

**CONTRACT MODIFICATION NO. 02**  
**BETWEEN THE COMMONWEALTH OF VIRGINIA**  
**UNIVERSITY of MARY WASHINGTON and OUTSOLVE, LLC**  
**May 27, 2021**

In accordance with the terms and conditions of the original Contract, UMW 13-13, "Changes to the Contract", under the General Terms and Conditions, the following modifications have been mutually agreed upon, and will take effect after full execution of this document by both parties.

Relative to the general scope of the above referenced contract, the University of Mary Washington hereby modifies the contract as follows:

**PROJECT FEE:** \$25,000

**Compensation Proposal**

Pay Equity Analysis Project for University of Mary Washington

OutSolve proposes a comprehensive compensation analysis that will help ensure University of Mary Washington (UMW) is identifying potential inequities within their compensation system. OutSolve staff will work with UMW to ensure that project expectations are defined and met. Corrin DeBettencourt, OutSolve's Sr. Director, Compliance & Compensation, with support from Chris Lindholm, OutSolve's VP of Compliance and Josh Roffman of Roffman Horvitz will oversee the process and provide consultation on data, analyses and strategy. All pay equity work should be placed under attorney client privilege.

**PROJECT SCOPE AND DELIVERABLES**

1. OutSolve will work with UMW to identify appropriate workforce segments, Pay Analysis Groups (PAGs) and relevant variables for analysis.
  - The regression analysis will be conducted for the roughly 871 of the 918 employees in UMW workforce. Cohort analyses will be prepared for the remaining employees.
  - Compensation to be evaluated will include base pay only.
  - Equity analysis will consider gender, race and combined race groups (white vs. non- white) as appropriate for each workforce segment or PAG.
2. OutSolve, together with Roffman Horvitz will execute the systemic review using statistical techniques appropriate to the size and representation within PAGs. We anticipate a multiple linear regression analysis for at least 10 PAGs as shown below. Shaded cells are too small for regression.

Employee Group	PAG Code	Pay Analysis Group	Total Count	# Male	# Female	# White	# Non-White
Administrative Faculty	101	AF Managers	84	34	50	71	13
	201	AF Professionals	56	22	34	45	10
Classified	202	Classified Exempt - Professionals	98	32	66	85	13
	501	Classified Non Exempt - Administrative	65	8	57	54	11
	601	Classified Non Exempt - Facilities & Maintenance	82	53	29	65	16
Hourly	502	Administrative Hourly Workers	75	18	57	68	6
Faculty	401	Tenured Faculty	194	96	98	157	37
	402	Tenure Track Faculty	62	25	37	41	18
	403	Non-Tenure Track Faculty	31	19	12	28	3
	404	Adjunct Faculty	119	64	55	89	24

3. OutSolve will facilitate a review of the initial analyses to evaluate results and identify necessary refinements, conducting iterations of the analysis as necessary. The scope of work anticipates 1-2 iterations. If a cohort review is warranted OutSolve will assist in identifying and assembling the relevant data elements.
4. OutSolve will prepare a final report and, upon request, a presentation to review the output of the analyses and make recommendations for areas of focus and additional investigation. Final deliverable to include:
  - Executive Summary
  - Summary of Data and Description of Analyses
  - Recommendations
  - Raw Statistical Reporting

**CLIENT RESPONSIBILITIES:** The Client shall be responsible for performing the following functions:

- Establish attorney client privilege with external counsel (recommended)
- Provide all data elements and documents needed to conduct project assignments.
- Provide time for teleconferences to ensure timely completion of all work products.
- Review work products, provide feedback and final approval.

***All other terms and conditions of the original contract referenced above shall remain in force.***

*Signature Page Follows*

1301 College Avenue  
Fredericksburg, VA 22401-5300  
adminfinance.umw.edu/procurement

Tel: (540) 654-1127  
Fax: (540) 654-1168  
procure@umw.edu

By signing this modification, representatives of each party are certifying authorization to sign and agree to be bound by the terms and conditions of the contract.

**CONTRACTOR**  
**OutSolve, LLC**

Signature: Chris Lindholm Digitally signed by Chris Lindholm  
Date: 2021.05.27 10:45:06 -07'00'

Name (Printed): Chris Lindholm

Title: VP Compliance

Email: clindholm@outsolve.com

Phone: 504-486-2410

Date: 5/24/2021

**AGENCY**  
**University of Mary Washington**

Signature: Melva A. H. Kishpaugh

Name (Printed): Melva A. H. Kishpaugh

Title: Director, Procurement Services

Date: June 1, 2021