to reach targeted audiences with the right message at the right time. SCT is experienced in creating customized content and graphic art for briefings, meetings, brochures, fact/slick sheets, newsletters, social media, digital technology, and mobile technology.

**[XIII.B.5/XI.B.8] Distributing Communications and Measuring Impact.** SCT will follow a communications distribution schedule to get the right message to the right audience at the right time. SCT has experience in disseminating information using products such as briefings, brochures, and info sheets, as well as updating media across numerous social and web-based platforms such as SharePoint.

**[XIII.B.5/XI.B.8] Change management.** Our enterprise change approach will be insights driven, agile, human-centered, and digitally enabled. Our change management activities will yield an understanding of change from a user’s perspective (Figure 3). We will align to key performance indicators to continuously measure adoption and readiness.

*Figure 3. SCT’s change management approach for transformation efforts.*





**[XIII.B.5/XI.B.8]** Amy Windisch is SCT's change management and strategic communications subject matter expert. Ms. Windisch has over 20 years' experience specializing in advising and assisting government organizations in strategic planning and organizational and workforce transformation, with a focus on effectively communicating the need for and implications of change to target audiences. She leads SCT's human capital and talent management community of practice.

### 2.3 ACADEMIC LEADERSHIP ASSESSMENT AND COACHING [XI.B.9]

**[XIII.B.5/XI.B.9]** Executive coaching is a customized experience and process that supports a leader in shaping their ability to accomplish both short- and long-term goals. Our ICF-certified coaches are charged with maintaining confidentiality, broadening the perspectives of their clients, and transforming learning into action (Figure 4). This strategy is accomplished through thoughtful questioning and active listening and results in participants discovering new insights and paths forward. We provide resources, role-play scenarios, tools, pertinent reading, and development activities.

*Figure 4. Elements of SCT's successful leadership coaching program.*



#### **Confidential.**

As the coachee, you deserve a space to be fully authentic. Coaching conversations are strictly confidential.



#### **Applying skills.**

Through reflection, we support coachees in applying skills that they already possess but may not be aware of or applying.



#### **Deepening learning**

You are creative, resourceful, and whole. Through powerful questions, you may learn new skills and broaden your perspective on the realm of possibilities.



#### **Transforming learning into action.**

Design goals, actions and accountability measures that integrate and expand new learning.

**[XIII.B.5/XI.B.9] Timing.** SCT coaches will meet with each employee in person or by virtual platform with frequency determined by the coaching contract; for example, up to 12 hours over a twelve-month period. We will work with each participant to develop schedule sessions and be available for impromptu contact between scheduled sessions to report progress or receive on-the-spot coaching, as needed.

**[XIII.B.5/XI.B.9] Coaching Agreement.** During the initial coaching session, within one week after the initial meetings, SCT will provide a confidential coaching agreement to be signed by each employee and the coach. The sample Coaching Agreement includes all information about expectations for the coaching session, scheduling, confidentiality, the participant's commitment to the coaching program, and overall outcomes.

**[XIII.B.5/XI.B.9] Establishing Goals.** Each individual coaching client will use a goal-setting worksheet. This worksheet helps individual clients identify and document goals for their coaching program. Clients are provided a framework to articulate the "how," "who," and "when" of their respective goals, with an emphasis on identifying the metrics that will allow clients to track progress against their goals.

**[XIII.B.5/XI.B.9] Coaching Experience.** In each meeting with their Leadership Coach, clients are empowered to determine the agenda for their engagement. SCT coaches are trained to actively listen, create space for the client to share deeply, and ask questions that inspire the client to see new solutions. They are engaging, thoughtful, and artful at facilitating conversations to enable leaders to see new possibilities and overcome barriers. SCT coaches pride themselves on powerful questioning, authentic listening, and client accountability. They remain focused on broadening the perspective of their clients, connecting the difficult work of leadership to their personal values and leadership character. Clients are invited to identify, explore, and develop actionable plans to improve organizational effectiveness.

**[XIII.B.5/XI.B.9] Team Coaching.** As requested, SCT will facilitate team coaching sessions which entail a professional cadre of coaches from SCT working with multiple individuals simultaneously to optimize collective talent in the organization. Our group coaching process is customized per the needs of the group but generally focuses on leader motivation, empathy, workplace interactions, and team building skills. SCT will focus on accurately identifying and assessing critical leadership competencies that are aligned to the organization’s critical functions. We employ a variety of blended coaching methodologies over mediums that include coach-facilitated sessions and case study constructed coaching.

**[XIII.B.5/XI.B.9] Assessments.** As requested, SCT coaches will plan, facilitate, and analyze leadership assessments for GMU leaders to enhance the coaching outcome. SCT is certified and experienced in numerous assessments, some of which are described in Table 1. These assessments support leaders in developing greater awareness of how to leverage their strengths and identify of areas to improve.

*Table 1. SCT is certified and experienced in the following assessments.*

Assessment	Summary and Key Benefits
The Leadership Circle Profile (LCP)	A world-class, industry-leading 360 Assessment, the LCP is the only 360 assessment instrument that measures the two primary leadership domains—Creative Competencies and Reactive Tendencies. Participants benefit by seeing how their view of themselves matches with the perception of others.
Gallup Strengths Finder	The Gallup Strengths Finder assessment identifies natural talents so one can perform better in their job, build stronger relationships, and achieve personal growth. Participant benefits include greater self-awareness and an appreciation for the strengths that surround them in their professional space.
Intercultural Development Inventory (IDI)	The IDI assesses intercultural competence—the capability to shift cultural perspective and appropriately adapt behavior to cultural differences and commonalities. Participant benefits include a unique opportunity to confront personal biases and discover ways to overcome them.
EQ – Emotional Intelligence	This assessment enables individuals to gauge their strengths in weaknesses in the four domains of EQ: self-assessment, self-management, social awareness, and social management. Participant benefits include an increased capacity to be aware of, control, and express one’s emotions, and to handle interpersonal relationships judiciously and empathetically.
Other assessment certifications include Hogan Assessment, DiSC, Dare to Lead, and MBTI.	

**[XIII.B.5/XI.B.9] Adam Schmidt,** introduced in the General Firm Background section above, is SCT’s leadership assessment and coaching subject matter expert and lead of SCT’s leadership development community of practice. Adam is an MCC through ICF.

#### 2.4 DEVELOPING AND GROWING DEI INITIATIVES [XI.B.16]

**[XIII.B.5/XI.B.16]** SCT has led numerous DEIA assessments for clients starting with needs assessments and resulting in strategic recommendations and implementation plans. Throughout

performance, SCT uses data to drive evidence-based decision making; applies continuous improvement practices across all workstreams; focuses on accountability, collaboration, and sustainability in processes; and understands perspectives of the workforce and stakeholders.

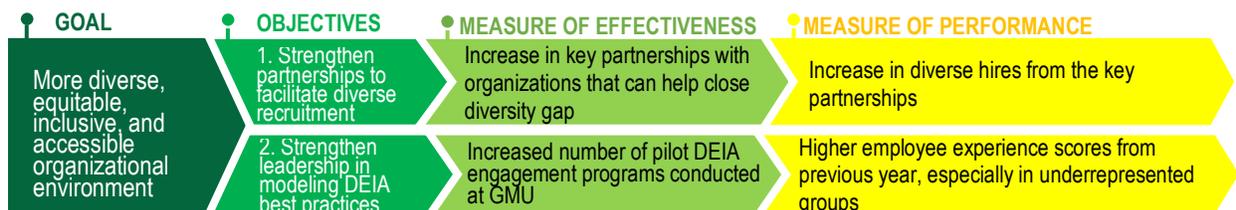
**[XIII.B.5/XI.B.16] Needs Assessment.** The primary outcome of the needs assessment is a fundamental understanding of the current culture, including the thoughts, behaviors, and attitudes, among the leadership and workforce as it relates to DEIA. This assessment usually brings to light unconscious biases or attitudes that may prevent the organization from fully embracing their intended values. It can also shed light on inadequacies in recruitment, hiring, retention, and/or advancement as it relates to promoting diversity in the workforce. In this deliberate process, we take a three-pronged approach, we will conduct background research, leadership interviews, subject matter expert focus groups, and identification of objectives and desired outcomes.

Building from the analysis, SCT will identify the strengths and areas for improvement to DEIA. With all relevant data analyzed and compiled, SCT will identify 3–5 primary themes to be addressed, each supported by the different data streams. These themes inform the development of the DEIA goals and objectives. We will identify if new programs are required, whether existing programs, policies, or practices need to be modified and improved (consistent with law and regulation), and which DEIA programs are working well but may benefit from increased awareness of the program.

**[XIII.B.5/XI.B.16] Developing initiatives.** SCT will provide a tactical focus on each DEIA initiative as well as maintain the strategic focus of the overall program management environment. We will ensure that efforts are aligned to the Strategic Plan. We will provide evidence-based justification for all recommended initiatives and milestones and incorporate change management actions that must occur to increase the likelihood of acceptance and buy-in among personnel. We will consider environmental factors and organizational assets such as the culture, infrastructure, policies, and lesson learned as inputs to each effort. We will review and incorporate external organizational best practices and lessons learned in our development of a practical and achievable solution set.

**[XIII.B.5/XI.B.16] Evaluating Efficiency and Effectiveness.** SCT leverages an industry standard metrics framework, Figure 5, to track progress against DEIA strategic plans and sustain change.

Figure 5. Example DEIA metrics linked to goals.



The framework’s four key components allow organizations to clearly identify what is meaningful to measure and what can be done to “move the needle” of lagging metrics. Throughout the process, SCT will monitor progress in relation to the plan, conduct an analysis to determine any adjustments, efficiencies, etc., that are needed, and keep GMU leadership apprised and obtain

their concurrence. SCT will use a variety of methods for monitoring the implementation and success of the milestones and their progress towards achieving the desired DEIA objectives and goals, including facilitating governance meetings and documenting action items; utilize collaborative tracking sheets and data-driven dashboards to monitor progress of timelines, metrics, and milestones; and conduct short pulse surveys to measure any changes in the DEIA culture within the organization.



**[XIII.B.5/XI.B.16] Dr. Jennifer Mursaloglu** is an SCT DEIA subject matter expert and an accomplished professional with extensive experience in applied research and evaluation. Dr. Mursaloglu has a wide range of skills and experiences to include data analytics, survey design and development, conducting interviews and focus groups, developing course tools and evaluation, project management, technical writing, and advising senior staff on DEIA trends. She holds a Ph.D. in Education from George Mason University.

## 2.5 BUSINESS PROCESS MAPPING, AUTOMATION AND CHANGE MANAGEMENT CONSULTING [XI.B.18]

**[XIII.B.5/XI.B.18]** To support process improvements, SCT will employ our business process evaluation and design approach, as shown in Figure 6, while focusing on innovation and effectiveness. Our model applies agile, lean, and design thinking elements by understanding, creating, and testing to create the best possible product or process. Depending on the requirement, we will employ proven LSS tools, Ishikawa diagram, Define, Measure, Analyze, Improve, and Control (DMAIC) model, Kaizen model, value stream and process mapping, and various statistical analysis models.

*Figure 6. Model for Business Process Evaluation and Design.*



**[XIII.B.5/XI.B.18] *Understand business needs and existing processes.*** Building upon the organizational assessment and the high-level process flows, we will further define the desired outcomes and workflows. Working closely with your staff of subject matter experts, we will develop an *as-is* process model that captures any current processes and those identified from the organizational assessment. We will apply LSS approaches and provide data-driven solutions to address systemic problems.

**[XIII.B.5/XI.B.18] *Identify problems and benchmarks.*** We will identify areas in the *as-is* process models that could be improved. Working with leaders and key stakeholders, we will identify project and organizational pain points and inefficiencies that can be mitigated to create enhancement opportunities.

**[XIII.B.5/XI.B.18] *Design new processes to include identifying process owners and developing required policy.*** We work with client staff to facilitate models that identify the inputs, outputs, and required processing tasks required to transform inputs into outputs. We will create *to-be* processes that streamline the workflow and eliminate non-value-added activities, applying automation where feasible. Each process will show the workstream, owners, hand-offs, and action/decision/output of each step.

**[XIII.B.5/XI.B.18] Evaluate new processes and policies.** We will review processes with leadership and/or governance structure for evaluation and approval prior to implementation.

**[XIII.B.5/XI.B.18] Implement new processes.** We will develop an implementation plan for the *to-be* processes that includes key initiatives required to improve the business processes.

**[XIII.B.5/XI.B.18] Monitor and improve as needed.** We will support prioritization of process improvement initiatives, action planning and governance of implementation, overall monitoring of process improvement metrics, and development of maturity models.



**[XIII.B.5/XI.B.18] Colin O'Hara** is an organizational improvement consultant with experience leading and supporting process assessment and design initiatives across multiple federal agencies. He has consistently demonstrated his ability to achieve impactful results and provide qualitative and quantitative information to leaders to inform their decisions and achieve effective, practical solutions. Has supported over 20 complex organizational transformation efforts and provided corresponding change management support.

## 5. MISCELLANEOUS [XIII.B.6]

**[XIII.B.6 In your proposal response please address the following]**

- a. **Are you and/or your subcontractor currently involved in litigation with any party?** No.
- b. **Please list any investigation or action from any state, local, federal, or other regulatory body (OSHA, IRS, DOL, etc.) related to your firm or any subcontractor in the last three years.** None.
- c. **Please list all lawsuits that involved your firm or any subcontractor in the last three years.** None.
- d. **In the past ten (10) years has your firm's name changed?** No.

## 6. COST OF SERVICES [XII]

**[XII. Cost of Services: Please provide hourly rates]** Table 2 lists SCT's hourly rates for all years included in the GMU-1827-23 solicitation. We propose 13 labor categories to ensure flexibility and meticulousness in covering any task related to organizational and operational assessments, strategic communication, change management, leadership assessment, coaching, DEI initiatives, business process mapping, and automation. All travel-related expenses and overhead costs are included in these proposed rates.

*Table 2. SCT's proposed pricing for GMU-1827-23.*

#	SCT Labor Category	Hourly Rate				
		Base Year	Option Years			
		Award Date- 12/31/2023	1/1/2024- 12/31/2024	1/1/2025- 12/31/2025	1/1/2026- 12/31/2026	1/1/2027- 12/31/2027
1	Executive Coach	\$ 275.00	\$281.88	\$288.92	\$296.14	\$303.55
2	Leadership Coach	\$ 245.00	\$251.13	\$257.40	\$263.84	\$270.43
3	Organization Development Specialist III	\$ 175.00	\$179.38	\$183.86	\$188.46	\$193.17
4	Organization Development Specialist II	\$ 115.00	\$117.88	\$120.82	\$123.84	\$126.94
5	Organization Development Specialist I	\$ 80.00	\$ 82.00	\$ 84.05	\$ 86.15	\$ 88.31
6	Communications Specialist III	\$ 135.00	\$138.38	\$141.83	\$145.38	\$149.01
7	Communications Specialist II	\$ 105.00	\$107.63	\$110.32	\$113.07	\$115.90
8	Communications Specialist I	\$ 75.00	\$ 76.88	\$ 78.80	\$ 80.77	\$ 82.79
9	Expert Consultant	\$ 175.00	\$179.38	\$183.86	\$188.46	\$193.17
10	Senior Consultant	\$ 155.00	\$158.88	\$162.85	\$166.92	\$171.09
11	Mid-Level Consultant	\$ 125.00	\$128.13	\$131.33	\$134.61	\$137.98
12	Junior Consultant	\$ 85.00	\$ 87.13	\$ 89.30	\$ 91.54	\$ 93.82
13	Graphic Artist	\$ 90.00	\$ 92.25	\$ 94.56	\$ 96.92	\$ 99.34

## 7. PAYMENT PREFERENCE [XIII.B.1.C]

**[XIII.B.1.c State your payment preference in your proposal response]** SCT's payment preference is Option #3 - Net 30 Payment Terms. SCT is already enrolled in Paymode-X for all payments to be made. Lisa Wax, SCT's Chief Operating Officer, is responsible for managing invoices and payments.



## **8. APPENDIX A: SMALL BUSINESS SUBCONTRACTING PLAN [XIII.B.1.B]**

### **[XIII.B.1.b Return Attachment A - Small Business Subcontracting Plan]**



Purchasing Department  
4400 University Drive, Mailstop 3C5  
Fairfax, VA 22030  
Voice: 703.993.2580 | Fax: 703.993.2589  
<http://fiscal.gmu.edu/purchasing/>

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

Offerors must advise any portion of this contract that will be subcontracted. 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:** Strategy Consulting Team (SCT)

**Preparer Name:** Lisa Wax **Date:** October 11, 2022

**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 Section A of this form.
- B. If the "I plan to use subcontractors" box is checked, 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 any subcontractor, to include 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: 717336 Certification Date: 7/30/2019

**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 any subcontractor, to include 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.

**Plans for Utilization of Any subcontractor, to include DSBSD-Certified Small Businesses, for this Procurement Subcontract #1**

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

**Subcontract #2**

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

**Subcontract #3**

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

**Subcontract #4**

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

**Subcontract #5**

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



**9. APPENDIX B: SIGNED ADDENDA [XIII.B.1.A]**

**[XIII.B.1.a Return all addenda, if any, signed and completed as required]**



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Fairfax, Va. 22030  
Voice: 703.993.2580 | Fax: 703.993.2589  
<http://fiscal.gmu.edu/purchasing/>

**RFP ADDENDUM NO. 1:**

Date: September 12, 2022  
Reference RFP #GMU-1827-23  
Title: Academic and Business Consulting Services  
RFP Issued: September 08, 2022  
Proposal Due Date: **October 18, 2022 @ 2:00 PM ET**

The following changes are hereby incorporated into the aforementioned RFP:

1. **Section XI: STATEMENT OF NEEDS: Part B, ADD #18:**  
18. Business process mapping, automation and change management consulting.
2. **Section XVIII: RFP SCHEDULE: CHANGE dates highlighted below.**

- Issue in eVA: 9/8/22
- Vendors submit questions by: 9/28/22 @ 4:00 PM EST
- Post Question Responses: 10/04/22 @ 5:00 PM EST
- Proposals Due: 10/19/22 @2:00 PM EST
- Proposals to Committee: 10/21/22
- Review and Score Proposals: 10/21/22 – 11/04/22
- Scores to Purchasing: 11/07/22
- Oral presentations (if necessary): Will Schedule If Needed
- Negotiations/BAFO: Tentative For The Week of 11/14/22 to 11/18/22
- Award: TBD
- Contract Start Date: TBD

I hereby acknowledge receipt of RFP# GMU-1827-23 Academic and Business Consulting Services.

Strategy Consulting Team

NAME OF FIRM

Philip Baylor

NAME (Print or typed)

SIGNATURE

09/13/2022

DATE



Purchasing Department  
4400 University Drive, Mailstop 3C5  
Fairfax, Va. 22030  
Voice: 703.993.2580 | Fax: 703.993.2589  
<http://fiscal.gmu.edu/purchasing/>

**RFP ADDENDUM NO. 2:**

Date: September 13, 2022  
Reference RFP #GMU-1827-23  
Title: Academic and Business Consulting Services  
RFP Issued: September 08, 2022  
Proposal Due Date: **October 19, 2022 @ 2:00 PM ET**

The following changes are hereby incorporated into the aforementioned RFP:

**1. Section XVIII: RFP SCHEDULE: CHANGE dates highlighted below.**

- Issue in eVA: 9/8/22
- Vendors submit questions by: 9/28/22 @ 4:00 PM EST
- Post Question Responses: 10/04/22 @ 5:00 PM EST
- **Proposals Due: 10/19/22 @ 2:00 PM EST**
- Proposals to Committee: 10/21/22
- Review and Score Proposals: 10/24/22 – 11/04/22
- Scores to Purchasing: 11/07/22
- Oral presentations (if necessary): Will Schedule If Needed
- Negotiations/BAFO: Tentative For The Week of 11/14/22 to 11/18/22
- Award: TBD
- Contract Start Date: TBD

I hereby acknowledge receipt of RFP# GMU-1827-23 Academic and Business Consulting Services.

Strategy Consulting Team LLC

NAME OF FIRM

Philip Baylor

NAME (Print or typed)

*Philip Baylor*

SIGNATURE

9/13/2022

DATE



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4400 University Drive, Mailstop 3C5  
Fairfax, Va. 22030  
Voice: 703.993.2580 | Fax: 703.993.2589  
<http://fiscal.gmu.edu/purchasing/>

**RFP ADDENDUM NO. 3:**

Date: September 30, 2022  
Reference RFP #GMU-1827-23  
Title: Academic and Business Consulting Services  
RFP Issued: September 08, 2022  
Proposal Due Date: **October 26, 2022 @ 2:00 PM ET**

The following changes are hereby incorporated into the aforementioned RFP:

**1. Section XVIII: RFP SCHEDULE: CHANGE dates highlighted below.**

- Issue in eVA: 9/8/22
- Vendors submit questions by: 9/28/22 @ 4:00 PM EST
- Post Question Responses: 10/07/22 @ 5:00 PM EST
- **Proposals Due: 10/26/22 @ 2:00 PM EST**
- Proposals to Committee: 10/28/22
- Review and Score Proposals: 10/31/22 – 11/11/22
- Scores to Purchasing: 11/14/22
- Oral presentations (if necessary): Will Schedule If Needed
- Negotiations/BAFO: Tentative For The Week of 12/05/22 to 12/09/22
- Award: TBD
- Contract Start Date: TBD

I hereby acknowledge receipt of RFP# GMU-1827-23 Academic and Business Consulting Services.

Strategy Consulting Team LLC

NAME OF FIRM

Philip Baylor

NAME (Print or typed)

*Philip Baylor*

SIGNATURE

9/30/2022

DATE



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Fairfax, Va. 22030  
Voice: 703.993.2580 | Fax: 703.993.2589  
<http://fiscal.gmu.edu/purchasing/>

**RFP ADDENDUM NO. 4:**

Date: October 12, 2022  
Reference RFP #GMU-1827-23  
Title: Academic and Business Consulting Services  
RFP Issued: September 08, 2022  
Proposal Due Date: **October 26, 2022 @ 2:00 PM ET**

The following changes are hereby incorporated into the aforementioned RFP:

Clarification to Vendor Question #41. Does the Reference and Engagements section of the RFP (as described in XIII 4.b.) count as part of the 20-page limit? **No.**

I hereby acknowledge receipt of RFP# GMU-1827-23 Academic and Business Consulting Services.

Strategy Consulting Team LLC

\_\_\_\_\_  
NAME OF FIRM

Philip Baylor

\_\_\_\_\_  
NAME (Print or typed)

*Philip Baylor*

\_\_\_\_\_  
SIGNATURE

10/12/2022

\_\_\_\_\_  
DATE

## 10.APPENDIX C: GLOSSARY OF ABBREVIATIONS

Abbreviation	Definition
AAW	Army Acquisition Workforce
ASA(ALT)	Assistant Secretary of the Army (Acquisition, Logistics, and Technology)
CQ	Cultural Quotient
D&I	Diversity and Inclusion
DEI	Diversity, Equity, and Inclusion
DEIA	Diversity, Equity, Inclusion, and Accessibility
DMAIC	Define, Measure, Analyze, Improve, and Control
DP	Defense Programs
DSBSD	Department of Small Business and Supplier Diversity
EQ	Emotional Intelligence
GMU	George Mason University
GSA	General Services Administration
HCSP	Human Capital Strategic Plan
HRS	Human Resource Solutions
ICF	International Coaching Federation
IDI	Intercultural Development Inventory
LCP	Leadership Circle Profile
MCC	Master Certified Coach
NNSA	National Nuclear Security Administration
PCC	Professional Coaching Certification
PLS	Personnel Lifecycle Solutions
PMBOK	Project Management Body of Knowledge
PMP	Project Management Professional
RFP	Request for Proposal
SWaM	Small, Women-owned, and Minority-owned
SWOT	Strengths, Weaknesses, Opportunities, and Threats
WBS	Work Breakdown Structure