

Contract #16-472
UNIVERSITY OF MARY WASHINGTON
Commonwealth of Virginia
Standard Contract/Master Agreement

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This contract, entered into this 6th day of November 2015, by Cultiva Solutions, hereinafter called the "Contractor" or "Cultiva" and the Commonwealth of Virginia, University of Mary Washington called the "Purchasing Agency", "University" or "UMW".

WITNESSETH that the Contractor and the University, in consideration of the mutual covenants, promises and agreements herein contained, agree as follows:

SCOPE OF SERVICES: The Contractor shall provide International Recruitment services as described herein.

PERIOD OF CONTRACT: November 9, 2015 through November 8, 2016; with an option to renew for an additional five (5) one-year periods.

COMPENSATION AND METHOD OF PAYMENT: Will be in accordance with Attachment I and the Method of Payment (Section IV).

CONTRACT DOCUMENTS: The contract documents shall consist of this signed Contract, the general conditions, special conditions, Offeror's proposal, Offeror's Revised proposal (dated 10/26/2015), subsequent clarifications and modifications as described in Attachment I, all of which are incorporated herein by reference and constitute the "contract documents."

CONTRACT CLAIMS: Any contractual claims shall be submitted in accordance with the contractual dispute procedures set forth in the Commonwealth of Virginia Purchasing Manual for Institutions of Higher Education and their Vendors.

Note: This public body does not discriminate against faith-based organizations in accordance with the *Code of Virginia 2.2-4343.1* or against a bidder or offeror because of race, religion, color, sex, national origin, age, disability, or any basis prohibited by state law relating to discrimination in employment.

ATTACHMENT I

The Contractor, Cultiva, shall provide International Student Recruitment Services, primarily, but not limited to China, for the University of Mary Washington (UMW), an agency of the Commonwealth of Virginia, on a renewable term contract basis per the terms and conditions stipulated in this document, as outlined in the Contractor's Proposal, hereby incorporated by reference into the Contract documents.

I. PROMOTIONAL ALLOWANCE:

- A. **Promotional Allowance Fee Structure and Payment:** The Promotional Allowance (PA) fee, for recruitment services rendered by Cultiva and its authorized Agents, applicable to all enrolled students (graduate or undergraduate) from China per the terms of the agreement, calculated per the table below, will be payable to the contractor in two equal payments, per submitted contractor invoice, per the terms of *Section IV, Method of Payment*.

Promotional allowance of 13% (of tuition only) per student, if Cultiva sends and UMW enrolls 7 or more students in one semester (summer, fall or spring).
Promotional allowance of 14% (of tuition only) per student, if Cultiva sends and UMW enrolls 10 or more students in one semester (summer, fall or spring).
Promotional allowance of 15% (of tuition only) per student, if Cultiva sends and UMW enrolls 15 or more students in one semester (summer, fall or spring).
Promotional allowance of 12% (of tuition only) per student, if Cultiva sends and UMW enrolls 6 or less students in one semester (summer, fall or spring).

B. **Payment Schedule (two payments):**

1. Payment of one half of the PA fee will be rendered after drop/add period or within 60 days after the start of Fall Term.
2. Payment of the balance of the PA fee will be rendered after drop/add period or within 60 days after the start of Spring Term.
 - a. This fee will be paid for each student who has enrolled full-time according to the terms outlined above. Full-time is defined as 9 credit hours for graduate students and 12 credit hours for undergraduate students.
 - b. In the event a student credited to Cultiva does not continue full-time in the second semester, the second portion of the promotional allowance will not be paid. *Students beginning enrollment in any semester must be enrolled full-time in the semester following enrollment.* They will then be considered new students and qualified for PA payment. Payment will be made within sixty (60) days after the final date students may withdraw without a transcript record for the spring and fall semesters.
 - c. Fees will be paid to Cultiva who will then pay authorized Cultiva agents as applicable.

C. **Promotional Allowance Fee Payment Process**

1. Cultiva shall provide verification of student enrollment.
2. The University will confirm student enrollment.
3. Cultiva shall invoice the University on behalf of its counseling agent.
4. The University will remit the payment to Cultiva
 - a. The University will pay all agreed upon fees payable for students recruited by Cultiva or Cultiva appointed sub-agents directly to Cultiva and not to Cultiva subagents.
 - b. Upon termination of this agreement, all recruiting fees earned will be payable to Cultiva per the terms and conditions of Methods of Payment. The University agrees to pay the PA fee, for any student who has been recruited by a Cultiva agent during the time in which the agreement was active. At the time of termination, Cultiva shall provide a list

of all students that have begun the visa process. Upon matriculation, if within 6 months of the effective date of termination of the contract, the University agrees to provide PA payment to Cultiva per the terms and conditions of Method of Payment.

II. UMW ADMISSIONS STAFF TRAVEL:

- A. The Contractor agrees to reimburse UMW for air travel to China on behalf of a representative of UMW at the request of Cultiva Solutions. Such reimbursement to UMW shall not exceed \$2,000.00.

III. TERMS AND CONDITIONS:

A. CONTRACT ADMINISTRATION:

1. The Associate Provost for Admissions and Enrollment Management, shall be identified by the University as the Contract Administrator, and shall use all powers under the contract to enforce its faithfulness and performance in conjunction with the University's Purchasing Department.
2. The Contract Administrator shall determine the amount, quantity, acceptability, fitness of all aspects of the services and shall decide all other questions in connection with the services. The Contract Administrator shall not have authority to approve changes in the services which alter the concept or which call for an extension of the contract term. Any modifications made to the contract must be authorized by the University Purchasing Department through a written two-party modification to the contract.

- B. GENERAL TERMS AND CONDITIONS:** Please refer to the link to follow regarding Required General Terms and Conditions of this contract:
<http://adminfinance.umw.edu/procurement/files/2014/11/UMW-General-Terms-and-Conditions-Nov14.pdf>

C. SPECIAL TERMS AND CONDITIONS:

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 agency, its authorized agents, and/or state auditors shall have full access to and the right to examine any of said materials during said period.

ADDITIONAL SERVICES: Any additional recruitment or recruitment related services, offered by the contractor, including but not limited to reports or analytical services, described in the proposal or otherwise, will be ordered only via specific purchase order issued by the University to the contractor, at proposal pricing.

CANCELLATION OF CONTRACT: The University reserves the right to cancel and terminate any resulting contract, in part or in whole, without penalty, upon 60 days written notice to the contractor. 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. Additionally, any contract cancellation notice shall not relieve the University of its obligation under the Contract to pay for all outstanding orders issued and received per the terms of the agreement, and/or

University authorized reimbursements prior to the effective date of cancellation. It is the responsibility of the contractor to provide a list of visa applicants that have formally declared their intent to enroll at UMW prior to the effective date of cancellation. These applicants must matriculate within a 6-month period following the effective date of the cancellation of the contract in order to qualify for payment to the contractor under the contract terms.

COOPERATIVE PROCUREMENT/ADDITIONAL USERS - USE OF AGREEMENT BY THIRD PARTIES: It is the intent of this solicitation and resulting contract(s) to allow for cooperative procurement. Accordingly, any public body (to include government/state agencies, political subdivisions, etc.), cooperative purchasing organizations, public or private health or educational institutions, or any University affiliated agency and/or corporation may access any resulting contract if authorized by the Contractor.

- a. 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 this 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.
- b. The Contractor will notify the University in writing of any such entities accessing this Contract. The Contractor will provide semi-annual usage reports for all entities accessing the Contract. The Contractor should consider an offer of special tiered pricing or rebates to all entities accessing the contract, based on the results of such reporting. This tiered pricing and/or rebate structure should be included with the Bidder/Offeror's bid or proposal package.
- c. 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.
- d. Use of this Agreement does not preclude any participating entity from using other agreements or competitive processes.

CONFIDENTIALITY OF PERSONALLY IDENTIFIABLE INFORMATION: The contractor assures that information and data obtained as to personal facts and circumstances related to applicants will be collected and held confidential, during and following the term of this agreement, and will not be divulged without the individual's and the agency's written consent and only in accordance with federal law or the Code of Virginia. Contractors who utilize, access, or store personally identifiable information as part of the performance of a contract are required to safeguard this information and immediately notify the agency of any breach or suspected breach in the security of such information. Contractors shall allow the agency to both participate in the investigation of incidents and exercise control over decisions regarding external reporting. Contractors and their employees working on this project may be required to sign a confidentiality statement.

EXTRA CHARGES PROHIBITED: The proposal price shall be complete; and shall include all applicable freight and any other charges; extra charges invoked by the contractor shall not be honored or paid. These charges, for example, shall include but not be limited to fees invoked by the vendor for the use of the credit card for payment of invoices, or any order-associated eVA fees. Credit card "check-out fees" or surcharges MUST be disclosed as a flat fee or percentage of invoice total with the proposal, and shall be considered in the bid evaluation process. The University expects that these costs, as well as all contractor business expenses will be built into the contractor's quoted price. If the contractor's eVA profile indicates

acceptance of a credit card in payment, the University will pay via credit card for invoices \$50,000.00 or less. The University reserves the right to request certification (with confirmation code) of the vendor's registration with its merchant bank/VISA to invoke "check-out fees" or surcharges for use of the credit card. "Check-out fees" or surcharges for use of the credit card shall not exceed the vendor's cost of acceptance rate.

INDEPENDENT CONTRACTOR RELATIONSHIP: All persons employed by the Contractor in connection with the provision of Services shall be employees of the Contractor and not the Agency. In performing any and all of the services to be provided under this contract, the Contractor shall at all times and for all purposes be and remain an independent contractor and in no case and under no circumstances shall the Contractor or any of its employees, including but not limited to those of its employees actually performing any of the services, be considered or otherwise deemed to be employees or agents of the Agency for any purpose whatsoever. Accordingly, neither the Contractor nor any of its employees or agents shall have the authority to enter into any contract for or on behalf of the the Agency or otherwise bind the Agency in any manner whatsoever.

INDEMNIFICATION: Contractor agrees to indemnify, defend and hold harmless 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 the using agency or to failure of the using agency to use the materials, goods, or equipment in the manner already and permanently described by the Contractor on the materials, goods, or equipment delivered.

RENEWAL OF CONTRACT: This contract may be renewed by the Commonwealth upon written agreement of both parties for five (5) successive one-year periods, under the terms of the current contract, and at a reasonable time (approximately 90 days) prior to the expiration. Written notice of the University's intention to renew shall be given approximately 90 days prior to the expiration date of each contract period.

PRICE ESCALATION/DE-ESCALATION: Price adjustments may be permitted for changes in the contractor's cost of providing services, but should not exceed the increase in the following index/indices: CPI-W, Other Services, Table 6, last 12 months available, percent of change. No price increases will be authorized for 365 calendar days after the effective date of the contract. Price escalation may be permitted only at the end of this period and at the time of renewal; but only where verified to the satisfaction of the purchasing office. However, "across the board" price decreases are subject to implementation at any time and shall be immediately conveyed to the University. Contractor shall give not less than 30 days advance notice of any proposed price increase to the purchasing office. Any approved price changes will be effective only at the beginning of the calendar month following the end of the full 30 day notification period (new contract term). Documentation shall be supplied with the contractor's request for increase which will: (1) verify that the requested price increase is general in scope and not applicable just to the Commonwealth of Virginia; and (2) verify the amount or percentage of increase which is being passed on to the contractor by the contractor's suppliers. The purchasing office will notify the using agencies and contractor in writing of the effective date of any increase which it approves. However, the contractor shall honor all purchase orders received prior to the effective date of the price adjustment at the old contract prices. The contractor is further advised that decreases which affect the cost of services are required to be communicated immediately to the purchasing office.

E-VERIFY PROGRAM: Effective 12/1/2013, and pursuant to Code of Virginia, §2.2-4308.2., any employer with more than an average of 50 employees for the previous 12 months entering into a contract in excess of \$50,000 with any agency of the Commonwealth to perform work or provide services pursuant to such contract shall register and participate in the E-Verify program to verify information and work

authorization of its newly hired employees performing work pursuant to such public contract. Any such employer who fails to comply with these provisions shall be debarred from contracting with any agency of the Commonwealth for a period up to one year. Such debarment shall cease upon the employer's registration and participation in the E-Verify program. *If requested, the employer shall present a copy of their Maintain Company page from E-Verify to prove that they are enrolled in E-Verify.*

PRIME CONTRACTOR RESPONSIBILITIES: The contractor shall be responsible for completely supervising and directing the work under this contract and all subcontractors that he may utilize, using his best skill and attention. Subcontractors who perform work under this contract shall be responsible to the prime contractor. The contractor agrees that he is as fully responsible for the acts and omissions of his subcontractors and of persons employed by them as he is for the acts and omissions of his own employees.

SUBCONTRACTS: No portion of the work shall be subcontracted without prior written consent of the purchasing agency. In the event that the contractor desires to subcontract some part of the work specified herein, the contractor shall furnish the purchasing agency 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 the contract.

IV. METHOD OF PAYMENT:

- A. The contractor will be paid using one of the following three methods:
1. Small Purchase Charge Card (SPCC): At the time of verified receipt of goods or services, if the Contractor accepts credit cards in payment, the University will authorize payment by SPCC, currently Bank of America Visa. Any "Check-out fees" imposed by the contractor must be disclosed prior to the purchase and shall be detailed in a separate line item on the receipt at point of sale. No check-out fee or surcharge may be greater than 4% of the total sale. If the contractor's eVA profile indicates acceptance of a credit card in payment, the Commonwealth will pay via credit card for invoices \$50,000.00 or less.
 2. "ePayables" through Bank of America: All payments under ePayables will have a net 16 payment term. For more information about this payment option, please view <http://www.bankofamerica.com/epayablesvendors> or contact UMW's Accounts Payables department at payables@umw.edu.
 3. Payment (by check or ACH) will be made 30 days after satisfactory performance of the contract in all provisions thereof and upon receipt of a properly completed invoice, whichever is later; in accordance with the Virginia Prompt Payment Act. Ref.: Code of Virginia, Sections 11-62.1 through 11-62.9; "Prompt Payment Act" memorandum issued by the Office of the Comptroller, June 27, 1984

- B. ***To be considered eligible for payment, all invoices must be received at the following address and should reference the eVA purchase order and UMW contract numbers:***

*University of Mary Washington
Attn.: Accounts Payable
1301 College Avenue
Fredericksburg, VA 22401.*

In witness, whereof, the parties have caused this Contract to be duly executed intending to be bound thereby.

CULTIVA:

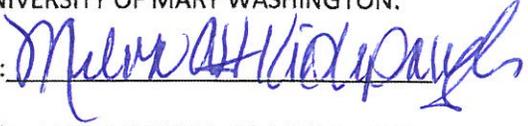
By: 

Title: CSO

Date: November 4, 2015

FEI/FIN# _____

UNIVERSITY OF MARY WASHINGTON:

By: 

Title: ASST. DIRECTOR, PROCUREMENT SERVICES

Date: 11-4-2015

REDACTED

Quote Response for University Mary Washington

International Student Recruitment – China & Extended Area

Presented by:



TIN #: 45-3617031

James M Gordon

Founder / CEO

Phone: 202.600.9827

Fax: 202.600.9828

Email: james@mycultivasolution.com

Web: www.mycultivasolution.com

REDACTED

Section 1: Service History in Virginia

A. Statement of Needs Overview

CULTIVA helps education institutions grow into the international marketplace through campus expansion, market research, and international student recruitment. As stated in the Request for Proposal submitted by University Mary Washington (UMW) the University's goal is to dramatically increase the number of international students. The complicated nature of international student recruitment requires that UMW seek assistance from an outside firm to assist in formulation and execution of a plan to achieve University goals in this area. The UMW department of Admissions and Enrollment Management is seeking proposals from CULTIVA to provide international leads via well-established international networks. UMW is evaluating the most effective means of recruiting and retaining international students as an enrollment growth strategy.

To execute this strategy, CULTIVA shall:

- Establish a promotional allowance structure based on usual and customary fees.
- Establish clear and realistic annual enrollment goals and operational benchmarks by student cohort via established networks
- Develop market segmentation strategies (graduate and undergraduate)

CULTIVA shall describe in detail our approach to each of the following items in section 2 and all associated costs in section 3 including:

- Proposed promotional allowance structure.
- Proposed development of market segmentation strategies

CULTIVA shall also provide:

- Monthly written report related to potential student leads
- Verification of potential student
- Detailed invoice on behalf of agent or other source

B. CULTIVA Qualifications

CULTIVA is the only SWAM and Micro business certified companies in the State of Virginia to be PMP and Six Sigma certified and solely focused on providing targeted solutions to academic based institutions.

What sets CULTIVA apart from the competition?

- Our People
- Performance-Based Processes
- Global Reach with local focus
- Strategic Mix of Marketing and Business solutions

CULTIVA is the best candidate to provide UMW the services it requires because it understands both the demands of an academic based institution as well as how to use the best practices found at the top student recruitment companies in the world to develop successful solutions. CULTIVA combines unique approaches with excellent expertise by developing quality solutions to address client needs.

Several of CULTIVA past clients and partners are listed below:
[REDACTED]

Although CULTIVA has not had public Higher Education Institution clients within the Commonwealth of Virginia for the last twelve (12) months our team has partnered with the Virginia Chamber of Commerce Workforce Development team in the development of Blue Print Virginia, the George Mason Enterprise Center, Shenandoah University, and various Private education institutions to provide international education solutions.

Section 2: Program Plan

A. Establish promotional allowance structure based on usual and customary fees.

The Promotional Allowance (PA) fee, applicable for all enrolled students (graduate, certificate, or undergraduate) from China and extended area is proposed at the following:

- Promotional allowance of 13% of tuition if CULTIVA sends and UMW enrolls 7 or more students in one semester (either fall or spring or summer).
- Promotional allowance of 14% of tuition if CULTIVA sends and UMW enrolls 10 or more students in one semester (either fall or spring or summer).
- Promotional allowance of 15% of tuition if CULTIVA sends and UMW enrolls 15 or more students in one semester (either fall or spring or summer).
- Promotional allowance of 12% of tuition if CULTIVA sends and UMW enrolls 6 or more students in one semester (either fall or spring or summer).

Payments can be provided in two payments in correlation to the student's enrollment for fall and spring semesters.

B. Establish clear and realistic annual enrollment goals and operational benchmarks by student cohort via established networks.

During the first 90 days, CULTIVA will develop and provide an enrollment goals and operational benchmark report that will outline the current degree seeking students from China targeted territories to the current UMW degrees offerings. Based on the data provided CULTIVA will partner with the current UMW international recruiter to establish the benchmarks needed.

CULTIVA proposes to leverage its established network in the following proposed areas of China:

- Targeted cities: Taiyuan, Weifang, Qingdao, Shenzhen, XuZhou, Chengdu (tier 2 cities with average of 4-6 million population and middle class range income)
- Recruitment development through CULTIVA partners:

○ [REDACTED]

- Based on desired enrollment numbers CULTIVA also proposes the development of a 2 + 2 program with China alliance colleges that CULTIVA currently has partnership agreements with.

C. Develop market segmentation strategies (graduate and undergraduate).

During the first 90 days, CULTIVA will develop and provide a market segmentation report that will provide insight into the current China education trends in correlation to the current programs being offered at the graduate and undergraduate level for UMW. Based on the outcomes of the report CULTIVA will work with the current UMW international recruiter to establish the needed materials and market communication methods per target segment.

CULTIVA proposed to target the current market in the following ways for its graduate and undergraduate programs:

- Use existing CULTIVA student recruitment platforms in each China market through university, bank, and business partnerships to host various undergraduate and graduate UMW targeted recruitment events
- Scholarship offering: CULTIVA shall offer scholarships in targeted market segments through its current business partners in China and Washington, DC partnership
- Leverage existing trends to school programs found in UMW Hobson's Connect, Cappex, and Naviance data

D. Provide Program Management Services

Specific activities relative to the Program Management of this proposal are as follows:

Monthly Progress Reports

Monthly progress reports will describe the accomplishments for the month (activities related to potential student leads). The final monthly progress report will include an assessment of cumulative performance, including significant outcomes and the

conditions under which they were achieved. CULTIVA welcomes the opportunity to integrate the lead data gathered into UMW's current Hobson tool. A sample is shown below:

- Pipeline report (actual will include data points to specific activities):
- [REDACTED]

- Local market penetration in monthly report:
- [REDACTED]

Verification of Potential Student

As part of the qualification process for student recruitment, CULTIVA will provide verification of the potential student against UMW current enrollment standards for international students.

Should any potential students be in an agreed to acceptable range for enrollment, CULTIVA will collaborate with the UMW enrollment advisor for enrollment submission confirmation.

Agent invoicing

CULTIVA shall provide detailed invoice on behalf of agent or other sources determined to be needed for international recruitment planning, preparation, and execution.

Section 3: Promotional allowance structure

CULTIVA is pleased to offer a promotional allowance (PA) structure that is in correlation to UMW’s strategic growth plan. By directly correlating the student recruitment campaign to the expected revenue from the program, international recruitment will both help to strengthen the programs most desired by the prospective students as well as correlate to UMW’s planned dynamic growth in Education, Business, and overall graduate program.

For promotional item research and development the following straight forward cost approach:

Activities	Deliverable	Associated Cost
Model the current degree seeking students from China targeted territories to the current UMW degrees offerings, identify year 1 through year 5 enrollment goals per program and per target market	Enrollment goals and operational benchmark Report	Time and Materials (T&M)
Profile targeted prospective students per market, model current and projected China education trends in correlation to the current programs being offered at the graduate and undergraduate level for UMW	Market segmentation report	Time and Materials (T&M) based on student enrollment goals
Promotional Material translation to local markets, promotional events in local market through CULTIVA platform, prospective student customer relationship management (CRM) support, 2+2 program with China alliance colleges	Recruitment development	Time and Materials (T&M) based on student enrollment goals

The Promotional Allowance (PA) fee, applicable for all enrolled students (graduate, certificate, or undergraduate) from China and extended area is proposed at the step percentage amount of the annual published student tuition rate per student. Payments can be provided in two payments in correlation to the student’s enrollment for fall and spring semesters.

Time and Materials Labor Rates

Optional at UMW discretion, on a time and material basis, as needed and requested by the UMW, CULTIVA has provided labor category pricing for optional, additional related work on a time and materials basis and included the labor category rates in the pricing schedule below.

Role	Discounted Rate per hour	Common deliverables
Marketing / Creative Services	\$65.00	Campaign Development, Messaging Development, Promotional Material translation to local markets
Prospective Student Support Services	\$42.00	Promotional events in local market through CULTIVA platform

Section 4: Schedule and Timetable

Kickoff Meeting

Within ten (10) government workdays of the award of this task, CULTIVA will conduct a Kickoff Meeting and briefing with the UMW Contract Administrator (CA), UMW Project Manager (PM), and Technical Point of Contact (TPOC). At this kickoff meeting, CULTIVA will provide an overview of its proposed approach to this task.

Project Work Plan

All work to be accomplished under this effort will be managed via a Project Work Plan, subject to UMW review and written approval. The Project Work Plan will identify key task outcomes, assumptions, constraints, resources required, work products to be delivered, and planned start and completion dates of major activities. The Project Work Plan will also identify any UMW participation, Government-furnished Materials (GFM), or other assumptions associated with the activity. UMW PM will approve the Project Work Plan or provide comments for revision within ten (10) government workdays of receipt. To accommodate changing priorities and work requirements, the Project Work Plan may be revised as needed throughout the period of performance.

Schedule

Deliverable	Due Date
Kickoff Meeting	Within 10 government days after contract award
Project Work Plan	Draft: 10 government days after Kickoff meeting Final: 10 government days after receipt of UMW PM comments
Monthly Report	No later than the 15 th calendar day of the month
Enrollment goals and operational benchmark Report	Within 90 government days after contract award
Market segmentation report	Within 90 government days after contract award

Since the Work Plan is a viable document, changes in the Work Plan may result in associated changes in due dates. Such changes will be agreed to by both UMW and CULTIVA prior to the actual changes being made. The Work Plan will also contain further detail pertaining to activities, deliverables, schedules, and CULTIVA levels of effort (FTE) for each objective and outcome stated in this proposal. The Work Plan becomes a formal deliverable upon completion of the project.

Section 5: References and Client History

CULTIVA Solutions LLC. (CULTIVA) shrinks the concept to delivery timeline for our clients through innovation and execution. CULTIVA has no pending litigation or Conflict

of Interest (real or potential) for this solution. Our clients range from commercial learning based companies, to not for profit schools and education government based organizations. Our team can mobilize the right people, skills and technologies to help organizations improve their performance. As a Minority Owned Small Business pursuing SBA 8(a) and located in Leesburg Virginia's newest HUB Zone certification area, CULTIVA is committed to excellence and creating innovative and flexible solutions for our State and Federal clients with an exceptional referral rate.

- A. CULTIVA has provided below three (3) references in higher education or public administration (government), for which the organization has provided support similar to those described in the RFP.
- B. CULTIVA has included dates the support was furnished, the client name, address, contact name, email address and phone number of the individual that the University has permission to contact.

[REDACTED]

- C. CULTIVA has provided a proposed organizational staffing plan for personnel who will perform the services outlined in this RFP.

Meet the Team

[REDACTED]

Section 5: Our Responsibility

Our solutions are founded in providing both short term and long term objectives for the organizations we partner with. At CULTIVA, our approach is unique – we tailor our solutions to meet our clients' specific needs by incorporating new and collaborative techniques that will engage all stakeholders in the most effective way. This involves encouraging honest dialogue and putting down a concrete foundation for a thriving future community. We partner with our clients and empower them to make the changes desired at an aggressive and effective pace.

Thank you for this opportunity to leverage the capabilities and resources of CULTIVA Solutions to the UMW organization. We look forward to working with you!