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

**STANDARD CONTRACT
 GMU-1827-23-28**

This Contract entered on this 24th day of March 2023 (Effective Date) by SilTek, Inc. hereinafter called “Contractor” (located at 107 Carpenter Drive, Ste 210, Sterling, VA 20164) and George Mason University hereinafter called “Mason,” or “University”.

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

COST OF SERVICES - BEST AND FINAL OFFER - SILTEK								
Labor Category	Daily Rate	BAFO Daily Rate	Daily Discount \$s	Daily Discount %	Hourly Rate	BAFO Rate	Discount \$s	Discount %
Program Manager					\$175	\$170.00	\$5.00	2.9%
Budget/Financial Analyst I					\$90	\$90.00	\$0.00	0.0%
Budget/Financial Analyst II					\$115	\$115.00	\$0.00	0.0%
Budget/Financial Analyst III					\$145	\$140.00	\$5.00	3.4%
Budget Specialist (SME)					\$200	\$190.00	\$10.00	5.0%
Database Administrator					\$150	\$145.00	\$5.00	3.3%
Network Engineer					\$150	\$145.00	\$5.00	3.3%
Software Engineer I					\$110	\$105.00	\$5.00	4.5%
Software Engineer II					\$170	\$160.00	\$10.00	5.9%
Software Engineer III					\$220	\$210.00	\$10.00	4.5%
Principal	\$4,500	\$4,275	\$225.00	5.00%	\$575	\$546.25	\$28.75	5.0%
Management Consultant I					\$185	\$165.00	\$20.00	10.8%
Management Consultant II					\$315	\$285.00	\$30.00	9.5%
Management Consultant III					\$475	\$425.00	\$50.00	10.5%
Senior Consultant	\$3,700	\$3,515	\$185.00	5.00%	\$475	\$451.25	\$23.75	5.0%
Consultant	\$2,500	\$2,375	\$125.00	5.00%	\$325	\$308.75	\$16.25	5.0%
Executive Coach I (Senior Executive)					\$300	\$285.00	\$15.00	5.0%

Executive Coach II (Manager)					\$200	\$190.00	\$10.00	5.0%
Leadership Coach I					\$185	\$170.00	\$15.00	8.1%
Leadership Coach II					\$250	\$245.00	\$5.00	2.0%
Project/Research Assistant I	\$1,000	\$950	\$50.00	5.00%	\$135	\$125.00	\$10.00	7.4%
Project/Research Assistant II					\$150	\$142.50	\$7.50	5.0%

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

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

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

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

- A. This signed Contract;
- B. Data Security Addendum (attached);
- C. Contractor's Best and Final Offer dated 2/6/23 (attached);
- D. RFP No. GMU-1827-23 (attached);
- E. Contractor's proposal dated 10/26/22 (attached).

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

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

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

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

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

IX. STANDARD TERMS AND CONDITIONS:

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

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

1. During the performance of this Contract, the Contractor agrees as follows:
 - a. The Contractor will not discriminate against any employee or applicant for employment because of race, religion, color, sex, national origin, age, disability, or any other basis prohibited by state law relating to discrimination in employment, except where there is a bona fide occupational qualification reasonably necessary to the normal operation of the Contractor. The Contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices setting forth the provisions of this nondiscrimination clause.
 - b. The Contractor, in all solicitations or advertisements for employees placed by or on behalf of the Contractor, will state that such Contractor is an equal opportunity employer.
 - c. Notices, advertisements and solicitations placed in accordance with federal law, rule or regulation shall be deemed sufficient for the purpose of meeting these requirements.
 2. The Contractor will include the provisions of 1. above in every subcontract or purchase order over \$10,000, so that the provisions will be binding upon each subcontractor or Contractor.
- C. ANTITRUST: By entering into this Contract, the Contractor conveys, sells, assigns, and transfers to the Commonwealth of Virginia all rights, title and interest in and to all causes of action it may now have or hereafter acquire under the antitrust laws of the United States and the Commonwealth of Virginia, relating to the particular goods or services purchased or acquired by the Commonwealth of Virginia under this Contract.
- D. ASSIGNMENT: Neither party will assign or otherwise transfer its rights or obligations under this Contract without both parties' prior written consent. Any attempted assignment, transfer, or delegation without such consent is void.
- E. AUDIT: The Contractor shall retain all books, records, and other documents relative to this Contract for five (5) years after final payment, or until audited by the Commonwealth of Virginia, whichever is sooner. The University, its authorized agents, and/or state auditors shall have full access to and the right to examine any of said materials during said period.
- F. AVAILABILITY OF FUNDS: It is understood and agreed between the parties herein that the University shall be bound hereunder only to the extent of the funds available or which may hereafter become available for the purpose of this Contract.
- G. AUTHORIZED SIGNATURES: The signatory for each Party certifies that he or she is an authorized agent to sign on behalf such Party.
- H. BACKGROUND CHECKS: Contractor's employees (including subcontractors) performing services on any Mason campus must have successfully completed a criminal background check prior to the start of their work assignment/service. As stated in [Administrative Policy Number 2221 – Background Investigations](#), the criminal

background investigation will normally include a review of the individual's records to include Social Security Number Search, Credit Report (if related to potential job duties), Criminal Records Search (any misdemeanor convictions and/or felony convictions are reported) in all states in which the employee has lived or worked over the past seven years, and the National Sex Offender Registry. In addition, the Global Watch list (maintained by the Office of Foreign Assets Control of The US Department of Treasury) should be reviewed. Signature on this Contract confirms your compliance with this requirement.

I. **CANCELLATION OF CONTRACT:** Mason reserves the right to cancel this Contract, in part or in whole, without penalty, for any reason, upon 60 days written notice to the Contractor. Upon written notice of cancellation from Mason, Mason shall be fully released from any further obligation under the Contract and Contractor agrees to directly refund all payments, for services not already performed, to Mason, including any pre-paid deposits, within 14 days. In the event the initial Contract period is for more than 12 months, the resulting Contract may be terminated by either party, without penalty, after the initial 12 months of the Contract period upon 60 days written notice to the other party. Any contract cancellation notice shall not relieve the Contractor of the obligation to deliver and/or perform on all outstanding orders issued prior to the effective date of cancellation.

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

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

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

1. The firm must submit written claim to:
Chief Procurement Officer
George Mason University
4400 University Drive, MSN 3C5

Fairfax, VA 22030

2. The firm must submit any unresolved claim in writing no later than 60 days after final payment to the Chief Procurement Officer.
 3. Upon receiving the written claim, the Chief Procurement Officer will review the written materials relating to the claim and will mail his or her decision to the firm within 60 days after receipt of the claim.
 4. The firm may appeal the Chief Procurement Officer's decision in accordance with § 55 of the *Governing Rules*.
- L. COLLECTION AND ATTORNEY'S FEES: The Contractor shall pay to Mason any reasonable attorney's fees or collection fees, at the maximum allowable rate permitted under Virginia law, incurred in enforcing this Contract or pursuing and collecting past-due amounts under this Contract.
- M. COMPLIANCE: All goods and services provided to Mason shall be done so in accordance with any and all applicable local, state, federal, and international laws, regulations and/or requirements and any industry standards, including but not limited to: the Family Educational Rights and Privacy Act (FERPA), Health Insurance Portability and Accountability Act (HIPAA) and Health Information Technology for Economic and Clinical Health Act (HITECH), Government Data Collection and Dissemination Practices Act, Gramm-Leach-Bliley Financial Modernization Act (GLB), Payment Card Industry Data Security Standards (PCI-DSS), Americans with Disabilities Act (ADA), and Federal Export Administration Regulations. Any Contractor personnel visiting Mason facilities will comply with all applicable Mason policies regarding access to, use of, and conduct within such facilities. Mason's policies can be found at <https://universitypolicy.gmu.edu/all-policies/> and any facility specific policies can be obtained from the facility manager.
- N. CONFIDENTIALITY OF PERSONALLY IDENTIFIABLE INFORMATION: The Contractor shall ensure that personally identifiable information ("PII") which is defined as any information that by itself or when combined with other information can be connected to a specific person and may include but is not limited to personal identifiers such as name, address, phone, date of birth, Social Security number, student or personal identification numbers, driver's license numbers, state or federal identification numbers, biometric information, religious or political affiliation, non-directory information, and any other information protected by state or federal privacy laws, will be collected and held confidential and in accordance with this agreement, during and following the term of this Contract, and will not be divulged without the individual's and Mason's written consent and only in accordance with federal law or the Code of Virginia.
- O. CONFLICT OF INTEREST: Contractor represents to Mason that its entering into this Contract with Mason and its performance through its agents, officers and employees does not and will not involve, contribute to nor create a conflict of interest prohibited by Virginia State and Local Government Conflict of Interests Act (Va. Code 2.2-3100 *et seq*), the Virginia Ethics in Public Contracting Act (§57 of the *Governing Rules*), the Virginia Governmental Frauds Act (Va. Code 18.2 – 498.1 *et seq*) or any other applicable law or regulation.
- P. CONTINUITY OF SERVICES:
1. The Contractor recognizes that the services under this Contract are vital to Mason and must be continued without interruption and that, upon contract expiration, a successor, either Mason or another contractor, may continue them. The Contractor agrees:
 - a. To exercise its best efforts and cooperation to affect an orderly and efficient transition to a successor;
 - b. To make all Mason owned facilities, equipment, and data available to any successor at an appropriate time prior to the expiration of the contract to facilitate transition to successor; and
 - c. That the University Procurement Officer shall have final authority to resolve disputes related to the transition of the contract from the Contractor to its successor.
 2. The Contractor shall, upon written notice from the Procurement Officer, furnish phase-in/phase-out services for up to ninety (90) days after this Contract expires and shall negotiate in good faith a plan with the successor to execute the phase-in/phase-out services. This plan shall be subject to the Procurement Officer's approval.
 3. The Contractor shall be reimbursed for all reasonable, pre-approved phase-in/phase-out costs (i.e., costs incurred within the agreed period after contract expiration that result from phase-in, phase-out operations).

All phase-in/phase-out work fees must be approved by the Procurement Officer in writing prior to commencement of said work.

- Q. **DEBARMENT STATUS:** As of the Effective Date, the Contractor certifies that it is not currently debarred by the Commonwealth of Virginia from submitting bids or proposals on contracts for the type of services covered by this Contract, nor is the Contractor an agent of any person or entity that is currently so debarred.
- R. **DEFAULT:** In the case of failure to deliver goods or services in accordance with Contract terms and conditions, Mason, after due oral or written notice, may procure them from other sources and hold Contractor responsible for any resulting additional purchase and administrative costs. This remedy shall be in addition to any other remedies which Mason may have.
- S. **DRUG-FREE WORKPLACE:** Contractor has, and shall have in place during the performance of this Contract, a drug-free workplace policy (DFWP), which it provides in writing to all its employees, vendors, and subcontractors, and which specifically prohibits the following on company premises, during work-related activities, or while conducting company business: the sale, purchase, manufacture, dispensation, distribution possession, or use of any illegal drug under federal law (including marijuana). For purposes of this section, “drug-free workplace” covers all sites at which work is done by Contractor in connection with this Contract.
- T. **ENTIRE CONTRACT:** This Contract constitutes the entire understanding of the Parties with respect to the subject matter herein and supersedes all prior oral or written contracts with respect to the subject matter herein. This Contract can be modified or amended only by a writing signed by all of the Parties.
- U. **EXPORT CONTROL:**
1. **Munitions Items:** If the Contractor is providing any items, data or services under this order that are controlled by the Department of State, Directorate of Defense Trade Controls, International Traffic in Arms Regulations (“ITAR”), or any items, technology or software controlled under the “600 series” classifications of the Bureau of Industry and Security’s Commerce Control List (“CCL”) (collectively, “Munitions Items”), prior to delivery, Contractor must:
 - a. notify Mason (by sending an email to export@gmu.edu), and
 - b. receive written authorization for shipment from Mason’s Director of Export Controls.

The notification provided by the Contractor must include the name of the Mason point of contact, identify and describe each ITAR or CCL-controlled commodity, provide the associated U.S. Munitions List (USML) category number(s) or Export Control Classification Number, and indicate whether or not the determination was reached as a result of a commodity jurisdiction determination, or self-classification process. The Contractor promises that if it fails to obtain the required written pre-authorization approval for shipment to Mason of any Munitions Item, it will reimburse Mason for any fines, legal costs and other fees imposed for any violation of export controls regarding the Munition Item that are reasonably related to the Contractor’s failure to provide notice or obtain Mason’s written pre-authorization.
 2. **Dual-Use Items:** If the Contractor is providing any dual-use items, technology or software under this order that are listed on the CCL in a series other than a “600 series”, Contractor must (i) include the Export Control Classification Number (ECCN) on the packing or other transmittal documentation traveling with the item(s) and, (ii) send a description of the item, its ECCN, and the name of the Mason point of contact to: export@gmu.edu .
- V. **FORCE MAJEURE:** Mason shall be excused from any and all liability for failure or delay in performance of any obligation under this Contract resulting from any cause not within the reasonable control of Mason, which includes but is not limited to acts of God, fire, flood, explosion, earthquake, or other natural forces, war, civil unrest, accident, any strike or labor disturbance, travel restrictions, acts of government, disease, pandemic, or contagion, whether such cause is similar or dissimilar to any of the foregoing. Upon written notification from Mason that such cause has occurred, Contractor agrees to directly refund all payments to Mason, for services not yet performed, including any pre-paid deposits within 14 days.
- W. **FUTURE GOODS AND SERVICES:** Mason reserves the right to have Contractor provide additional goods and/or

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

- X. IMMIGRATION REFORM AND CONTROL ACT OF 1986: By entering into this Contract Contractor certifies that they do not and will not during the performance of this Contract employ illegal alien workers or otherwise violate the provisions of the federal Immigration Reform and Control Act of 1986.
- Y. INDEMNIFICATION: Contractor agrees to indemnify, defend and hold harmless George Mason University, the Commonwealth of Virginia, its officers, agents, and employees from any claims, damages and actions of any kind or nature, whether at law or in equity, arising from or caused by the use of any materials, goods, or equipment of any kind or nature furnished by the Contractor/any services of any kind or nature furnished by the Contractor, provided that such liability is not attributable to the sole negligence of Mason or to the failure of Mason to use the materials, goods, or equipment in the manner already and permanently described by the Contractor on the materials, goods or equipment delivered.
- Z. INDEPENDENT CONTRACTOR: The Contractor is not an employee of Mason, but is engaged as an independent contractor. The Contractor shall indemnify and hold harmless the Commonwealth of Virginia, Mason, and its employees and agents, with respect to all withholding, Social Security, unemployment compensation and all other taxes or amounts of any kind relating to the Contractor's performance of this Contract. Nothing in this Contract shall be construed as authority for the Contractor to make commitments which will bind Mason or to otherwise act on behalf of Mason, except as Mason may expressly authorize in writing.
- AA. INFORMATION TECHNOLOGY ACCESS ACT: Computer and network security is of paramount concern at Mason. Mason wants to ensure that computer/network hardware and software does not compromise the security of its IT environment. Contractor agrees to use commercially reasonable measures in connection with any offering your company makes to avoid any known threat to the security of the IT environment at Mason.

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

- BB. INSURANCE: The Contractor shall maintain all insurance necessary with respect to the services provided to Mason. The Contractor further certifies that they will maintain the insurance coverage during the entire term of the Contract and that all insurance is to be placed with insurers with a current reasonable A.M. Best's rating authorized to sell insurance in the Commonwealth of Virginia by the Virginia State Corporation Commission. The Commonwealth of Virginia and Mason shall be named as an additional insured. By requiring such minimum insurance, Mason shall not be deemed or construed to have assessed the risk that may be applicable to the Contractor. The Contractor shall assess its own risks and, if it deems appropriate and/or prudent, maintain higher limits and/or broader coverage. The Contractor is not relieved of any liability or other obligations assumed or pursuant to this Contract by reason of its failure to obtain or maintain insurance in sufficient amounts, duration, or types.
 - 1. Commercial General Liability Insurance in an amount not less than \$1,000,000 per occurrence for bodily injury or property damage, personal injury and advertising injury, products and completed operations coverage;
 - 2. Workers Compensation Insurance in an amount not less than that prescribed by statutory limits; and, as applicable;
 - 3. Commercial Automobile Liability Insurance applicable to bodily injury and property damage, covering owned, non-owned, leased, and hired vehicles in an amount not less than \$1,000,000 per occurrence; and
 - 4. An umbrella/excess policy in an amount not less than five million dollars (\$5,000,000) to apply over and

above Commercial General Liability, Employer's Liability, and Commercial Automobile Liability Insurance.

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

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

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

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

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

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

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

HH. **RENEWAL OF CONTRACT:** This Contract may be renewed by Mason for four (4) successive one-year renewal options under the terms and conditions of this Contract except as stated in 1. and 2. below. Price increases may be negotiated only at the time of renewal. Written notice of the University's intention to renew shall be given approximately 90 days prior to the expiration date of each contract period.

1. If the University elects to exercise the option to renew the Contract for an additional one-year period, the Contract price(s) for the additional one year shall not exceed the lesser of the Contract price(s) of the original Contract increased/decreased by more than the percentage increase/decrease of the "other goods and services" category of the CPI-U section of the Consumer Price Index of the United States Bureau of Labor Statistics for the latest twelve months for which statistics are available, or 2%.

2. If during any subsequent renewal periods, the University elects to exercise the option to renew the Contract, the Contract price(s) for the subsequent renewal period shall not exceed the lesser of the Contract price(s) of the previous renewal period increased/decreased by more than the percentage increase/decrease of the "other

goods and services” category of the CPI-U section of the Consumer Price Index of the United States bureau of Labor Statistics for the latest twelve months for which statistics are available, or 2%.

- II. **REPORTING OF CRIMES, ACCIDENTS, FIRES AND OTHER EMERGENCIES:** Any Mason Employee, including contracted service providers, who is not a staff member in Counseling and Psychological Services (CAPS) or a pastoral counselor, functioning within the scope of that recognition, is considered a “Campus Security Authority (CSA).” CSAs must promptly report all crimes and other emergencies occurring on or near property owned or controlled by Mason to the Department of Police & Public Safety or local police and fire authorities by dialing 9-1-1. At the request of a victim or survivor, identifying information may be excluded from a report (e.g., names, initials, contact information, etc.). Please visit the following website for more information and training: <http://police.gmu.edu/clery-act-reporting/campus-security-authority-csa/>.”
- JJ. **RESPONSE TO LEGAL ORDERS, DEMANDS, OR REQUESTS FOR DATA:** Except as otherwise expressly prohibited by law, Contractor will: i) immediately notify Mason of any subpoenas, warrants, or other legal orders, demands or requests received by Contractor seeking University Data; ii) consult with Mason regarding its response; iii) cooperate with Mason’s reasonable requests in connection with efforts by Mason to intervene and quash or modify the legal order, demand or request; and iv) upon Mason’s request, provide Mason with a copy of its response.
- If Mason receives a subpoena, warrant, or other legal order, demand (including request pursuant to the Virginia Freedom of Information Act) or request seeking University Data maintained by Contractor, Mason will promptly provide a copy to Contractor. Contractor will promptly supply Mason with copies of data required for Mason to respond, and will cooperate with Mason’s reasonable requests in connection with its response.
- KK. **SEVERABILITY:** Should any portion of this Contract be declared invalid or unenforceable for any reason, such portion is deemed severable from the Contract and the remainder of this Contract shall remain fully valid and enforceable.
- LL. **SOVEREIGN IMMUNITY:** Nothing in this Contract shall be deemed a waiver of the sovereign immunity of the Commonwealth of Virginia and of Mason.
- MM. **SUBCONTRACTS:** No portion of the work shall be subcontracted without prior written consent from Mason. In the event that the Contractor desires to subcontract some part of the work specified herein, the Contractor shall furnish Mason the names, qualifications and experience of their proposed subcontractors. The Contractor shall, however, remain fully liable and responsible for the work to be done by its subcontractor(s) and shall assure compliance with all requirements of this Contract. This paragraph applies to, but is not limited to, subcontractor(s) who process University Data.
- NN. **SWaM CERTIFICATION:** Contractor agrees to fully support the Commonwealth of Virginia and Mason’s efforts related to SWaM goals. Upon contract execution, Contractor, if eligible, shall submit all required documents necessary to achieve SWaM certification to the Department of Small Business and Supplier Diversity within 90 days. If Contractor is currently SWaM certified, Contractor agrees to maintain their certification for the duration of this Contract and shall submit all required renewal documentation at least 30 days prior to existing SWaM expiration at <https://www.sbsd.virginia.gov/>.
- OO. **UNIVERSITY DATA:** University Data includes all Mason owned, controlled, or collected PII and any other information that is not intentionally made available by Mason on public websites, including but not limited to business, administrative and financial data, intellectual property, and patient, student and personnel data. Contractor agrees to the following regarding University Data it may collect or process as part of this contract:
1. Contractor will use University Data only for the purpose of fulfilling its duties under the Contract and will not share such data with or disclose it to any third party without the prior written consent of Mason, except as required by the Contract or as otherwise required by law. University Data will only be processed by Contractor to the extent necessary to fulfill its responsibilities under the Contract or as otherwise directed by Mason.
 2. University Data, including any back-ups, will not be accessed, stored, or transferred outside the United States without prior written consent from Mason. Contractor will provide access to University Data only to its employees and subcontractors who need to access the data to fulfill Contractor’s obligations under the Contract. Contractor will ensure that employees who perform work under the Contract have read, understood,

and received appropriate instruction as to how to comply with the data protection provisions of the Contract and to maintain the confidentiality of the University Data.

3. The parties agree that as between them, all rights including all intellectual property rights in and to University Data shall remain the exclusive property of Mason, and Contractor has a limited, nonexclusive license to use the University Data as provided in the Contract solely for the purpose of performing its obligations under the Contract. The Contract does not give a party any rights, implied or otherwise, to the other party's data, content, or intellectual property, except as expressly stated in the Contract.
4. Contractor will take reasonable measures, including audit trails, to protect University Data against deterioration or degradation of data quality and authenticity. Contractor shall be responsible for ensuring that University Data, per the Virginia Public Records Act, is preserved, maintained, and accessible throughout their lifecycle, including converting and migrating electronic data as often as necessary so that information is not lost due to hardware, software, or media obsolescence or deterioration.
5. Contractor shall notify Mason within three business days if it receives a request from an individual under any applicable law regarding PII about the individual, including but not limited to a request to view, access, delete, correct, or amend the information. Contractor shall not take any action regarding such a request except as directed by Mason.
6. If Contractor will have access to University Data that includes "education records" as defined under the Family Educational Rights and Privacy Act (FERPA), the Contractor acknowledges that for the purposes of the Contract it will be designated as a "school official" with "legitimate educational interests" in the University education records, as those terms have been defined under FERPA and its implementing regulations, and the Contractor agrees to abide by the limitations and requirements imposed on school officials. Contractor will use the education records only for the purpose of fulfilling its duties under the Contract for Mason's and its end user's benefit, and will not share such data with or disclose it to any third party except as provided for in the Contract, required by law, or authorized in writing by the University.
7. Mason may require that Mason and Contractor complete a Data Processing Addendum ("DPA"). If a DPA is completed, Contractor agrees that the information in the DPA is accurate. Contractor will only collect or process University Data that is identified in the DPA and will only handle that data (e.g., type of processing activities, storage, security, disclosure) as described in the DPA. If Contractor intends to do anything regarding University Data that is not reflected in the DPA, Contractor must request an amendment to the DPA and may not take the intended action until the amendment is approved and documented by Mason.

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

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

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

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

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

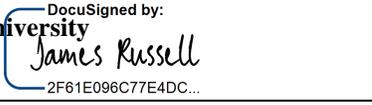
Contractor will notify the University of any impending cessation of its business and any contingency plans. This includes immediate transfer of any previously escrowed assets and University Data and providing Mason access to Contractor’s facilities to remove and destroy Mason-owned assets and University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

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

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

SilTek, Inc.

 Signature _____
 Name: _____
 Title: President & CEO
 Date: 3/22/2023

George Mason University

 Signature _____
 Name: _____
 Title: Purchasing Director
 Date: 3/22/2023

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

This Addendum supplements the above-referenced Contract between the University and SilTek, Inc. dated 3/24/23. It is applicable only in those situations where the Selected Firm/Vendor provides goods or services under a Contract or Purchase Order which necessitate that the Selected Firm/Vendor create, obtain, transmit, use, maintain, process, store, or dispose of Sensitive University Data (as defined in the Definitions Section of this Addendum) as part of its work under the Contract.

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

1. Definitions

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

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

2. Data Security

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

3. Employee Background Checks and Qualifications

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

4. Security Breach

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

5. Audits

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

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

Contractor

George Mason University

DocuSigned by:

 19C151FB230849A...

DocuSigned by:

 2F01E090C77E4DC...

Signature
 Name: Barbara Schipper
 Title: President & CEO
 Date: 3/22/2023

Signature
 Name: James Russell
 Title: Purchasing Director
 Date: 3/22/2023



*George Mason University (GMU)
Academic and Business Consulting Services
Response to BAFO Request*

February 6, 2023

Davena Reynolds (Senior Buyer) and
James F Russell (Director)

Subject: Response to BAFO Request;
RFP#: GMU-1827-23 – Academic and Business Consulting Services

Dear Ms. Reynolds & Mr. Russell:

Thank you for this opportunity to provide SilTek's best and final offer (BAFO) for the Academic and Business Consulting Services RFP #GMU-1827-23.

As you will find in the attached document, because we highly value this opportunity to support Mason, we have discounted our rates an average of 5.7%. Providing a wide range of consulting rates will allow us to deliver the level of consultants necessary to meet specific task order requirements.

We greatly appreciate the opportunity to support Mason in this exciting and challenging work providing academic and business consulting services. Thank you.

Most sincerely,

A handwritten signature in black ink that reads "Barbara R. Schipper".

Barbara R. Schipper
President & CEO
SilTek, Inc.
(703) 464-7400 Ext 224

COST OF SERVICES - BEST AND FINAL OFFER - SILTEK								
Labor Category	Daily Rate	BAFO Daily Rate	Daily Discount \$s	Daily Discount %	Hourly Rate	BAFO Rate	Discount \$s	Discount %
Program Manager					\$175	\$170.00	\$5.00	2.9%
Budget/Financial Analyst I					\$90	\$90.00	\$0.00	0.0%
Budget/Financial Analyst II					\$115	\$115.00	\$0.00	0.0%
Budget/Financial Analyst III					\$145	\$140.00	\$5.00	3.4%
Budget Specialist (SME)					\$200	\$190.00	\$10.00	5.0%
Database Administrator					\$150	\$145.00	\$5.00	3.3%
Network Engineer					\$150	\$145.00	\$5.00	3.3%
Software Engineer I					\$110	\$105.00	\$5.00	4.5%
Software Engineer II					\$170	\$160.00	\$10.00	5.9%
Software Engineer III					\$220	\$210.00	\$10.00	4.5%
Principal	\$4,500	\$4,275	\$225.00	5.00%	\$575	\$546.25	\$28.75	5.0%
Management Consultant I					\$185	\$165.00	\$20.00	10.8%
Management Consultant II					\$315	\$285.00	\$30.00	9.5%
Management Consultant III					\$475	\$425.00	\$50.00	10.5%
Senior Consultant	\$3,700	\$3,515	\$185.00	5.00%	\$475	\$451.25	\$23.75	5.0%
Consultant	\$2,500	\$2,375	\$125.00	5.00%	\$325	\$308.75	\$16.25	5.0%
Executive Coach I (Senior Executive)					\$300	\$285.00	\$15.00	5.0%
Executive Coach II (Manager)					\$200	\$190.00	\$10.00	5.0%
Leadership Coach I					\$185	\$170.00	\$15.00	8.1%
Leadership Coach II					\$250	\$245.00	\$5.00	2.0%
Project/Research Assistant I	\$1,000	\$950	\$50.00	5.00%	\$135	\$125.00	\$10.00	7.4%
Project/Research Assistant II					\$150	\$142.50	\$7.50	5.0%

NOTE: The above labor rates include local travel but not other direct costs such as the costs for leadership and coaching assessments where fees would be based on costs.



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



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

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

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

PROPOSAL DUE DATE AND TIME: October 12, 2022 @ 2:00 PM EST. SEE SECTION XIILA.1 FOR DETAILS ON ELECTRONIC PROPOSAL SUBMISSION.

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

Name and Address of Firm:

Legal Name: _____

Date: _____

DBA: _____

Address: _____

By: _____

Signature

FEI/FIN No. _____

Name: _____

Fax No. _____

Title: _____

Email: _____

Telephone No. _____

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

SWaM Certification Number: _____

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

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

<u>SECTION</u>	<u>DESCRIPTION</u>	<u>PAGE</u>
I.	PURPOSE	3
II.	PURCHASING MANUAL/GOVERNING RULES	3
III.	COMMUNICATION	3
IV.	FINAL CONTRACT	3
V.	ADDITIONAL USERS	3
VI.	eVA BUSINESS-TO-GOVERNMENT VENDOR REGISTRATION	3
VII.	SWaM CERTIFICATION	4
VIII.	SMALL BUSINESS SUBCONTRACTING PLAN	4
IX.	PERIOD OF PERFORMANCE	4
X.	BACKGROUND	4
XI.	STATEMENT OF NEEDS	4
XII.	COST OF SERVICE	4
XIII.	PROPOSAL PREPERATION AND SUBMISSION REQUIREMENTS	5
XIV.	INITIAL EVALUATION CRITERIA AND SUBSEQUENT AWARD	5
XV.	CONTRACT ADMINISTRATION	7
XVI.	PAYMENT TERMS/METHOD OF PAYMENT	8
XVII.	SOLICITATION TERMS AND CONDITIONS	8
XVIII.	RFP SCHEDULE	9
ATTACHMENT A	VENDOR DATA SHEET	10
ATTACHMENT B	SAMPLE CONTRACT	12
ATTACHMENT C	DATA SECUIRITY ADDENDUM	23

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

XIII. PROPOSAL PREPARATION AND SUBMISSION REQUIREMENTS:

A. GENERAL REQUIREMENTS:

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

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

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

The following shall apply:

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

[opportunities/](#)

2. Proposal Presentation:

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

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

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

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

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

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

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

1. Procedural information:

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

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

XIV. INITIAL EVALUATION CRITERIA AND SUBSEQUENT AWARD:

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

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

Total Points Available: 100

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

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

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

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

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

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

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

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

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

Please state your payment preference in your proposal response.

XVII. SOLICITATION TERMS AND CONDITIONS:

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

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

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

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

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

XVIII. RFP SCHEDULE (Subject to Change):

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



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

ATTACHMENT A
SMALL BUSINESS SUBCONTRACTING PLAN
TO BE COMPLETED BY OFFEROR

Offerors must advise any portion of this contract that will be subcontracted. All potential offerors are required to include this document with their proposal in order to be considered responsive.

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

Certification applications are available through DSBSD online at www.SBSD.virginia.gov (Customer Service).

Offeror Name: _____

Preparer Name: _____ **Date:** _____

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

Instructions

- A. If you are certified by the DSBSD as a micro/small business, complete Section A of this form.
- B. If the "I plan to use subcontractors" box is checked, complete Section B of this form. For the proposal to be considered and the offeror to be declared responsive, the offeror shall identify the portions of the contract that will be subcontracted to any subcontractor, to include DSBSD certified small business for the initial contract period in relation to the offeror's total price for the initial contract period in Section B.

Section A

If your firm is certified by the DSBSD provide your certification number and the date of certification.

Certification Number: _____ Certification Date: _____

Section B

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

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

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

Subcontract #2

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

Subcontract #3

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

Subcontract #4

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

Subcontract #5

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



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

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

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

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

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

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

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

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

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

X. STANDARD TERMS AND CONDITIONS:

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

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

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

- 1. During the performance of this Contract, the Contractor agrees as follows:
 - a. The Contractor will not discriminate against any employee or applicant for employment because of race, religion, color, sex, national origin, age, disability, or any other basis prohibited by state law relating to discrimination in employment, except where there is a bona fide occupational qualification reasonably necessary to the normal operation of the Contractor. The Contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices setting forth the provisions of this nondiscrimination clause.
 - b. The Contractor, in all solicitations or advertisements for employees placed by or on behalf of the Contractor, will state that such Contractor is an equal opportunity employer.
 - c. Notices, advertisements and solicitations placed in accordance with federal law, rule or regulation shall be deemed sufficient for the purpose of meeting these requirements.

- 2. The Contractor will include the provisions of 1. above in every subcontract or purchase order over \$10,000, so that the provisions will be binding upon each subcontractor or Contractor.

- C. ANTITRUST: By entering into this Contract, the Contractor conveys, sells, assigns, and transfers to the Commonwealth of Virginia all rights, title and interest in and to all causes of action it may now have or hereafter acquire under the antitrust laws of the United States and the Commonwealth of Virginia, relating to the particular goods or services purchased or acquired by the Commonwealth of Virginia under this Contract.

- D. ASSIGNMENT: Neither party will assign or otherwise transfer its rights or obligations under this Contract without both parties' prior written consent. Any attempted assignment, transfer, or delegation without such consent is void.

- E. AUDIT: The Contractor shall retain all books, records, and other documents relative to this Contract for five (5) years after final payment, or until audited by the Commonwealth of Virginia, whichever is sooner. Mason, its authorized agents, and/or state auditors shall have full access to and the right to examine any of said materials

during said period.

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

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

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

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

pre-authorization.

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

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

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

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

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

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

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

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

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

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

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

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

OO. UNIVERSITY DATA: University Data includes all Mason owned, controlled, or collected PII and any other information that is not intentionally made available by Mason on public websites, including but not limited to business, administrative and financial data, intellectual property, and patient, student and personnel data. Contractor agrees to the following regarding University Data it may collect or process as part of this Contract:

1. Contractor will use University Data only for the purpose of fulfilling its duties under the Contract and will not share such data with or disclose it to any third party without the prior written consent of Mason, except as required by the Contract or as otherwise required by law. University Data will only be processed by Contractor to the extent necessary to fulfill its responsibilities under the Contract or as otherwise directed by Mason.
2. University Data, including any back-ups, will not be accessed, stored, or transferred outside the United States without prior written consent from Mason. Contractor will provide access to University Data only to its employees and subcontractors who need to access the data to fulfill Contractor's obligations under the Contract. Contractor will ensure that employees who perform work under the Contract have read, understood, and received appropriate instruction as to how to comply with the data protection provisions of the Contract and to maintain the confidentiality of the University Data.
3. The parties agree that as between them, all rights including all intellectual property rights in and to University Data shall remain the exclusive property of Mason, and Contractor has a limited, nonexclusive license to use the University Data as provided in the Contract solely for the purpose of performing its obligations under the Contract. The Contract does not give a party any rights, implied or otherwise, to the other party's data, content, or intellectual property, except as expressly stated in the Contract.
4. Contractor will take reasonable measures, including audit trails, to protect University Data against deterioration or degradation of data quality and authenticity. Contractor shall be responsible for ensuring that University Data, per the Virginia Public Records Act, is preserved, maintained, and accessible throughout their lifecycle, including converting and migrating electronic data as often as necessary so that information is not lost due to hardware, software, or media obsolescence or deterioration.
5. Contractor shall notify Mason within three business days if it receives a request from an individual under any applicable law regarding PII about the individual, including but not limited to a request to view, access, delete, correct, or amend the information. Contractor shall not take any action regarding such a request except as directed by Mason.
6. If Contractor will have access to University Data that includes "education records" as defined under the Family Educational Rights and Privacy Act (FERPA), the Contractor acknowledges that for the purposes of the Contract it will be designated as a "school official" with "legitimate educational interests" in the University education records, as those terms have been defined under FERPA and its implementing regulations, and the Contractor agrees to abide by the limitations and requirements imposed on school officials. Contractor will use the education records only for the purpose of fulfilling its duties under the Contract for Mason's and its end user's benefit, and will not share such data with or disclose it to any third party except as provided for in the Contract, required by law, or authorized in writing by the University.
7. Mason may require that Mason and Contractor complete a Data Processing Addendum ("DPA"). If a DPA is completed, Contractor agrees that the information in the DPA is accurate. Contractor will only collect or process University Data that is identified in the DPA and will only handle that data (e.g., type of processing activities, storage, security, disclosure) as described in the DPA. If Contractor intends to do anything regarding University Data that is not reflected in the DPA, Contractor must request an amendment to the DPA and may not take the intended action until the amendment is approved and documented by Mason.

PP. UNIVERSITY DATA SECURITY: Data security is of paramount concern to Mason. Contractor will utilize, store and process University Data in a secure environment in accordance with commercial best practices, including appropriate administrative, physical, and technical safeguards, to secure such data from unauthorized access, disclosure, alteration, and use. Such measures will be no less protective than those used to secure Contractor's own data of a similar type, and in no event less than reasonable in view of the type and nature of

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

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

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

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

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

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

Contractor Name

George Mason University

Signature

Signature

Name: _____

Name: _____

Title: _____

Title: _____

Date: _____

Date: _____

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

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

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

1. Definitions

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

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

2. Data Security

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

3. Employee Background Checks and Qualifications

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

4. Security Breach

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

5. Audits

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

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

Selected Firm/Vendor

George Mason University

Signature

Signature

Name: _____

Name: _____

Title: _____

Title: _____

Date: _____

Date: _____



George Mason University

Academic and Business Consulting Services

RFP #: GMU-1827-23

Response to RFP

Due Date & Time:

October 26, 2022 @ 2:00 PM EST

Submitted to:

Davena Reynolds

Senior Buyer

Primary Procurement Officer

Email: dreyno3@gmu.edu

James F Russell

Director

Secondary Procurement Officer

Email: jrussell@gmu.edu

SilTek™

Submitted By:

Barbara R. Schipper

President & CEO

SilTek, Inc.

Phone: (703) 464-7400 Ext 224

Email: bschipper@siltek.com



SilTek, Inc.

107 Carpenter Drive, Suite 210, Sterling, Virginia 20164

SBA-certified Woman-Owned Small Business (WOSB)

SWaM-certified by the Virginia Department of Small Business & Supplier Diversity

UEI #: LNNABMKX1VV3 | DUNS #: 014917103

GSA Federal Supply MAS, SIN 54151S & Order-Level Materials

Contract #: GS-35F-0395Y



COVER LETTER

October 26, 2022

Davena Reynolds (Senior Buyer) and
James F Russell (Director)

Subject: Response to the RFP#: GMU-1827-23 – Academic and Business Consulting Services

Dear Ms. Reynolds & Mr. Russell:

SilTek, Inc. (SilTek) is pleased to submit to George Mason University (Mason), its response to the RFP – Academic and Business Consulting Services, Solicitation #: GMU-1827-23.

SilTek understands that Mason seeks vendor support to provide academic and business consulting services. Our capabilities, resources, and both educational and corporate expertise qualify us to be able to understand requirements; plan with stakeholders; design, develop, implement, integrate, deliver, maintain, and administer highly specialized support services to assist Mason in executing and accomplishing its goals and initiatives.

We are enthusiastic about this opportunity to work with you and eager to demonstrate the positive impact we can have on the entire Mason community. We are confident in our ability to execute the tasks necessary to perform the requirements for this RFP and appreciate the opportunity to provide you with our proposal.

SilTek's Project Manager for this proposal is Barbara Clark who brings 23 years of working knowledge of Mason in both Fiscal Services and the Office of Budget and Planning. As a graduate of Mason's Leadership for Organizational Well-Being, she is an ICF-credentialed executive coach with a specialization in organizational coaching. Her leadership in areas such as budget planning and fiscal analysis, benchmarking, data analysis, business functions, higher education strategy and all things Mason makes her an outstanding candidate to lead the efforts under this contract.

Our rates presented in the Cost of Services include all travel-related expenses to the Fairfax campus of Mason. All of our rates are exclusive of costs for travel to locations other than the Fairfax campus. Materials and expenses, other direct costs, such as assessment materials will be submitted for approval by the Senior Buyer or another authorized approver prior to incurring the expense.

SilTek acknowledges that it has read and understands all the addendums, terms, and conditions of the RFP and has no exceptions to GMU-1827-23, Academic and Business Consulting Services.

In compliance with this Request for Proposal and all the conditions imposed herein, the undersigned offers and agrees to furnish the products and services in accordance with the signed Proposal or as mutually agreed upon by subsequent negotiations.



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

If you have any questions or need additional information, please contact me on the phone number below or by email at bschipper@siltek.com.

We would greatly appreciate the opportunity to support Mason in this exciting and challenging work providing academic and business consulting services. Thank you.

Most sincerely,

A handwritten signature in black ink that reads "Barbara R. Schipper".

Barbara R. Schipper

President & CEO

SilTek, Inc.

(703) 464-7400 Ext 224

TABLE OF CONTENTS

1	Executive Summary	1
2	General Firm Background and Information.....	2
3	References and Engagements	5
4	Approach.....	5
4.1	Higher Education Benchmarking and Data Analysis.....	6
4.2	Helping Large Public and Non-Profit Universities Enter into Public-Private Partnerships.....	7
4.3	Financial Analysis and Budget Planning	8
4.4	Legal and/or Tax Structuring	9
4.5	Setting Up Business Functions at a University, Such as Billing for Insurance	9
4.6	Organizational and Operational Assessments and Improvements	9
4.7	Higher Education Strategy and Facilitation of New Partnerships.....	10
4.8	Strategic Communication and Change Management of New Initiatives or Joint Ventures	11
4.9	Academic Leadership Assessment and Coaching	12
4.10	Business and Financial Modeling	13
4.11	Market Analysis/Market Demand Analysis	14
4.12	Significant work with US Public and International Universities Including Accreditation or Research.....	14
4.13	Demonstrated Unique and Proprietary Knowledge Regarding Private for Profit/Not-for Profit Companies/Universities Serving the University Market	14
4.14	Extensive Capital Markets Experience in Higher Education Including Both Equity and Debt Issuances	14
4.15	Extensive Transactional Experience, Including Mergers and Acquisitions, in Higher Education; Please Provide Sample Deal List.....	15
4.16	Extensive Experience in Developing and Growing DEI Initiatives in Higher Education	16
4.17	Agility and Reach – Ability to Assemble a Relevant Team of Education Experts Quickly; Strong Network.....	17
4.18	Business Process Mapping, Automation and Change Management Consulting	18
5	Response to Section XIII, Paragraph B 6, Page 7 – Answers to Questions	19
6	Term Sheet (Includes Pricing)	20



6.1	Labor Categories & Rates (Section XII, Page 5 Cost of Services)	20
7	Procedural Information (Section XIII, Paragraph B 1, Page 6 - 7).....	20
7.1	Signed Cover Page and All Addenda.....	20
7.2	Small Business Subcontracting Plan (Attachment A).....	20
7.3	Payment Preference (Section XVI)	20
8	APPENDIX A - References & Engagements	I
8.1	Reference 1.....	I
8.2	Reference 2.....	I
8.3	Reference 3.....	II
8.4	Reference 4.....	II
8.5	Reference 5.....	III
8.6	Reference 6.....	III
8.7	Reference 7.....	IV
8.8	Reference 8.....	IV
8.9	Reference 9.....	IV
8.10	Reference 10.....	V
8.11	Reference 11.....	V
10	APPENDIX B Certifications	VI
10.1	SWaM Certification (SilTek, Inc.).....	VI
10.2	WOSB Certification (SilTek, Inc.).....	VII
10.3	SDVOSB Certification (Bostick Global Strategies, LLC).....	IX
11	APPENDIX C Signed Cover Page and Addendums	XI
12	APPENDIX D Subcontracting Plan (Attachment-A).....	XVI
13	APPENDIX E Supporting Documentation.....	XVIII
13.1	Quality Approach Model.....	XVIII
13.2	Executive Coaching.....	XX
13.3	Details of Experience with Different Universities	XXI
13.4	List of Projects to UT Institutions	XXIII
14	APPENDIX F Resumes	XXIV
14.1	Barbara Schipper	XXVI
14.2	Eric Zelsdorf.....	XXX



14.3	Barbara Clark (Program Manager)	XXXIV
14.4	Terri Hartwell Easter	XXXVII
14.5	Susan Brooks	XXXVIII
14.6	Michelle A. Planty	XXXIX
14.7	Luv Gandhi	XL
14.8	Greg Balheim	XLI
14.9	Brent Porter	XLII
14.10	Josette Tucker	XLIII
14.11	Suzy Burke	XLIV
14.12	Elaine Bitter	XLV
14.13	Dolores A. Davis	XLVI
14.14	Terri Trent	XLVII
14.15	Charles Lawson	XLVIII
14.16	Paul Douglas	XLIX
14.17	Laura Soileau	L
14.18	Jason MacMorran	LI
14.19	Tom Bostick	LIII
14.20	Renee Bostick	LVII
14.21	Ruby Stacy Henderson	LIX

1 EXECUTIVE SUMMARY

SilTek, Inc. (SilTek), headquartered in Northern Virginia, is an **SBA-Certified Woman-Owned Small Business (WOSB)** and **SWaM-Certified by the Virginia Department of Small Business & Supplier Diversity**. SilTek was founded in 1997 and brings 25 years of information technology, professional consulting and executive coaching service expertise, providing innovative enterprise IT and business solutions for clients ranging from small commercial businesses including healthcare to large federal agencies. We are a systems engineering firm specializing in enterprise architecture, software development, and engineering management with specific vertical expertise in financial management and budgeting (supported by a proprietary, automated budget management system), systems integration, case management, health IT, and document management, and helpdesk services. We are an outstanding agile and spiral software development company with the ability to quickly demonstrate the viability of technology programs (pilot projects) using modern technologies and strategies: Cloud, Microsoft, Amazon Web Service (AWS), desktop, JavaScript, Python, AI, blockchain, cybersecurity, etc.

For this proposal, **SilTek** is partnering with three companies, **T.H. Easter Consulting (THEC)**, **Postlethwaite & Netterville (P&N)**, and **Bostick Global Strategies (BGS)**, and together we are Team SilTek. We are presenting an outstanding team of experts with this proposal that will support Mason in achieving its goals in expanding Mason's stature not only in the Commonwealth of Virginia, but also as a global educational leader and partner. As Mason continues its efforts in developing its new Strategic Plan, we look forward to being a part of the process and offering our recommendations and solutions in helping Mason achieve its goals and opportunities. As a forward-thinking business, we welcome the challenge to be a part of those conversations and help to develop strategic decisions and methods to achieving those aspirations.

Our proposal will detail the 7-steps in our quality management approach. We use tried and true methods in social science research and quality management to guide us in: a) **learning** that informs our understanding of the current state of the client's situation, b) **benchmarking** the client's operations against top performance indicators within the area of focus and to "best in breed" examples in its industry segment, c) effective project **planning** using Project Management Institute protocols to articulate project sponsorship, responsibilities and accountabilities and schedules (planning), d) **design** of the way forward to future state outcome employing both tried and truth and innovative strategies and tactics, e) effecting the **change management** required to smoothly transition from the current to the future state including offering advice and service on technology, communications and training requirements, f) **implementation** of new and improved strategics, methods and processes and g) establishing **measurements** and evaluation processes to ensure the effectiveness of the competed work.

Team SilTek has been a leader in providing the full scope of consulting service to support an organization's culture, strategy, people and needs for growth and change. We are outcomes and results focused, designing and calibrating our approach with the end in mind. A core value for diversity informs our perspective and expertise in organizational development and social science research informs our methods to appreciate the capacity of an organization in its current state and to understand it potential for growth and change relative to the scope and pace that change occurs. We help organizations build successful, sustainable foundations that create great places to work

and we cultivate highly engaged leaders and workforces. We are passionate about delivering innovative and high-quality products and services that drive organizational outcomes and results.

Our reputation for superior service is underscored by the wide variety of clients including some of the nation's most prestigious and innovative academic organizations, e.g., Stanford University and Georgetown University Law Center and the Kingsbury Center for who we have been instrumental in enhancing both leadership and organizational performance. Team SilTek offers a deep bench of experienced accountants, financial analysts, transaction and advisory services specialists, project managers, consultants, change management experts, and other team members. Our credentialed professionals include Certified Internal Auditors (CIA), Certified Public Accountants (CPA), Certified Information Systems Auditors (CISA), Certified in Risk and Information Systems Control (CRISC); Certified Information Security System Professionals (CISSP), and more. Our team members are member of industry leading organizations, including American Institute of Certified Public Accountants (AICPA), AICPA Center for Audit Quality (CAQ), AICPA Employee Benefit Plan Audit Quality Center (EBP Center), AICPA Governmental Audit Quality Center (GAQC), AICPA Private Companies Practice Section (PCPS), home to more than 7,200 of the country's leading local and regional CPA firms and Major Firms Group, a committee comprised of the largest firms in the country, excluding the four largest international CPA firms.

Team SilTek has an extensive experience of over 15 years of experience providing outsourced, co-sourced and staff augmentation internal audit engagements, conducted with a focus on adding value; higher education experience including public universities, private universities, trade and vocational schools, community and junior colleges, administrative departments (such as financial aid, business operations, etc.), and third-party servicers; have a proven track record serving large academic institutions and delivering high value internal audit services as a trusted and collaborative partner; team that has completed more than 500 audits, exams, or general control review engagements of varying scope and nature over the last five years; experience performing audits that align with regulatory or compliance requirements, as well as assisting organizations in better understanding their related risks and controls; and a CPA firm that provides external audit services to more than 200 governmental and non-profit organizations, illustrating our in-depth understanding of the financial and operational environments of the University.

2 GENERAL FIRM BACKGROUND AND INFORMATION

As stated above, we have built a team, Team SilTek, with four outstanding companies: **SilTek, Inc. (SilTek)**, **T.H. Easter Consulting (THEC)**, **Postlethwaite & Netterville (P&N)**, and **Bostick Global Strategies (BGS)**. These team members have expertise in achieving success working with commercial, federal government, non-profit and higher education clients. The following is a brief introduction to each member of our team presenting our capabilities.

SilTek™ SilTek, Inc. (SilTek), has strong past performance in developing a budgeting software system and providing resources to the US Navy for over twenty years who supported the planning, preparation, cost estimating, maintenance, reporting, and execution of their budgeting requirements. In addition to the budgeting software, we have also developed an electronic healthcare record (EHR) platform system that supports medical billing and maintains medical history of the clients in the practice maintaining HIPAA compliance. Our Project Manager, Barbara Clark, has vast experience in

higher education and Executive Leadership Coaching and served in various high level Fiscal and Budget roles at Mason.

SilTek is proud of its experience in providing SharePoint services, consulting services, help desk support, support for litigation matters, regulatory work, legislative work, office administration, legal research, and writing/documentation services. We also provide support for program operations, support in running an office efficiently, strong organizational skills as well as systems engineering and engineering management. Our management team provides high-quality resources to solve complex problems for the government and industry.

SilTek's services foundation is built on an interdisciplinary hard and soft science approach with an extensive network of experts supporting roles to deliver the right mix of technology and services based on the customer's requirements. With extensive experience in enterprise architecture, business analysis, business management, software development lifecycle implementation, quality control, and financial management, SilTek provides consulting expertise in design, integration, automation, reliability, security, project team coordination, and full-service architectural support to address challenging organizational issues.

SilTek develops high-quality software for clients worldwide. As a full-service consulting firm, we handle all aspects of a software development project from requirements analysis through design, development, implementation, maintenance, and closeout. SilTek's software engineering team provides quality custom Web, multi-media, and decision support software solutions using our proven CMMI-based software development and maintenance processes and procedures. This includes expertise in .NET web application, SharePoint and CRM software design, development and deployment, Enterprise Search services, help desk support services, web services COGNOS reporting, database design, database development, and database management. Our personnel have experience programming in HTML5 with JavaScript and good knowledge in developing and implementing SharePoint-based solutions.

SilTek's staff bring decades of business experience and expertise in SharePoint development, workflow optimization, cost estimating and assessment, budget optimization, document management, and risk management using both proven off-the-shelf tools and custom integrated automation solutions. Our successes include high visibility projects for federal customers including the Department of Health and Human Services (HHS), Department of the Navy, Department of Homeland Security, Peace Corps, and others. Many of our technical and professional service staff have received recognition for excellent performance.



T.H. Easter Consulting (THEC) is a Delaware Limited Liability Corporation with offices in DC, DE, PA, and CA. THEC have been in business for 15 years. More than 80% of the practice is focused on clients in the Mid-Atlantic region and more than 90% of consulting engagements result from client referrals.

THEC's mission is to address a client's *Real Challenges with Real Solutions to achieve Real Results!* We believe that the best analysis can only be done when grounded in facts. Solutions can only be successful when based on truth and great results are the natural product of reality-based strategies. That's why we approach every engagement with the same inquiry—what's really going on? And we find out by asking questions, gathering, validating and analyzing data, and benchmarking expectations for results.

Our thought leadership has been shared through speaking engagements for Bloomberg Law - Top HR Update, the Society of Human Resources Management (SHRM) National Diversity and Inclusion Conference and many SHRM chapters nationally and the American Bar Association National Conference, and published in such respected outlets as Bloomberg Business, National Law Journal and Chief Learning Officer Magazine.

Our work and managing principal have been recognized with the prestigious American Business Awards for Gold Stevie honor for Most Innovative Company (DEI Strategy Framework), Silver Stevie for Most Innovative New Service and People's Choice Award (Women's Executive Development Program) and Minority Business of the Year and Women Executive of the Year. Our managing principal was recognized by the Society of Human Resources Management as HR Consultant of the Year for the Delaware Valley and Delaware News Journal, HR Consultant of the Year.

We believe that we differential our approach and consulting through the "first chair" experience that our consultant hold as former executives in Fortune 500 corporations, top professional services firms, non-profits including government, educational institutions, commercial banks and the White House, serving diverse industry verticals including education, energy, finance, insurance, professional services (management consultant and legal), non-profits, government, retail (consumer goods), research and telecommunications.

Since 2016, THEC has held certifications as a Woman-Owned Small Business by WBENC and the Small Business Administration (renewal in process).

Headquartered in Baton Rouge, Louisiana, **Postlethwaite & Netterville (P&N)** was founded in 1949. Through our 73-year history, our footprint and services have grown along with our clients. We are now a top 100 U.S. firm, serving clients across the country and around the world.



Top 70

U.S. accounting and
business advisory firm



9 Offices



600+

experienced
employees



73+

years in business

Highlights:

- "Top 100" firm in the U.S. ranked by INSIDE Public Accounting magazine out of over 14,000 CPA firms nationwide
- Firm leadership active in the profession at the national level providing our clients with up-to-date information and knowledge as it is developing
- Member of American Institute of Certified Public Accountants (AICPA), AICPA Center for Audit Quality (CAQ), AICPA Employee Benefit Plan Audit Quality Center (EBP Center), AICPA Governmental Audit Quality Center (GAQC), AICPA Private Companies Practice Section (PCPS), home to more than 7,200 of the country's leading local and

regional CPA firms, Major Firms Group, a committee comprised of the largest firms in the country, excluding the four largest international CPA firms

Depth of Resources: P&N's ranking as a Top 100 U.S. accounting firm exemplifies the extensive accounting, consulting, and technology resources we have available to draw upon in order to best serve our clients' needs. With clients in various locations across the country, we are readily accessible, not only during the engagement, but throughout the year. Our significant resources provide P&N with the ability to expand or modify the engagement team based on your needs. P&N provides internal audit services in the areas of technology, construction, governance, and risk management to a variety of clients including Louisiana State University. Additionally, P&N has a master services agreement with LSU to provide internal audit services.

Bostick Global Strategies is a Minority Service-Disabled Veteran Owned Small Business (SDVOSB), includes individuals with significant experience in infrastructure, engineering, program management, environmental sustainability, human resource management, diversity-equity-inclusion, disaster relief, crisis response, biotechnology, executive coaching, training, research, organizational change and leadership, virtual reality, and agile, scrum, and project management.



3 REFERENCES AND ENGAGEMENTS

Team SilTek's References & Engagements are provided in **APPENDIX A**

4 APPROACH

With over 25 years of experience, SilTek offers a broad range of both hard and soft skills, as well as a unique, research driven Agile Consulting methodology to every engagement. Agility in consulting means quickly assessing, designing, and delivering essential and sustainable business flexibility. It refers to the ability to quickly understand and evolve the requirements of projects and re-allocate resources.

It requires a disciplined approach and a lot of digital and technological services. The real goal of agile consulting is, as the term suggests, to be nimble. Even in Universities and similar organizations, being nimble is critical to success: the ability to implement a process change also requires an ability to roll back should something unexpected happen. Agility at SilTek means that our team moves and flexes as a project or requirement evolves. This allows us to offer the various components of Mason, under this contract, an evolving set of services and capabilities. For each engagement or project, we provide individuals who work alongside stakeholders, business line leaders, and end users/consumers to understand the requirements and

Agile Methodology Strategy



build or provide solutions as a team and as if we needed them ourselves: our goal is to provide you with everything you need to streamline your processes. SilTek has a reputation of developing sustainable solutions that adapt as technologies and requirements change.

Team SilTek's approach to all consulting engagements is a forward-looking review that is grounded in our Quality Approach Model detailed in Section 13.1 below. We believe that a strong foundational approach is imperative for success. To achieve results we assess, measure and benchmark. It is the quality of the business/organization insights we gather, the preparation and the project planning that position our work for success. Therefore, we are methodical and apply our Quality Approach Model to all our work. **For more detailed information on our approach, please see APPENDIX E Supporting Documentation.**

4.1 HIGHER EDUCATION BENCHMARKING AND DATA ANALYSIS

Team SilTek's organizational improvements, in step with proven process improvement methodology, begin with a factual understanding of the current state. For Mason, we will use various inquiry methods including 1:1 interview in person or by phone, written surveys, and focus groups to learn about what is going on, how well is the organizational or operation performing in meeting the current standard or objective, and to uncover opportunities for improvement or change based on industry best practices and/or organizational or operational requirements. Our process includes meeting with the client to learn about their culture and past survey efforts: a) what methods have been most successful, b) what level of participation has been achieved, c) are incentives (e.g. contest, gift cards, etc.) have been used to encourage participation, d) are there access issues, e.g. access to a private space or computers that constrain participations and e) what communications protocols have been used to build awareness and encourage participation. We also want to understand the level of trust that exist in the workplace: do people trust that they can offer their voice without fear of retribution. With this information, we will plan the design custom surveys or implement surveys including the use of available data sets (e.g., employee demographic data to pre-populate the survey), collection strategy, scheduling and implementation.

We have extensive experience in surveying using custom instruments for gathering sentiments on employee, student and stakeholder satisfaction, org culture including diversity, equity and inclusion embrace, benefits offerings and use, salary surveys (internal and external) including pay equity analysis, job analysis (desk audits) and business approaches and strategies. We implement nationally recognized surveys for measuring and benchmarking employee engagement (e.g., Energage-Top Workplaces and Gallup), psychometric assessments to measure personality and preferences (e.g. Birkman Method, Hogan, MBTII, EQi 2.0), 360 performance surveys (e.g. Center for Creative Leadership 360, EQi360, Birkman 360), and behavioral interviews for recruitment and promotion consideration (Smart Topgrading). Many of these assessments can be implemented with teams to learn more about their natural strengths and challenges

Data Analysis: We employ a variety of methods to analyze and benchmark the data we collect using online tools employing custom algorithms, Survey Monkey and SPSS software. We follow a meticulous quality control standard to ensure the validity of the data. Every piece of data on every response is thoroughly examined. In addition to conducting thematic analysis on comments

collected, we often engage focus groups to gain greater meaning of data developed from the survey results.

Results Reporting: We offer a number of options for reporting including written reports and facilitated presentations using PowerPoint and reporting tools such as Crystal and Tableau tools.

Deliverable may include Organizational Assessments, Operational Supports, Investigative Reports, Survey Reports, Benchmark Analysis, and Psychometric Profiles for Individuals and Teams, and Individual Performance Reports (360).

4.2 HELPING LARGE PUBLIC AND NON-PROFIT UNIVERSITIES ENTER INTO PUBLIC-PRIVATE PARTNERSHIPS

One of our partners, LTG(Ret) Bostick, led the creation of the first-ever flood risk management public-private partnership. The Fargo-Moorhead project is valued at \$2.75 billion. He has also been heavily involved in the public-private partnership for cadet branch selection at West Point which has now expanded to Reserve Officer Training Corps programs at universities across the United States. Tom Bostick, served as the Director of Personnel for the U.S. Army including over 1 million Soldiers and 330,000 Civilians. He focused on opening opportunities for women which ultimately allowed women to serve in all branches of the Army and Ranger School for women. As the Commanding General of the U.S. Army Corps of Engineers he led 34,000 civilian scientists and engineers and focused on increasing STEM opportunities for women. He is an expert in crisis response and resilience having led the Joint Military Operations Center during 9-11 and the response to Superstorm Sandy. He served as the COO and President of Intrexon Bioengineering (NASDAQ: XON, now PGEN). In this position, he advocated and supported the selection of a new CEO, a female scientist, and managed a company with a \$1B market cap. He is currently serving as a subcontractor on a government contract in support of a hydrology study at a Department of Veterans Affairs Medical Center. He also supports the environmental sustainability work of the Bill and Melinda Gates Foundation. Lt. Gen. Bostick actively supports three different committees of the National Academy of Sciences, Engineering and Medicine including: Gulf Research Program (focused on sustainability in the Gulf), Racial Justice and Equity, and Chair of the Board on Infrastructure and the Constructed Environment.

Team SilTek has served public universities, private universities, trade and vocational schools, community and junior colleges, administrative departments (such as financial aid, business operations, etc.), and third-party servicers. Our Higher Education Niche Group is a primary practice area of the firm and brings together a multi-disciplined team of professionals focused on serving colleges and universities. Our team combines resources with experience in internal audit, external audit, tax, technology, financial aid, cybersecurity, capital projects, human resources, and other areas. This diverse experience means we can deliver added value to the University as your needs arise or evolve.

Our professionals are intimately familiar with the environments of academic institutions. Because of our diverse client base of colleges, universities, student financial aid offices and related services, our professionals have been exposed to a wide assortment of obstacles, processes, and pressures.

This experience translates into a highly competent team that is knowledgeable in the unique challenges and concerns.

Team SilTek has excellent experience in the higher education industry and other organizations supporting education and some of the examples are Louisiana State University, The University of Texas at Austin (UT Austin), University of Texas at Dallas –Network Management Audit Services Baylor University, Louisiana Department of Education, Louisiana Board of Regents and Louisiana Department of Education

4.3 FINANCIAL ANALYSIS AND BUDGET PLANNING

Team SilTek has a deep level of experience in financial analysis and budget planning including participation in complex, long-term endeavors which require adaptability and flexibility at every stage of the project, with the highest regard for quality, accuracy, compliance, and performance.

Our skilled team utilizes sophisticated project and financial management systems to achieve objectives, manage the budget function, and provide reports and communications from project inception to operationalization, allowing clients to maximize potential. We offer a comprehensive workflow and quality deliverables, based on the scope of services needed by the client.

To support financial analysis and budget planning, Team SilTek has developed *iForea™*, a cost-effective solution to manage and automate budget requirements, a modernized financial management system that generates timely, accurate, and useful information with which to make informed decisions and to ensure accountability on an ongoing basis.

This cloud-based, secure and dynamic enterprise-wide budgeting tool for budget analysis through budget forecasting, enables instant integration of cost-to-complete estimates and project schedules enterprise-wide. *iForea™* uses advanced modeling capabilities to estimate costs with minimal input, projects future requirements, tracks sustainability metrics, analyzes “what if” scenarios based on project prioritization, consolidates requirements across the enterprise, and aligns budget expenses with feedback into cost models for experienced-based refinement. This system ensures that your budget is in a state of financial audit readiness at all times, managing documentation that supports your budget requirements. *iForea™* integrates and implements traceability, accountability, reliability, and strategic priorities across the enterprise providing real time, quality data from estimates through execution.

Our methodology for implementing *iForea™* provides a flexible solution to enable rapid budget preparation. We will work with your budget team to determine requirements specific to Mason then, using *iForea™* and an Agile software methodology, we will develop a pilot to demonstrate the capabilities, revise as necessary based on your team’s input and, once we have agreement, prepare for implementation by conducting end-user training, coordinating the installation into your production environment and employing a feedback process with the team

Budget Reimbursement Snapshot As of 6/9/2021 6:00:09 AM

Reimbursement Category Status	Application Submission Summary	Review Summary
100 Applications Submitted	\$10.00M Reimbursement \$ Submitted	250 Requests Reviewed
10 Applications Opt-Out	\$2.00M Opt-Out Dollars	300 Requests In Review
30 Applications Outstanding	\$13.00M Outstanding Dollars	50 Requests Denied
150 Applications Future Procurement	\$25.00M Future Procurement Not/Under Dollars	200 Requests Future Procurement
		\$4.00M Allocation \$ Approved
		\$5.00M Reimbursement \$ In Review
		\$1.00M Refuse Reimbursements
		\$26.00M Future Procurement Not/Under Dollars

School Name	Site Code	Record Number	Application Status	Total Allocation	Total Reimbursement Requested	Total Reimbursement Approved	Total Reimbursement Restricted
School A	1617	BRS-01	Submitted	\$10,000	\$0,000	\$0,000	\$0
School B	1415	BRS-02	Submitted	\$50,000	\$10,000	\$5,000	\$5,000
School C	1213	BRS-03	Submitted	\$200,000	\$100,000	\$100,000	\$0
School D	9161	BRS-04	Submitted	\$400,000	\$200,000	\$200,000	\$0
School E	5478	BRS-05	Submitted	\$10,000	\$1,000	\$1,000	\$0
School F	1234	EARS-2005	Submitted	\$117,400.00	\$0.00	\$0.00	\$0.00

which starts during training to capture and resolve any issues that might arise once the system is deployed.

Understanding the significant and fast-moving financial dilemmas occurring within the university is key to developing rapid and appropriate solutions. Utilizing all fund source models, 10 years+ budget and cash forecasts, capital funding, auxiliary support and research opportunities are critical in determining how to effectively blend organizational priorities with funding availability.

4.4 LEGAL AND/OR TAX STRUCTURING

Team SilTek will not be responding to this section.

4.5 SETTING UP BUSINESS FUNCTIONS AT A UNIVERSITY, SUCH AS BILLING FOR INSURANCE

Team SilTek has an established business partnership and Business Associate Agreement (BAA) with Change Healthcare to develop and deploy custom medical billing applications and capabilities. Change Healthcare is a leading healthcare billing clearinghouse providing access to the majority of insurance carriers nationwide through secure application programming interfaces (API's). With this capability and expertise, Team SilTek can enable Mason's existing EHR to bill for services for credentialed providers using automated tools that: verify eligibility, validate copays and coinsurance, support patient and member engagement, and manage end to end claims lifecycle and payments. We are currently providing these development services under contract to an electronic healthcare record (EHR) platform vendor known as MHI Systems, Inc, which currently processes approximately \$150,000 per month in medical billings. The ability to implement this capability is unique to Team SilTek as most EHR vendors do this type of work in house. As Mason moves forward in developing any health services for internal or external constituents, Team SilTek is ready and available to assist in leading this new effort.

As a former Chief Operating Officer of small businesses and part of the teams, Barbara Schipper has extensive experience and proven methodologies for setting up new businesses from scratch which included selecting accounting systems, determining insurance requirements, evaluating requirements for benefits to create the optimal benefit package that will ensure staff retention, developing cash flow tracking processes, and working with vendors to meet the requirements and negotiating the best pricing for their services.

4.6 ORGANIZATIONAL AND OPERATIONAL ASSESSMENTS AND IMPROVEMENTS

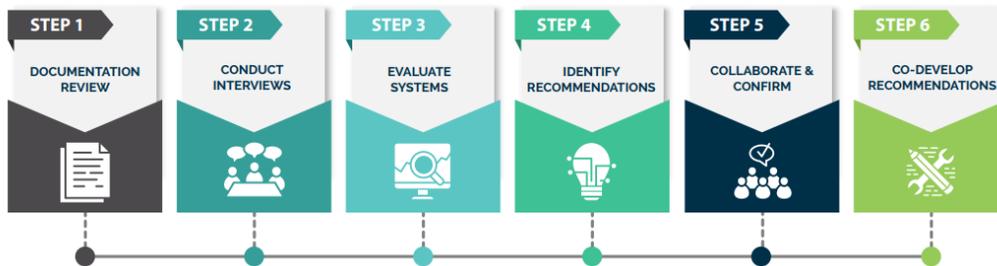
Organizational performance focuses not only on human capital but also processes, systems, and functions. Organizations often recognize the need to improve performance; however, they may be so caught up in the day-today tasks that it is difficult to identify what actions to take to make the desired improvements. In other cases, the organization has grown, and processes and procedures are not meeting the current needs of the growing organization.

Team SilTek's team member, Renee Bostick, EdD, was a school administrator who led four public schools (two in Texas; two in Virginia) over a period of 16 years during the implementation of the federal law No Child Left Behind (NCLB). She led her organizations using data driven decision making and formative (e.g., site-based assessments and surveys) and summative assessments (e.g.,

annual state tests; 360 assessments) to support and provide evidence for school improvement strategies. Dr. Bostick completed the University of Virginia's 2-year School Turnaround Specialist training sponsored by the Darden School of Business and the Curry School of Education. She has a doctorate in Organizational Change and Leadership from the University of Southern California. She is trained to administer, debrief, and coach areas reported by a variety of assessments. These assessments include the Emotional Quotient Inventory (EQi-2.0), which is the world's leading measure of emotional intelligence; DiSC, an assessment that helps people understand themselves and others in order to improve teamwork, and productivity in the workplace; 360-degree assessment; Myers Briggs; and iEQ9 Integrative Enneagram, which is a system of personality typing (nine types) that describes patterns in how people interpret the world and manage their emotions.

Team SilTek's Control and Risk Advisory Team will maximize Mason's efficiency and effectiveness to reach the performance goals. Through our performance improvement review, we provide an independent evaluation of current state accounting and business processes, and we will work with Mason to implement best practices. Based on an understanding of Mason's business and operations, our team makes recommendations to help improve the performance.

Our approach is based on a solid foundation and understanding of the best practices for accounting and business functions across a wide variety of industries and backgrounds. Our team works with your personnel to help determine the goals and objectives for improving organizational performance. Below is our step-by-step approach for conducting a performance improvement review.



For Mason, we will assist with documentation review, accounting and finance function review, IT systems review, performance improvement recommendations, best practices gap analysis and performance improvement strategic plan.

4.7 HIGHER EDUCATION STRATEGY AND FACILITATION OF NEW PARTNERSHIPS

Our team brings a diverse array of experiences to strategic planning including the ability to conduct situational assessments and perform complex financial analyses, structure deals, and gather market intelligence. Our consultants have worked with several of the nation's largest money-center banks as well as corporate and non-profit institutions (including educational institutions) on commercial real estate development projects and co-generation energy projects. We also have experience developing operational processes for program accreditation, facility management, technology

maintenance, call centers, project and operational management, human resources management, and benefits management.

We have also developed public-private and private-private partnerships that add value for the sourcing entity including leveraging our ability to build sustainable diversity, equity, and inclusion in organizational processes and systems. These relationships offer access to “best-in-bred” partners to provide immediate value through enhanced or new capabilities.

4.8 STRATEGIC COMMUNICATION AND CHANGE MANAGEMENT OF NEW INITIATIVES OR JOINT VENTURES

Communication is the linchpin to achieving buy in, motivating the workforce, ensuring consistency in message and proactively soliciting feedback. Most organizations have many “touchpoints” with their employees. Team SilTek does a thorough examination of the organization’s communications efforts and the media available. We then work with clients to make regular and consistent communications with employees – both formal and informal -- a priority. Essential to effecting change, clear communications that are delivered through multiple touch points in an emotionally connective manner. This builds each employee’s, student’s or stakeholder’s feeling of ownership and connectedness in contributing to the overall success of the organization. Creating the opportunity for a continuous feedback loop can lead not only to process and operational improvements, but also engenders a culture of inclusion where all voices are heard and considered. When protocols are established and engrained in business processes, crisis situations are averted, and the rumor mill is preempted.

While new tools, systems, and management strategies are ultimately necessary for the continued health of an organization, these changes can also be highly disruptive. Team SilTek provides training, strategic communications, planning, and business process design services to minimize the disruption. Our team supports clients through both small and large-scale change by preparing staff and paving the way for a smooth and effective transition.

Strategic Planning & Communication: We align priorities, resources, and operations to create a strategy for success. Clear, consistent communication across departments, work settings, and project environments is imperative to pave the way for new procedures and understanding of roles and responsibilities. Our approach includes developing a strategic plan by working directly with stakeholders to identify the current state and desired future state and customizing cultural change management and communications strategies to address group recipients, message tone, frequency of communications, and content development. We facilitate forums or workshops focused on brainstorming, communication, and implementation in order to gain insight into issues and potential improvements at all levels of the organization. We are identifying gaps in organizational communication and implementing engagement tools and processes.

Process Change Support: Timely and consistent planning leads to successful acceptance of changes in program policies, procedures, or software. Team SilTek provides change management support and oversight for numerous large-scale projects and workforces of all sizes. Our approach includes evaluating acceptance and integration of program changes, developing and deploying

teaching modules to produce end-user readiness and support and defining change management roles in a fluid environment while solidifying responsibilities for the future

4.9 ACADEMIC LEADERSHIP ASSESSMENT AND COACHING

Our team member, Renee Bostick, ICF-PCC, EdD, is an International Coaching Federation certified coach and a graduate of George Mason University's coaching program, Leadership Coaching for Organizational Well-Being. She has coached George Mason University staff in addition to coaching CEOs, senior vice presidents, graduate students, medical doctors, educators, military personnel, engineers, and 23 IT staff for the School District of Philadelphia.

She is certified in, has administered, and debriefed the following assessments: EQi-2.0, 360, Myers-Briggs Type Indicator (MBTI), DiSC, and iEQ9 Integrative Enneagram. Dr. Bostick has 20 years of academic leadership assessment experience which includes writing formal evaluations based on local, state and/or federal standards.

Team SilTek understands that Executive Coaching is the most effective strategy for developing strong leaders through self-discovery, behavior modification and self-awareness. Often leaders need an objective, neutral sounding board to discuss challenges, opportunities and confront their own biases and assumptions. Coaching allows leaders and managers to step away from their day-to-day routine and effectively strategize on how they can reach beyond their current state. Conducted one-on-one in a completely confidential environment, coaching helps people gain clarity, removes self-imposed limitations, and increases their self-reliance, so they can better leverage their strengths, and help others do the same.

Team SilTek's approach to executive coaching is based on best practice theories for change. We follow a disciplined process that includes personal discovery, current state performance benchmarking, visioning and goal-setting for individual development and improvement. We employ change management techniques and tools to define new leadership behaviors, approaches and style improvements for personal effectiveness, and systems for personal accountability.

TEAM SILTEK'S SUCCESS STORY

A military spouse who had just graduated from MIT's Sloan School of Management moved to Ft. Bragg, North Carolina was in search of a coach. Serendipitously we crossed paths (I, too, am a military spouse.). She wanted to use her management degree to start a business. Over the course of a year, I coached her through the creative and startup process of her company, which became a reality and a success.

TEAM SILTEK'S QUOTES

- Most impressive of any coach I've ever worked with.
Harvard Kennedy School
- Opened my mind to other possibilities as well as ways to reduce stress.
United Nations Association, Iowa
- An excellent coach providing patience and wisdom in a high stress start-up environment.
PrimaTemp, Inc.

Personal change may be needed to address leadership effectiveness, work performance, interpersonal and intrapersonal skill development or a move to a new role or a transition out of organization. Through carefully constructed conversations, we assess and understand the client's current state behavior, we slowly and effectively build awareness of skill gaps and/or derailing behaviors, we identify pathways for behavioral change, and we engage the client in using self-awareness skills to build personal accountability. We use various

assessments to build a current state profile based on factual data gleaned from personal interviews, 360° surveys, psychometric assessments and work performance reports. With the client's insights, we identify both skill and behavioral strengths and weaknesses, and we set the development course for the engagement.

Please check **APPENDIX E** Supporting Documentation for more details on Executive Coaching.

4.10 BUSINESS AND FINANCIAL MODELING

Critical business decisions are increasingly relying on complex, customized financial analysis. Team members on Team SilTek's valuation and business analytics team offer our clients a wide range of financial analysis and modeling capabilities, ranging from dashboards simplifying complex data to robust, bespoke financial models outlining critical business opportunities.

We assist clients in developing financial models for capital budgeting, operational budgeting, and investment decisions using a range of measurement tools such as net present value or internal rate of return metrics, and our analyses can be used for one-time standalone project decisions or integrated into ongoing client processes and functions.

As new business opportunities present themselves, having an agile methodology and approach is key towards ensuring financial responsibility and ensuring that plans are in alignment with clear organizational goals. Key appropriate metrics will be developed based on core strategy that is applied consistently through all proposal reviews. Financial models related to all aspects of the university, as a business, will be applied ensuring clear and consistent validations.



4.11 MARKET ANALYSIS/MARKET DEMAND ANALYSIS

Our analysis is grounded in current information on market conditions associated with the type and length of the transaction under consideration. We also take into consideration the issues associated with reserving: solid credit rating, strengthening the organization's profitability, preserving existing assets, and minimizing costs as well as turnaround plans, restructuring services, and analytics modeling. These analyses also help us understand how to optimize asset portfolios, institutional frameworks, organizational structures, project evaluation and selection, and operational efficiencies

We can also manage and/or support the development of the business plan including feasibility studies and business plan assessment, planning and structuring transactions, and cost-efficiency structures. In addition, we can manage and/or support the development of public and private financing for infrastructure projects as well as asset divestment.

4.12 SIGNIFICANT WORK WITH US PUBLIC AND INTERNATIONAL UNIVERSITIES INCLUDING ACCREDITATION OR RESEARCH

Team SilTek's team member, Tom Bostick (LTG, Ret.)/PhD, has served on the Advisory Board of Civil and Mechanical Engineering at West Point for over a dozen years. One of our key responsibilities is to review the academic programs to ensure ABET (Accreditation Board for Engineering and Technology) accreditation.

ABET accreditation provides assurance that a college or university program meets the quality standards of the profession for which that program prepares graduates.

The Civil and Mechanical Engineering programs at West Point have always maintained their ABET accreditation.

Team SilTek's team member, Dr. R. Stacy Henderson is a certified accreditation evaluator, and in October 2022 she completed an evaluation of Cardinal Stritch University where she served on the Peer Review Team for the accreditation of business programs. In her role as accreditation evaluator, she met with faculty members and the University staff. She is certified by the Accreditation Council for Business Schools and Programs. She is a seasoned University adjunct instructor and has published articles in the Journal of Institute of Strategic and International Studies, a peer-reviewed research journal.

4.13 DEMONSTRATED UNIQUE AND PROPRIETARY KNOWLEDGE REGARDING PRIVATE FOR PROFIT/NOT-FOR PROFIT COMPANIES/UNIVERSITIES SERVING THE UNIVERSITY MARKET

Team SilTek is not responding to this section.

4.14 EXTENSIVE CAPITAL MARKETS EXPERIENCE IN HIGHER EDUCATION INCLUDING BOTH EQUITY AND DEBT ISSUANCES

Team SilTek is not responding to this section.

4.15 EXTENSIVE TRANSACTIONAL EXPERIENCE, INCLUDING MERGERS AND ACQUISITIONS, IN HIGHER EDUCATION; PLEASE PROVIDE SAMPLE DEAL LIST

Team SilTek has served numerous clients over the firm's 70+ years of business. In 2021 alone, our team advised on over 50 transactions.

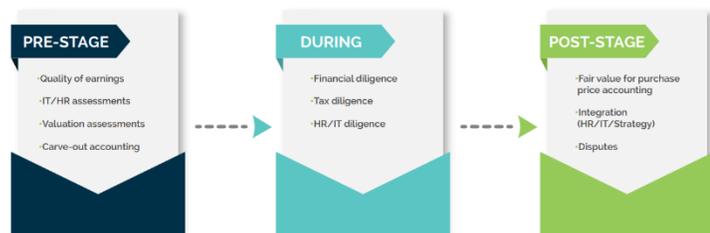
Our transaction advisory group offers comprehensive transaction services. We help clients understand a target's financial performance and risks, and advise clients in transactions ranging from pre-revenue start-ups to billion-dollar enterprises. We match the right personnel and resources to each transaction allowing us to identify vulnerabilities, evaluate the target's financial health, and maximize your investment.

Our agile approach brings the right people at the right time, increasing effectiveness and minimizing cost. Based on the project, we can offer a team of experienced professionals to address areas including financial, tax, information technology, valuation, post-acquisition integration, and even post-acquisition disputes.

Mergers & Acquisitions: Team SilTek offers full-service merger and acquisition advisory services for both buy-side and sell-side due diligence to a variety of entities and private equity groups. P&N has advised clients in transactions ranging from pre-revenue start-ups to billion-dollar enterprises, customizing each engagement team to apply the right level of technical knowledge, industry depth, and staffing resources to meet the scope of services, timeline, and budget. Our experience includes various aspects of financial analyses, including quality of earnings reviews, balance sheet exposures, working capital requirements, appropriateness of accounting policies, and other services. Our capabilities can assist you in a buy-side or sell-side environment in several functional areas.

We provide a flexible approach that allows us to provide traditional diligence services, but also assess where more effort should be spent in order to provide better value to our clients. Our services include sell-side and buy-side diligence, purchase price allocations, valuation, quality of earnings, audit and financial reporting, tax advisory and deal structure, and non-financial transaction diligence: IT, cybersecurity, internal controls assessments.

FINANCIAL	We combine on-site observation, management discussions, financial statement analysis, independent research, and a focus on the highest impact areas to thoroughly evaluate a target's financial performance.
TAX	Whether a transaction is simple or complex, our tax professionals can assist you in minimizing tax risk and identifying tax saving opportunities.
INFORMATION TECHNOLOGY	We offer full-service technology consulting services, as well as provide and support several major accounting software packages, giving us insight into a target's business systems.
VALUATION	With an understanding of a target's financial and operational issues, our valuation team can assist in estimating a purchase price or price range, or advise for the impacts of due diligence adjustments on a pre-defined purchase price.
POST-ACQUISITION INTEGRATION	Our project management professionals along with our IT, HR, and internal audit teams help make the transition smooth by assisting in integrating systems, personnel, accounting, and business policies and procedures.
POST-ACQUISITION DISPUTES	From seller misrepresentations to balance sheet 'true-ups' and working capital disputes, our professionals work with legal counsel to resolve financial disputes, and have the testimony experience to support you in litigated matters.



4.16 EXTENSIVE EXPERIENCE IN DEVELOPING AND GROWING DEI INITIATIVES IN HIGHER EDUCATION

Phase I: Understanding the Current State – Organizational Inquiry

With over 40 years of experience in the diversity arena, now diversity, equity and inclusion arena, we recognize that most efforts to build sustainable DE&I change fail. We have a framework for building sustainable DE&I change in organizations.

We use a proven strategic planning model, Deep Dive, to understand the current state of DE&I, beginning with the assessment with workplace engagement – an analog for workplace inclusion. We use 1:1 interview to learn about organizational and leadership readiness. We tailor our review to fit the client’s objectives and budget in a way that best informs the consulting work. We believe that every organization is unique, and the better course for our work is to learn about how the organization operates and to evaluate how effective it is in meeting its own expectations and requirements for DE&I aspirations, performance, and results. This proposal summary outlines the general areas of our review, however, the exact scope of the current state insights review will be tailored to meet the stated objectives, as well as to analyze any substantive findings discovered in the process, keeping in mind the budget and time requirements.

Organizational Inquiry – Methods of Inquiry

Mason Executives and Administrators	1:1 Interviews, Engage Employee Engagement Survey
Faculty (Full-time), Adjuncts and Staff	Engage Employee Engagement Survey
Students and Other Stakeholders	Custom Surveys
HR Data: Recruitment, Retention, Development, Promotion, Pay/Incentives and Turnover	Data Review and Analysis for Diversity based Outcomes - review for indicators of bias or discrimination
Systems Review: Communications, Performance and Pay Systems, and Purchasing/Buying and Charitable and Philanthropic Giving	System Review and Analysis for Diversity impact

Phase II-Strategic Planning

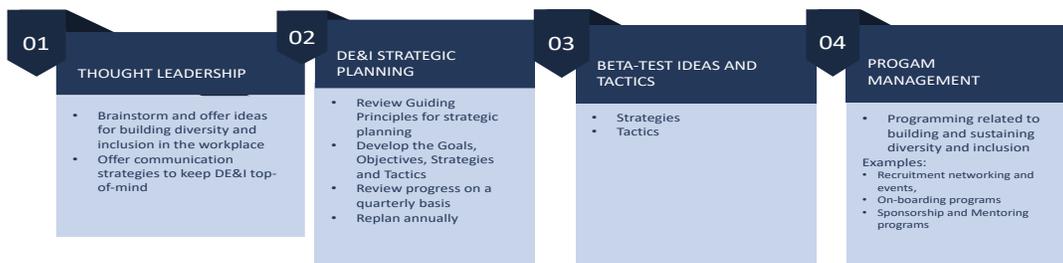
Strategic Planning Workplan

Develop and Set the Framework for the DE&I Strategic Plan	Define Guiding Principles, Goals and Objectives
Use Insights from the Organizational Inquiry to Determine Scope and Set Action Planning (Tactics) and Priority for Strategic Planning Effort	Set Strategies for each Goal/Objective Set Tactics for each Strategy Develop an Implementation Plan including Measurements Develop Proforma Budget

Manage Communications

- Formal Presentations on the Overall Org Inquiry and Strategic Planning Approach
- Formal Presentations on Progress
- Formal Presentations to Leadership for Final Plan Approval
- Presentation of the Final Plan
- Comms Plan for DE&I Updates (and Two-way Comms On-going)

Typical Role of the Strategic Planning Team/Inclusion Council



4.17 AGILITY AND REACH – ABILITY TO ASSEMBLE A RELEVANT TEAM OF EDUCATION EXPERTS QUICKLY; STRONG NETWORK

Team SilTek’s Project Manager, Barbara Clark, has extensive higher education experience and contacts throughout the Commonwealth of Virginia as well as relationships forged as a board member or member in organizations such as NACUBO, SCUP, ICF, FOCUS and ERP provider, Ellucian. These relationships have developed over the decades and have provided key opportunities.

Team SilTek’s team member, Renee Bostick, EdD and LTG Thomas Bostick (Ret.), PhD have the agility and reach to assemble a relevant team of experts. LTG Bostick (Ret.) is a graduate of West Point, Stanford University, and George Washington University. He is a White House Fellow. In his last three assignments in the Army, he served as the commander of U.S Army Recruiting Command, Army Personnel, and as the 53rd Chief of the U.S. Army Corps of Engineers. He currently serves as a board member of several public and privately owned companies. His ability to assemble a relevant team is a skill which he frequently relies on in support of for profit and nonprofit organizations. Dr. Renee Bostick has worked in 26 different schools located in seven states and on three continents, creating a network of professional educators, both military and civilian. In addition, by attending several universities and completing degrees and/or credentials, she is also able to assemble a team of education experts, whether from George Mason University, Kansas State, the University of Pittsburgh, Vanderbilt, Indiana University, University of Wisconsin, UPenn, or the University of Southern California. Furthermore, in her role as a member and secretary of the 1800-member ICF Metro DC Chapter Board, Renee Bostick has built relationships with universities in the DC Metro Area, which provide her with the agility and reach to assemble a relevant team of education experts.

4.18 BUSINESS PROCESS MAPPING, AUTOMATION AND CHANGE MANAGEMENT CONSULTING

Team SilTek has experience providing comprehensive business process mapping, automation, and change management services to support a variety of objectives. Our approach includes facilitating the assessment of current processes, assisting in the design of new or improved processes, and developing recommendations and executing implementation processes.

The first step in a business process review is to understand the desired goals and outcomes of the organization and the quality and efficacy of current processes. Our approach includes creating maps to ensure that we understand process relationships to one another and to outcomes, communications value and coverage gaps. In addition, we endeavor to highlight process steps that support compliance, risk management and quality control aspects. We typically use 1:1 interview session with process holder to create process maps.

Successful business process improvement needs to consider not only the short-term outcomes, but the long-term goals for an organization. To accomplish this, Team SilTek builds business process improvements using the principles of sustainable change management. Methodologies include identifying the goals and outcomes desired by the client; determining what is working; evaluating the impact and opportunity for new approaches; benchmarking new approaches against best practices; and beta-testing before full implementation, where possible.

We ensure employee buy-in and alignment, exploring roles and responsibilities, overlaps and redundancies, working relationships, and overall employee satisfaction. People value what they help to create. We work side-by-side with the organization, communicating often with key stakeholders to maintain clarity in direction, manage expectations for outcomes and build a sense of pride and ownership in the finished product.

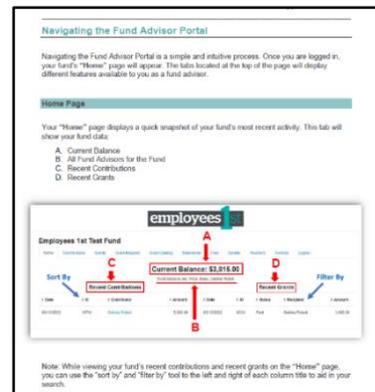
Our deliverables include identifying new approaches based on benchmarking of best practices and desired goals and outcomes, development of a written plan or road map for new approach and development of communication and change management plan.

Business Process Mapping: Our business process mapping approach includes assessing requirements, client processes, and business needs, documenting current and redesigned processes, and ensuring process changes and change impacts are reviewed and understood by stakeholders to gain consensus and approval.



Communication Strategy and Implementation: Once business processes are drafted, our team can support implementation and adoption by providing recommendations for internal messaging and communications. We will work with Mason to develop a communications strategy including develop targeted messaging and scripts for communication materials and multimedia content; tailor communications to stakeholder groups; meet with management to present draft communications and elicit feedback; and schedule content delivery and provide support

Training Development and Production: As part of change management efforts, our team has the ability to develop training, including corresponding work aids and reference materials. We can identify training topics and recommended content for reference materials in preparation of the rollout of the processes; develop training materials to bridge any gaps, including quick reference guides, work aids and resource materials based on job functions and roles; collaborate with the University to brand and package all materials; support team members to schedule and produce in-person or webinar-based trainings based on preferred delivery method; record training sessions to be used for future on-boarding or refresher trainings



5 RESPONSE TO SECTION XIII, PARAGRAPH B 6, PAGE 7 – ANSWERS TO QUESTIONS

1. Are you and/or your subcontractor currently involved in litigation with any party? **NO**
2. Please list any investigation or action from any state, local, federal or other regulatory body (OSHA, IRS, DOL, etc.) related to your firm or any subcontractor in the last three years.
NOT APPLICABLE
3. Please list all lawsuits that involved your firm or any subcontractor in the last three years.
NOT APPLICABLE
4. In the past ten (10) years has your firm's name changed? If so please provide a reason for the change. **NO**



6 TERM SHEET (INCLUDES PRICING)

6.1 LABOR CATEGORIES & RATES (SECTION XII, PAGE 5 COST OF SERVICES)

COST OF SERVICES		
Labor Category	Daily Rate	Hourly Rate
Program Manager		\$175
Budget/Financial Analyst I		\$90
Budget/Financial Analyst II		\$115
Budget/Financial Analyst III		\$145
Budget Specialist (SME)		\$200
Database Administrator		\$150
Network Engineer		\$150
Software Engineer I		\$110
Software Engineer II		\$170
Software Engineer III		\$220
Principal	\$4,500	\$575
Management Consultant I		\$185
Management Consultant II		\$315
Management Consultant III		\$475
Senior Consultant	\$3,700	\$475
Consultant	\$2,500	\$325
Executive Coach I (Senior Executive)		\$300
Executive Coach II (Manager)		\$200
Leadership Coach I		\$185
Leadership Coach II		\$250
Project/Research Assistant I	\$1,000	\$135
Project/Research Assistant II		\$150

NOTE: The above labor rates include local travel but not other direct costs such as the costs for leadership and coaching assessments where fees would be based on costs.

7 PROCEDURAL INFORMATION (SECTION XIII, PARAGRAPH B 1, PAGE 6 - 7)

7.1 SIGNED COVER PAGE AND ALL ADDENDA

Please refer to **APPENDIX C** for the Signed Cover Page and Addendums.

7.2 SMALL BUSINESS SUBCONTRACTING PLAN (ATTACHMENT A)

Please refer to **APPENDIX D** for the Small Business Subcontracting Plan (Attachment A).

7.3 PAYMENT PREFERENCE (SECTION XVI)

SilTek's payment preference is Option # 3, Net 30 Payment Terms; we will enroll Paymode-X.



8 APPENDIX A - REFERENCES & ENGAGEMENTS

8.1 REFERENCE 1

Project Title: Leadership and Well-Being Coaching	
Name of the Client/Department	Walker Row Partnerships/Hippodrome
Role	Prime
Period of Performance	July 1, 2019-June 30, 2021 (currently through 2023)
Contract Number	WRP-SilTek001
Contract Type	Two years with additional 2-year increments through year 6
Contract value	Not to Exceed \$150,000 per year (based on individual and group coaching engagements)
Point of Contact (Name, Phone Number and Email)	Sharon Stallings Phone: 804.874.3013 Email: sharon@walkerrow.com
Summary of Engagement	
<p>SilTek was awarded Contract Number WRP-SilTek001 to provide leadership coaching services to high and mid-level leaders in the organizations. Using an ICF supported client-coach structure, our coaches engage in sessions where the client determines the scope of the sessions. Leadership is kept informed of progress without revealing confidential information shared during the client-coach engagement. Various assessment tools are utilized throughout the coaching engagements which typically last 4-6 months per client. In addition, small and large group coaching sessions occur on a quarterly basis.</p> <p>Coaching Methodology: SilTek leadership coaches teach and train clients by incorporating aspects of well-being practices as a way to enhance the client experience. Well-being practices such as meditation and journaling are introduced with accountability partnerships to help create deeper employee connections. These soft-skilled approaches are interwoven with more standard developmental coaching methods to create a holistic experience. Coaching assessments occur on a regular basis ensuring that client's needs and expectations are in alignment with the coaching services provided.</p>	

8.2 REFERENCE 2

Project Title: Mental Health Information (MHI) System (Health Records)	
Name of the Client/Department	Loudoun Psychological Services (LPS)
Role	Prime
Period of Performance	February 23, 2018 – February 22, 2023
Contract Number	LPS-SilTek001
Contract Type	Five years with additional 1-year options through yr10
Contract Value	\$5,800,000 (full five-year value obligated to date with additional year 6 obligated at \$1,600,000)
Point of Contact (Name, Phone Number and Email)	Dr. Donald Jaskulske, Phone: (703) 297-4368 Email: donald.jaskulske@loudounpsychology.com
Summary of Engagement	
<p>SilTek was awarded this contract to deliver professional services for the design, development and implementation of a Mental Health Information System (MHI System) for clinical psychologists, professional counselors, social workers, office managers, coding and billing specialists, and administrative assistants in support of the psychology practice.</p> <p>Security: SilTek implemented a system with full HIPAA and Federal Government HHS requirements for electronic health records ensuring client and clinician confidentiality.</p>	



Data Analysis/Reporting: SilTek provides expertise regarding all client and insurance program requirements. We provided LPS user training to support the use of MHI Systems for all aspects of the client experience. Our team conducts critical data analysis and produces a dashboard of reports to meet all requirements.

Program Management: SilTek provides the program management support necessary to maintain the MHI System, database and all program management services necessary to satisfy the requirements and performance objectives of this contract. We ensure that high-quality service is provided for the MHI System throughout the life of this contract and that methods for improving maintenance, data analysis, and program management are employed. The contract required effective business process improvement program management. To ensure project success, SilTek provided support for program management with subtasks that included: Contract Kickoff Meetings, Monthly Status Reports, Quarterly Process Update Meetings, Plan of Action and Milestones, Quarterly Reviews, Ad Hoc Reporting and Team Meetings.

8.3 REFERENCE 3

Project Title: Normalization of Data (NORM) System Support for Base Realignment and Closure (BRAC) Program Management Office (PMO)	
Name of the Client/Department	The Naval Facilities Engineering Command (NAVFAC) Environmental Base Realignment and Closure (BRAC)
Role	Prime (NAICS Code 541512)
Period of Performance	March 21, 2016 – September 30, 2021
Contract Number	N6247316F2002
Contract Type	FFP
Contract value	\$3,999,526.7 (\$3,920,264.85 obligated to date)
Point of Contact (Name, Phone Number and Email)	Rick Phillips Phone: (619) 524-0659 Email: rick.phillips@navy.mil
Summary of Engagement	
Our team provided software maintenance, expert data analysis, reporting support, database management, and system information assurance management services for the NORM applications related to program management and Environmental Liability reporting. We provided all the support necessary to satisfy the requirements and performance objectives of this contract. We also provided on-site data analysis support at the NAVFAC HQ BRAC PMO Support office in Washington, DC. SilTek provided expertise regarding DERP/NERP environmental program requirements. We provided NORM user training to support the RPM's use of the NORM system for cost estimating, budget preparation, quality assurance, and program management. Our team conducted data analysis and produces ERP products such as OSD Select & Native Programming Data Input System (SNaP) ENV30 budget exhibits, obligation exhibits, OSD Knowledge-Based Corporate Reporting System (KBCRS) data submittals, and program status briefs. We supported NORM QC reports and frequently input data into our design and execute data calls using Excel and MS Access.	

8.4 REFERENCE 4

Project Title: Organizational Inquiry & DE&I Strategy	
Name of the Client/Department	Stanford University
Role	Engagement Leader/Strategist/Facilitator
Period of Performance	October 2020 - present
Contract Type	Fixed Fee
Dollar Value	\$500,000



Point of Contact (Name, Phone Number, and Email)	Annette Walton, DE&I Committee Chair (650) 544-7177 nettie@stanford.edu
Summary of Engagement	
Working with the Associate Vice President, Chair of the DE&I Committee, worked with senior leadership team of the University's Landing, Building and Real Estate Group, performed an organizational assessment, implemented Top Workplace engagement survey and managed and facilitated a DE&I Strategic Plan and worked with senior leaders on capacity building for DE&I. Also managed 4 executive coaching engagements.	

8.5 REFERENCE 5

Project Title: Executive Team and Individual Coaching	
Name of the Client/Department	United Planning Organization
Role	Engagement Leader, Team Executive Coach and CEO Executive Coach
Period of Performance	September 2020 – October 2020
Contract Type	Fixed Fee
Dollar Value	\$250,000
Point of Contact (Name, Phone Number, and Email)	Andrea Thomas (202) 535-3320
Summary of Engagement	
Supported new CEO transition through individual coaching engagements for 10 executives and a team coaching program to develop the “playbook” for the way they interact as a team. Implemented psychometric assessments, behavioral interviews and led a team of 10 executive coaches.	

8.6 REFERENCE 6

Project Title:	
Name of the Client/Department	Chesapeake Utilities Corporation, Aspire Energy, and Florida Public Utilities
Role	Engagement Leader/Executive Coach, Organizational Development and HR Consulting
Period of Performance	November 2012 – May 2018
Contract Type	Retainer
Dollar Value	\$4.5 million
Point of Contact (Name, Phone Number, and Email)	Steve Thompson, Senior Vice President (retired) Michael McMaster – retired, was the main client contact but he is suffering from a debilitating cognitive illness) Stephenthompson1960@gmail.com 302-500-2650
Summary of Engagement	
We were engaged to help the company double its value from \$500MM – \$1B over 10 years. Task 1: Business Process Improvement: Accounting, HR, and Communications – performed workflow analyses, service quality measurements and staff desk audits to understand current state operation. Designed and implemented future statement improves including \$1M HR information system integration. Worked with Strategic Development Team on aspect of several M&A transactions including alignment analysis of people, systems, process and compensation and benefit programs.	



Managed aspect of acquired company integration. Managed company-wide HR strategy planning and managed an executive team and individual coaching engagement.

8.7 REFERENCE 7

Project Title: Worldgate, LLC	
Name of the Client/Department	School District of Philadelphia
Role	Coach/Trainer
Period of Performance	September 2018-June 2019
Contract Type	Firm-fixed-price
Dollar Value	\$10,000
Point of Contact (Name, Phone Number, and Email)	Scott Montgomery (703) 283-4524 smontgomery@worldgatellc.com
Summary of Engagement	
Bostick Global Strategies created 6 modules for 6, 8-hour workshops (e.g., Communication, Leadership, Time Management) and team coached 23 IT staff members.	

8.8 REFERENCE 8

Project Title: MDR Strategies, LLC	
Name of the Client/Department	Multiple clients (e.g., George Mason University Faculty)
Role	Coach/Sub-contractor
Period of Performance	January 2020-July 2022
Contract Type	Firm-fixed-price
Dollar Value	\$5,000
Point of Contact (Name, Phone Number, and Email)	LTG Michael Rochelle (Ret.), PCC (703) 201-4754 mdr1@mdrstrategies.com
Summary of Engagement	
Bostick Global Strategies conducted bi-monthly coaching sessions and meetings with faculty member and member's supervisor.	

8.9 REFERENCE 9

Project Title: Omni-Processor and Reinvented Toilet	
Name of the Client/Department	Bill and Melinda Gates Foundation and DoD
Role	Bostick Global Strategies Lead Coordinator
Period of Performance	1 year and still ongoing
Contract Number	ID INV-036170
Contract Type	Hourly Fees and Expenses
Dollar Value	Maximum Amount: \$318,000.00
Point of Contact (Name, Phone Number, and Email)	Maggie Clout; 206.770.1963; maggie.Clout@gatesfoundation.org
Summary of Engagement	
Bostick Global Strategies provide support for development of public-private-partnership to develop and commercialize the Omni-Processor and the Reinvented Toilet between the Bill and Melinda Gates Foundation and the DoD	



8.10 REFERENCE 10

Project Title: Accreditation Council for Business Schools and Programs (ACBSP)	
Name of the Client/Department	Cardinal Stritch University
Role	Accreditation Evaluator
Period of Performance	10/3/2022 to 10/5/2022
Contract Number	Fixed
Contract Type	Consulting
Dollar Value	\$550 per day
Point of Contact (Name, Phone Number, and Email)	Dr. R. Stacy Henderson, 703-577-9226, drstacyhen14@gmail.com
Brief Description of Work Performed	
Serve on Peer Review team for re-accreditation of business programs. Meetings held with clients, faculty members, and the University leadership staff.	

8.11 REFERENCE 11

Project Title: Child Care and Development Funds (CCDF) Audit	
Name of the Client/Department	Louisiana Department of Education
Role	Internal Auditor
Period of Performance	Dates: July 2021 – Aug 2022, Oct 2021 - Present
Contract Type	Fixed fee
Dollar Value	\$1,318,175.00 (First Contract) Second Contract is ongoing.
Point of Contact (Name, Phone Number, and Email)	Melinda George, Program Director Office of Early Childhood Operations Melinda.George@LA.GOV , (225) 219 – 7380
Brief Description of Work Performed	
P&N was engaged to collect data, conduct a risk assessment, and perform audits of Child Care and Development Funds (CCDF), focusing on Coronavirus Relief Funds in accordance with COVID mandates. Childcare centers in Louisiana received grant funds from CCDF to continue to provide services to low-income families. P&N created an online portal to collect survey responses from all childcare centers in Louisiana regarding the use of grant funds. The survey process also entailed creation of webinar content, user guides, electronic communications, and materials for completion of the survey. Based on collected responses, conducted a risk assessment and performed audits of select childcare centers related to the eligible use of grant funds. Provided recommendations based on our observations related to grant administration and technical assistance. Lessons learned included working with client to establish firm consequences for non-compliance.	

10 APPENDIX B CERTIFICATIONS

10.1 SWAM CERTIFICATION (SILTEK, INC.)





10.2 WOSB CERTIFICATION (SILTEK, INC.)



U.S. Small Business
Administration

www.sba.gov/wosbready

Women Owned Small Business Federal Contracting Program | 409 Third St. SW | WDC 20416

1/25/2022

Barbara Schipper
SILTEK, INC.
13454 SUNRISE VALLEY DR.
HERNDON, VA 20171-3278

Dear Barbara Schipper:

Congratulations! Your firm has been certified as a Women-Owned Small Business (WOSB) by the U.S. Small Business Administration (SBA) for the Women-Owned Small Business Federal Contract Program (WOSB Program), as set forth in Title 13, Part 127 of the Code of Federal Regulations (CFR).

In order to maintain your certification, your firm is required to annually attest that it meets the WOSB Program requirements set forth in 13 CFR Part 127. This annual attestation must be submitted within 30 days of the anniversary date of your certification, which is the date on this letter. Additionally, your firm must undergo a program examination every three years conducted by SBA or a third-party certifier. Instructions for maintaining WOSB certification are available at 13 CFR 127.400 and at <https://beta.Certify.sba.gov>.

Your firm must immediately notify SBA of any material changes that could affect its eligibility. 13 CFR 127.401. This notification must be in writing and must be uploaded into the firm's profile in beta.Certify.sba.gov. Your firm must not misrepresent its WOSB certification status to any other party, including any local or State government contracting official or the Federal government or any of its contracting officials.

As a certified WOSB, there are valuable free resources available to you. These include:

- o SBA Resource Partners: For general assistance on various topics, information on SBA programs, and upcoming small business events in your area. You can find your local resource partner by visiting: <https://www.sba.gov/tools/local-assistance>.

All SBA programs and services are extended to the public on a nondiscriminatory basis.



- o WOSB website: For specific resources on government contracting and the WOSB Federal Contracting Program, please visit: <https://www.sba.gov/wosbready>.

As a WOSB certified firm in the WOSB Federal Contracting Program, **you CAN** use the WOSB Icon on your business' website, business cards, social media profiles, and in your capability statements and proposal bids. However, **you CANNOT** use the digital icon to express or imply endorsement of any goods, services, entities, or individuals. Thus, **the digital icon CANNOT be used** on a company's letterhead, marketing materials or advertising, whether paid or public service announcement (PSA), traditional or digital. The following are instructions to access your digital icon:

1. Visit the following link: <https://www.sba.gov/brand/for-partners/resource-partners-grantees/>;
2. Under General Materials, click on "Decals and Web Icons";
3. The Icons should download on your computer; select "Open File"; and
4. Select/use only the Icon(s) that reflect the Program(s) in which you are currently certified

If you have general questions regarding the WOSB Program, you may submit them to the SBA via the help tab at <https://beta.certify.sba.gov/help> or check the SBA web site, www.sba.gov/wosbready.

Wishing you much success!

Sincerely,

A handwritten signature in black ink that reads "Alisa Sheard".

Alisa Sheard
Acting Deputy Director
Office of Government Contracting



All SBA programs and services are extended to the public on a nondiscriminatory basis.

2



10.3 SDVOSB CERTIFICATION (BOSTICK GLOBAL STRATEGIES, LLC)



DEPARTMENT OF VETERANS AFFAIRS
Center for Verification and Evaluation
Washington DC 20420

7/14/2020
In Reply Refer To: 00VE

Dr. Thomas Bostick
Bostick Global Strategies, LLC
DUNS: 080356089
908 Whann Ave.
McLean, VA 22101

Dear Dr. Bostick:

On behalf of the U.S. Department of Veterans Affairs (VA), Center for Verification and Evaluation (CVE), I am writing to inform you that your application for reverification has been approved. Bostick Global Strategies, LLC will remain eligible to participate in Veterans First Contracting Program opportunities with VA as a verified Service-Disabled Veteran-Owned Small Business (SDVOSB).

This verification is valid for three (3) years from the date of this letter. Please retain a copy of this letter to confirm Bostick Global Strategies, LLC's continued program eligibility in accordance with 38 Code of Federal Regulation (CFR) § 74.12. You may reapply 120 days prior to your new expiration date by logging into <https://www.vip.vetbiz.gov/>.

To promote Bostick Global Strategies, LLC's verified status, you may use the following link to download the logo for use on your marketing materials and business cards: https://www.va.gov/OSDBU/docs/cve_completed_s.jpg. In addition, please access the following link for information on next steps and opportunities for verified businesses: <http://www.va.gov/osdbu/verification/whatsNext.asp>.

While CVE has confirmed that Bostick Global Strategies, LLC is presently, as of the issuance of this notice, in compliance with the regulation, Bostick Global Strategies, LLC must inform CVE of any changes or other circumstances that would adversely affect its eligibility. Eligibility changes not reported to CVE within 30 days could result in a referral to the Office of Inspector General (OIG), a referral to the Debarment and Suspension Committee, and the initiation of cancellation proceedings—all of which could result in Bostick Global Strategies, LLC being removed from the VIP Verification Program.

*"World Class Professionals
Enabling Veteran Business Opportunities by Protecting the Veteran Advantage - One Vet at a Time"*

EVAL.T3.TEMPL.029

Page 1 of 2

Page 2
Dr. Thomas Bostick

Please be advised all verified businesses may be required to participate in one or more post-verification audits at CVE's discretion. Additionally, this letter and other information pertaining to Bostick Global Strategies, LLC's verification application may be subject to Freedom of Information Act (FOIA) requests. However, FOIA disclosures include exceptions regarding the personal privacy of individuals, and VA policy similarly provides limitations on the release of individuals records.

If Bostick Global Strategies, LLC receives a negative size determination from the U.S. Small Business Administration (SBA), CVE must act in accordance with 38 CFR § 74.2(e). Also note, if at any time Bostick Global Strategies, LLC discovers that it fails to meet the size standards for any NAICS Code(s) listed on its VIP profile, CVE requires such NAICS Code(s) be removed within five (5) business days. If these NAICS Codes are not removed within the allotted five (5) business days, CVE may request SBA conduct a formal size determination. In addition, CVE may initiate a referral to OIG, a referral to the Debarment and Suspension Committee and pursue cancellation proceedings. All of the aforementioned referrals and procedures could result in Bostick Global Strategies, LLC being removed from the VIP Verification Program.

Thank you for your service to our country and for continuing to serve America through small business ownership.

Sincerely,



John Perkins

Center for Verification and Evaluation



11 APPENDIX C SIGNED COVER PAGE AND ADDENDUMS



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



REQUEST FOR PROPOSALS GMU-1827-23

ISSUE DATE: September 8, 2022

TITLE: Academic and Business Consulting Services

PRIMARY PROCUREMENT OFFICER: Davena Reynolds, Senior Buyer, dreyno3@gmu.edu

SECONDARY PROCUREMENT OFFICER: James F Russell, Director, jrussell@gmu.edu

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

PROPOSAL DUE DATE AND TIME: October 12, 2022 @ 2:00 PM EST. SEE SECTION XIII.A.1 FOR DETAILS ON ELECTRONIC PROPOSAL SUBMISSION.

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

Name and Address of Firm:

Legal Name: SilTek, Inc.

Date: 26 October 2022

DBA: SilTek

Address: 107 Carpenter Drive, Auite 210
Sterling, VA 20164-4468

By: 
Signature

FEI/FIN No. 52-2130636

Name: Barbara R. Schipper

Fax No. (703) 464-0989

Title: President & CEO

Email: bschipper@siltek.com

Telephone No. (703)m 464-7400 Ext. 224

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

SWaM Certification Number: 5189 ✓

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



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

RFP ADDENDUM NO. 1:

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

The following changes are hereby incorporated into the aforementioned RFP:

1. Section XI: **STATEMENT OF NEEDS: Part B, ADD #18:**
18. Business process mapping, automation and change management consulting.
2. Section XVIII: **RFP SCHEDULE: CHANGE dates highlighted below.**
 - Issue in eVA: 9/8/22
 - Vendors submit questions by: 9/28/22 @ 4:00 PM EST
 - Post Question Responses: 10/04/22 @ 5:00 PM EST
 - Proposals Due: 10/19/22 @ 2:00 PM EST
 - Proposals to Committee: 10/21/22
 - Review and Score Proposals: 10/21/22 – 11/04/22
 - Scores to Purchasing: 11/07/22
 - Oral presentations (if necessary): Will Schedule If Needed
 - Negotiations/BAFO: Tentative For The Week of 11/14/22 to 11/18/22
 - Award: TBD
 - Contract Start Date: TBD

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

SilTek, Inc.
NAME OF FIRM

Barbara R. Schipper
NAME (Print or typed)

SIGNATURE

26 October 2022
DATE



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

RFP ADDENDUM NO. 2:

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

The following changes are hereby incorporated into the aforementioned RFP:

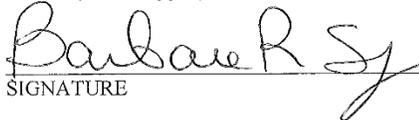
1. Section XVIII: RFP SCHEDULE: CHANGE dates highlighted below.

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

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

SilTek, Inc.
NAME OF FIRM

Barbara R. Schipper
NAME (Print or typed)


SIGNATURE

26 October 2022
DATE



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

RFP ADDENDUM NO. 3:

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

The following changes are hereby incorporated into the aforementioned RFP:

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

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

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

SilTek, Inc.
NAME OF FIRM

Barbara R. Schipper
NAME (Print or typed)

SIGNATURE

26 October 2022
DATE



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

RFP ADDENDUM NO. 4:

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

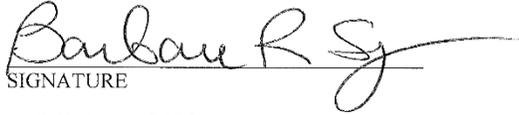
The following changes are hereby incorporated into the aforementioned RFP:

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

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

SilTek, Inc.
NAME OF FIRM

Barbara R. Schipper
NAME (Print or typed)


SIGNATURE

26 October 2022
DATE



12 APPENDIX D SUBCONTRACTING PLAN (ATTACHMENT-A)



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

ATTACHMENT A
SMALL BUSINESS SUBCONTRACTING PLAN
TO BE COMPLETED BY OFFEROR

Offerors must advise any portion of this contract that will be subcontracted. All potential offerors are required to include this document with their proposal in order to be considered responsive.

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

Certification applications are available through DSBSD online at www.SBSD.virginia.gov (Customer Service).

Offeror Name: SilTek, Inc.

Preparer Name: Barbara Schipper Date: October 26, 2022

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

Instructions

- A. If you are certified by the DSBSD as a micro/small business, complete Section A of this form.
- B. If the "I plan to use subcontractors" box is checked, complete Section B of this form. For the proposal to be considered and the offeror to be declared responsive, the offeror shall identify the portions of the contract that will be subcontracted to any subcontractor, to include DSBSD certified small business for the initial contract period in relation to the offeror's total price for the initial contract period in Section B.

Section A

If your firm is certified by the DSBSD provide your certification number and the date of certification.

Certification Number: 5189 (SWaM Certification) Certification Date: October 13, 2022

Section B

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



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

Company Name: T. H. Easter Consulting, LLC SBSD Cert #: _____
 Contact Name: Gretchen Easter SBSD Certification: _____
 Contact Phone: (916) 629-4472 Contact Email: gretchen@theasterconsulting.com
 Value % or \$ (Initial Term): A minimum of 15% based on task orders issued (depending upon the quantity and type of task orders issued during the Initial Term) Contact Address: 1875 K Street, NW, Suite 400
Washington, DC 20006

Description of Work: Support in Functional Areas 4.1, 4.7, 4.8, 4.9, 4.16, and 4.18 as itemized in the solicitation in Section XI Paragraph B, pages 4 – 5, for the task orders for which they are subcontracting team members.

Subcontract #2

Company Name: Postlethwaite & Netterville, APAC SBSD Cert #: _____
 Contact Name: Charles Lawson SBSD Certification: _____
 Contact Phone: (301) 613-0747 Contact Email: clawson@pnpcpa.com
 Value % or \$ (Initial Term): A minimum of 15% based on task orders issued (depending upon the quantity and type of task orders issued during the Initial Term) Contact Address: 8550 United Plaza Blvd., Suite 1001
Baton Rouge, LA 70809

Description of Work: Support in Functional Areas 4.3, 4.6, 4.8, 4.10, 4.15, and 4.18 as itemized in the solicitation in Section XI Paragraph B, pages 4 -5, for the task orders for which they are subcontracting team members.

Subcontract #3

Company Name: Bostick Global Strategies, LLC (BGS) SBSD Cert #: _____
 Contact Name: Renee Bostick SBSD Certification: BGS is a certified SDVOSB with the federal government
 Contact Phone: (571) 481-1257 Contact Email: renee.bostick@bostickglobalstrategies.com
 Value % or \$ (Initial Term): A minimum of 10% based on task orders issued (depending upon the quantity and type of task orders issued during the Initial Term) Contact Address: 908 Whann Ave.
McLean, VA 22101

Description of Work: Support in Functional Areas 4.2, 4.6, 4.9 and 4.17 as itemized in the solicitation in Section XI Paragraph B, pages 4 – 5, for the task orders for which they are subcontracting team members.

13 APPENDIX E SUPPORTING DOCUMENTATION

13.1 QUALITY APPROACH MODEL

Team SilTek's detailed Quality Approach Model is as follows:

Step 1: Learn: Information such as historical and current practices, systems, processes and data is obtained from appropriate stakeholders to gain a realistic understanding of the current state of the organization, its people, organizational goals and goal achievement.

Step 2: Gather Insights and Benchmark: Insights are gathered through surveys, one-on-one interviews, and/or focus groups to understand the impact the current state has on business objectives, the work environment, compliance, efficiency, employee engagement, and customer satisfaction and engagement as well as the readiness of leaders and the organization for change. We rely on empirical research and data from validated sources to inform our analysis and benchmark current state against best practices.

Step 3: Plan: We use formal project management protocols to organize our work using best protocols and tools in accordance with the Project Management Institute's practices. Our recommendations are informed by the current state, benchmark finding and data against the objectives and aspirations of the project requirement.

Step 4: Design: We design solutions and methods to achieve the agreed upon results and outcome. We are disciplined in our evaluation of solutions and methods and look first to improve the current state and where required, we develop new solutions and methods to meet the project requirements. We embrace that there are a lot of innovative and novel solutions to the challenges our clients face, however, our goal is to offer solutions and methods that optimize results but balance risks in adoption, change management and costs.

Step 5: Change Management: Understanding the readiness of leaders, organizational culture talent, and systems including technology that informs your approach to change management. Collaboration throughout each step of our Quality Approach Model is key for building buy-in and support and for empowering stakeholders to move forward. A tactical plan including communications and costs are developed to set the organization up for success in achieving the desired change.

Step 6: Implement: Change is implemented according to the road map or strategic plan.

Step 7: Measure: Measuring the impact of change is critical for success. We use various surveys and tools to understand if progress is being made toward the desired state. Lessons learned inform whether or not tweaks or redirection of the strategic plan are needed.

Our expertise in business process design informs the way we work, and we combine this knowledge with sound project management skills and strategic partnerships with external organizations to ensure that every client engagement is managed professionally. A vital component of the quality of our results is the commitment of our clients to partner with us.

Project Management: Team SilTek believes that strong project management is the key to a successful consulting engagement. The Engagement Leader will provide leadership and guidance on all components of the overall engagement to ensure the organizational goals are achieved. The

time and effort spent early in the process to define the work tasks, schedules, roles, responsibilities and accountability will ensure that the projects move forward with precision and ease. The Project Leader will:

- Establish a communications protocol to be used that meets the organization's requirements and ensures its implementation across the project team. The organization agrees to ensure that the communications protocol is implemented within its organization and among any outside stakeholders who are part of the project team.
- Review the project plan with the project team to ensure consensus on the project scope, timeline and schedules, set milestones and a business process review approach, review inventories of data and technological resources, and confirm team member responsibilities.
- Develop proper measurements to set forth the project scope, schedule, deliverables, and team responsibilities and accountabilities.
- Facilitate multi-project coordination of all activities. Monitor work progress and team member accountability and communicate project progress against milestones and deliverables.
- Work with project leadership to ensure problems encountered are resolved quickly and needed adjustments are made efficiently to achieve milestones and to keep on schedule.

Methods

- We develop a GANTT chart for each client engagement based on the final scope of work, performance period, milestones, deliverables and budget. Once retained, we will build a project schedule with milestones consistent with the organization's desired performance period.
- We use various data gathering techniques to understand relevant aspects of your organization including custom and commercially validated surveys, available data (e.g., human resources data, financial reports, industry metrics, league tables, and strategy and management performance reports), personal interviews with management and staff to understand organizational dynamics and individual workplace experiences, and any service quality data available from primary data sources and/or third-parties.
- We use available research materials from nationally known and high-quality resources including APQC, Conference Board, Energage, Gallup, and BNA/Bloomberg. If there are vital research materials only available to trade/professional association members, we will ask the client to secure the information via its membership in these organizations. If other data is available for a fee and is critically important to our analysis, we will secure the organization's approval before the cost is incurred, and the purchased information will remain the property of the organization.
- We use business process re-engineering techniques to understand the quality and efficacy of current processes. In many cases, we will create maps to ensure that we understand process relationships to one another and to outcomes, communications value and coverage gaps.
- Another important aspect of our consulting approach is collaboration. Our experience is that the best outcomes and results happen when we work closely with our clients to understand

their perspectives on the information we gather, their priorities in terms of organizational and cultural must-haves, and the style and manner that change happens in their organization. Accordingly, we will expect to have regular meetings with key organizational contacts during the consultation to ensure the quality and integrity of our results.

- In addition to our team of expert consultants, we maintain strong partnerships with other consulting professionals, and we enlist their expertise as we deem appropriate to produce a cost-effective, quality work product.

13.2 EXECUTIVE COACHING

Engagement Summary: A typical executive coaching program includes planning meetings between the coaching client, sponsor (typically the boss), a minimum of two behavioral interviews, two psychometric assessments, 6-month programs (24 hours) or 1-year programs (48 hours) of executive coaching (video-conference meetings) and engagement management including customized coaching curriculum planning and development activities (typically in the range of 120-150 hours).

Team SilTek implements various assessments to understand the coaching client's personality through psychometric analysis of their style and preferences. Across our team of executive coaches, we are certified to implement 9 nationally recognized and validated psychometric assessments including Hogan, Birkman Method, Strength Finders, EQi2.0, MBTI, Disc. Leadership Circle, Thomas-Kilmann and Strong Interest Inventory. We also conduct behavioral interviews to discover practices and patterns using the Smart Topgrading (behavioral interview protocol) in the way that people are engaged, projects are managed, information is exchanged, conflict is managed, and results are achieved. The results of these assessments are used to develop an Individual Development Plan (IDP) which then guides the coaching development course. We engage the coaching client's sponsor/boss to act as an accountability partner for the coaching client's work and development goal achievement.

Our executive coaches have focused their work to address specific development needs. These needs may include a) developing high potential talent (those who are ascending to a new level of leadership, b) developing stronger leadership ability, c) diverse executive development with a focus on executive presence, communications and leadership effectiveness, and d) managing derailing behavior and behavioral change.

Executive Coaching Effectiveness: Each engagement is managed by a set of measurable goals (using SMART Goal-Setting Methodology) to define the improvements sought through executive coaching. We use both qualitative insights gained through 360 interviews and quantitative metrics for leadership and business management effectiveness including: a) business performance and financial results, b) product and service improvements (time and motion and qualitative measures), and c) talent management metrics (e.g., employee engagement and employee turnover) to assess and measure improvements. With this data, we approximate the return on investment gained through the executive coaching work.

13.3 DETAILS OF EXPERIENCE WITH DIFFERENT UNIVERSITIES

The following examples illustrate Team SilTek's experience in the higher education industry and other organizations supporting education.

Louisiana State University



P&N provides internal audit services in the areas of technology, construction, governance, and risk management to Louisiana State University. Additionally, P&N has a master services agreement with LSU to provide internal audit services.

The University of Texas at Austin (UT Austin)



P&N currently serves as the IT audit co-source partner for UT Austin. Through our experience serving as the dedicated IT audit team for UT Austin, we've gained valuable insight into IT risk landscape at a large academic institution and develop thoughtful IT audits to help understand the IT risk posture across UT Austin's campus.

University of Texas at Dallas –Network Management Audit Services



Team SilTek has recently been selected to perform a Network Management Audit for the University of Texas at Dallas. This engagement commenced in August of 2022 and will include an assessment network security risks and process for the university. Our engagement with UT Dallas is an example of our firm's ability to integrate with an internal audit department at an R1 Carnegie Research Institutions and deliver a technical IT audit that includes the usage of IT specialists.

Baylor University



Team SilTek was recently engaged to assist Baylor University with a variety of internal audit services, including managing and completing risk assessments, conducting internal audits, conducting investigations, producing internal audit reports, and discussing audit results with executive leadership for each statement of work. Work is expected to commence in the fall of 2022.

Louisiana Department of Education



P&N recently provided forensic and investigative services related to an alleged employee funds misappropriation for the Louisiana Department of Education. As part of the investigation, Team SilTek provided the following services:

- Obtained and examined documentation related to the incident and areas of responsibility associated with the suspected perpetrator.
- Conducted interviews to gain an understanding of the facts and circumstances.
- Assessed the ability to perform data analytics to further identify areas of fraud concerns, based on available data.
- Compiled, documented, and reported the results of the forensic investigation.

- Made recommendations for additional internal controls to assist in preventing and detecting fraud related to the areas of concern based on the results of the investigation.

Louisiana Board of Regents



Team SilTek serves as the outsourced internal audit function for Louisiana Board of Regents, performing all related duties in accordance with The Institute of Internal Auditors (the IIA) Standards, the Code of Ethics contained in the Professional Practices Framework as promulgated by the IIA, and generally accepted auditing standards.

Team SilTek conducted an internal audit risk assessment, review of processes for select areas to identify key controls and potential control gaps, provide recommendations for control enhancements, report regularly to the Audit Committee on the results of our work.

Louisiana Department of Education



Team SilTek is engaged to provide services to support the Educator Certification Program for the Louisiana Department of Education. As part of the engagement, P&N is providing the following services:

- Evaluate, design, and develop program-appropriate processes and controls.
 - Assess current educator certification processes, sources and uses of data (including Salesforce and other disparate data sources), and deliverables;
 - Monitor and test documented controls;
 - Ongoing recommendation of control and process enhancements;
 - Perform program risk assessments; and
 - Coordinate with management on review for program and other compliance requirements.
- Deploy a strike team of skilled resources to triage and review the current and ever-growing excess of educator certification applications with accuracy, consistency, and efficiency.
- Digitally analyze backlog data to gain visibility into the age, condition, and completeness of the applications to lead to application review control and process enhancements.
- Assess stakeholder certification application processes through stakeholder outreach and communications to support application review and provide successful application submittal guidance designed to improve compliance processes.
- Develop a policy environment to track and manage current regulation compliance, regulation changes, and application review consistency guidelines.
- Establish standard operating procedures that align with policies, regulations, and available systems.
- Provide change management and training to team members that aligns with the current application review process, and new training as processes and internal control enhancements are implemented.
- Analyze LDOE data to develop projections for future vacancies for the Louisiana educator workforce to allow LDOE to identify and mitigate risks.

- Through the assessment, determine and evaluate advanced technologies for applicability, viability, and compatibility with the Educator Certification Program, including compliance, risks, and efficiencies.
- Provide subject matter expertise to make recommendations for ways to innovate and streamline the educator certification process.

13.4 LIST OF PROJECTS TO UT INSTITUTIONS

The following is a list projects P&N has delivered to UT System Institutions over the past 5 years:

Institution Name	Department	Contact	Brief Description
UT System Administration	System Audit Office	Dyan Hudson, Director, Specialty Audit Services	Wireless Networks Audit
	System Audit Office	Dyan Hudson, Director, Specialty Audit Services	IT Audit Training Initiative
	System Audit Office	Dyan Hudson, Director, Specialty Audit Services	SIS Governance Audit
	System Audit Office	Dyan Hudson, Director, Specialty Audit Services	Data Management Maturity Assessment (In-progress)
UT Austin	Office of Internal Audits	Sandy Jansen, Chief Audit Executive	Decentralized IT Control Audit
	Office of Internal Audits	Sandy Jansen, Chief Audit Executive	Dell Med Telehealth Audit
	Office of Internal Audits	Sandy Jansen, Chief Audit Executive	Dell Med Mobile Device Audit
	Office of Internal Audits	Sandy Jansen, Chief Audit Executive	Data Governance Audit
	Office of Internal Audits	Sandy Jansen, Chief Audit Executive	Online Education Technology Audit
	Office of Internal Audits	Sandy Jansen, Chief Audit Executive	Ransomware Audit
	Office of Internal Audits	Sandy Jansen, Chief Audit Executive	Identity and Access Management Audit
	Office of Internal Audits	Sandy Jansen, Chief Audit Executive	Legacy Platform-Based Application Audit



	Office of Internal Audits	Sandy Jansen, Chief Audit Executive	Texas Education Research Center Audit
	Office of Internal Audits	Sandy Jansen, Chief Audit Executive	NACHA Audit
	Office of Internal Audits	Sandy Jansen, Chief Audit Executive	HIPAA Privacy and Security (In-progress)
	Office of Internal Audits	Sandy Jansen, Chief Audit Executive	Athletics PCI Project (In-progress)
	Office of Internal Audits	Sandy Jansen, Chief Audit Executive	Data Governance Program Assistance (In-progress)
UT Medical Branch at Galveston	Office of Audit Services	Desolyn Foy, Chief Audit Executive	Power Application Cloud Controls Audit
	Office of Audit Services	Desolyn Foy, Chief Audit Executive	Azure Cloud Security Audit (In-progress)
	Office of Audit Services	Desolyn Foy, Chief Audit Executive	Security Operations Center Audit (In-progress)

14 APPENDIX F RESUMES

NAME	TITLE / EXPERTISE
Barbara Schipper	President and Chief Executive Officer of SilTek, Inc. Operations, Leadership and Corporate Management Expert
Eric Zelsdorf	Enterprise Architect and Chief Technology Officer Enterprise Architecture, System Planning, Systems Development, Process Improvement, Program Management
Barbara Clark (Program Manager)	Vice President, Strategic Planning, SilTek, Inc. Budget Operations, Strategic and Business Planning Processes Expert
Terri Hartwell Easter	Principal and Founder DE&I, Organizational Development, DE&I Expert, Executive Coach



Susan Brooks	Principal and Practice Leader HR Strategy, Talent Management, DE&I Expert, Executive Coach
Michelle A. Planty	Senior Consultant HR Strategy, Learning and Management
Lav Gandhi	Principal & Practice Leader Project and Change Management
Greg Balheim	Senior Consultant Business Strategy & Development/Financial Modeling
Brent Porter	Consultant Data Analytics, Communications
Josette Tucker, Ed.D	Senior Consultant Learning & Development, Education Management/Partnerships
Suzy Burke, Ph.D.	Principal/Executive Coach Organizational Assessments
Elaine Bittner	Principal Consultant Strategy and Executive Coach
Dolores Davis, M.A.	Executive Coach Organizational Development Expert
Terri Trent	Senior Consultant, Organizational Development Expert
Charles Lawson	Director of Governmental Consulting Services Program Management, Federal Procurement Process SME
Paul Douglas	Director in P&N's Consulting Services Group IT Risk Advisory, Data Privacy and Security Strategies



Laura Soileau	Director in P&N's Consulting Services Group Internal Audit, Risk Assessment
Jason MacMorran	Director in P&N's Consulting Services Group Business Valuation, Transaction Advisory Services, Litigation Support, Financial reporting
Tom Bostick	Chairman, Bostick Global Strategies, LLC Leadership, Training, Education, Coaching, Engineering, Information Technology, and Public-Private-Partnerships
Renee Bostick	Co-founder and Executive Coach, Bostick Global Services Leadership, Educational Development, Coaching
Ruby Stacy Henderson	Adjunct Instructor, Teacher and Leader

14.1 BARBARA SCHIPPER

QUALIFICATION HIGHLIGHTS

Ms. Schipper has over 25 years of extensive operations, leadership and management experience in both Government and commercial arenas. She has effectively managed corporate operations as well as technical project teams of up to 50 people who worked at multiple locations. Currently, she provides corporate management expertise for the operations of SilTek, Inc. as well as Program Management oversight for SilTek's contracts.

In her positions overseeing program management, Ms. Schipper has been responsible for the success of multiple concurrent tasks on multiple contract vehicles. She managed a technical staff of analysts and programmers that conducted full life cycle development activities for SilTek's clients.

Her government experience also included managing projects with the U.S. Navy's Naval Facilities Engineering Command, Air National Guard Readiness Center, US Army, National Institutes of Health (NIH), the Consumer Products Safety Commission (CPSC), the Department of Justice's System Technology Staff, the Federal Bureau of Investigation (FBI), the Executive Office for U.S. Trustees, the Telecommunications Services Staff, and Financial Management Services of the Department of Treasury, as well as commercial customers. Activities included financial responsibility for contract performance, monitoring task progress and schedule adherence, quality assurance, preparing management reports, developing technical and cost proposals for firm-fixed price (FFP) and time and material (T&M) tasks, staffing and staff management, marketing, and extensive client interaction.



EDUCATION

- 1968 University of Rhode Island
BA, Major – Philosophy, Minor - Mathematics
- 1994-1995 The George Washington University
Coursework towards an MS in Management Information Systems

WORK EXPERIENCE

PRESIDENT AND CHIEF EXECUTIVE OFFICER 2014–Present

SilTek, Inc. | Sterling, VA

- ◆ Ms. Schipper brings more than 25 years of leadership and management experience in both the operations and government and commercial business to SilTek, Inc. (SilTek).
- ◆ Provide research, guidance, and support to clients and internal managers related to state of the art and emerging technologies and services including data analytics and Artificial Intelligence (AI), machine learning, and cloud computing.
- ◆ Provide technical and project management for advanced healthcare and document management systems for clients including Health and Human Services OGC, Naval Facilities Engineering Command (NAVFAC), and the Department of Homeland Security (DHS).
- ◆ Research new and emerging technologies and related services assessing their potential to become new products or services; provide technical oversight for the selection and integration of technologies for new, as well as proof of concept and pilot projects, to ensure quality and value.
- ◆ Provide support for the development of governance and policies related to information technology, technology products, and service integration.
- ◆ Nurture effective relationships with key people throughout the organization.
- ◆ Consult with clients inside and outside the company on integrating human capital and systems engineering in support of designing programs that optimize both.
- ◆ Support the hiring and professional growth of staff throughout the organization and provide coaching to technologists, managers, and support staff to help them reach their full potential and expand their capabilities professionally.



CHIEF OPERATING OFFICER**2008–2014****SilTek, Inc. | Herndon, VA**

She provided management and financial oversight for the development and maintenance of federal budgeting systems, systems development, consulting services, business solutions, corporate operations, task performance, client management and other key SILTEK projects. As a corporate officer, she is responsible for corporate operations and human resources and she is a member of SILTEK's Board of Directors. During her term with her prior employer, she was instrumental in supporting corporate growth from under \$1.0M to over \$5.0M.

PROGRAM MANAGER**1998 - 2008****Systems Management Engineering, Inc. | Reston, VA**

Ms. Schipper was Program Manager and one of the founders of Systems Management Engineering, Inc., Reston, VA.

- Directs multiple concurrent tasks on the GSA Schedule.
- Manages a technical staff of analysts and programmers that conducts full life-cycle development activities for the U.S. Navy's Naval Facilities Engineering Command
- Government experience also includes managing projects with the National Institutes of Health (NIH), the Consumer Products Safety Commission (CPSC), the Department of Justice's System Technology Staff, the Federal Bureau of Investigation (FBI), the Executive Office for U.S. Trustees, the Telecommunications Services Staff, and the Financial Management Services division of the Department of the Treasury
- Monitors task progress, ensures that schedules are adhered to, oversees quality assurance, prepares management reports, develops technical and cost proposals for time and material (T&M) tasks, staffs projects, participates in marketing efforts, and interacts extensively with clients
- Tasks include converting NORM to client-server technology used by the U.S. Navy's NAVFACENCOM, both at Headquarters and in the field, for their environmental budget processing, developing a skills assessment and tracking application to support the development and training for environmental engineers in the field, and providing support for the environmental budgeting, including preparation of the budget data for the Annual Report to Congress.
- Responsible for requirements analyses for electronic grant application processing for NIH including transmission formats and automated processing of the electronically received grants, help desk support, PowerBuilder development for client server environments, ORACLE mainframe development, development and execution of training programs and security risk analyses.
- Provides specialized and highly technical guidance to task team members
- Assists task team members in problem determination and resolution of complex ADP information processing issues

- Performs QA/QC reviews of task deliverables and work products to ensure conformance with applicable Federal standards and guidelines, as well as SMEI quality standards
- Implemented Total Quality Management (TQM) principles and measurements
- Prepares reports and presentations for senior management
- Multidisciplinary senior manager responsible for diverse data processing and support projects
- Manages over 50 people on 16 concurrent tasks
- Responsible for the successful management and completion of multiple, concurrent firm-fixed price (FFP) task orders valued in excess of \$10 million under an ADP support services contract with the Internal Revenue Service
- Prepares technical and price proposals, reviews subcontractor proposals submitted in response to Statements of Work (SOWs) issued by the Government, negotiates technical and price issues, tracks actual costs incurred versus budget projections, and monitors task performance
- Group Manager for General Services Administration (GSA) Capital Zone Contract
- Profit-and-loss and management responsibility for task order contracts for up to \$1 million in value
- Developed task proposals, negotiated with Government contract officers, staffed and managed each task order, negotiated and made decisions on behalf of the corporation
- Managed firm-fixed price (FFP) and time-and-material (T&M) task orders, monthly contract reporting, financial tracking, staff resources, marketing, and client interface
- Contract tasks included mainframe and PC design specifications, software development, documentation, and training
- Automated Information Systems Specialist for GSA Capital Zone Contract.
- Responsibilities included concurrent support of multiple tasks
- Task leader, responsible for administrative and financial accountabilities
- Directed the effort to standardize data elements in support of the Reserve Component Automation System (RCAS) in accordance with Army Regulation 25-9. The effort was conducted on a custom support system on the UNISYS 5000 minicomputer, using ORACLE.
- Managed the financial tracking and reporting for her contracts, development of budget forecasts, and development and implementation of financial models as well as providing continuing support for ongoing tasks
- Developed contractual reports to improve financial reporting efficiency and effectiveness

EXPERIENCE PRIOR TO 1998

With experience as Group Manager for General Services Administration (GSA) Capital Zone Contract, Ms. Schipper has had profit and loss and management responsibility for task order contracts for up to one million dollars in value, developed task proposals, negotiated with government contract officers, staffed and managed each task order, negotiated and made decisions on behalf of the corporation. Managed firm fixed price (FFP) and time and material (T&M) task orders, monthly contract reporting, financial tracking, managing staff resources, marketing and

client interface. Contract tasks included mainframe and PC design specifications, software development, documentation, and training.

She has managed the financial tracking and reporting for her contracts, development of budget forecasts, and development and implementation of financial models as well as providing continuing support for ongoing tasks. The financial models provided data for managing task blends. She developed contractual reports to improve financial reporting efficiency and effectiveness.

She also has an extensive background in the commercial arena in the banking community where she managed consulting services for banking software and for mergers and acquisitions and she brings a strong financial background for the systems development and applications support for deposits, customer information, branch automation, item processing, telephone bill payer and automated clearing house systems; she participated in software evaluations and recommendations, prepared and controlled a budget of approximately \$1,000,000, developed five year strategic plans and tactical staffing models, and participated in development and implementation of project management methodology and systems development life cycle. She was part of a core team that managed the sale of bank branches, working from the initial sales contacts through the transfer of account data.

14.2 ERIC ZELSDORF

Eric Zelsdorf, Enterprise Architect and Chief Technology Officer

SilTek, Inc. | Sterling, VA

QUALIFICATION HIGHLIGHTS

- ◆ Certified Enterprise Architect with 20+ years of experience in information technologies
- ◆ Architected an advanced medical billing and electronic health record system in partnership with Change Healthcare
- ◆ Successful record of strategic planning across multiple arenas in architecture, energy, and technology
- ◆ Established mutually productive relationships with business partners, technical personnel, and customers.
- ◆ Generated/delivered presentations on complex subjects, with over a decade of experience, using modern frameworks, proven methodologies, and best practices.
- ◆ Years of expertise in requirements-analysis and all phases of the software design lifecycle
- ◆ Currently, applies the principles of industrial and organizational psychology to help agencies and businesses better align their systems and human resources with the needs of their customers and partners.
- ◆ Governance Architect, Systems Engineering, Enterprise Architecture (Zachman, DoDAF, FEA, TOGAF), Segment Architecture, Solution Architecture and Service Oriented Architecture (SOA)
- ◆ Expert in Process Improvement using multiple frameworks (CMMI, TQM, Six Sigma)
- ◆ GIS Systems Design/Development, Feasibility Studies, Mobile Solutions Architect, Organizational Assessment



- ◆ Experience in System Planning, Systems Development and Migration Planning, Systems Integration, Quality Assurance and Acquisition Support
- ◆ Program and Project Management

EDUCATION AND CERTIFICATIONS

AMERICAN SCHOOL OF PROFESSIONAL PSYCHOLOGY | Washington, VA 2014

- ◆ Doctor of Psychology

GEORGE WASHINGTON UNIVERSITY | Washington, VA 2009

- ◆ Master of Science – Engineering Management

GEORGE WASHINGTON UNIVERSITY | Washington, VA 1993

- ◆ Bachelor of Science – Chemical Engineering

CERTIFICATIONS

- ◆ Zachman Certified Enterprise Architect **2016**
- ◆ TOGAF **2009**

WORK EXPERIENCE

Enterprise Architect and Chief Technology Officer 2009–Present

SilTek, Inc. | Herndon, VA

- ◆ Executive-level leader responsible for the management of SilTek's research and development (R&D), systems development, and customer digital transformation.
- ◆ Seasoned strategic planner, customer relations liaison, and overseer of infrastructure.
- ◆ Support customers with technology strategies, adaptations, and organizational renewal as well as strategic partnerships.
- ◆ Provide technical research on the implications of technology trends, including artificial intelligence, machine learning, blockchain, security infrastructure.
- ◆ Monitor new technologies and related services assessing their potential to become new products or services, overseeing the selection and course of research projects, as well as proof of concept and pilot projects, to insure that they have the potential to add value to clients and/or the company.
- ◆ Provide support for the development of organizational policies and governance practices related to information technology, technology products, and service integration.
- ◆ Agile consultant with experience developing, managing, and integrating technical requirements using Enterprise Architecture and I/O psychology to create new or enhanced business capabilities through automation.
- ◆ Provide support to organizations working to balance risk and uncertainty with innovation.
- ◆ Support the hiring and professional growth of staff throughout the organization, providing coaching to technologists, managers, and support staff to help them reach their full potential and expand their professional capabilities.

LEAD ARCHITECT/SUBJECT MATTER EXPERT**2019–Present****MHI Systems, Inc. | Leesburg, VA**

- ◆ Established a business partnership with Change Healthcare to architect and develop an advanced patient billing and management system using cloud technologies, API's, and secure, HIPAA compliant data management.
- ◆ Designed end to end patient management system (electronic healthcare record) focusing on automated diagnostic algorithms combined with assessments, outcome measures, insurance utilization, and healthcare optimization.
- ◆ Developed MHI's enterprise content management system, application performance management, workflow, and decision management components of their EHR.

ENTERPRISE ARCHITECT**2013–2016****Loudon County Community Services Board | Leesburg, VA**

- ◆ Provided Enterprise Architecture services to help develop and enhance community mental health services for Loudoun County Mental Health and Substance Abuse & Developmental Services.
- ◆ Guided infrastructure modernization effort designed to improve efficiencies in mental health service delivery and align the agency to rapid growth seen in Loudoun County.

Program Manager Enterprise Architect**2010-01/2012****United States Citizenship & Immigration Services (DHS USCIS) | Washington, DC**

- ◆ Provided oversight, guidance, and program management for the DHS USCIS enterprise architecture modernization and transformation program. Identified legacy applications and functionality, including paper-based "systems" required by the agency's mission.
- ◆ Used a variety of technologies to design an automated capture and review system that allowed architects to quickly evaluate legacy applications for inclusion in the new framework (based on IBM's WebSphere platform and various third party tools).

Chief Governance Architect**2009–2016****Department of the Navy | Washington DC**

- ◆ Led the design, development, and deployment of DoD's first automated budget application (NORM), integrating legacy systems and new technologies using API's and systems integration methods to transition their financial management system from client/server to a secure, cloud-based architecture.
- ◆ Provided oversight to the Army-wide refactoring of systems to a DoDAF/FEA-compliant Web services architecture.
- ◆ Led the integrated DoDAF and FEA artifacts to support the compliance/validation of Web services.

- ◆ Developed the governance standards for Navy oversight of systems evaluation.

Senior Enterprise Architect

2007–2009

White House Communication Agency (WHCA) | Washington DC

- ◆ Led a team of six enterprise architects through the build-out of WHCA's enterprise architecture, supporting policies and procedures to advance the agency's change management approach.
- ◆ Provided guidance for standing up a new J6 governance division using EA, process improvement techniques (including CMMI and Six Sigma), and Program Management Office (PMO) support.

SKILLS

TECHNOLOGIES/Frameworks/LIBRARIES

- ◆ IBM System Architect
- ◆ Sparx Enterprise Architect
- ◆ MS Dynamics CRM
- ◆ .NET Framework (web, desktop, and server)
 - ◆ Python
 - ◆ SharePoint
 - ◆ ASP.NET Web Forms, ASP.NET MVC, ADO.NET, WCF, ASMX Web Services
 - ◆ Microsoft IIS, Windows Services, MSMQ, WPF and WinForms
 - ◆ XML, XPath, XSLT, DOM, SAX, HTML5 and CSS

DATABASES

- ◆ MySQL, SQL Server, Oracle, DB2, MS Access, Informix, PostgreSQL

DEVELOPEMENT TOOLS

- ◆ Visual Studio
- ◆ SQL Server Management Studio, SQL Server Business Intelligence Development Studio and PL/SQL Developer
- ◆ Toad, Altova XML Spy, SoapUI, Snoop
- ◆ ToolBox for Dynamics CRM and Dynamics XRM Tools ◆ Crystal Reports

PROGRAMMING LANGUAGES

- ◆ C#, C++, Python, JavaScript, SQL and T-SQL



14.3 BARBARA CLARK (PROGRAM MANAGER)

Barbara Clark

SilTek | Sterling, VA

SUMMARY OF QUALIFICATIONS

- ◆ Growth-minded and dynamic financial and budget executive with more than 25+ years' experience and a proven track record of successfully driving winning financial outcomes, streamlining processes and ensuring that organizational objectives are achieved.
- ◆ Credited with managing and tracking budgets of more than \$1 billion and continuously promoted and advanced in positions throughout the organization.
- ◆ Experienced change agent with knack for building synergistic relationships with organizational leaders, external institutions and cross-functional teams.
- ◆ Excellent communicator and team builder equipped with exceptional verbal and written skills; talented at managing staff and financial/budget-focused teams resulting in peak performance.
- ◆ Integrity-based executive instrumental in leadership coaching and advancing team members into leadership positions.

EXPERIENCE

VICE PRESIDENT, STRATEGIC PLANNING

SilTek | Sterling, VA 2019-Present

- ◆ Lead and direct the strategic and business planning processes.
- ◆ Drive support for strategy and the strategic/financial plan.
- ◆ Develop process/tools that support the material value creation/growth initiatives within the organization including innovation and transformation of products such as iForea and MHISystems.
- ◆ Management of the entity's financial planning, budgeting, forecasting, benchmarking, and analytical activities; ensure alignment of financial plan within vision and strategy;
- ◆ Analysis of actual result comparatives to plan, identify business trends, and develop and measure key metrics to track progress against short and long-term financial objectives.
- ◆ Management and delivery of analyses and reports in a concise and efficient format.
- ◆ Align organizational objectives and priorities with long-term strategy, effectively communicate the strategy and priorities to the broader organization;
- ◆ Facilitate the presentation and endorsement of all strategic and business development opportunities with Executive management and owners;
- ◆ Evaluate and identify possible partnerships activities to support the corporation's strategy and financial targets.

INTERIM CHIEF BUDGET OFFICER/ASSISTANT VICE PRESIDENT DIRECTOR OF FINANCIAL ANALYSIS AND BUDGET OPERATIONS

George Mason University | Fairfax, VA 2015-2019

- ◆ Support the reporting, operations and policies/procedures of institutional budgets and plan and track the university's \$1B+ operating budget.
- ◆ Collaborate with and provide support to colleagues within the Office of Budget and Planning (OBP) and to university officers.
- ◆ Direct and coordinate the development and operation of automated budget systems and data analytics.
- ◆ Provide high-level budget training to university department heads to ensure alignment and resource maximization.
- ◆ Facilitate the preparation and analysis of various reports, including quarterly, 'all funds,' indirect costs, college & administrative units, administration overhead recoveries, yearly online budget management and financial summaries.
- ◆ Supervise, train and develop staff to achieve University and Office of Budget and Planning goals and objectives.
- ◆ Perform multifaceted complex analyses to evaluate, implement and support various campus initiatives while translating institutional objectives into sound and executable financial strategies/plans.
- ◆ Strategically work with university departments and executive management, including the SVP, Provost and deans.

ASSISTANT CONTROLLER/DIRECTOR OF FAST 2010-2015

George Mason University | Fairfax, VA

- ◆ Led the Finance Administrative Systems Team (FAST), comprised of applications analysts, developers and fiscal technicians, within the Office of Fiscal Services; responsible for the development of technical solutions to enhance and improve financial business processes.
- ◆ Negotiated, developed and tracked all financial enhancement projects for fiscally related systems.
- ◆ Led and managed review and implementation of new ERP Banner releases and patches, ensuring that modules were tested and verified for appropriateness prior to installation.
- ◆ Formed and led group of stakeholders from central business offices ensuring that new solutions were vetted and implemented appropriately.
- ◆ Facilitated discussions and strategy sessions amongst Virginia higher education institutions regarding potential changes to Banner administrative systems and the state mandated eVA procurement system.
- ◆ Responded to financial data and security audit requests from internal and external agencies; presented financial data to the MicroStrategy BI Committee.

DIRECTOR OF BUDGET OPERATIONS

2006-2010

BUDGET COORDINATOR

2000-2006

DIRECTOR OF BUDGET OPERATIONS

1996-2000

George Mason University | Fairfax, VA



- ◆ Developed annual and long-range budget plans for this public university with 34,000 students and \$890M combined operating and capital budgets (at that time).
- ◆ Provided executive decision-making support, including revenue and expense forecasts, policy and strategic options analyses.
- ◆ Ensured budget plan was in compliance with applicable accounting practices, state statutes, system guidelines and university policies.
- ◆ Implemented new budget business processes, analyzed expenditures, identified variances/trends, initiated long-range planning and conducted annual operating budget meetings with management.
- ◆ Assisted in the analysis of business financial plans as they related to new programs and initiatives.
- ◆ Developed and managed detailed policies and procedures related to budget adjustments, position control, FTE and year-end guidelines.
- ◆ Created monthly, quarterly and year-end forecasts as well as additional ad-hoc reports for briefings with departmental end-users, key decision makers and the internal office team.
- ◆ Planned and gathered information requirements for a new database tracking the creation of permanent university positions.
- ◆ Served as the primary contact with the VA Department of Planning and Budgeting for all inquiries; provided critical information to state agencies to assist in the budget review process and appropriation tracking.

ADDITIONAL EXPERIENCE

CITY OF RICHMOND

1989-1996

Office of the City Manager and Department of Public Utilities

EDUCATION AND CERTIFICATIONS

MASTER OF PUBLIC ADMINISTRATION

Virginia Commonwealth University, Richmond, Virginia

BACHELOR OF ARTS IN GOVERNMENT & POLITICS

George Mason University, Fairfax, Virginia

Associate Certified Coach, International Coaching Federation-ICF

Leadership Coaching for Organizational Well-Being Certificate, George Mason University

Positive Leadership Certificate, George Mason University

Leadership Legacy Certificate, George Mason University

14.4 TERRI HARTWELL EASTER

DE&I STRATEGY | ORGANIZATIONAL DEVELOPMENT |
HR MANAGEMENT | EXECUTIVE COACH

TERRI HARTWELL EASTER is the founder and Principal of T. H. Easter Consulting with over 30 years of experience. Terri was the Chief Operating Officer of a top 100 national AmLaw legal practice. She is a highly regarded organizational change strategist for leading utility companies, professional services firms, commercial banks and the White House. Terri's trademark is bringing new approaches and innovative thinking to some of the toughest human resource management challenges and most aggressive revenue enhancement goals.



Terri works with clients to renew and refine matters of culture, operational excellence and talent management to create pathways to business effectiveness and growth. She has both national and international experience with management and operational expertise across the United States and in countries around the world including Belgium, Egypt, Russia, South Africa and the United Kingdom. She knows how to work authentically with a company's culture to create an environment where everyone can thrive.

Leveraging expertise in human resources management, executive search, coaching, organizational assessment, business process re-engineering, and professional development skills, Terri's adept navigation of some of the most highly regulated, competitive environments is widely regarded in the industry.

Terri was recently awarded the 2017 American Business Awards for Executive of the Year and Woman of the Year, 2016-2017 HR Consultant of the Year Award by the Society of Human Resources Management, Delaware, Pennsylvania and New Jersey Chapters (Delaware Valley). She is regularly asked to speak to human resources and business executives.

Terri is a Ph.D. candidate in Human and Organizational Development with Fielding Graduate University. She is a graduate of Southeastern University, with graduate coursework in business administration from Howard and Harvard Universities and specialized training in business process re-engineering and service quality management from the Disney Institute and Stanford University. She is a trustee of The Kingsbury Center (Washington, D.C), Executive Leadership Team Member, Go RED for Women of Southern Delaware (American Heart Association) former trustee of Southeastern University, and former chair of the Human Resources Section of the Association of Legal Administrations (Capital Chapter).



14.5 SUSAN BROOKS**PRINCIPAL, HR STRATEGY & TALENT MANAGEMENT**

SUSAN BROOKS is an attorney and management consultant with over 25 years of experience in human resources management, recruitment strategies and communications for businesses, nonprofit organizations, and political advocacy groups. Susan has played key roles in the development of leadership training programs for senior level executives in the Federal government using traditional lecture and experiential learning through “on the job” challenges and applying soft skills and techniques learned in the programs. She is well versed in the use of new media to deliver training including podcasts, virtual learning, including the use of virtual reality, and mobile delivery.



Susan has developed compensation, job classification and performance management systems for nonprofit clients. She has worked with both HR and executive management to develop and then present results which were incorporated into HR capital management processes.

Susan is a thought leader in the areas of diversity and inclusion, leadership and training with articles appearing in publications such as the National Law Journal, Bloomberg BNA, People + Strategy, Training Magazine and Law Practice Today.

Susan also has over 20 years of experience with diversity in the legal profession. It began when she joined New York Law School as the associate director of admissions. A regional law school serving many first-generation college graduates, New York Law School has a special mission to serve underrepresented communities in the legal profession.

Susan was instrumental in developing diversity recruiting initiatives that involved outreach to prospective law students in diverse and underserved communities. This experience continued through roles at Georgetown University Law Center, and Crowell & Moring, LLP, where Susan was charged with diversity recruitment initiatives. She also served as a member of the firm’s Professional Development Committee and its Diversity Committee, and she was an integral part of the professional development process. After two years, Susan was promoted to Director of Human Resources at Crowell & Moring. She began her legal career at Akin, Gump, Strauss, Hauer & Feld.

Susan received both a B.A. in Journalism and her law degree from Louisiana State University.

14.6 MICHELLE A. PLANTY

MICHELLE A. PLANTY, MA, SHRM-SCP
SENIOR CONSULTANT, HR STRATEGY & MANAGEMENT

MICHELLE PLANTY is strategic human resources consultant with over twenty years of experience in human resources management, with a particular expertise in the professional services realm. Michelle's expertise spans across all areas of human resources. She has designed, developed and implemented programs across the employment lifecycle with employee engagement, sustainability and superior performance in mind. Her areas of focus include diversity and inclusion, talent acquisition, training, performance management, and coaching and mentoring. She also is adept at the development and administration of compliance policies and processes, compensation and benefits, and technology solutions.



Michelle believes that people are the heart of the organization and with the right culture, diversity, and environment both the employees and the organization can achieve their full potential. Michelle has been instrumental in developing and implementing diversity and inclusion strategies and best practices in professional services firms, including systems to measure progress that have moved the needle forward to meet the organization's goals. She has revamped recruiting functions resulting in higher offer acceptance rates and implemented processes that reflect the culture and diversity of the organization.

Michelle also has designed and introduced new performance management programs, feedback systems, HR systems, benefits and compensation programs. She has built and designed training and coaching programs that promoted career growth, leadership development, and the retention of high-potential talent. Through these organizational changes, Michelle has fostered environments that promoted individual growth, created a strong sense of community, rewarded contributions, and optimized diversity.

Michelle is recognized as a trusted partner and has held leadership positions managing the human resources function in a diverse array of professional services firms in the United States, from a start-up boutique law firm to a rapidly expanding large law firm and mid-sized economic consulting firm. She achieved results by identifying the business needs and putting the right people and innovative HR programs in place to support the business and help drive its success.

Michelle holds a Master of Arts degree in Human Resources Management from The George Washington University, as well as a Bachelor of Arts in Psychology from Syracuse University. She also is a SHRM Senior Certified Professional (SHRM-SCP).

14.7 LUV GANDHI**LAV GANDHI**

Team

Principal and Practice Leader, Project & Change Management

LAV GANDHI has over 20 years of project management experience. He specializes in designing high-performance business systems and assisting our clients in implementing these changes. He is highly experienced in deploying formal Project Management methods including chartering, lifecycles models, project plans, budgeting, and reporting. Lav has managed traditional and agile projects and related change management.



Lav has also served as a catalyst to aid numerous clients in meeting international standards and achieving hundreds of quality registrations. To this end, he has designed value-oriented business systems and training that resulted in significant business improvement and compliance with international standards such as ISO 9001, ISO 14001, OSHS 18001, QS 9000, TL 9000, TickIT, and SEI CMM. Lav also has presented the telecommunication industry's coveted Quest Forum TL 9000 courses.

Lav previously worked with a diverse portfolio of clients including Daimler AG, Chrysler LLC, Nortel Networks, Ciena Corp., AAA Life Insurance Iomega Corporation, Informix, Fourth Shift, Ericsson, Thompson Consumer Electronics, US Army, United Technologies Hamilton Standards and Cyprus Bureau of Standards.

Lav holds a Bachelor of Science degree in Electrical Engineering (Eta Kappa Nu Honorary) from the University of Maryland at College Park. He is a certified consultant for Execute to Win (Jack Welch & Able Engineering), Intergy Practice & EHR (Sage Software), and Lab View (National Instruments). He also is a registered TickIT Assessor A008242, a member of the IEEE and PMI. He has completed the necessary coursework and has been approved by the PMI to sit for the PMP Exam.

14.8 GREG BALHEIM**GREG BALHEIM****Team****Principal**

Greg Ballheim has over 20 years of experience providing advisory services related to procurement, strategic planning, project development, mergers and acquisitions, and project finance in global markets. Greg has supported numerous M&A transactions related to various acquisitions. This covers strategy development, asset valuation and due diligence, commercial contract negotiation, market fundamental analysis, risk management, federal and state regulations, portfolio optimization, and financing of energy infrastructure.



Transaction Expertise: Valuation - Prepare independent market assessments and provide due diligence support for infrastructure investments.

Analytics - Support clients by providing comprehensive analytical support from assessing damages in contract disputes and settlements to identifying infrastructure development risks and potential financial impacts. **Management-** Provide daily and monthly balancing, short and long-term purchases, physical and financial hedging, monthly cost reporting, regulatory updates, and annual budgets.

Mergers and Acquisitions. Lead the acquisition projects including the valuation, negotiation of the purchase and sale agreement, and managed the due diligence and transition teams.

Due Diligence. Lead the valuation, due diligence, and transition team on acquisitions.

Strategic Planning. Collaborate with clients to develop annual corporate strategic plans and presentations for their Board of Directors. The plans outline five-year growth targets, risk assess the capital investment projects for each of the business units and highlight trends in the market and their potential impacts to existing business and identify and evaluate new opportunities for the client to pursue.

Greg holds a B.S. in Business Management from George Mason University. Greg has also completed Executive Leadership programs at the University of Notre Dame.

14.9 BRENT PORTER

BRENT PORTER

Team

Consultant

BRENT PORTER is a proven communications and marketing professional and leader with an over fifteen-year record of accomplishment transforming organizational culture, driving employee engagement to world-class levels, developing multiple communication channels across a diversified portfolio of businesses and building strong internal and external stakeholder engagement. Brent consistently demonstrates a results-oriented approach and has a passion for solving problems and achieving outcomes.



Brent has developed and executed strategic communications that supported growth opportunities and the expansion of business and services including new geographic growth and mergers and acquisitions. He was instrumental in revamping and creating a gold-standard format for production consolidated corporate strategic plans for presentation to Boards of Directors, the Investment community and employees. Brent has extensive experience overseeing the development of all communications initiatives including internal and external newsletters, annual reports, media outreach, charitable giving campaigns, websites, social media, special event planning, writing and editing reports, copy writing, presentations and press releases.

Brent is also skilled in the development and presentation of financial analytics for sophisticated audiences. He has performed deep-dive research and high-level complex analyses for numerous corporate departments, including peer group analysis, benchmarking analysis, budget and strategic planning analysis, SWOT/TOWS analysis and alignment, strategy (GOST) analysis, strategic trade-off analysis, competitive strength analysis, opportunity matrix analysis, opportunity-threat analysis, risk heat analysis and mapping, mergers and acquisition research and analysis, and business development analysis. Brent's expertise in performing in-depth analyses of employee engagement assessments and market share / brand perception studies and presenting key findings to senior leadership and the board of directors have been integral to high level strategy development.

Brent is magna cum laude graduate of Wilmington University with professional certifications from Pennsylvania State University (Project Management), Center for Creative Leadership (Management and Leadership), Strategic Thinking Institute (Deep Dive Strategic Planning).

14.10 JOSETTE TUCKER**JOSETTE TUCKER****Team**

JOSETTE TUCKER is an accomplished human resource professional with extensive experience working in diverse settings. With a background in K-12 education, Josette has spent more than 20 years serving in leadership roles, with the last 14 of those years leading a human resources department and managing allocations equivalent to a \$55M staffing budget.



During her career, Josette has worked in unionized environments and functioned as the lead negotiator for the development and ratification of over twenty negotiated agreements. She has provided leadership and guidance in the strategic planning process for individual departments as well as overall organizations. Josette has been responsible for policy and procedure evaluations, development and revision.

Josette holds and Ed.D. in Innovation and Leadership from Wilmington University, a Master's in Curriculum and Instruction and a Bachelor's in Business and Marketing Education from Delaware State University. In 2020, Josette was named by the Delaware Association of School Administrators as Personnel Administrator of the Year.

14.11 SUZY BURKE**SUZY BURKE, Ph.D.**

Principal Consulting & Organizational Development Expert and Executive Coach

A seasoned business executive with over 35 years of experience in leadership development, training and coaching, Suzy has an exceptional track record of helping business leaders and their teams achieve their objectives. With management and operational expertise in the United States, Canada, Europe and South America, Suzy knows how to lead executives and managers alike to see, and seize, opportunities for meaningful growth and implement the organizational changes often necessary for success.



Suzy has held executive positions in a diverse array of businesses, from a Fortune 20 technology company to a highly successful beverage start-up as well as law firms and investment banks. She has also worked with business leaders as both an internal and external consultant to:

- Assess and develop leaders
- Strengthen empowerment and teamwork
- Understand and assess corporate cultures

Having led the corporate competency center for attitude surveys and organizational assessments of a Fortune 50 company, Suzy is skilled in designing research strategies, interview protocols, surveys and other assessments to help organizations understand what's *really* on people's minds.

Suzy's experience as a trainer is also extensive. In addition to teaching group dynamics at Yale University's School of Management and Columbia University, she has trained adults worldwide in a variety of disciplines such as diversity and inclusion, service excellence, employee engagement, empowerment, and quality.

A sought-after Executive Coach, Suzy's clients include business leaders, entrepreneurs and educators, among others. Her deep experience as an executive herself combined with her training as an organizational and social psychologist give her a unique skill set that enables her to quickly help her coaching clients discern how to best enhance their effectiveness as leaders. She measures her success by her clients' ability to achieve their career goals in the timeframes they establish.

Suzy holds a Ph.D. in Social and Organizational Psychology from Columbia University, and she is certified to administer a variety of assessment tools and lead feedback sessions with individuals and groups.

A proud member of New York City's Academy of Women Achievers, Suzy has also worked closely with the Board of the Partnership for the Homeless in New York City.

14.12 ELAINE BITTNER**ELAINE BITTNER**

Principal Consultant, Strategy and Executive Coach

Elaine Bittner has over 30-years of experience taking on companies' toughest operational and strategic challenges, challenging the status quo, developing companies' growth strategies, developing regulatory strategies, driving strategic change, acquiring and integrating new businesses and transforming underperforming businesses to top performing businesses with superior customer service. The outstanding performance metrics speak to her strategic leadership capabilities and her expertise in identifying and seizing opportunities to maximize growth for employees, customers, businesses and its shareholders each year leading to consecutive year over year record-breaking earnings.



Elaine is nationally recognized as a top executive with numerous awards, including her most recent awards as “Top 50 Most Powerful Women in Oil and Gas”, “Female Executive of the Year,” “American Business Stevie Awards Top Women in Business Award,” and a national executive “Passion and Leadership Award.” Her management of a Federal Superfund Site received federal and state recognition from the USEPA and President Joe Biden and hailed as the best-in-class model of how Superfund projects and stakeholder engagement should be managed.

Elaine has 30 years of experience in environmental management, CERCLA site management, RCRA facilities management, VCP properties, government relations strategy, stakeholder engagement, environmental audits and environmental due diligence. She served as the environmental expert, environmental spokesperson and provided expert testimony in numerous regulatory proceedings resulting in 100% recovery of environmental remediation costs.

In addition to her environmental expertise, she served as President and Chief Operating Officer of three businesses and Chief Strategy Officer of nine different businesses operating in more than 10 states under various regulatory jurisdictions. Her performance as Chief Strategy Officer, President, and Chief Operating Officer of several businesses led to national recognition at the New York Stock Exchange by CNBC and street.com as the top-performing company in the top-performing sector among all publicly traded companies on the New York Stock Exchange.

Elaine holds a Bachelor of Science Degree in Chemical Engineering with a concentration in Environmental Management from the University of Maryland and a Master of Business Administration from Wilmington University. She has served on several high impact boards and strategic thinking and planning committees including American Gas Association Strategic Thinking Council, Strategic Infrastructure, and Regulatory Strategies; Chair of Corporate Strategic Growth & Investment Council; Chair of 2020 Women on Boards Wilmington-Philadelphia; Boys & Girls Club of DE Board of Directors; and Chair of American Heart Association, Go Red for Women Annual Campaign.

14.13 DOLORES A. DAVIS**DOLORES A. DAVIS**

Organizational Development Expert & Executive Coach

Dolores Davis specializes in coaching executives and senior leaders to assist them in achieving the results they want and need. Ms. Davis uses an inquiry guided process to tap into the knowledge and experiences of her clients, creating awareness that helps promote insights and change.

Her expertise includes Leadership Development, Cultural Diversity and Inclusion, Performance and Change Management. She has worked in industries ranging from telecommunications, pharmaceuticals, government, food services, academia and workforce development. Dolores is proficient in both individual and group coaching.

**Representative Coaching Experience**

- Onboarding coaching for newly hired mid-level and senior leaders of a major energy company
- Senior and mid-level leaders at a Healthcare Informational Services company. Conducted both individual and group coaching in conjunction with their leadership development program
- Provided coaching services as a sub-contractor to senior leaders at pharmaceutical firms and a technology firm for a Diversity and Inclusion Consulting firm
- Coached VP and Director level leaders on leadership presence, performance management and diversity and inclusion matters for a Workforce Development company
- Conducted ongoing coaching in conjunction with leadership training at a local medical college

Dolores holds a MS in Human Resources Management from the American University and B.A in Secondary English Education from Temple University. She is a certified Executive Coach with Georgetown University with specialized training in Leadership Coaching from the Gestalt Institute of Cleveland.

14.14 TERRI TRENT**TERRI TRENT, Ph.D****Team****Senior Consultant, Organizational Development Expert & Executive Coach**

Dr. Terri Trent is a seasoned organizational consultant, who partners with businesses to provide effective solutions for managing change and with individuals to maximize their potentials both at work and in life.



She has had more than 30 years of diverse experience in leading change, embracing diversity, navigating conflict, coaching leaders, developing competencies, facilitating teams, managing human capital, and teaching in higher education. Dr. Trent has worked for Charles Schwab, as Director of Leadership Development, and for Right Management Consultants, an international Career Management firm, with 200+ offices worldwide, as Director of Delivery Training and Development. Additionally, she has professional work experience with an airline, hospital, magazine, and financial services firms. Dr. Trent's early career experiences in human resources were gleaned from progressive roles in several functional HR areas, including: training, leadership development, performance management, employee relations, recruiting, corporate communications and employee benefits and compensation.

In addition to her consulting work, Dr. Trent is a faculty development specialist and a graduate professor of organizational change and human resources management at Wilmington University. Through her teaching and coaching experiences as well as her doctoral studies, she has gained an expertise in developing resilience to change. She has used this knowledge to author two books. In *The Bounce Back*, a memoir, she provides practical strategies for overcoming stress and trauma during life's turbulent periods. Her most recent book, *The Small Space Beyond Fear*, is a novel that explores the intersectional identity of an African American professional who navigates the impact of wearing psychological masks as he searches for identity. She is currently writing a third book on resilience based on her interviews with individuals who have overcome extreme life challenges. Just recently, she joined the staff at Wilmington University, where she coaches and trains educators as a faculty development specialist.

Dr. Trent's education includes a Ph.D. in Education from Capella University. She also possesses an MBA from Widener University and a BA in Speech Communication from West Chester University. Additionally, she holds numerous professional certifications, including Strengths coaching and MBTI qualifications.

Dr. Trent has held memberships with the National Association of Black Journalists (NABJ), National Black MBA Association (NBMBAA), Society for Human Resources Management (SHRM), Organizational Development Network (ODN), Association for Talent Development (ATD), Speakers Resources Association (SRO), Diversity Leadership Alliance (DLA), National

Sales Network (NSN), National Coalition for 100 Black Women (NCBW), and National Council of Negro Women (NCNW).

14.15 CHARLES LAWSON

Charles Lawson Postlethwaite & Netterville, APAC



Charles Lawson serves as the Director of Governmental Consulting Services. He joined P&N in January 2022. He is a veteran of the Federal Trade Commission (FTC) where he served in a leadership role in the agency's Bureau of Consumer Protection overseeing multiple programs including the Claims, Notice and Settlement Administration office. Immediately prior to joining P&N, Charles was a senior executive with a legal services firm.

Charles has significant people and program management experience with over 25 years of contributions to non-profits, multi-national conglomerates, start-ups and federal government agencies. As a result driven executive, he's demonstrated a keen ability to visualize the "big picture" when leading teams and solving problems. Charles is a subject matter expert in the federal procurement process having served as a certified contracting officer representative that has led multi-disciplinary teams through project scope development, risk analysis, market research, contract formation, technical vendor evaluation, and contract administration, monitoring and closeout.

Charles is an Excellence in Government Senior Fellow and has received numerous recognitions and awards for his federal service.

EDUCATION, CERTIFICATIONS, AND PROFESSIONAL AFFILIATIONS

- Master of Business Administration, Marketing, Vanderbilt University
- Bachelor of Arts, Communication, University of Massachusetts
- Black Leaders Worth Watching Award, Profiles in Diversity Journal, 2020

14.16 PAUL DOUGLAS

Paul Douglas, CISA, CCSFP, CDPSE
Postlethwaite & Netterville, APAC



Paul Douglas, CISA, CCSFP, CDPSE is a Director in P&N's Consulting Services Group, focusing on IT risk advisory, data privacy and security strategies, and IT compliance. Paul has experience leading numerous internal audit and co-source internal audit relationships. He is responsible for developing and executing audit plans, specifically related to IT risks.

Paul has significant experience in the higher education industry. He helps higher education and other clients address risk through his experience performing high value assessments and implementing control strategies. He leads a team of professionals to assist organizations with protecting the confidentiality, integrity, and availability of their most critical assets.

Paul has experience serving clients related to a broad variety of standards, including:

- NIST Cybersecurity Framework
- NIST 800-30 Assessments and NIST 800-53 Control Evaluations
- Center for Internet Services (CIS) Critical Security Control Benchmarks
- The Payment Card Industry Data Security Standard (PCI DSS)
- The HIPAA Security, Privacy, and Breach Notification Rules
- The HITECH Act and HIPAA Omnibus Rule
- The HITRUST Common Security Framework
- SOC for Service Organizations 1 and 2
- The Federal Information Security Management Act (FISMA)
- The European Union's General Data Protection Regulation (GDPR)

EDUCATION, CERTIFICATIONS, AND PROFESSIONAL AFFILIATIONS

- Certified Information Systems Auditor (CISA)
- Certified Common Security Framework Practitioner (CCSFP - HITRUST)
- Certified HITRUST Quality Professional (CHQP)
- Certified Data Privacy Solutions Engineer (CDPSE)
- Bachelor of Business Administration, Finance, Completed the Center for Internal Auditing (CIA) Program, Louisiana State University
- President, Healthcare Information and Management Systems Society (HIMSS) – Louisiana Chapter, 2020- 2021
- Tech Talk Committee Chair, Association of Healthcare Internal Auditors (AHIA), 2014-2018

- Article Contributor, Conference Speaker, and Webmaster, Healthcare Financial Management Association (HFMA), 2014- Present

14.17 LAURA SOILEAU

Laura Soileau, CPA, CIA, CGMA, CRMA, CFE, CISA
Postlethwaite & Netterville, APAC



Laura Soileau, CIA, CISA, CPA, CFE, CRMA, CGMA, is a Director in P&N's Consulting Services Group. Laura has over 20 years of internal audit experience. Her practice area includes working with a variety of organizations on internal audit, internal controls, governance, risk, compliance and fraud-related matters.

Laura has extensive experience in all aspects of internal audit, including working with audit committees; leading internal audit and internal controls assessments; facilitating risk assessments for financial, operational and technology audits; coordinating with external auditors; overseeing the execution of audit plans; and communicating with senior leadership and audit committees. Her clients come from a diverse array of industries, including higher education, governmental, public companies, and professional services.

Laura also has a depth of experience helping small to mid-size organizations in assessing their current state environment and making recommendations to improve performance, including identification of internal controls tailored to the organization as well as opportunities to improve the effectiveness and efficiency of the organization. Additionally, Laura is experienced in fraud prevention and detection, including the development of a client-specific risk-based approach to fraud monitoring and investigation through the use of data analytics. Laura has also attended the AICPA's SOC School.

EDUCATION, CERTIFICATIONS, AND PROFESSIONAL AFFILIATIONS

- Master of Science, Accounting, Louisiana State University
- Bachelor of Science, Accounting/Marketing, University of Arkansas
- Chartered Global Management Accountant
- Certified in Risk Management Assurance
- Certified Fraud Examiner
- Certified Public Accountant
- Certified Information Systems Auditor
- Certified Internal Auditor
- Past Chair, North American Board, The Institute of Internal Auditors (IIA) North American Board, April 2022 - present

- Director, The Institute of Internal Auditors (IIA) Global Board, July 2017 – July 2022
- Member, Institute of Internal Auditors
- Member, American Institute of Certified Public Accountants
- Member, Society of Louisiana Certified Public Accountants
- Member, Association of Certified Fraud Examiners (ACFE)
- Member, ISACA

14.18 JASON MACMORRAN

Jason MacMorran, CPA/ABV/CFF, CVA
Postlethwaite & Netterville, APAC



Jason MacMorran, CPA/ABV/CFF, CVA, is a Director with P&N's Consulting Services Group, and leads the firm's Litigation Niche. Jason's practice focuses on business valuation, transaction advisory services, and economic damages, and his professional experience includes valuations for estate and gift matters, litigation, mergers and acquisitions, and financial reporting. Jason provides litigation support in economic damage matters, and assists clients in business transactions, complex financial forecasting and modeling, and general financial consulting.

Jason has prepared, overseen, or contributed to hundreds of valuations of businesses, interests in businesses, and intangible assets. He speaks nationally and locally on valuation and litigation topics, and he brings considerable training and experience to projects through his study to obtain the American Institute of Certified Public Accountants' (AICPA) Accredited in Business Valuation credential (ABV) and Certified in Financial Forensics credential (CFF), and the National Association of Certified Valuation Analyst's Certified Valuation Analyst credential (CVA).

Jason has actively served the accounting profession. He currently teaches the AICPA's ABV Exam Review Course, has served on the AICPA's national Business Valuation Committee, and has been a faculty member of the AICPA's Expert Witness Skills Workshop. Jason was honored as the AICPA's 2014 Business Valuation Volunteer of the Year, and was in the AICPA's inaugural Standing Ovation class for forensic accounting and business valuation professionals.

EDUCATION, CERTIFICATIONS, AND PROFESSIONAL AFFILIATIONS

- Certified Public Accountant
- Accredited in Business Valuation
- Certified in Financial Forensics
- Certified Valuation Analyst
- Master of Science, Finance, Louisiana State University
- Bachelor of Business Administration, Millsaps College

- Member, American Institute of Certified Public Accountants (AICPA)
- Member, AICPA Forensic and Valuation Services Section
- Member, AICPA Business Valuation Committee
- Faculty, AICPA Expert Witness Skills Workshop and AICPA ABV Exam Preparation Course
- Planning Committee, AICPA National Forensic and Valuation Conference
- Chair, AICPA Statement on Standards for Valuation Services Toolkit and BV Web Site Task Forces
- AICPA ABV Exam Review Course Task Force
- AICPA Standing Ovation Award
- Member, National Association of Certified Valuation Analysts (NACVA)

14.19 TOM BOSTICK



Thomas P. Bostick
Lt. General (Ret.), PhD, PE, NAE

Chairman, Bostick Global Strategies, LLC
SDVOSB

McLean, Virginia
703-980-7210
thomasbostick80@gmail.com

SUMMARY

Bostick Global Strategies

Serves as Chairman, SDVOSB, focused on Leadership, Training, Education, Coaching, Engineering, Information Technology, and Public-Private-Partnerships

Bioengineering and Biotechnology

Served as both the Chief Operating Officer at Intrexon (NASDAQ: XON, \$1.5B), and President Intrexon Bioengineering (1000 employees including 700 PhD and master's degree scientists) developing better DNA solutions for Energy, Health, Environment, Consumer, and Food products. Strategic Advisor to Ginkgo Bioworks.

Business Development, Operations, and Mergers and Acquisitions

Significant experience (\$300M+) in business development, mergers and acquisitions and business operations. Experience working with Private Equity and VC firms.

Environmental Expertise

Led Intrexon Environment Sector (SVP); National Academy of Sciences Committees; Past: Marine Board; Roundtable of Risk, Resilience, and Extreme Events; Committee on Urban Flooding; Current: Gulf Research Program; Chair, Board on Infrastructure, and the Constructed Environment; Planning Committee for Investing in Resilient Infrastructure in the Gulf of Mexico. Resilient Cities Catalyst Board Member.

Commanding General, US Army Corps of Engineers (USACE) - Global

Led the world's largest public engineering organization specializing in construction, environment, and water resources management. Led 700 soldiers and 35,000 civilians with a \$25B program in over 110 countries. Led USACE as the only federal agency with a successful financial audit during four years of command.

Human Resources Leadership

Served as the HR Director for the US Army (1M soldiers; 300K civilians; \$62B budget). Led recruiting, talent management, and DEI programs.

Academic

Ph.D. Systems Engineering, George Washington University.
M.S. Civil Engineering and M.S. Mechanical Engineering, Stanford University.
B.S. Applied Sciences and Engineering, United States Military Academy, West Point.
Licensed Professional Engineer (VA #

Boards

CSX Transportation (NASDAQ: CSX); Perma-Fix (NASDAQ: PESI), HireVue, Allonnia, and Fidelity Investments' Equity and High-Income Fund Board of Trustees.

KEY ACCOMPLISHMENTS

Business Development And Operations

Bill and Melinda Gates Foundation (BMGF) Grants

Secured two multi-million-dollar research agreements (Zika and Malaria) with the Bill and Melinda Gates Foundation. Currently working with BMGF on commercialization of the Omni-processor and Reinvented Toilet.

Agricultural Grants

Worked with Bayer to secure two multi-million-dollar research agreements for agricultural pests (Soybean Looper and Fall Armyworm).

Health and Bioengineering Sector

Mergers and Acquisitions

Led several mergers and acquisition efforts for Intrexon, leading to the successful sale of four Intrexon assets in a \$100 million deal. Supporting Ginkgo Bioworks in several M&As (\$300M+).

Health, Bioengineering, and R&D

Led Intrexon operations for three health business units and six bioengineering business units and R&D Divisions.

Assisted with creating the new Army slogan of "Army Strong."

Federal Government

Worked closely with the White House, Congress and FDA, EPA, USDA to secure regulatory approval for multiple genetically engineered products.

Human Resources

Director, US Army Human Resources (1M Soldiers and 300K Civilians)

Policy

Served on the committee to review Don't Ask, Don't Tell. Led policy development and recommendations to Congress. Serving on Naming Commission to rename Confederate-named military bases.

Recruiting

Completed five-year mission in two years to grow the Army over 80K.

Diversification and Inclusion

Improved opportunities for women and for religious accommodations. Developed the policy allowing Sikhs to serve in the Army again.

Team Building

Team Creation and Management

Piloted change from individual to team recruiting after the Army failed recruiting in 2005. All six brigades successfully transitioned to team recruiting.

Employee Satisfaction Development

Led USACE to become the most improved agency in terms of employee satisfaction in the entire federal government.



Communications	<p><i>International Spokesperson and Speaker</i> Keynote speaker: Brazil Investment Forum, Hungary Water Security Conference, Venice Resilience Conference, United Nations, National Academy of Sciences, and Society of Risk Analysis in Singapore.</p> <p><i>Policy Influencer and Crisis Response</i> Testified before Congress 33 times leading to key changes in law and increased funding for major personnel and construction programs. Leader in the national response following tragic events of 9-11 and Hurricane Sandy.</p> <p><i>Media Expert</i> Interviewed by Fox, CNN, CBS, NPR, NY Times, the Daily Show for successful mission accomplishment. Serves as a Forbes Contributor.</p>
Marketing	<p>Innovative Marketing and Brand Recognition Implementation</p> <p>Led the marketing and communications effort in collaboration with WPP (#1 Marketing firm in the world) with marketing to support the war on the Aedes aegypti mosquito which causes Zika, chikungunya, dengue, and yellow fever. Helped lead Army marketing effort for Army recruiting in TV Commercials, NASCAR, NHRA, Professional Bull Riding, the Army All-American Bowl and other media outlets.</p>
Education and Mentorship	<p>Associate Professor of Mechanical Engineering US Military Academy, West Point, NY</p> <p>Visiting Scholar Stanford University</p> <p>Mentor and Annual Speaker Clark Scholars Mentor, George Washington University, White House Fellows.</p>

WORK HISTORY

Strategic Advisor, Ginkgo Bioworks	2020-Present
Currently supporting Ginkgo Bioworks with M&A, and biosecurity efforts through federal and international engagements, including support to Ukraine.	
Chief Operating Officer and President, Intrexon Bioengineering	2017-2020
Served as the Chief Operating Officer at Intrexon, which produces better DNA to enable products in the human and animal health, food and agriculture, energy and chemicals, environment, and consumer products industries. Also served as President, Intrexon Bioengineering which included: Clean Energy Company, Mosquito/Agriculture Pest Company, Genetics Cattle Company, Non-Browning Apple Technology, Black Soldier Fly protein product company, and a Plant/Cannabis plantlet production company. Managed the sale of four of these assets.	
Senior VP, Environment Sector, Intrexon Corporation	2016-2017
Led business development and the engineering and industrialization of biology for better environmental solutions. Led the efforts to combat the spread of the Zika virus.	
Chief of Engineers, Washington, DC	2012-2016



Managed over 3000 projects including: operations and maintenance of over \$225B of water related infrastructure, large construction, environmental and energy. Led 34,000 employees in 43 Districts and seven Laboratories, a \$25B program. Led the \$5B response and recovery to Hurricane Sandy. Completed the \$1.35B Inner Harbor Navigation Surge Barrier in New Orleans. This is the largest design-build project in the 243-year history of the Corps, and it won the 2014 ASCE Most Outstanding Civil Engineering Achievement Award. Led first ever flood risk management public-private-partnership.

Director of Human Resources for US Army, Washington, DC 2009-2012
Managed the policies and programs for over one million Soldiers and 300,000 Civilians (\$62B budget). Managed the reduction of the Army from 570,000 to 540,000 in two years while retaining the best talent.

Commander, Army Recruiting Command, Fort Knox, KY 2005-2009
After the Army failed its recruiting mission, successfully led 8000 recruiters in executing its recruiting mission for four years through positive leadership and many innovative ideas such as creating a medical recruiting brigade and initiating use of social media.

Previous work experience includes:

- As second in command, deployed over 25K Soldiers and equipment into Iraq with 1st Cavalry Division.
- Turned around a challenging construction program in Iraq from less than \$1B of \$18B executed to \$11B executed in 12 months.
- Managed the immediate operations during the events of 9-11 from the National Military Command Center at the Pentagon which included controlling the nuclear codes for the President of the United States.
- Managed a multi-billion-dollar construction program in Bosnia including a hospital, a strategic airfield, billeting for more than 25,000 troops and much more.
- Often requested to speak: United Nations, National Academy of Sciences, Society of Risk Analysis in Singapore and Universities such as West Point, Tuskegee, The Citadel, Harvard, MIT Sloan School, Stanford, George Washington University, Georgia Tech, and Columbia Business School.

Honors Recipient, ASCE Distinguished Member (Highest Honor) 2018
Member, GWU School of Applied Sciences and Engineering Hall of Fame 2017
Recipient, ASCE Opal Award for Government Service 2017
Recipient, 50th Anniversary White House Fellow Legacy of Leadership Award, 2016
Recipient, Honorary Doctorate, Tuskegee University, 2014
Recipient, White House Fellow, Department of Veterans Affairs, Class 89-90

Affiliations Director, Board of American Corporate Partners, ACP, 2017
Member, Advisory Board of Mechanical Engineering, West Point, 2017
Member, the National Academy of Engineering, 2017
Member, the National Academy of Construction 2017
Member, National Academy of Sciences (NAS), Marine Board 2017
Member, NAS, Board on Infrastructure and the Constructed Environment 2018
Member, NAS, Gulf Research Program Advisory Board 2019
Licensed Professional Engineer, Virginia, 1983

Security Clearance Top Secret with SCI (Sensitive Compartmented Information) eligibility (through October 2025)

Resume Thomas P. Bostick, Ph.D.

4

14.20 RENEE BOSTICK

Renee Bostick

McLean, VA 22101
571-481-1257 • renee.bostick@bostickglobalstrategies.com
<https://www.linkedin.com/in/reneebostick/>

Professional Objective

Coach individuals, teams, and/or organizations regarding business, educational development, leadership, and organizational well-being. 30 years of experience in supervisory positions, including 20 years of experience coaching military leaders and educators throughout the United States and abroad (Department of Defense).

WORK EXPERIENCE

Bostick Global Strategies, Virginia
Co-Founder and Executive Coach

April 2015 – Present

- Interpreted and debriefed 360-assessments/multi-rater feedback for clients in education, business, and government; Certified in 360 assessments, EQi 2.0, MBTI II, DiSC, and iEQ9 Enneagram.
- Clients include MIT Sloan School of Business and Harvard University Kennedy School of Government graduate students, CEO/Biotech startup, VR startup, hospital chiefs of staff, National Museum of the Army, United Nations Executive Director, educators, project managers, accountant, School District of Philadelphia Urban Technology Program, Worldgate LLC, Fairfax INOVA staff, and George Mason University staff.

Arlington County Public Schools, Virginia
Principal and Administrator

July 2004 – June 2018

- Arlington Public Schools, Arlington, Virginia, Title I School, Primary Years Program of the International Baccalaureate (Program of Inquiry, Spanish language instruction K-5, and community service) authorized as a PYP IB School March 2005; Students represent 20 languages and 40 countries; 93% ESL and 76% free and reduced lunch.
- Staff comprised of 67 teachers, 17 instructional assistants, 12 support staff, 9 specialists, and an Assistant Principal.
- Between 2006 and 2014 Randolph's staff garnered awards to include two district level Teachers of the Year, a district level and a State of Virginia Gifted and Talented Teacher of the Year, a district level Support Employee of the Year, the American Association of University Women Educator of the Year (math coach), and the National School Public Relations Association Frontline Communicator Award (office staff). Rated by the Niche Report as an A- school for the 2015-16 school year.

EDUCATION

Doctor of Education (Ed.D) – Organizational Change and Leadership,
Rossier School of Education, University of Southern California, California

Master of Education (M.Ed)
Indiana University of Pennsylvania, Pennsylvania

Bachelor of Arts in Secondary Education (BA)
University of Pittsburgh, Pennsylvania

CERTIFICATIONS

ICF-PCC (500+ hours of coaching): George Mason University – Leadership Coaching for Organizational Well Being Program, 2018

Turnaround Specialist: University of Virginia-Darden School of Business and Curry School of Education, 2009-2011

Leadership Institute: Harvard Graduate School of Education, Harvard University, 2008

School Administration: Kansas State University, 1994-1996

BOARD EXPERIENCE: LEADERSHIP

ICF METRO DC Coaches Chapter:

Board Member, Secretary, Co-Chair 2021 Capital Coaches Conference, Finance Committee member, 2019-Present

Military Child Education Coalition (MCEC):

Board Member and Finance Committee Member, 2010-Present

USAA Advisory Board: Member, 2011-2014

COMMUNITY SERVICE

American Corporate Partners (ACP), Military Spouse Mentor Program, 2018-Present

George Washington University, Clark Scholars Mentor, School of Engineering and Applied Science, 2016-Present

Blue Star Families, Military Spouse Employment Working Group (Research), 2021-Present

University of Southern California, Student Ambassador Program, 2021-Present

ICF Metro DC Chapter, Pro Bono Coaching, Fairfax INOVA Hospital, 2022

REFERENCES

- Sarah Happel, President, Spectrum Leadership Solutions – 703.717.2766
sarah@spectrumleadershipsolutions.com, George Mason University Coaching Faculty
- Alex Glade (West Point, Harvard, MIT grad) – 912.492.9163 – alex.glade1@gmail.com
- Michael Rochelle (LTG, Ret.), Michael D Rochelle Strategies – 571.393.8101
mdr1@mdrstrategies.com, George Mason University Coaching Program Faculty
- Urath Gibson 703-717-2541 sbhucg@gmail.com
- Dr. Courtney Malloy, University of Southern California, 323.790.6322 clm@usc.edu

14.21 RUBY STACY HENDERSON

Ruby Stacy Henderson

Curriculum Vitae

Drstacyhen14@gmail.com • (703)577-9226
https://www.linkedin.com/in/dr-stacy-henderson-93a283
67/ Gainesville, VA 20155

Seasoned Adjunct Instructor with extensive experience teaching and leadership of various business curriculums and contemporary topics to a diverse student population in the classroom and remotely. Dedicated and passionate about sharing my background and experiences with the next generation of human resource professionals who will have a very positive impact on the lives of countless people. Served as an accreditation evaluator for the nationwide Accreditation Council for Business Schools and Programs.

Selected Achievements

- Visionary leader with strong analytical skills applied to 100% retention rate for all online undergraduate students and a 97.5% retention rate for online graduate-level students over seven consecutive years.
- Built and maintain harmonious relationships with key staff members, student advisors, faculty managers, and cohort group members, strengthening teaching skills through collaboration.
- Enthusiastic contributor in regularly scheduled In-Service Faculty professional training.
- Serve as a role model and mentor for a wonderful experience, enabling students to laugh, smile and enjoy the learning experience.
- Requested by multiple students to provide personalized recommendations for the University Honors Programs and external Honor Programs because of strong teacher/student relationship.

Faculty Experience

American InterContinental University, School of Business, Online Program – Chandler, AZ **2015 – Present**
Adjunct Instructor

Deliver high-quality instruction to 400 adult learners annually in an interdisciplinary academic format, utilizing a University Learning Management System (LMS), University designated systems, and assigned technologies, including Mobile Application, Blackboard, Messenger, Data Analytics, and Zoom.

- Nominated as a 2020 *Instructional Excellence Award* finalist based on applied research practices for graduate students and exceptional commitment to active learning with each student.
- Contributed to new graduate-level curriculum development in collaboration with the University Faculty Manager, Program Chair, and Dean.
- Design and implement innovative approaches to weekly online lessons on core business subjects and contemporary topics in the Business College Online Program.
- Responsible for dynamic instruction methodologies, and engaging presentations to over 25 students per 10-week session, supporting critical thinking skills, data analytical skills, and research efforts.
- Excellent verbal/written communication skills and organization skills by evidence of weekly graded assignments returned to the student with meaningful and appropriate feedback.
- Promote autonomy by hosting no less than one-hour synchronous live classroom session per week and hold at least two-hour office session per week.
- Serves as coach and mentor who imparts knowledge, share scholarly resources, and provide quality feedback, including a summative statement within all students' document with key observations.
- Collaboratively, determine methods to meet timelines required by University Chair to maintain an annual record of scholarly and professional development.
- Always available to analyze any conflict from diverse student population, focusing on the underlying interests, needs and concerns for quick resolution.

Page 1 | 4

- Provides quality instruction to courses, including Workforce Planning, HR Management and Development, Strategic Management, International management and Leadership, Building Teams and Resolving Conflict, Global Operations Management, Code of Business Conduct and Ethics, and Career Management courses, correlating learning outcomes in a real-life setting to build confidence

Military Experience, U.S. Navy

United States Navy Intelligent Workbook Programmatic Branch – Washington, D.C. IW Branch Head, Chief of Naval Operations (Manpower, Personnel, Training & Education)	2013 – 2014
United States Navy National Support Element – Larissa, Greece Director, Human Resources	2013
United States Navy Chief Information Officer Division – Washington, D.C. Manpower Planner & Deputy, Chief of Naval Personnel (Manpower, Personnel, Training & Education)	2010 – 2013
United States Navy White House Commission of Remembrance – Washington, D.C. Military Aide, White House	2010
United States Navy United States European Command – Stuttgart, Germany Deputy Director, Quality of Life Human Capital Division	2007 – 2010
United States Navy Naval Personnel Command – Millington, TN Liaison Officer & Operations Research Analyst, Center for Career Development	2005 – 2007
United States Navy Navy Joint Matters Branch – Washington, D.C. Deputy Joint Matters Branch, Chief of Naval Operations	2003 – 2005

Education and Credentials

- Doctor of Business Administration (D.B.A.), 2013**
Argosy University, International Business
Dissertation: *Impact of Information and Communication Technology on Training: A Global View.*
Graduated with distinction. Honors: Summa Cum Laude GPA: 3.94
- Master of Arts (M.A.), 1993**
National University, Human Resource Management
Graduated with distinction. Honors: Cum Laude GPA: 3.69
- Bachelor of Science (B.S.), Business Management, 1985**
Southern University and A&M College, Business Management
Graduated with high honors. Honors: Dean List and Who's Who's in America, GPA 3.5

Professional Certifications

Accreditation Evaluator
Accreditation Council for Business Schools and Programs

Badge from REMOTE
The Connected Faculty Summit, Arizona State University

Education, Leadership, Research & Policy Certificate
Academic Conference

Command Leadership School Certificate
United States Navy, Naval Station Newport Rhode Island

Human Resources Center of Excellence Certificate of Human Resources Advanced Courses
Naval Postgraduate School, Monterey, California

Program Budget Information Systems (PBIS) Certificate
Consolidated Analysis Centers, Inc., Arlington, Virginia

Intermediate System Acquisition Certificate
Defense Acquisition University, FT Belvoir, Virginia

Equal Opportunity Program Manager Designation
Department of Defense Equal Opportunity Management Institute, Patrick Air Force Base

Master Training Specialist Designation
United States Navy, Commander Training Command, U.S. Pacific Fleet

Publications

Journal of Institute of Strategic and International Studies, ISSN 2326-3636

Presentations

- University of the Potomac, Doctoral Research III: Dissertation Literature Review Member, Tyson Corner, VA, 04-05/2021
- Presenter at Doctoral Residency Program and Post-Doctoral Symposium, Argosy University, Phoenix, AZ, 02/2019
- Presenter at Doctoral Residency and Post-Doctoral Symposium, Argosy University, Atlanta, GA, 10/2017
- Presenter at Faculty In-Service Quarter 3 Professional Development in Training, American InterContinental University, 09/2016
- Presenter at U.S. Supreme Allied Commander Four-Star Conference, Garmisch, GE, 07/2009

Professional Affiliations

- Accreditation Council for Business Schools and Programs, 06/2022 – Present
- Kappa Delta Pi Honor Society, 03/2021 - Present
- Make a Wish Mid-Atlantic Leadership Council Member & Ambassador, 05/2015 – Present
- International Education Program, Santiago, Chile, 09/2012
- United Services Organization, 01/2011 – Present

Technical Skills

University Learning Management System (LMS), University Email and Mobile Application Systems, Blackboard, Messenger, Zoom, MS Office Suite, Chrome Desktop, Google Apps, Social Media Apps, Polling, White Board, Data Analytics

Awards & Honors

Page 3 | 4

Class President – Argosy University School of Business, 2007 – 2008
Defense Meritorious Service Medals, Meritorious Achievement Medals, Combat Action Ribbon, and Certificates of Commendation – 2003 - 2014