



RESEARCH ADMINISTRATION SOFTWARE SYSTEM

GMU-1646-20

George Mason University

April 6, 2020

SUBMITTED TO:

Katherine Sirotn, Assistant Director
Michele Rogers, Senior Buyer
George Mason University
4400 University Drive, Mailstop 3C5
Fairfax, VA 22030

SUBMITTED BY:

Joe Taylor
Managing Director
550 W. Van Buren Street
Chicago, IL 60607
Office 312-583-8744 | Mobile 312-927-8871
jtaylor@huronconsultinggroup.com

Tony Haber
Managing Director
9170 NE Turing Court, Suite 100
Hillsboro, Oregon 97006
Office 503-748-3926 | Mobile 503-913-1819
thaber@huronconsultinggroup.com

April 3, 2020

Katherine Sirotin, Assistant Director
Michele Rogers, Senior Buyer
George Mason University
4400 University Drive, Mailstop 3C5
Fairfax, VA 22030

Re: RFP for a Research Administration Software System, GMU-1646-20

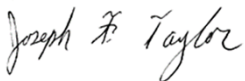
Dear Katherine and Michele:

Huron Consulting Services LLC ("Huron") is pleased to respond to George Mason University's (Mason) Request for Proposal (RFP) for A Research Administration Software System, RFP GMU,1646-20. We are also eager to demonstrate our capabilities to meet and exceed the requirements as laid out in this RFP.

Huron offers a world-class, end-to-end platform for research administration. We have been in the business of research administration software and implementation services for almost twenty years, and we have the broadest set of skills in the industry. This includes deep domain expertise with Proposal Development and Submission with Award and Contract Management (Grants and Agreements), Managing Conflicts of Interest and Commitment (COI and COC), Institutional Review Board (IRB), Institutional Animal Care and Use Committee (IACUC), Export Control, and Responsible Conduct of Research, along with the software products to support these solutions.

Huron and George Mason have worked together successfully over the years on several projects involving research administration and broader financial management including a research administration organizational assessment, assistance with human subjects protection program, and recent university budget model work. We appreciate the opportunity to work with Mason again and to provide a detailed view of our research administration software capabilities and a plan for deployment at Mason. We understand the desire for brevity in this stage of your selection and note that even very extensive RFPs cannot ensure the needed alignment between your vision and needs, and the solution being offered. We look forward to next steps as we work with you to develop a clear understanding of how our solutions can best meet your needs. As part of this we would offer to spend several days with you on that process of mutual discovery – and hope that this will be of interest.

Sincerely,



Joe Taylor
Managing Director
550 W. Van Buren Street
Chicago, IL 60607
Office 312-583-8744 | Mobile 312-927-8871
jtaylor@huronconsultinggroup.com



Tony Haber
Managing Director
9170 NE Turing Court, Suite 100
Hillsboro, Oregon 97006
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thaber@huronconsultinggroup.com

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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: Huron Consulting Services LLC

Date: April 6, 2020

DBA: _____

Address: 550 West Van Buren Street

Chicago, IL 60607

By: 
Signature

FEI/FIN No. 01-0666114

Name: Tony Haber

Fax No. _____

Title: Managing Director

Email: thaber@huronconsultinggroup.com

Telephone No. 503-748-3926

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

SWaM Certification Number: _____

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

Executive Summary

THE BUSINESS OF RESEARCH IS ONLY GETTING MORE COMPLEX AND CHALLENGING

In today's fiercely competitive research environment, it's increasingly difficult to maintain a world-class research enterprise — the work that moves society forward, improving health, spurring innovation and advancing knowledge. Concurrently, federal funding is flat and state budgets are shrinking. All the while, institutions are expected to cover their research projects' administrative costs. Not only do institutions need to contribute more money to the cause, but researchers barely spend half their time doing actual research. The rest of their time is spent navigating governmental and institutional rules and struggling with disparate tools across the research enterprise, which hinder productivity. These strained resources require even more efficient practices to cut costs and improve workflows.

HURON INTRODUCES HURON RESEARCH SUITE: AN INTEGRATED, STREAMLINED EXPERIENCE

Huron Research Suite does just that — these software solutions help manage the business of research, driving efficiency and productivity. Flexible, scalable and configurable, our solution streamlines workflow and supports compliance. Specifically, it lets principal investigators conduct research administration more effectively and efficiently, allowing them to quickly and easily communicate with their administrative teams while helping administrators and reviewers best support their part of the research enterprise. Plus, it reduces institutional compliance risk by managing processes in a demanding regulatory environment, allowing researchers to focus on what matters most — the research.

Our research software is already in use at leading academic medical centers, hospitals, and both government and private research organizations. It features new enhancements — most notably, a more user-friendly experience, consistent functionality across solutions and a unified appearance, helping to reduce training and ongoing maintenance costs.

2. About Huron Consulting

2.a. Huron is a global professional services firm committed to achieving sustainable results in partnership with its clients. The company brings depth of expertise in strategy, technology, operations, advisory services and analytics to drive lasting and measurable results in the healthcare, higher education, life sciences and commercial sectors. Through focus, passion and collaboration, Huron provides guidance to support organizations as they contend with the change transforming their industries and businesses. Learn more at www.huronconsultinggroup.com. Huron has worked with more than 500 institutions, including all 100 of the top research universities.

2.b. Huron Consulting Group, Inc. is the parent company of Huron Consulting Services LLC, the operating company offering services related to this engagement. Huron Consulting Services LLC, who is responding to this RFP, is 100% owned by Huron Consulting Group, Inc. whose ownership information is available in our SEC filings, including our original prospectus for public offering. Huron was formed in 2002, and today employs over 3,000 full-time consultants. The company's 2019 revenues were over \$876M. Huron is publicly traded on the NASDAQ under the ticker symbol "HURN".

2.c. Huron's headquarters is in Chicago, Illinois. The software proposed in this document is developed, managed, and supported by our team headquartered in Hillsboro, Oregon. Our implementation consultants are based in multiple locations across the United States.

3. Huron Proposal

3.a HURON RESEARCH SUITE SOLUTIONS

Huron's Research Software has been developed to meet the needs of leading academic medical centers, research institutions including pharmaceutical companies, and healthcare systems throughout North America. Huron has a well-documented record of accomplishment successfully implementing its research administration and compliance projects of significant scale and complexity. Huron's Portal unifies multiple research-related business processes into an integrated, comprehensive electronic solution. The products reflect Huron's subject matter expertise while allowing for local changes through settings and extensions, preserving the ability to change and adapt the product in synchronicity with Huron through upgrades we make available. Applications for Agreements, Pre-Award Grants, Effort, COI, IRB, IBC, IACUC, Safety, and Animal Operations (lab animal management) efficiently manage the business of research by combining information technology with industry best practices.

AN INTEGRATED EXPERIENCE ACROSS SOLUTIONS

We know that even the best standalone tools can make things harder for researchers. The solutions in our software suite integrate with each other and provide a consistent user interface across solutions, making for a unified and user-friendly experience as seen in the example below.

The screenshot displays the Huron Research Suite interface for a user named Rebecca Simms (pi). The main navigation bar includes tabs for My Inbox, Agreements, COI, CTMS, and IACUC. The IACUC tab is active, showing a submission for PROTO201600001 titled "Evaluation of the Efficacy of a Killed Vaccine in the Prevention of Respiratory Mycoplasmosis (original)".

Protocol Details:

- Principal investigator:** Rebecca Simms (pi)
- Submission type:** New Protocol Application
- Letter:** Experimental Research
- Protocol type:** IACUC
- Primary contact:** IACUC coordinator
- Admin office:** IACUC
- Consulted vet:**
- PI proxies:**

Workflow Diagram:

```

graph LR
    A[Pre-Submission] --> B[Pre-Review]
    B --> C[IACUC Review]
    C --> D[Post-Review]
    D --> E[Review Complete]
    B --> F[Clarification Requested]
    F --> C
    C --> G[Clarification Requested]
    G --> D
    D --> H[Modifications Required]
    H --> D
  
```

Activity History:

Activity	Author	Activity Date
Changes Made	Administrator, System	10/2/2016 11:27 AM
Changes Made	Administrator, System	10/2/2016 11:27 AM

SOLUTION OVERVIEW

Our Suite comprises a number of solutions, each addressing a set of specific needs within the research enterprise. Based on your requirements, we propose to implement the following solutions from our Suite. Further detail on each solution follows.

SOLUTION	SUMMARY
Grants	Facilitates collaborative online budgeting and award management through a standard institutional routing sheet and centralized eSubmission system.
Agreements	Streamlines the approval and management of your financial and non-financial research agreements by maintaining a single repository for all types.
Institutional Review Board (IRB)	Automates and streamlines the process of human protections.
Conflict of Interest (COI)	Provides a solution for all types of disclosures, managing both individual and institutional conflicts. Supports three primary types of certification — transactional, annual and research specific.
Institutional Animal Care & Use Committee (IACUC)	Supports the efficient creation and review of animal protocols, reducing non-compliance risk.
Animal Operations (AOps or DLAR)	Supports animal research with such functionality as animal ordering and receiving, transfers, census, <i>per diem</i> rates, ordering services, and billing. Integrates with IACUC and IBC and all include a common facilities module.
Export Control	Provides for the request, review and documentation of a multiple types of international activities and their associated export control compliance impacts.

HURON GRANTS OVERVIEW

The Huron Grants solution provides a comprehensive pre-award management system including proposal development & routing system, as well as award setup and ongoing non-financial management. The system includes electronic routing for internal review, notifications, error checking, along with a user-friendly web-based interface to ensure transparency to all stakeholders in the process.

HURON GRANTS FEATURES

Huron's Grants solution includes the following features:

Feature	Benefit
Single point of entry for researchers and their staff to build proposals	Eliminate the need for researchers to complete paper-based or document-based forms; ensure complete institutional data capture for routing and reporting
Online budgeting	Reduce the need for departments to maintain manual budget spreadsheets; ensure correct rates and

Feature	Benefit
	calculations are used to develop budget. Standardized budget templates support reporting across sponsor types
Integrated compliance questions	Prompt researchers for potential compliance requirements; provide links to internal compliance tools (such as IRB, IACUC, Export Controls) to assist in congruency and traceability between systems to help ensure compliance.
Automated workflow routing	Data-driven routing to divisional, departmental and school-level approvers. Flexible structure to support up to 4 tiers of approvers for anyone submitting organization. Email reminders to support notifications to all approvers.
Link related agreements to each other and to other related projects	Provides the ability to associate a master agreement with related agreements. In addition, agreements can be related to compliance and grants information (IRB status, award fund numbers, COI disclosures) through integration with the Huron Research Suite and/or local systems.
Flexible management of ancillary reviewer and approval process	Give the contract owner and submitter the flexibility to determine the appropriate people and timing of additional reviews. Supports defaults based on business rules.
Automated SF-424 mapping, validations and submission to grants.gov	Automatically populate the SF-424 forms with data from the proposal routing sheet; budgets, researcher and institutional profiles – reducing need to manually complete much of these forms. In addition, system validates the grants.gov and NIH validation rules to ensure a successful submission.
Support for “Just in Time” processes – as well as draft contract management	Ensures sponsor correspondence and requests that occur after proposal submission are tracked and followed up on, including contract negotiations
Email Automation	Provides the ability to both send emails from the system and receive emails from outside the system.
Award Setup and Approval Routing	Supports the creation of awards; including multiple budget years (to track both authorized and projected award dollars); mapping of proposal budget into the expense categories in your post-award financial system to reduce duplicate data entry; includes compliance checks and routing for department/PI review.
Award Modifications Requests and Routing	Supports both PI- and central office-driven requests for changes to the award; routing for approvals (including tracking any sponsor approvals required); detailed history tracking over the lifetime of the award
Award Deliverables Tracking	Supports tracking of required internal and external deadlines and deliverables related to an award, including progress reports, research milestone deadlines and other date-driven requirements

Feature	Benefit
Integrations with Post-Award Financial System	Reduce duplicate data entry through integration of award setup or modifications – populating the financial system with data collected and approved in the Huron system.

HURON AGREEMENTS OVERVIEW

The Huron Agreement solution provides a completely customizable contract submission questionnaire and workflow to support institutional contract negotiation processes. The system includes electronic routing for internal review, notifications, error checking, along with a user-friendly web-based interface to ensure transparency to all stakeholders in the process.

HURON AGREEMENTS FEATURES

Huron's Agreements solution includes the following features:

Feature	Benefit
Single point of entry, automated submission routing by agreement type	Eliminate the need for researchers to answer the question "Where do I send this?" Simple configuration allows seamless routing to the appropriate management office. The submitter simply selects the agreement type and the system does the rest.
Customized submission forms by agreement type	Forget struggling with a one-size-fits-all routing form and reduce data entry. Huron's SmartForms use logic and "hide/show" functionality to only require the information needed in order to review and execute for each specific agreement type.
Single office inbox with support for multiple offices	Route submissions to the right office the first time, and allow the staff in that office to assign and take ownership of submissions as they come in. Eliminate the risk of submissions falling through the cracks in individual email accounts.
Link related agreements to each other and to other related projects	Provides the ability to associate a master agreement with related agreements. In addition, agreements can be related to compliance and grants information (IRB status, award fund numbers, COI disclosures) through integration with the Huron Research Suite and/or local systems.
Flexible management of ancillary reviewer and approval process	Give the contract owner and submitter the flexibility to determine the appropriate people and timing of additional reviews. Supports defaults based on business rules.
Automated template generation	Automatically create draft documents from standard templates by populating relevant information from submission forms.
Email Catcher	Provides the ability to both send emails from the system and receive emails from outside the system. As agreements go back and forth with the third party, eliminate the need to manually track correspondence and

Feature	Benefit
	maintain document version history. Simply forward the correspondence and attachments to a unique email address and the system will maintain the history for you.
On demand turnaround reporting	Track how long an agreement takes from the time it was submitted to execution. See how much time was spent with the researcher, the third party, and the central office.

HURON IRB OVERVIEW

The Huron's IRB solution embeds compliant IRB operating practices from its popular HRPP Toolkit into proven Huron software. The solution combines Huron's policy expertise and human research protection best practices with electronic workflow design patterns based on 10+ years of successful software implementations. Currently, more than 80 leading research institutions use Huron IRB to improve their compliance efforts.

HURON IRB FEATURES

Huron's IRB solution includes the following features:

Benefit	Feature
Manage the entire study lifecycle end-to-end	Support for initial submissions, modifications, reportable new information and continuing reviews. Includes support for multiple study models, including single-site studies, collaborative studies and multi-site studies
Speed collaborative application preparation by study teams and reduce delays in routing and review	Electronic workflow routing and review, including parallel ancillary reviews
Keep up with regulatory changes including the NIH Final Policy and the HHS Final Common Rule on the use of a single IRB of record for multi-site research	Huron software upgrades incorporate policy updates as they occur. Because Huron implements these upgrades, we ensure your solution remains current with the latest features and guidance.
Significantly reduce the administrative burden and staff time required to maintain multi-site studies	Built-in integration with the Huron IRB Exchange, a cloud-based subscription service that facilitates the exchange of data between a sIRB and participating sites in multi-site and collaborative research
Keep everyone notified of important milestones and the need to attend to their part of the process	Automated reminders
Simplify required communications	Correspondence generation

Benefit	Feature
Ensure the study team uses only the latest, approved consent form and your own watermarks	Consent form stamping and watermarking
Manage the audit trail for all document versions	Electronic document management
Meet AAHRPP accreditation standards	Huron HRPP toolkit SOPs, checklists, worksheets and AAHRPP reporting
Configure to meet institutional data collection and reporting needs	The leading configurable platform that allows for localization of the system while preserving the ability to continue to receive product updates
Accelerate processing of meeting discussions and decisions into compliant records and correspondence	Integrated meeting management facility
Minimize internal IT effort	Huron's subscription model provides Huron staff to manage all technical aspects of implementation, and on-going hosting. In addition, Huron will keep your software up to date with upgrades that our team applies,

HURON COI OVERVIEW

The Huron's COI solution embeds the disclosure and review of external activities and financial interests for researchers and institutional staff alike. The system supports both annual disclosure processes as well as project-specific disclosures.

HURON COI FEATURES

Huron's COI solution is designed to support both annual and research-based conflict of interest disclosure processes. Huron's COI solution lets you integrate annual disclosure data with related research certifications such as IRB studies and funding proposals. You can also easily reconfigure the system to meet new internal or external requirements. Over 60 leading research institutions currently manage their COI compliance efforts with Huron COI.

Feature	Benefit
Fully functional, upgradeable and documented solution	Manage transactional, annual and/or research related certifications
Streamlined disclosure forms	Eliminate redundant data input — a major irritant and a primary deterrent to COI compliance
Automated workflow	<ul style="list-style-type: none"> • Help ensure consistent processes • Configure your own thresholds • Eliminate delays and lost disclosures
Built in system integration with Huron's IRB, IACUC and Grants solutions	<ul style="list-style-type: none"> • Connect COI data to study and funding proposals without duplicate data entry • Reduce errors and compliance risk, and facilitate rapid access to remote data

Feature	Benefit
Track compliance and improve response rates	Automated reminders
Simplify required communications	Correspondence generation
Management plan templates of potential conflicts	Reduce time required to create plans
Public disclosure reports	Easily generate and distribute data required for public disclosure
Integrated meeting management facility	Accelerate processing of meeting discussions and decisions into compliant records and correspondence
Configure to meet institutional data collection and reporting needs	The leading configurable platform that allows for localization of the system while preserving the ability to continue to receive product updates
Minimize internal IT effort	Huron's subscription model provides Huron staff to manage all technical aspects of implementation, and on-going hosting. In addition, Huron will keep your software up to date with upgrades that our team applies,

HURON EXPORT CONTROL

Huron Export Control provide a solution that provides for the submission and review of requests for review of various University activities related to international efforts. This provides both a method for communications between the University compliance staff and employees – as well as detailed documentation of the outcome of any export control review.

HURON EXPORT CONTROL FEATURES

Feature	Benefit
Support for multiple request types, including: <ul style="list-style-type: none"> • Campus Visitor Requests • Foreign Travel Requests • Shipments • Visa (I-129 Part 6) • Sponsored Research, Collaborations & Agreements 	<ul style="list-style-type: none"> • Eliminate paper costs • Eliminate redundant data entry • Get instant access to all protocol data • Tailor the solution to match your forms and processes
Integrated Restricted Party Screening with logging of results within the software – integration with Visual Compliance, Amber Roads and Trade.gov	Reduces duplicate data entry across systems and streamlines the screening of people and entities. Details are stored in the system to document proper due diligence was followed.
Tracking for compliance: <ul style="list-style-type: none"> • Items Control • Acknowledgement Plans • Technology Control Plans 	Help ensure documentation of any required actions related to activities related to international efforts.

Feature	Benefit
• License Exemptions	
Deliverables Functionality to map our upcoming actions required to support technology control plans or other follow-up items from an export control review	Ensure mandatory “next steps” are followed and documented within the software

REPORTING IN THE HURON RESEARCH SUITE

The ability to create custom reports and reporting templates is a standard feature across all products in the suite. There are several types of reports that are supported, and sample reports are included with the software.

The Huron Research Suite includes a built-in reporting capability called “Custom Searches” where queries are created, edited, and saved by authorized users via a browser interface. Custom Searches display data in a row and column format in the browser and include the ability to sort and filter by any column heading:

Report showing Studies by investigator, study department and investigator department.

ID	Name	State	Review Type	Department	PI	PI Department	Last Modified
Pro00022562	Human Research Study Biomedical (Approved for Demos)	Expired	Full IRB Review	GASTROENTEROLOGY	Simms (PI)	GASTROENTEROLOGY	2/21/2012 5:13 PM
Pro00022400	Human Research Study Biomedical Test1 (for demos; do not delete)	Expired	Full IRB Review	GASTROENTEROLOGY	Simms (PI)	GASTROENTEROLOGY	2/21/2012 5:14 PM
Pro00022425	Human Research Study Biomedical Test1 (for demos; do not delete)	Expired	Full IRB Review	GASTROENTEROLOGY	Simms (PI)	GASTROENTEROLOGY	2/21/2012 5:14 PM

1 to 3 of 3 5 / page

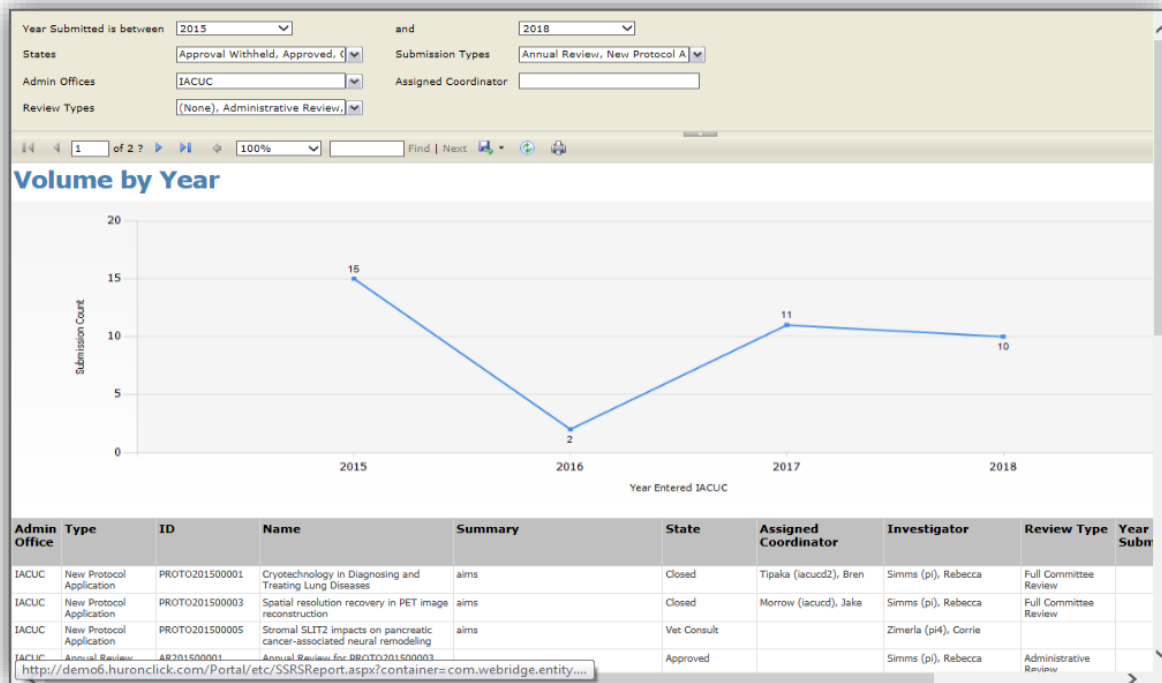
Another reporting option within the Huron Research Suite is the ability to create Microsoft Word-merge style reports. In these reports, data from the Huron Research Suite populates pre-configured templates. For example, in our IACUC solution, below is a report we generate AALAC Animal Usage:

Appendix 5: Animal Usage

In order to assist the site visitors in their evaluation of the animal care and use program, please provide the information requested below. Information should be provided for all animals approved for use in research, teaching or testing, including those which may be used or housed in laboratories outside the animal care facility. Of particular interest is information on those animals which are used in research projects involving recovery surgical procedures, behavioral or other testing requiring chairing or other forms of restraint, or exposure to potentially hazardous materials. An alternate format is acceptable as long as the information requested is provided.

Project/Protocol Title	IACUC/OB Number	Principal Investigator	Species	Total Number of Animals Approved	Pain & Distress Category (1)	Special Considerations (use checkmark if applicable)					
						SS (2)	MS S (3)	FFR (4)	PR (5)	HAU (6)	NCA (7)
RTX Mouse Study	PROTO2015 00006	Rebecca Simms (pi)	Mus	300	D				X		
Mitochondrial expression in offspring	PROTO2015 00007	Rebecca Simms (pi)	Mus	300	D						
Alzheimers Study on Rats	PROTO2015 00009	Rebecca Simms (pi)	Rattus	150	C				X		
Research on vaccination effectiveness	PROTO2015 00012	Rebecca Simms (pi)	Mus	175	C	X			X		X
Mouse Dexterity Research	PROTO2015 00014	Rebecca Simms (pi)	Mus	95	D				X		X

The Huron Research Suite also delivers standard drill-down, metrics reports such as turnaround, volume, and trending reports. Some examples from both the IACUC solution and the IRB solution:



Finally, clients with a centralized reporting strategy often export data from the Huron solutions to their institutional data warehouse or a research administration data mart. This allows data from Huron solutions to be combined with other research data, such as financials, on a common platform for ease of use by PIs and their support staff.

HURON APPROACH

Planning

Huron has had multiple successful program implementations, due in large part to careful upfront planning that takes into account both operational and technical considerations. Program planning starts well before the kickoff of the first solution by bringing together a single team of program sponsors, stakeholders, and core team members to plan the program. This brief planning phase lays down the infrastructure and strategies to be employed during the implementation of the suite: program objectives and measures, governance, processes, and resource identification. Most importantly, it gives us the opportunity to prioritize and build out an implementation program plan that aligns with your needs and priorities.

Integration

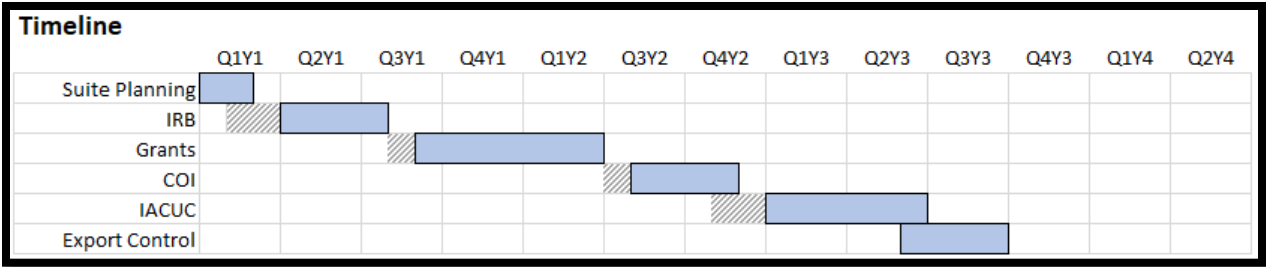
Our solutions integrate with each other and we fully anticipate integrations with outside applications will be needed. Examples of common integrations are Single Sign-on (“SSO”), HR integrations to populate system users, CITI Training, and Award set-up from Grants to your accounting system. We have standard methods and approaches for these integrations but can work with your technical team to accommodate integration in a variety of ways such as standard web services. We will work with your IT team during the Planning phase to develop and integration map and strategy for the overall program.

Conversion/Migration

Data conversion discussions will begin during the Planning phase, with a focus on reporting and operational needs. We have standard conversions approaches for each solution that balance benefit and effort, and which include tools for mapping data as well as practical business processes for working with converted data. We are currently working with several clients who are migrating from COEUS. Key issues to be considered in developing conversion approaches include quality of existing data, mapping to the new system, dealing with transactions in flight, and regulatory requirements. With extensibility and system adoption in mind, we will work with you to design a migration and retirement strategy to best meet your needs in the framework of your research and IT environment.

Timeline

The graph below represents a high-level sample timeline for the set of solutions under consideration for you. This example is based on a phased approach to solution deployment, which will allow you to focus on one solution area at a time and provide the opportunity for continuous improvement cycles and incorporation of feedback. Because this timeline cannot account for considerations that may impact the schedule, such as work on other enterprise-wide systems, specific institutional priorities, external pressures, etc., we expect to collaboratively tailor a timeline during Program Planning. We are also very willing to spend time on this topic during the sales process to develop a more specific that aligns with your needs, resources and priorities.



HURON METHODOLOGY

Huron’s Research Suite methodology includes all components of successful system implementations. Each solution implementation will follow this methodology, which is based on experience implementing the Research Suite at multiple institutions.

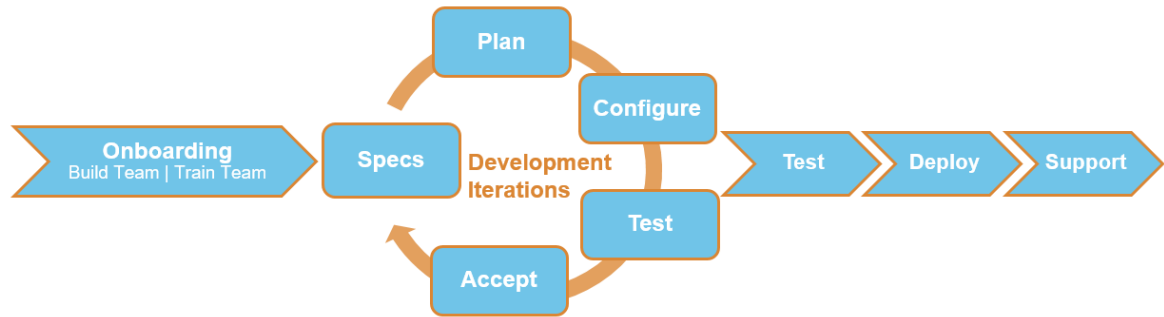
Our methodology is organized into phases (Onboarding, Iteration, Test, Deploy and Support) that guide the order of the implementation work. Implementation threads (Project Management, Information Technology, Business Transformation and Delivery Management) are included in the work of each phase.

Onboarding is the first phase and lays the foundation by providing the core project team, business office teams and project champions with hands-on, in-depth training on the Huron Research Suite solution’s functionality and configuration capabilities. The intent is for those who will be shaping the design of the system to fully understand how it works and make decisions from an informed perspective about configuration items and business processes.

This serves the key objective to identify, understand, and mitigate risks to the project prior to any system or process development. Common risks include lack of buy-in, not understanding system functionality, creating technical debt from over customizing, and lack of system adoption during rollout. We will partner with you to set expectations for your user community, identify success criteria, and ensure industry best practices are being implemented at Mason.

Note that we are happy to provide greater detail about our methodology on request or as part of the orals/demos.

Methodology:



Onboarding: The purpose of the onboarding phase is to provide the core project team, business office teams and project champions with hands-on, in-depth training on the Huron Research Suite solution’s functionality and configuration capabilities. Configuration and process gaps are documented and major decisions that will drive the direction of the project will also be determined

(e.g. requirements definition, change leadership, and rollout strategy). This first phase of our methodology is oriented around alignment of the recommended best-practices embedded in the delivered solution—operationalizing the future-state processes to be supported by the solution. Following the identification of process changes and system configurations need during Onboarding, we work with clients to update the workplan and high-level technical estimates.

Iteration: The Iteration phase consists of multiple cycles of detailing requirements, planning, configuring, process testing, and acceptance tasks. Detailed requirements and design decisions are documented which develops into technical work items. Requirements will also identify needed process changes and training needs that will need to be completed. Completed work items are then reviewed and tested during Iteration so that Testing can be focused on end-to-end processes.

Test: Key objectives of the Test phase are to pilot “future state” business processes in the new system with select end users and to verify that all components are working as designed. User acceptance testing, development of communications regarding the pending system rollout, and mock conversions are examples of tasks to be completed in this phase.

Deploy: The objective of the Deploy phase is to successfully transition the new system to the end-user community. The new system will be rolled out, agreed upon data converted, and the new business processes will start to be used.

Support: After deployment, Huron works with you to support your team, answer any remaining questions your business team may have, ensure your team understands the support model for your new system, monitor and tune your production environment, and work with you to conduct a post go-live assessment.

3.b. HURON PROJECT MANAGEMENT

Cost and Schedule Management: We have a long track record of working with universities to develop comprehensive implementation budgets and to manage project costs. The key risk related to cost and schedule is scope creep. As part of Planning we will collaborate to establish governance processes to manage scope. Throughout the project, we will work closely with you to manage scope and timelines within the approved budget and timeframe for this project.

Scope Management: Huron closely monitors and measures progress relative to project scope throughout the entire project. This begins in Onboarding where business processes are identified, documented and reviewed. Huron will work with you to manage design and development of the system to favor solutions which are less complex and easier to build, maintain, and understand.

Issue & Risk Management: Huron will assist Mason to identify and monitor areas of risk. Huron can provide templates and documentation used to deliver timely information to the Project Management Office (PMO) and Project Sponsors to triage, manage and escalate, mitigate, and communicate progress on risks and issues that come up during implementation.

Communication Management: Huron will work in tandem with Mason’s project management to create an effective communication plan. The purpose of the Communication Plan is to provide an overall framework for managing and coordinating the wide variety of communications that will directly or indirectly take place as part of the Suite implementation.

Governance: As part of the Communication Plan, our project team will provide monthly status reports to the Executive and Sponsor Committees. The status reports will focus on communication that matters most to the committee members, including progress against the project timeline, work-effort and resources-related matters, issues related to project scope, any open issues, project risks and mitigation of those risks, and the project budget status. Additionally, status reports will communicate key accomplishments, key decisions, high priority items and upcoming tasks. Furthermore, we propose quarterly scheduled meetings between our project leader and the Executive Committee members, and monthly meetings with the Sponsor Committee Members to share information about the project, obtain key decisions, escalate issues for resolution and receive guidance and direction.

The ultimate goal of governance is to enable Mason to make informed, material decisions that balance risks, opportunities and costs.

Change Management: We have found successful implementations depend in large part on the ability of the project team to align the system, business needs and the behaviors of individual users of the system. Change management involved a clear focus on the people side of change across the fundamental components of sponsorship, alignment, engagement, and communication. Huron integrates these components into our methodology with tactics that leverage stakeholder engagement to accelerate the change process, optimize results, and position long-term, sustainable success. Our change management framework is informed by our Evidence-Based Leadership (EBL) methodologies and is integrated into our Onboarding methodology. We find that each of the four major components of change management—empowered leadership, accelerated performance, continuous achievement, and operational agility—work together to effect change and achieve project objectives. One key example of our approach is the identification and engagement of project Champions from across the affected constituencies. Project Champions for each solution are engaged beginning at Onboarding and remain involved through go-live and beyond.

Quality Management: Quality management is a key element of Huron’s project management approach. We will work with you to formalize a QA plan to include:

- Identification and description of project-wide QA monitoring/mitigation methods to be followed throughout the implementation project.
- Identification of known risks to the project, including an approach to monitor and mitigate the known risk.
- Identification of a schedule of QA tasks for the next 3-6 months. This schedule will be incorporated into the overall project work plan and reviewed each time the work plan is adjusted.

End User Readiness: Ensuring that end users are ready and able to effectively conduct business using the implemented system begins with the selection of the project team, including project Champions. The project team will include a variety of operational personnel who will become key experts who can support their colleagues after go-live. Training of the broader end-user community involves a combination of live or remote synchronous training for heavy users of the system and asynchronous training and job aids for occasional users. The overall training approach will be discussed during Planning, and specifics tailored to each solution as part of our methodology.

3.c. HURON EXPERIENCE

Implementation Expertise: Huron has implemented approximately 460 modules at 173 universities and healthcare systems across North America. The great majority of these customers were in higher education, and they include institutions using Banner, Blackboard, and data warehousing solutions. Please see References, below.

Client Expertise: As mentioned above, we have extensive experience with large research universities. Due to space limitations, we are not including our full customer list, but we will upon request.

Pending Changes: There is no impending change.

3.d. TEAM EXPERIENCE

The Huron team members listed below are representative of the combined experience, expertise and skill sets needed to most successfully complete this engagement, each with significant research administration experience. The professionals below have been identified to lead the delivery of our services and would be supported by full teams in each area. Each scope area leader will be joined by a group of team leads and specialists with significant functional area expertise, deep industry credentials and management experience in their respective areas. Brief summaries outlining background, relevant experience, and industry credentials are provided below for the executive and scope area leaders named for this engagement. See *Appendix B* for full resource bios.

Joe Taylor

Managing Director

312-583-8744; jtaylor@huronconsultinggroup.com

Joe has worked in the higher education and healthcare environments for over 21 years. He specializes in assisting universities and research hospitals with operational, process, and strategic issues.

Matthew Staman

Managing Director

312-583-8742; mstaman@huronconsultinggroup.com

Matthew has more than 20 years of experience working with academic medical centers, hospital systems, and research universities. Matthew leads Huron's efforts around the implementation of information technology to support the research enterprise. His areas of focus include the use of information technology systems to manage the research enterprise, research administration, research strategy, compliance, and clinical research management.

Denise Metke

Director

312-804-9342; dmetke@huronconsultinggroup.com

Denise has more than 20 years of experience working at leading hospitals and universities. She has successfully facilitated business process improvements through the implementation of enterprise software in support of academic research administration. Her area of focus is systems implementation for research administration, system-to-system grants.gov integration, research compliance, clinical trial management, and enterprise reporting.

Stephen Fratantaro

Manager, Education and Life Sciences

312-880-3727; sfratantaro@huronconsultinggroup.com

Steve has spent the majority of his career in a variety of research administration and project implementation roles at several esteemed research institutions. Most recently, he has been leading an implementation of our Huron Grants & Agreements solutions at a major research hospital in the Southeast.

3.e. PROJECT REFERENCES:**University of Central Florida**

Ozlem Garibay

Director of Technology and Innovation, Office of Research

407-882-1122; ozlem@ucf.edu

Recently live on Grants and Agreements, IRB, IACUC, and COI in progress. All SaaS.

Florida State University

Kerry Peluso

Assistant Vice President for Research

850-644-8664; kpeluso@fsu.edu

IACUC, IRB, and Agreements all recently deployed SaaS, and Grants and Export Control in process, all SaaS.

Virginia Commonwealth University

Jim Ward

Executive Director, Research Information Systems, Office of Research and Innovation

804-827-2159; jward@vcu.edu

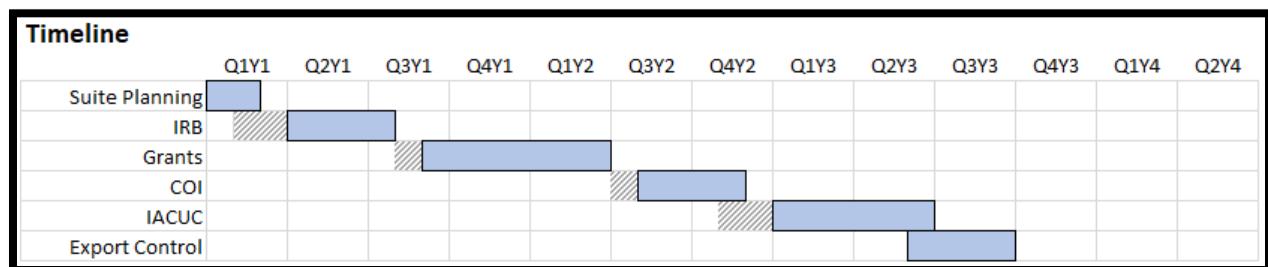
Grants, IRB, IACUC, IBC, COI, Agreements, Animal Operations, all custom.

4. Fees

Huron is proposing that Mason use our Subscription Services deployment model for all of the proposed HRS modules. In this model, the Mason would pay an annual subscription fee for access to the software hosted by Huron, plus one-time professional services fees for the initial training, configuration, data migration and implementation of the software.

HURON PROFESSIONAL SERVICES FEES

Huron assumes that we would deploy our software in a phased approach, one module at a time, over a three-year implementation schedule. As a recommendation, we propose:



Professional Services for Software Implementation Estimates	Implementation Fees
Planning (3-4 weeks)	\$36,000
IRB (16 Weeks)	\$225,000 - \$325,000
Grants & Agreements (30 -36 Weeks)	\$530,000 - \$590,000
COI (24 – 26 Weeks)	\$160,000 - \$210,000
IACUC (16 Weeks)	\$195,000 - \$240,000
Export Control	\$100,000 - \$150,000

HURON SOFTWARE SUBSCRIPTION FEES

Since the software is based on a subscription model, Huron will only charge for the subscription once the implementation of a module begins. Based on the schedule above, we propose the following subscription fee schedule:

Module	Year 1 Fee	Year 2 Fee	Year 3 Fee	Year 4 Fee	Year 5 Fee
IRB (<500 protocols)	\$86,871	\$116,692	\$116,692	\$122,526	\$128,653
Grants & Agreements (< \$200M)	\$21,994	\$110,972	\$179,954	\$188,952	\$198,400
COI (<2,500 disclosers)	\$0	\$10,783	\$65,676	\$92,632	\$97,264
IACUC (< 100 protocols)	\$0	\$20,388	\$72,750	\$87,578	\$91,957
Export Control (1 office)	\$0	\$0	\$0	\$57,269	\$68,942
Total	\$108,865	\$238,446	\$382,710	\$537,767	\$585,215

The following services are included in the Subscription Service and are included in the annual fee:

Hosting in Huron's Data Center:

- Access to the Huron Agreements module for an unlimited number of users
- The Agreement solution will be hosted in Huron's SSAE SOC 2 Type 2 data center
- Huron manages all backups; system maintenance, anti-virus patching, operating system and database software updates, while maintaining 99.9% uptime.
- Huron provides geographic redundancy with a second data center located in Colorado should the primary data center suffer a catastrophic failure.

Technical Support:

- Monday – Friday Technical Support available 8AM – 5PM Eastern via toll-free call; email and web
- Emergency 24 x 7 technical support for any critical “Type 1” issues
- Online support case management tools providing real-time status updates and automated email notifications as your case is resolved.
- Online access to the Huron Knowledge Network – an online, searchable knowledgebase to help troubleshoot issues
- Online access to the latest software documentation, including both end-user and technical documentation
- Online visibility to upcoming updates and upgrades, including “preview” versions of release notes and documentation to better prepare for upgrades
- A dedicated Client Services Manager, familiar with your local system configuration, who can act as a focal point for communications and planning.

Product Upgrades:

- Upgrade timelines will be communicated via email campaigns, webinars, save-the-dates, sandboxes and other outreach programs simultaneously to all Subscription customers.
- Your dedicated Client Services Manager will work with your team to schedule the upgrade process to align with your institution’s schedule, with a goal of keeping your version no more than 1 year behind the latest version of the software.
- Huron technical staff, in collaboration with your Client Services Manager, will stand up a “Preview” environment of your software and data, upgraded on the latest version. This instance will be used to analyze the impacts of the upgrade on any local configurations and customizations that were made to your instance.
- Your Client Services Manager will arrange with your team to review the upgrade, with a specific focus on an impact analysis of the upgrade on your local configuration/customizations. Depending on the impact analysis, the team will make decisions about any conflicting functionality that must be addressed. In addition, the joint Huron/Client team will develop a change management, communications and training plan for the upgrade.
- Your data, configurations, and customizations will be upgraded by Huron based on the analysis and discussion above. This preview environment will be made available to you for a period of no less than 45 days for testing, as well as updating any local training or other tools used by your institution.
- Huron’s Hosting, Engineering, and Professional Services team experts will be ready to step in to resolve any issues that may arise from these upgrades and address them immediately with no disruption to the users.

Training/Documentation

- Huron product documentation includes deployment guides; technical documentation; and integration guides.
- Huron provides end-user functional documentation for researchers, office administrators, and contract reviewers. These documents are provided in Microsoft Word format so that clients may update these to include local training guidance within the documents.

- Access for the core implementation team to the Huron Learning Lab. The Huron Learning Lab is an online training resource that includes on-demand training videos which walk through the use of the software. In addition, the Lab includes a set of hands-on exercises that users may follow in a training environment to get hands-on experience with the software.
- Documentation and the Huron Learning Lab are upgrade as part of each upgrade process; including a “What’s changed” subset of material to help ease the identification of material to share with institutional end-users.

Monthly Client Services

- Huron’s Client Services Manager will schedule monthly web meeting with you to discuss the ongoing rollout and successful use of the software.
- In addition, there will be discussion of upcoming upgrades and other items the team should plan for, as well as a review of any open technical support is
- Huron Client Services Manager will also provide a limited set of additional system configurations at the client’s request. These additional configurations might include updated email notifications, changes to online SmartForm wording, support for custom query writing, updates to online help to address local requirements, etc.

PAYMENT TERMS / METHOD OF PAYMENT:

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.

Huron selects Option #3.

Exceptions to Terms and Conditions

Huron and Mason have an existing Master Services Agreement based on Mason’s contract form, from 2017, which has been in continuous use since then. Should we be selected for this engagement, we propose to use that contract for the services component. Due to the unique nature of SaaS terms, we also propose to leverage our contract templates for those relevant portions. We will negotiate in good faith to arrive at mutually agreeable terms. We object to any terms which are inconsistent with this approach, and we will provide the template SaaS forms and the current MSA upon request.

Huron further provides some specific proposed changes to the Data Security Addendum; providing these does not imply that we have not further proposed changes to the rest of the document(s).

The changes proposed are:

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 **where permissible by law** 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 ~~and not already borne directly by Selected Firm/Vendor~~ in investigation and remediation of any Security Breach of Sensitive University Data, ~~to the extent attributable to Selected Firm/Vendor~~ 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 ~~actually incurred and as awarded by the court, audit costs,~~ fines, and other fees imposed by regulatory agencies ~~or contracting partners~~ as a result of the Security Breach ~~to the extent attributable to Selected Firm/Vendor~~.

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 ~~summary~~ 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 ~~summary~~ results of which will be provided promptly to the University.

c. AICPA SOC Report (Type II)/per SSAE18: 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 ~~University's written request its issuance by the auditor~~.

The SOC report should be directed to the appropriate

representative identified by the University. 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

ATTACHMENT A - SMALL BUSINESS SUBCONTRACTING PLAN

TO BE COMPLETED BY OFFEROR

It is the goal of the Commonwealth that over 42% of its purchases be made from small businesses. All potential offerors are required to return this document with their response.

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 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 (Customer Service).

Offeror Name: Huron Consulting Services LLC

Preparer Name: Tony Haber **Date:** April 6, 2020

Instructions

- A. If you are certified by the DSBSD as a micro/small business, complete only Section A of this form.
- B. If you are not a DSBSD-certified small business, complete Section B of this form.

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

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

Micro/Small Business Name & Address DSBSD Certificate #	Status if Micro/Small Business is also: Women (W), Minority (M), or DSBSD Service Disabled Veteran-Owned	Contact Person, Telephone & Email	Type of Goods and/or Services	Planned Involvement During Initial Period of the Contract	Planned Contract Dollars During Initial Period of the Contract (\$ or %)
See Comment, below.					
Totals \$					

Comment: Huron is a large, multidiscipline management consulting company. As such, it does not leverage third parties in the delivery of its projects. There is no opportunity for Huron to utilize DSBSD businesses in the completion of this proposal.

Appendix A – VPAT

Huron Consulting Group Inc.

Accessibility Conformance Report

WCAG Edition

VPAT® Version 2.3 – December 2018

Name of Product/Version: Huron Portal 8.1.0

Product Description: Huron Portal is the software platform on which the Huron Research Suite of software solutions runs. It is a multipurpose, multiuser, scalable, web application platform providing rich workflow capabilities that enable our customers to run their research business using our solution suite.

Date: January 2019

Contact information: DJ Breslin, dj@huronconsultinggroup.com

Notes: This is the first VPAT for Huron Portal. Prior accessibility reviews were recorded in a custom format. Please also refer to “Huron Portal and Accessibility.docx”, found in the Knowledge Network. Note that this analysis does not cover the Solutions built on top of Portal.

Evaluation Methods Used: Human review combined with general product knowledge, tools such as aXe and color contrast analyzers, and assistive technologies such as NVDA.

Applicable Standards/Guidelines

This report covers the degree of conformance for the following accessibility standard/guidelines:

Standard/Guideline	Included In Report
Web Content Accessibility Guidelines 2.1 at https://www.w3.org/TR/WCAG21/	Level A Level AA

Terms

The terms used in the Conformance Level information are defined as follows:

- **Supports:** The functionality of the product has at least one method that meets the criterion without known defects or meets with equivalent facilitation.
- **Partially Supports:** Some functionality of the product does not meet the criterion.
- **Does Not Support:** The majority of product functionality does not meet the criterion.
- **Not Applicable:** The criterion is not relevant to the product.
- **Not Evaluated:** The product has not been evaluated against the criterion. This can be used only in WCAG 2.0 Level AAA.

WCAG 2.x Report

Note: When reporting on conformance with the WCAG 2.x Success Criteria, they are scoped for full pages, complete processes, and accessibility-supported ways of using technology as documented in the [WCAG 2.0 Conformance Requirements](#).


Table 1: Success Criteria, Level A & AA

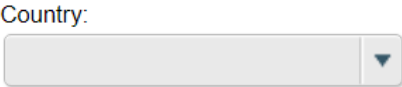
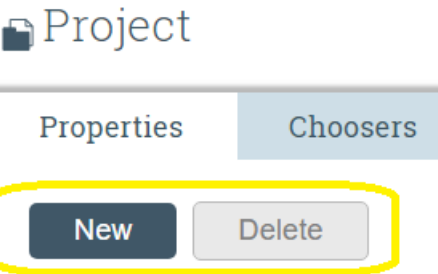
Notes:

Criteria	Conformance Level	Remarks and Explanations
Principle 1 Perceivable Information and user interface components must be presentable to users in ways they can perceive.		
1.1 Text Alternatives Provide text alternatives for any non-text content so that it can be changed into other forms people need, such as large print, braille, speech, symbols or simpler language.		
1.1.1 Non-text Content (Level A) All non-text content that is presented to the user has a text alternative that serves the equivalent purpose, with some exceptions.	Partially Supports	Most images have alt text specified which meets the H37 sufficient technique. There are some images that do not have alt text specified, for example the paging arrows in a result set scroller, the drop down arrow to configure a component, and the plus sign to add content to a component (all examples of failure "F3"). There are also cases of text content that does not present itself well to Assistive Technology, specifically the ellipses in the top navigator and tabs. This will need to be looked at, despite the fact they are not images. We do have non-text content as pure decoration (i.e., cosmetic images) and the vast majority of those have empty string alt tags and so would be correctly ignored by Assistive Technology (AT); however, there might be a small number of exceptions to this as well.
1.2 Time-based Media Provide alternatives for time-based media.		
1.2.1 Audio-only and Video-only (Prerecorded) (Level A) For prerecorded audio-only and prerecorded video-only media, the following are true, except when the audio or video is a media alternative for text and is clearly labeled as such: Prerecorded Audio-only: An alternative for time-based media is provided that presents equivalent information for prerecorded audio-only content. Prerecorded Video-only: Either an alternative for time-based media or an audio track is provided that presents equivalent information for prerecorded video-only content.	Supports	There is no audio or video carried in Portal.

Criteria	Conformance Level	Remarks and Explanations
<u>1.2.2 Captions (Prerecorded)</u> (Level A) Captions are provided for all prerecorded audio content in synchronized media, except when the media is a media alternative for text and is clearly labeled as such.	Supports	There is no audio or video carried in Portal.
<u>1.2.3 Audio Description or Media Alternative (Prerecorded)</u> (Level A) An alternative for time-based media or audio description of the prerecorded video content is provided for synchronized media, except when the media is a media alternative for text and is clearly labeled as such.	Supports	There is no audio or video carried in Portal.
<u>1.2.4 Captions (Live)</u> (Level AA) Captions are provided for all live audio content in synchronized media.	Supports	There is no live audio or video capability provided by Portal.
<u>1.2.5 Audio Description (Prerecorded)</u> (Level AA) Audio description is provided for all prerecorded video content in synchronized media.	Supports	There is no audio or video carried in Portal.
1.3 Adaptable Create content that can be presented in different ways (for example simpler layout) without losing information or structure.		
<u>1.3.1 Info and Relationships</u> (Level A) Information, structure, and relationships conveyed through presentation can be programmatically determined or are available in text.	Partially Supports	While there are many examples of Portal meeting the criteria for conformance, there are a significant number of examples of not meeting the criteria. For example, our required field marker is not explained on every single page. Also, most of our form fields do not use labels (sufficient technique H44).
<u>1.3.2 Meaningful Sequence</u> (Level A) When the sequence in which content is presented affects its meaning, a correct reading sequence can be programmatically determined.	Partially Supports	A couple areas that are administrative in nature have user interfaces that rely on positioning to indicate meaning (SmartForm Branching Criteria, Page Navigator ordering), but most of these administrative interfaces expose a "display order" number that removes ambiguity.
<u>1.3.3 Sensory Characteristics</u> (Level A) Instructions provided for understanding and operating content do not rely solely on sensory characteristics of components such as shape, size, visual location, orientation, or sound.	Supports	Portal does not have instructions that rely on or convey information by shape or color. In locations that do use graphical icons or images to convey information, they will have alt tags which is the H37 sufficient technique.
<u>1.3.4 Orientation</u> (Level AA 2.1 only) Content does not restrict its view and operation to a single display orientation, such as portrait or landscape, unless a specific display	Supports	Portal does not lock the orientation of browsers or devices.

Criteria	Conformance Level	Remarks and Explanations
orientation is essential.		
<p>1.3.5 Identify Input Purpose (Level AA 2.1 only)</p> <p>The purpose of each input field collecting information about the user can be programmatically determined when:</p> <p>The input field serves a purpose identified in the Input Purposes for User Interface Components section; and</p> <p>The content is implemented using technologies with support for identifying the expected meaning for form input data.</p>	Does Not Support	It's important to note that this criteria applies only to input fields that collect data about the user; for example, their My Profile page. However, we do not use HTML 5.2 autocomplete attributes, nor markup that identifies the data type, nor icons that describe intent to help with cognitive issues (e.g., a birthday cake for a date that is the user's birthday).
<p>1.4 Distinguishable</p> <p>Make it easier for users to see and hear content including separating foreground from background.</p>		
<p>1.4.1 Use of Color (Level A)</p> <p>Color is not used as the only visual means of conveying information, indicating an action, prompting a response, or distinguishing a visual element.</p>	Supports	There are no examples of using color or font styling as the exclusive means of conveying information.
<p>1.4.2 Audio Control (Level A)</p> <p>If any audio on a Web page plays automatically for more than 3 seconds, either a mechanism is available to pause or stop the audio, or a mechanism is available to control audio volume independently from the overall system volume level.</p>	Supports	No audio is used.
<p>1.4.3 Contrast (Minimum) (Level AA)</p> <p>The visual presentation of text and images of text has a contrast ratio of at least 4.5:1, except for the following:</p> <p>Large Text: Large-scale text and images of large-scale text have a contrast ratio of at least 3:1;</p> <p>Incidental: Text or images of text that are part of an inactive user interface component, that are pure decoration, that are not visible to anyone, or that are part of a picture that contains significant other visual content, have no contrast requirement.</p> <p>Logotypes: Text that is part of a logo or brand name has no contrast requirement.</p>	Partially Supports	We technically fail this due to failure F24 - specifying foreground colors without specifying background colors or vice versa. Our fonts have colors set in CSS, but we do not have a background color set. However, it would be a trivial matter for the customer to add a background color of white in their custom.css and get past the automatic failure. After that, then it's a matter of evaluating all the contrasts in our product. An evaluation of Portal 8 shows that we pass the contrast requirements almost all the time. The customer could further adjust various colors to increase contrast using their custom.css. One example of failure in Portal 8 is on administrative pages that use the old style breadcrumb, the link text in the breadcrumb fails the AA standard for regular sized text, reaching only a 4.45:1 contrast ratio where 4.5:1 is required (missing the mark by only 0.05).

Criteria	Conformance Level	Remarks and Explanations
		<p>However, an exempted example is the text on unavailable buttons (not a failure). Both shown below.</p> 
<p>1.4.4 Resize text (Level AA) Except for captions and images of text, text can be resized without assistive technology up to 200 percent without loss of content or functionality.</p>	Supports	<p>We pass this based on the G142 Sufficient Technique. All the user agents that people might use to view content using Portal support uniformly scaling zooming technology (IE, Firefox, Chrome, Safari).</p>
<p>1.4.5 Images of Text (Level AA) If the technologies being used can achieve the visual presentation, text is used to convey information rather than images of text except for the following: Customizable: The image of text can be visually customized to the user's requirements; Essential: A particular presentation of text is essential to the information being conveyed.</p>	Supports	<p>In Portal 8, almost every button with an image of text has been eliminated. Only deprecated components continue to use the old style button images.</p>
<p>1.4.10 Reflow (Level AA 2.1 only) Content can be presented without loss of information or functionality, and without requiring scrolling in two dimensions for: Vertical scrolling content at a width equivalent to 320 CSS pixels; Horizontal scrolling content at a height equivalent to 256 CSS pixels. Except for parts of the content which require two-dimensional layout for usage or meaning.</p>	Does Not Support	<p>Portal 8.1 does not yet have a fully responsive design that allows for all content to be displayed when the browser is at 400% zoom without both horizontal and vertical scrolling. For example, the top bar navigation does not responsively compress down into a single nav dropdown and then further to a hamburger stack as you zoom in.</p>
<p>1.4.11 Non-text Contrast (Level AA 2.1 only) The visual presentation of the following have a contrast ratio of at least 3:1 against adjacent color(s): User Interface Components: Visual information required to identify user</p>	Partially Supports	<p>Some of our user interface components have a contrast ratio of 3:1 or higher, but some do not. The ones that don't could be fixed with some custom CSS work by the customer or Huron Services. We will work to improve</p>

Criteria	Conformance Level	Remarks and Explanations
<p>interface components and states, except for inactive components or where the appearance of the component is determined by the user agent and not modified by the author;</p> <p>Graphical Objects: Parts of graphics required to understand the content, except when a particular presentation of graphics is essential to the information being conveyed.</p>		<p>this in future versions of Portal by default.</p> <p>Failure example:</p>  <p>Success example (the delete because it's disabled and exempt):</p> <p>Project Type:</p> 
<p>1.4.12 Text Spacing (Level AA 2.1 only)</p> <p>In content implemented using markup languages that support the following text style properties, no loss of content or functionality occurs by setting all of the following and by changing no other style property:</p> <p>Line height (line spacing) to at least 1.5 times the font size;</p> <p>Spacing following paragraphs to at least 2 times the font size;</p> <p>Letter spacing (tracking) to at least 0.12 times the font size;</p> <p>Word spacing to at least 0.16 times the font size.</p> <p>Exception: Human languages and scripts that do not make use of one or more of these text style properties in written text can conform using only the properties that exist for that combination of language and script.</p>	Supports	<p>We have not been able to find a part of Portal's user interface that is adversely affected by adjusting line-height, letter-spacing, or word-spacing.</p>
<p>1.4.13 Content on Hover or Focus (Level AA 2.1 only)</p> <p>Where receiving and then removing pointer hover or keyboard focus triggers additional content to become visible and then hidden, the following are true:</p> <p>Dismissable: A mechanism is available to dismiss the additional content without moving pointer hover or keyboard focus, unless the additional</p>	Supports	<p>Portal does not have any circumstance where additional content becomes visible on hover that is not controlled by the user agent. All custom tooltips and sub-menus require a click or <enter> keypress to activate. The only content that appears on hover are tooltips that are controlled by the user agent (browser) and therefore</p>

Criteria	Conformance Level	Remarks and Explanations
<p>content communicates an input error or does not obscure or replace other content;</p> <p>Hoverable: If pointer hover can trigger the additional content, then the pointer can be moved over the additional content without the additional content disappearing;</p> <p>Persistent: The additional content remains visible until the hover or focus trigger is removed, the user dismisses it, or its information is no longer valid.</p> <p>Exception: The visual presentation of the additional content is controlled by the user agent and is not modified by the author.</p>		exempt from this guideline.
Principle 2 Operable User interface components and navigation must be operable.		
2.1 Keyboard Accessible Make all functionality available from a keyboard.		
2.1.1 Keyboard (Level A) All functionality of the content is operable through a keyboard interface without requiring specific timings for individual keystrokes, except where the underlying function requires input that depends on the path of the user's movement and not just the endpoints.	Partially Supports	Cannot access the Page breadcrumb via keyboard (under the >> caret in the top nav). Cannot access the overflow Pages in the top nav under the [...] clickable area. Cannot access the lower Back, Save, Exit, Hide/Show Errors, Print, and Jump To buttons in the SmartForm. Cannot access the DRSV filter by help question mark UI element. View Differences UI has small quirks.
2.1.2 No Keyboard Trap (Level A) If keyboard focus can be moved to a component of the page using a keyboard interface, then focus can be moved away from that component using only a keyboard interface, and, if it requires more than unmodified arrow or tab keys or other standard exit methods, the user is advised of the method for moving focus away.	Supports	No keyboard traps exist in Portal.
2.1.4 Character Key Shortcuts (Level A 2.1 only) If a keyboard shortcut is implemented in content using only letter (including upper- and lower-case letters), punctuation, number, or symbol characters, then at least one of the following is true: Turn off: A mechanism is available to turn the shortcut off; Remap: A mechanism is available to remap the shortcut to use one or more non-printable keyboard characters (e.g. Ctrl, Alt, etc);	Supports	Portal 8.1 does not implement any keyboard shortcuts that fit this criteria.

Criteria	Conformance Level	Remarks and Explanations
Active only on focus: The keyboard shortcut for a user interface component is only active when that component has focus.		
2.2 Enough Time Provide users enough time to read and use content.		
2.2.1 Timing Adjustable (Level A) For each time limit that is set by the content, at least one of the following is true: Turn off: The user is allowed to turn off the time limit before encountering it; or Adjust: The user is allowed to adjust the time limit before encountering it over a wide range that is at least ten times the length of the default setting; or Extend: The user is warned before time expires and given at least 20 seconds to extend the time limit with a simple action (for example, "press the space bar"), and the user is allowed to extend the time limit at least ten times; or Real-time Exception: The time limit is a required part of a real-time event (for example, an auction), and no alternative to the time limit is possible; or Essential Exception: The time limit is essential and extending it would invalidate the activity; or 20 Hour Exception: The time limit is longer than 20 hours.	Supports	The only timed functionality in Portal is our session timeout which defaults to 60 minutes and does provide a warning with a 5 minute window of time to respond and continue the session. No content on the page is changed and no redirection occurs in any case (whether or not you choose to continue your session).
2.2.2 Pause, Stop, Hide (Level A) For moving, blinking, scrolling, or auto-updating information, all of the following are true: Moving, blinking, scrolling: For any moving, blinking or scrolling information that (1) starts automatically, (2) lasts more than five seconds, and (3) is presented in parallel with other content, there is a mechanism for the user to pause, stop, or hide it unless the movement, blinking, or scrolling is part of an activity where it is essential; and Auto-updating: For any auto-updating information that (1) starts automatically and (2) is presented in parallel with other content, there is a mechanism for the user to pause, stop, or hide it or to control the frequency of the update unless the auto-updating is part of an activity where it is essential.	Supports	The vast majority of user interfaces do not have any moving, blinking, or scrolling behaviors. There are a few user interfaces with auto-updating behavior, but most of those can be stopped/paused or the auto-update behavior is essential to the user interface (Custom Search Export, Bulk Import). There are an extremely small number of administrative areas that do have auto-updating behaviors that cannot be stopped (Notification Job Center, Background Task Monitor, Scheduled Background Operations).

Criteria	Conformance Level	Remarks and Explanations
2.3 Seizures		
Do not design content in a way that is known to cause seizures.		
2.3.1 Three Flashes or Below Threshold (Level A) Web pages do not contain anything that flashes more than three times in any one second period, or the flash is below the general flash and red flash thresholds.	Supports	No flashes.
2.4 Navigable		
Provide ways to help users navigate, find content, and determine where they are.		
2.4.1 Bypass Blocks (Level A) A mechanism is available to bypass blocks of content that are repeated on multiple Web pages.	Does Not Support	We do not have markup around repeated blocks of content to help accelerate keyboard navigation beyond those repeated blocks (e.g., Top Bar Navigation and Top Bar Links).
2.4.2 Page Titled (Level A) Web pages have titles that describe topic or purpose.	Supports	All Portal pages have titles that are descriptive.
2.4.3 Focus Order (Level A) If a Web page can be navigated sequentially and the navigation sequences affect meaning or operation, focusable components receive focus in an order that preserves meaning and operability.	Supports	Components receive focus in a reasonable way throughout Portal. There is one tiny exception that violates F44: the Page properties pop-up dialog.
2.4.4 Link Purpose (In Context) (Level A) The purpose of each link can be determined from the link text alone or from the link text together with its programmatically determined link context, except where the purpose of the link would be ambiguous to users in general.	Partially Supports	There are a few links in administrative areas that might not be conformant (hard to say). In standard user interface, the only place that came to mind was the "read more" link in a Project Log component on a Workspace. However, this link shows up only if the text is too long and the length that is considered "too long" can be adjusted through configuration, thereby eliminating these non-conformant "read more" links. In Portal 8, we've added some links that are not conformant and they are mentioned as well in guideline 1.1.1 (the down arrow and plus sign on components).
2.4.5 Multiple Ways (Level AA) More than one way is available to locate a Web page within a set of Web pages except where the Web Page is the result of, or a step in, a process.	Supports	Portal itself largely does not dictate content nor site and link structure. Furthermore, Portal provides many configuration choices that allow display of multiple ways of locating web pages. For example, we have top bar navigation, a page navigator component, a web page links component, a search component, and open ended

Criteria	Conformance Level	Remarks and Explanations
		text box and wrapper components that allow for many configurations. In fact, many deployed sites create multiple paths to pages as a common configuration choice. Areas such as the SmartForm or Activity forms often also have multiple ways to launch or navigate or could be considered exempt due to being part of a process.
2.4.6 Headings and Labels (Level AA) Headings and labels describe topic or purpose.	Partially Supports	Portal doesn't dictate content and provides many opportunities to configure heads and labels, so some portion of this is left to each individual site to implement in a conformant way. Where Portal does have its own headings and labels, we feel they are appropriately descriptive, for example in various built-in forms and in the button bars of the SmartForm.
2.4.7 Focus Visible (Level AA) Any keyboard operable user interface has a mode of operation where the keyboard focus indicator is visible.	Partially Supports	We can find no interface where, if it has keyboard focus, that focus is not somehow visible either with a cursor, caret, highlighting, or some kind of line around the interface element. However, in Portal 8 some of the button highlighting in the SmartForm does not stand out as much as we'd like.
2.5 Input Modalities Make it easier for users to operate functionality through various inputs beyond keyboard.		
2.5.1 Pointer Gestures (Level A 2.1 only) All functionality that uses multipoint or path-based gestures for operation can be operated with a single pointer without a path-based gesture, unless a multipoint or path-based gesture is essential.	Supports	Portal does not introduce any multipoint or path-based gestures.
2.5.2 Pointer Cancellation (Level A 2.1 only) For functionality that can be operated using a single pointer, at least one of the following is true: No Down-Event: The down-event of the pointer is not used to execute any part of the function; Abort or Undo: Completion of the function is on the up-event, and a mechanism is available to abort the function before completion or to undo the function after completion; Up Reversal: The up-event reverses any outcome of the preceding down-	Supports	Portal does not subvert standard click behavior. This means it falls into the "Abort or Undo" allowance where the user can move the pointer away from the functionality before the up event is triggered.

Criteria	Conformance Level	Remarks and Explanations
event; Essential: Completing the function on the down-event is essential.		
2.5.3 Label in Name (Level A 2.1 only) For user interface components with labels that include text or images of text, the name contains the text that is presented visually.	Partially Supports	Portal often ensures the Accessible Name of an interface component matches the visible label, but there are a few exceptions.
2.5.4 Motion Actuation (Level A 2.1 only) Functionality that can be operated by device motion or user motion can also be operated by user interface components and responding to the motion can be disabled to prevent accidental actuation, except when: Supported Interface: The motion is used to operate functionality through an accessibility supported interface; Essential: The motion is essential for the function and doing so would invalidate the activity.	Supports	Portal does not make use of motion actuation.
Principle 3 Understandable Information and the operation of user interface must be understandable.		
3.1 Readable Make text content readable and understandable.		
3.1.1 Language of Page (Level A) The default human language of each Web page can be programmatically determined.	Supports	All Portal pages have the HTML lang attribute set, meeting sufficient technique H57.
3.1.2 Language of Parts (Level AA) The human language of each passage or phrase in the content can be programmatically determined except for proper names, technical terms, words of indeterminate language, and words or phrases that have become part of the vernacular of the immediately surrounding text.	Supports	We do not have any language changes mid-page in Portal.
3.2 Predictable Make Web pages appear and operate in predictable ways.		
3.2.1 On Focus (Level A) When any user interface component receives focus, it does not initiate a change of context.	Supports	Portal does not mess with people's focus.
3.2.2 On Input (Level A) Changing the setting of any user interface component does not automatically cause a change of context unless the user has been advised of the behavior before using the component.	Supports	Portal does not cause changes of context on input. There are places that have a change of content (e.g., a checkbox brings up a few new UI elements), but this is deemed acceptable by this guideline.

Criteria	Conformance Level	Remarks and Explanations
3.2.3 Consistent Navigation (Level AA) Navigational mechanisms that are repeated on multiple Web pages within a set of Web pages occur in the same relative order each time they are repeated, unless a change is initiated by the user.	Supports	Navigation mechanisms in Portal are either hard coded in a specific order or use an ordering mechanism that does not change randomly (such as alphabetical or based on numeric ordering values). Placement of navigational controls is a configurable option that Portal does not dictate.
3.2.4 Consistent Identification (Level AA) Components that have the same functionality within a set of Web pages are identified consistently.	Supports	For the most part Portal's user interface paradigms and terminology are consistent across the product. However, given the age of the product and the changing UI over time, there are undoubtedly some legacy areas that use different metaphors and therefore introduce inconsistency. No examples immediately come to mind, but we would not be surprised.
3.3 Input Assistance Help users avoid and correct mistakes.		
3.3.1 Error Identification (Level A) If an input error is automatically detected, the item that is in error is identified and the error is described to the user in text.	Supports	Portal has various means of alerting the user to errors. Importantly, the text describing that an error occurred is typically displayed at the top of the page so the user is informed as immediately as possible.
3.3.2 Labels or Instructions (Level A) Labels or instructions are provided when content requires user input.	Supports	We do have explanatory labels near all our form fields. We frequently have example text on formats we're looking for (e.g., dates), but this is not ubiquitous. Lastly, we almost always have field labels explicitly associated to form fields using the H44 Sufficient Technique.
3.3.3 Error Suggestion (Level AA) If an input error is automatically detected and suggestions for correction are known, then the suggestions are provided to the user, unless it would jeopardize the security or purpose of the content.	Partially Supports	Portal provides a lot of native feedback when required values are missing or invalid values are provided. Furthermore, our SmartForm technology explicitly informs users of the field that has an issue, what the issue is, and a link will take them to the page with the issue. Some of our error messages can be cryptic and do not often provide examples of valid values.
3.3.4 Error Prevention (Legal, Financial, Data) (Level AA) For Web pages that cause legal commitments or financial transactions for the user to occur, that modify or delete user-controllable data in data	Supports	Portal transactions rarely, if ever, rise to the level of criticality described by this guideline. Furthermore, the guideline specifically states it is not the intent to protect

Criteria	Conformance Level	Remarks and Explanations
<p>storage systems, or that submit user test responses, at least one of the following is true:</p> <p>Reversible: Submissions are reversible.</p> <p>Checked: Data entered by the user is checked for input errors and the user is provided an opportunity to correct them.</p> <p>Confirmed: A mechanism is available for reviewing, confirming, and correcting information before finalizing the submission.</p>		<p>small data fields, but rather prevent deletion of mass amounts of data. That said, Portal provides several prompts prior to deletion of important data and large amounts of data. Furthermore, Portal provides the ability to configure "are you sure?" prompts in several key areas that have weight to the action being performed (example: Submission of a Study as configured through Activity Type options).</p>
Principle 4 Robust Content must be robust enough that it can be interpreted reliably by a wide variety of user agents, including assistive technologies.		
4.1 Compatible Maximize compatibility with current and future user agents, including assistive technologies.		
4.1.1 Parsing (Level A) In content implemented using markup languages, elements have complete start and end tags, elements are nested according to their specifications, elements do not contain duplicate attributes, and any IDs are unique, except where the specifications allow these features.	Does Not Support	<p>We do have complete start and end tags and we don't have duplicate attributes on elements. However, not everything is nested properly (e.g., SPANs enclose things that they shouldn't) and we have occasional duplicate IDs. HTML compliance is improved in Portal 8; however, HTML validators will still find hundreds of non-impactful violations.</p> <p>As evidence of progress, here are the HTML validation results of our Admin page over time: Portal 6.2: 1000+ errors Portal 8.0: 637 errors Portal 8.1: 584 errors</p>
4.1.2 Name, Role, Value (Level A) For all user interface components (including but not limited to: form elements, links and components generated by scripts), the name and role can be programmatically determined; states, properties, and values that can be set by the user can be programmatically set; and notification of changes to these items is available to user agents, including assistive technologies.	Supports	<p>We don't craft our own custom HTML controls, which is the focus of this guideline.</p>
4.1.3 Status Messages (Level AA 2.1 only) In content implemented using markup languages, status messages can be programmatically determined through role or properties such that they	Does Not Support	<p>Portal has a few behaviors that qualify as "status messages" for this guideline. We do not use the ARIA role=alert for any of them yet.</p>

Criteria	Conformance Level	Remarks and Explanations
can be presented to the user by assistive technologies without receiving focus.		

Appendix B – Addenda



Purchasing Department
Mailing Address: 4400 University Drive, Mailstop 3C5
Street Address: 4441 George Mason Boulevard, 4th Floor, Suite 4200
Fairfax, Va. 22030
Voice: 703.993.2580 | Fax: 703.993.2589

March 12, 2020

RFP ADDENDUM #1

Reference – Request for Proposal:
Title:

GMU-1646-20
Research Administration Software
System
March 04, 2020
George Mason University

Dated:
For Delivery To:

The following changes are hereby incorporated into the aforementioned RFP:

Please make sure to sign and include this addendum and all other addendums issued under this RFP with your offer/proposal.

- **Answers to Questions submitted by the Question Submission Deadline on March 10, 2020:**

Answers to these questions shall be considered part of the RFP requirements and the offeror should include any changes that result from this addendum into their offer. Failure to consider the information provided below may result in your offer being scored lower:

1. **Question:** Do you anticipate extending the bid due date?
Answer: No, there will be no extensions. Proposals are due on March 23, 2020 at 2:00PM. No late proposals will be accepted.
2. **Question:** What additional details are you willing to provide, if any, beyond what is stated in bid documents concerning how you will identify the winning bid
Answer: All requirements and related documents and information are available in the RFP document, GMU-1646-20, including how GMU will conduct evaluations and scoring of offers. Please refer to the RFP document, GMU-1646-20 for all available information. Please note that this is a Request for Proposal (RFP) and not an Invitation for Bid (IFB).
3. **Question:** Was this bid posted to the nationwide free bid notification website at www.mygovwatch.com
Answer: All GMU's formal solicitations are posted and available on the Commonwealth of Virginia's e-Procurement site, eVA, and on our fiscal website.
4. **Question:** Other than your own website, where was this bid posted?
Answer: Please see answer above and links to those sites below:
eVA: <https://eva.virginia.gov/>
GMU Fiscal website: <http://fiscal.gmu.edu/purchasing/do-business-with-mason/view-current-solicitation-opportunities/>

5. **Question:** What is your annual funding from awarded Grants and Contracts?
Answer: <https://osp.gmu.edu/annual-reports/>
6. **Question:** How many active IRB protocols do you have?
Answer: Based on current projections, we expect to have approximately 1900 new submissions this year. Please note that projects can have more than one "submission" associated with them, so this does not mean 1900 projects.
7. **Question:** How many active IACUC protocols do you have?
Answer: We have approximately 75 active IACUC protocols. Some may be approved, but the research hasn't started yet, or the term of the approval is still unexpired, but the work has been completed.
8. **Question:** How many people each year certify their COI/COC disclosures, whether or not they have anything to disclose?
Answer: Approximately 4500 individuals (4429 in 2019; on pace for slight increase in 2020)
9. **Question:** Is there an incumbent contractor currently providing these services? If yes, please provide us with the contract details.
Answer: No, GMU does not currently have an incumbent vendor or software/solution.
10. **Question:** What will be the contract value for this opportunity?
Answer: GMU will not provide a budget or funding estimate. We respectfully ask that interested offerors consider the RFP requirements and provide a solution and pricing inclusive of these requirements. Pricing is only one of several scoring criteria. Please refer to the RFP document for a full list of scoring/evaluation criteria.
11. **Question:** What will be the competition type for this opportunity?
Answer: This RFP is fully open for competition. Please refer to the RFP document for a list of GMU requirements. Offerors proposals will be scored based on the scoring/evaluation criteria listed in the RFP. The resulting contract will likely be firm fixed price.
12. **Question:** Will this be awarded to multiple contractors?
Answer: It is GMU's intent to award to only one contractor but we reserve the right to award to multiple contractors if we determine it is in the best interest of the University.
13. **Question:** Will any of them lead the effort for software architecture and other needs?
Answer: This RFP is for a Research Administration Software System. Please review the RFP document for a full list of requirements. The contractor that GMU makes award to will be responsible for all implementation, training, etc. related to their offered solution.
14. **Question:** Can the contractor deploy this application to a cloud, such as AWS or Azure?
Answer: Yes, this can be a cloud hosted solution. The vendor must meet security standards defined in the RFP and provide annual SOC2 and SOC2 type 2 reports.
15. **Question:** Will this application be desired for on-prem hosting with GMU infrastructure?
Answer: On premise hosting is not preferred but will be considered provided it meets the requirements identified in the RFP.
16. **Question:** Where will the job be performed?
Answer: GMU's Main Campus and the Department/End Users for this RFP are located

at 4400 University Dr. Fairfax, VA 22030. It is likely that any in-person meetings, trainings, etc. if necessary, will take place at the Main Campus but the Contractor may also be required to come on-site (unless work/services can be provided remotely) at any of our campuses. A link to all Mason locations, including maps and directions is available here: https://info.gmu.edu/campus-maps-and-directions/?_ga=1.231248668.2057225938.1464978837

If the Contractor/Offeror plans to provide services on-site or remotely, please outline that in detail in your proposal.

17. **Question:** What is the estimated start of performance?

Answer: Please refer to Section XVIII. RFP Schedule for a tentative outline of dates. Mason anticipates award the first week of June 2020 and work start will likely be coordinated shortly after award is finalized. Please note that these dates are tentative and subject to change.

18. **Question:** Is this a fixed price bid?

Answer: Yes, Mason anticipates that offers should be firm fixed in price for the software/solution, implementation, training, etc. If the Contractor/Offeror foresees any non-fixed pricing (such as Time and Material for things like Travel and Expenses (T&E)) they must clearly outline that pricing information in their proposal and provide labor rates or any relevant information necessary for Mason to understand their pricing and score accordingly. Please refer to Section XII. Pricing/Costs of Services for our requested pricing requirements as pricing must be inclusive of all associated costs for your offered system/solution/services.

19. **Question:** Will this be a new customer software being developed for GMU?

Answer: GMU does not currently have a software solution that meets our requirements. We are asking offerors to propose a solution that meets the requirements listed in the RFP. Mason would prefer a commercial-off-the-shelf (COTS) solution.

20. **Question:** Are you looking for any off the shelf software?

Answer: Mason preference is that the contractor/offeror provide a commercial-off-shelf (COTS) solution. However, if an offeror thinks they can provide a competitive customized software that meets GMU's listed requirements you may submit an offer outlining your customized solution.

21. **Question:** Will there be any in-person meetings allowed?

Answer: There will be no in-person meetings allowed or pre-proposal conferences offered prior to vendor's submission of their proposals. If the offeror is moved to the oral presentation stage they may come in-person if they wish to present. If this question refers to being allowed to come on-site, in-person, if they are awarded the contract then yes, the offeror/contractor may propose in-person meetings in order to offer their solution/system/services they may do so. Mason does not object (or have a preference) in regards to in-person versus remote meetings.

22. **Question:** Whether companies from Outside USA can apply for this? (like, from India or Canada)?

Answer: GMU is located in the State of Virginia in the United States of America (USA). Companies from outside of the USA may submit an offer but will need to address how they will meet the requirements of the RFP while operating outside of the USA. Your offer should take into consideration things such as time differences, language barriers, security concerns, coordinating meetings, etc. when developing your response to this RFP.

23. **Question:** Whether we need to come over there for meetings?

Answer: Mason does not have a preference for remote or in-person meetings but the contractor/offeror needs to clearly outline in their response/proposal how they will provide the solutions/services that meets the requirements outlined in the RFP as a company/firm located outside of the USA.

24. **Question:** Can we perform the tasks (related to RFP) outside USA? (like, from India or Canada)?

Answer: This RFP is not restricted to companies/organizations inside the USA. Companies from outside the USA may submit offers. Please make sure to clearly address in your response how you will provide the services and meets the requirements outlined in the RFP as a company located outside of the USA.

25. **Question:** May we submit proposals via email?

Answer: No, you may not submit proposals via email. Please follow the proposal submission guidelines contained in the RFP document.

26. **Question:** Is there a preferred format for addressing the functional and business requirements listed in Appendix A and Appendix C? Would GMU prefer a vendor narrative that simply incorporates the requirements, or for clarity sake do you prefer the bullets are specifically addressed point by point?

Answer: Either would be ok. Please use whichever format is best to convey the capabilities of the solution.

27. **Question:** Approximately, how many COI disclosures are made/managed annually by the University?

Answer: Answer: ~300 SFIs and ~350 project disclosures (and 329, respectively, in 2019; on pace for slight increase in 2020)

28. **Question:** How many active/approved IRB protocols are currently being managed?

Answer: See Answer to Question 6 above.

29. **Question:** How many active/approved IACUC protocols are currently being managed?

Answer: See Answer to Question 7 above.

30. **Question:** Is all legacy proposal and award data to be converted into the new system in PODS and PADS? Or are there any other shadow systems, or archived records in the old COEUS system?

Answer: PODS holds all proposal records FY16 to present. Coeus holds all proposal records FY15 and earlier. PATS holds award records from when we started using this system (2014). We anticipate working with the selected vendor to develop a migration strategy for the project.

31. **Question:** Within the 20 page response, section 3 (Proposal – Technical and Functional Elements of Proposed Software Solution (s)), are we to respond separately to each requirement listed in Appendix A and Appendix C (in a question/answer format), or are we to just ensure that our response fully addresses those requirements in a more narrative format?

Answer: Either would be ok. Please use whichever format is best to convey the capabilities of the solution.

32. **Question:** In order to allow sufficient time to prepare our response, would it be possible to grant an extension to the RFP hardcopy submission deadline to April 3rd?

Answer: No, we are not granting any extensions to this RFP. Proposals are due on March 23, 2020 at 2:00PM. No late proposals will be accepted.

33. **Question:** Regarding the "import/conversion of legacy data and documents" general requirement, from a technical perspective, please describe how the proposal and award data to be migrated is stored in the PODS and PATS systems.

Answer: The data is organized in a relational Oracle database and resides on one of the on-prem servers (GMU2). The related files reside on a virtual on-prem Windows server which hosts the PODS and PATS applications. Migration field mapping and ETL would have to be planned and executed according to the new system's architecture.

34. **Question:** Has the COEUS system been completely decommissioned or does it still house historical records that GMU would like migrated to the new system?

Answer: Coeus still houses historical records FY15 and earlier. We anticipate working with the selected vendor to develop a migration strategy for the project.

35. **Question:** For the RFP requirement: "Either be inclusive or integrate seamlessly between systems and exportable. It should also allow users the ability to view, monitor and update compliance data.", which systems are you hoping to integrate with?

Answer: Please see Appendix B of the RFP for a summary of existing systems. We would expect there to be integration with most of those systems unless the system is no longer required with the implementation of a new research administration solution.

Please sign and include this addendum as part of your offer.

In Compliance With this RFP And To All The Conditions Imposed Therein And Hereby Incorporated By Reference, The Undersigned Offers And Agrees To Furnish The Goods/Services required by this RFP at the prices indicated in the pricing schedule, and the undersigned hereby certifies that all information provided below and in any schedule hereto is true, correct, and complete.

Name and Address of Firm:

Huron Consulting Services, LLC

550 W Van Buren Street

Chicago, IL 60607

Fed ID No: 01-0666114

Email: thaber@huronconsultinggroup.com

Date: April 2, 2020

By: Tony Haber

Title: Managing Director

Signature: 

Phone: 503-913-1819

Sincerely,
Katherine Sirotin
Assistant Director, Purchasing (VCO, CUPO)
Purchasing Department
George Mason University



Purchasing Department
Mailing Address: 4400 University Drive, Mailstop 3C5
Street Address: 4441 George Mason Boulevard, 4th Floor, Suite 4200
Fairfax, Va. 22030
Voice: 703.993.2580 | Fax: 703.993.2589

March 17, 2020

RFP ADDENDUM #2

Reference – Request for Proposal:
Title:

GMU-1646-20
Research Administration Software
System
March 04, 2020
George Mason University

Dated:
For Delivery To:

The following changes are hereby incorporated into the aforementioned RFP:

Please make sure to sign and include this addendum and all other addendums issued under this RFP with your offer/proposal.

- 1. George Mason University is extending the Proposal Submission Deadline for RFP GMU-1646-20 out until 2:00PM (EST) on April 06, 2020 (A Two Week Extension).**

All proposals/responses to RFP GMU-1646-20 will now be due on **April 06, 2020 at 2:00PM (EST)**. The RFP schedule has been updated below as follows. Please note that as the situation with the outbreak of the CORONAVIRUS/COVID-19 evolves and changes this schedule may be subject to change.

2. Please note that, due to the evolving situation with the CORONAVIRUS/COVID-19, GMU is considering accepting electronic submission of proposals and will have a Third (3rd) Addendum issued and posted no later than 5:00PM on Thursday, March 19th, 2020 outlining instructions and guidelines on how offerors can submit their proposals electronically.

I. RFP SCHEDULE (Subject to Change):

- Issue in eVA: 03/04/2020
- Advertise in Washington Post: 03/05/2020
- Vendors submit questions by: 03/10/2020 by 4:00 PM EST
- Post Question Responses: 03/12/2020 by 5:00 PM EST
- Proposals Due: 04/06/2020 @ 2:00 PM EST
- Proposals to Committee: 04/07/2020
- Review and Score Proposals: 04/07/2020 – 04/21/2020
- Scores to Purchasing: 04/21/2020
- Oral presentations (if necessary): To Be Determined (TBD)
- Negotiations/BAFO: To Be Determined (TBD)
- ASRB Review: 4-6 Weeks
- Award: Week of 06/01/2020 (TENTATIVE)
- Contract Start Date: TBD

Please sign and include this addendum as part of your offer.

In Compliance With this RFP And To All The Conditions Imposed Therein And Hereby Incorporated By Reference, The Undersigned Offers And Agrees To Furnish The Goods/Services required by this RFP at the prices indicated in the pricing schedule, and the undersigned hereby certifies that all information provided below and in any schedule hereto is true, correct, and complete.

Name and Address of Firm:

Huron Consulting Services, LLC

550 W Van Buren Street

Chicago, IL 60607

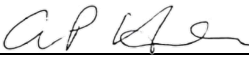
Fed ID No: 01-0666114

Email: thaber@huronconsultinggroup.com

Date: April 2, 2020

By: Tony Haber

Title: Managing Director

Signature: 

Phone: 503-913-1819

Sincerely,
Katherine Sirotin
Assistant Director, Purchasing (VCO, CUPO)
Purchasing Department
George Mason University



Purchasing Department
Mailing Address: 4400 University Drive, Mailstop 3C5
Street Address: 4441 George Mason Boulevard, 4th Floor, Suite 4200
Fairfax, Va. 22030
Voice: 703.993.2580 | Fax: 703.993.2589

March 18, 2020

RFP ADDENDUM #3

Reference – Request for Proposal:
Title:

GMU-1646-20
Research Administration Software
System
March 04, 2020
George Mason University

Dated:
For Delivery To:

The following changes are hereby incorporated into the aforementioned RFP:

Please make sure to sign and include this addendum and all other addendums issued under this RFP with your offer/proposal.

- I. At this time, and until further notice, Mason will be accepting electronic proposal submissions for all current Request For Proposals and Invitation For Bids.**

The following shall apply:

1. You must submit your proposal, and it must be received prior to the submission deadline of 2:00PM (EST) on April 06, 2020 at both the primary and secondary procurement officer's email address as specified in the RFP.

Primary Buyer's Email Address: ksirotin@gmu.edu

Secondary Buyer's Email Address: mroger19@gmu.edu

2. The subject line of your email submission must read, **"RFP GMU-1646-20"**. If you are sending multiple emails, please state so in the subject line with the wording, "This is email# _ of _ total"

3. 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 and that you receive confirmation from the Buyer that your email and proposal was received.

4. If your proposal contains proprietary information you must submit two proposals; one full (un-redacted) proposal and one version with proprietary information redacted.

5. While you may send your proposal in multiple emails, each email itself may only have one PDF attachment containing all supplemental information and attachments.

6. Each email, including attachments, may not be larger than 20MB.

7. All solicitation schedules are subject to change.

Please sign and include this addendum as part of your offer.

In Compliance With this RFP And To All The Conditions Imposed Therein And Hereby Incorporated By Reference, The Undersigned Offers And Agrees To Furnish The Goods/Services required by this RFP at the prices indicated in the pricing schedule, and the undersigned hereby certifies that all information provided below and in any schedule hereto is true, correct, and complete.

Name and Address of Firm:

Huron Consulting Services, LLC

Date: April 2, 2020


550 W Van Buren Street

By: Tony Haber

Chicago, IL 60607

Title: Managing Director

Fed ID No: 01-0666114

Signature: 

Email: thaber@huronconsultinggroup.com

Phone: 503-913-1819

Sincerely,
Katherine Sirotn
Assistant Director, Purchasing (VCO, CUPO)
Purchasing Department
George Mason University

Appendix C – Key Personnel



Joe Taylor

MANAGING DIRECTOR

312-583-8744

jtaylor@huronconsultinggroup.com

Joe has worked in the higher education and healthcare environments for over 21 years. He specializes in assisting universities and research hospitals with operational, process, and strategic issues.

Professional Experience

Joe has worked with more than 70 premier research universities, hospitals and other non-profit organizations, including Children's Hospital Los Angeles, Children's Memorial Hospital, Children's National Medical Center, Columbia University, Cornell University, Duke University, Fred Hutchinson Cancer Research Center, Harvard Medical School, Johns Hopkins University, Mayo Foundation, Northwestern University, Rutgers University, The Ohio State University, University of California Los Angeles, University of California San Francisco, University of Illinois, University of Miami, University of Michigan, University of Minnesota, University of Pennsylvania, University of Utah, University of Washington, and the Weill Medical College of Cornell University.

Signature Engagements

- Conducted more than 30 assessments of the sponsored research administration units at universities and academic health centers. These assessments focused on the following key elements: business processes, people, technology, organization structure, and performance measurement. The goal of these assessments was to provide the client with both short-term redesign opportunities and long-term strategic opportunities.
- Assisted numerous research institutions with the transformation of their research enterprise, which included implementation of revised policies, procedures and processes, implementation of new research administration systems, development and implementation of performance metrics for research administration and implementation of new organizational support models for research.
- Conducted more than 20 assessments of universities' compliance with federal research requirements. The assessments focused on the following topics: direct charging practices, cost accounting standards, effort reporting, cost sharing, recharge centers, financial reporting, cash management, unallowable costs, period of performance, cost transfers, program income, and sub recipient monitoring.
- Worked with several research institutions to assist them in preparing responses to federal audits/investigations regarding compliance with federal research requirements.
- Worked with several research institutions to help them plan and implement shared services model for research administration support.
- Worked with a large public university to assess opportunities for improvement and cost reduction in their main administrative areas including procurement, student services, human resources and information technology.
- Conducted more than five research system selection projects for research universities who were purchasing and implementing new research systems to manage pre-award, post-award, and protocol management functionality.

Education and Certifications

- + Bachelor of Business Administration, University of Notre Dame

Publications/Speaking Engagements

- + Frequent speaker at conferences sponsored by the National Council of University Research Administrators (NCURA)



Matthew Staman

MANAGING DIRECTOR

312-583-8742

mstaman@huronconsultinggroup.com

Matthew has more than 20 years of experience working with academic medical centers, hospital systems, and research universities. Matthew leads Huron's efforts around the implementation of information technology to support the research enterprise. His areas of focus include the use of information technology systems to manage the research enterprise, research administration, research strategy, compliance, and clinical research management.

Signature Engagements

- Assisted institutions with the assessment, selection, and implementation of information systems to support the research enterprise.
- Led a team to implement an ERP solution to manage administrative operations at a major academic medical center.
- Provided interim leadership of research administration operations for large research organizations, serving as director of sponsored programs at a major children's hospital and associate dean for research at a large urban medical school. Provided day-to-day leadership, reorganized internal operations, enhanced business processes, and renewed outreach to the research community.
- Assisted organizations to assess and enhance the infrastructure supporting clinical research. Developed and implemented recommendations to strengthen infrastructure, increase management effectiveness, improve financial outcomes, and reduce compliance risk.
- Performed operational and compliance assessments for research-intensive institutions including pre-award, post-award, costing practices, and clinical research.
- Worked with organizations to develop financial models to support strategic planning for the research enterprise. These models incorporated current and projected research volumes, recruiting, space planning, indirect cost recoveries, and anticipated investments in the research enterprise.
- Assisted research institutions to assess the challenges and opportunities in research administration and to reengineer business process. Recommended and implemented changes related to organizational structure, systems, personnel, performance measures, and processes.
- Assisted institutions with the development and documentation of facilities and administrative cost rate proposals and analyses of costing and compliance issues.
- Developed and delivered training to principal investigators, administrators, research personnel, and leadership on key compliance issues.

Education and Certifications

- + Master of Arts, Public Policy, University of Chicago
- + Bachelor of Arts, Economics, Eckerd College

Professional Associations

- + Member, National Council of University Research Administrators
- + Member, Society of Research Administrators

Publications/Speaking Engagements

- + Matthew is a frequent speaker at research administration conferences

Denise Metke

Director



(312) 804-9342 | dmetke@huronconsultinggroup.com

Denise has more than 20 years of experience working at leading hospitals and universities. She has successfully facilitated business process improvements through the implementation of enterprise software in support of academic research administration. Her area of focus is systems implementation for research administration, system-to-system grants.gov integration, research compliance, clinical trial management, and enterprise reporting.

Professional Experience

Prior to joining Huron Practice, Denise was the Post Award Manager for DePaul University. In this position, Denise worked with a team to be the first University of successfully implement and operate the PeopleSoft 7.5 Grants module. She also managed the re-engineering of the Grants Administration office. Prior to DePaul, Denise was an Accounts Receivable Supervisor at Midwestern University.

Signature Engagements

- Served as Project Manager for several implementations of the Huron's Click Grants module which involved working with a team to develop a project plan, review business processes, gather requirements, draft design specifications, coordinate conversion, testing, training, communication and deployment.
- Managed a team in the development of an interface between Huron's Click Grants module and an ERP system.
- Acted as delivery director and subject matter expert on several Click Grants and other module implementations.
- Served as Project Manager for the implementation of Huron's Click IRB, CTMS and COI modules.
- Led team to review institutions current system technologies and develop an IT Roadmap for research administration technology including short term remediation recommendations.
- Directed the planning phase of a PeopleSoft Post Award implementation. Conducted high-level training with key business owners. Reviewed implementation impact to existing modifications, reports, and use of delivered functionality. Evaluated financials upgrade strategy, resource constraints, and university priorities.
- Served as Functional Team Lead in charge of several PeopleSoft Grants 8.4 Pre-Award implementations. Led fit-gap sessions, performed system configuration, created functional designs, test plans. Designed and tested system modifications, reports and queries. Coordinated with conversion lead to ensure data accuracy and consistency. Redesigned business processes to minimize system modifications where possible.
- Led a transactional clean-up and account closeout project. Assisted in the development of revised procedures for research closeout. Performed an assessment of accounts receivable and billing processes and documented and implemented process improvements.
- Managed the design, development, testing and deployment of a custom internal proposal routing form application.

Education and Certifications

- Bachelor of Science in Business Finance, Bradley University

Professional Associations

- Member, Society of Research Administrators (SRA)
- Member, National Council of University Research Administrators (NCURA)

Speaking Engagements

- Frequent speaker at national conferences on the conversion and daily utilization of Huron Click Software

Stephen Fratararo

Manager, Education and Life Sciences

sfratararo@huronconsultinggroup.com

P 312 880 3727

Steve has spent the majority of his career in a variety of research administration and project implementation roles at several esteemed research institutions.

Professional experience

Representative examples of Steve's engagement experience include:

Managed the implementation of Click CTMS at a major Midwest hospital.

- Conducted design sessions with key stakeholders and system users and documented all requirements.
- Communicated requirements to Huron Developers.
- Acted as liaison between client functional and technical project teams, client project sponsors, and Huron developers.
- Led extensive functional reviews where project team members tested all functionality during the development phase.
- Led user acceptance testing sessions.

Served as the Interim Director of the IACUC office an east coast Ivy League institution.

- Managed the implementation of Click IBC and Click IACUC modules.
- Acted as the project sponsor liaison and conducted sponsor negotiations.
- Provided project oversight and resource management for each phase of both the IBC and IACUC implementations.
- Reconciled development activities to regulatory requirements.
- Oversaw the development of a training program for diverse user groups.
- Conducted extensive user testing.

Served as functional Project Manager for the implementation of InfoEd's Proposal Tracking and Proposal Development modules for two major east coast research institutions.

- Coordinated all testing efforts for the implementation and communicated all relevant issues to InfoEd.
- Managed and executed user design sessions and configured the system accordingly.
- Wrote detailed functional specifications for the system configuration and interfaces with external applications.
- Developed training materials and executed classroom training for end users.
- Provided user support to large, diverse user populations

Represented an east coast Ivy League research institution as an authorized representative.

- Reviewed and submitted grant proposals and progress reports to external sponsors.
- Reviewed, negotiated, and signed contracts from external sponsors and prime awardees.
- Set up grant and contract awards assuring that all regulatory approvals and COI disclosures were in place.
- Acted on behalf of the University for all required correspondence between investigators and sponsors.

Managed the day-to-day operations for a research center in an east coast Ivy League Psychiatry Department.

- Performed all pre award functions including the development and assembly of grant applications, budget development, and resource allocation.
- Oversaw all post award activities including the coordination of internal and external audits, effort reporting, and expense control.

Education and certification

- Bachelor of Science, Accounting, Saint Francis University

