

**RFP 22-70334 BUSINESS PROPOSAL
ATTACHMENT E**

Instructions: Please provide answers in the shaded areas to all questions. Reference all attachments in the shaded area.

Business Proposal

2.3.1 General (optional) - Please introduce or summarize any information the Respondent deems relevant or important to the State's successful acquisition of the products and/or services requested in this RFP.

The respondent, the University of Indianapolis (UIndy), proposes this work through the Center of Excellence in Leadership of Learning (CELL) – a leading convener, catalyst and collaborator for dynamic, innovative education change to positively impact student achievement across Indiana. Through this proposed program, CELL will engage the State's nine Education Service Centers to assist with localized new school cultivation, program development and training, compliance monitoring, as well as problem solving across the implementation lifecycle of the project. Additionally, CELL has proposed to engage the Hunt Institute as a key partner to provide STEM and literacy expertise.

STEM: Hunt Institute will provide STEM content expertise to CELL in order to achieve the State's priorities: improved STEM pedagogy, develop STEM leaders and educators, and increase STEM courses, programs and resources. Hunt has extensive experience in curriculum across the country, able to identify the most research based curricula and instructional protocols for the classroom. School, district, and education preparation programs will be expected to participate throughout the project in order to develop sustained change throughout the STEM educational pipeline.

Literacy: The Hunt Institute is currently co-leading the "Path Forward for Teacher Preparation and Licensure in Early Literacy" project alongside The Barksdale Reading Institute. This project aims to strengthen alignment among the science of reading and teacher preparation in Arizona, Colorado, Massachusetts, Missouri, North Carolina, and Ohio. This prior experience will bring an unprecedented depth of national knowledge and perspective to Indiana's literacy effort.

Along both projects, the focus will be on the development of educator capacity to deliver effective instruction, understanding and discerning effective practices from those that are simply common, and increased self-efficacy to cultivate systems of support for struggling learners. To ensure administrative support, identified school administrators will be provided training to understand and support these instructional shifts in their schools.

Acknowledging the important link between educator preparation and long-term systemic change, CELL will also encourage Indiana's Educator Prep Programs (EPPs) to

participate and gain a better understanding of how the teaching and reading of STEM has evolved.

2.3.2 Respondent's Company Structure - Please include in this section the legal form of the Respondent's business organization, the state in which formed (accompanied by a certificate of authority), the types of business ventures in which the organization is involved, and a chart of the organization. If the organization includes more than one (1) product division, the division responsible for the development and marketing of the requested products and/or services in the United States must be described in more detail than other components of the organization. Please enter your response below and indicate if any attachments are included.

The University of Indianapolis (UIndy) was founded in 1902, slightly south of downtown Indianapolis in the University Heights neighborhood. UIndy is an IRS designated 501c3 nonprofit organization and a private institution of higher education. A certificate of authority from the State of Indiana is attached as verification.

UIndy's mission is to prepare its graduates for effective, responsible, and articulate membership in the complex societies in which they live and serve, and for excellence and leadership in their personal and professional lives. The University equips its students to become more capable in thought, judgment, communication, and action; to enhance their imaginations and creative talents; to gain a deeper understanding of the teachings of the Christian faith and an appreciation and respect for other religions; to cultivate rationality and tolerance for ambiguity; and to use their intellect in the process of discovery and synthesis of knowledge.

To achieve its mission, the University:

1. Complements academic majors and professional programs with a general-education curriculum that includes courses focusing upon inquiry, abstract logical thinking, and critical analysis; writing, reading, speaking, and listening; values and their impact upon judgment; international and multicultural experiences; understanding numerical data; developing historical consciousness; comprehending science and its methods; and experiencing and appreciating the arts;
2. Provides high-quality programs and services that are reviewed regularly and maintained, developed, or redirected as needed;
3. Offers learning opportunities and programs of study that respond in innovative ways to the needs of both traditional and nontraditional students;
4. Fosters a campus culture that embraces and celebrates human diversity;

5. Maintains a faculty of qualified professionals who are sensitive to developments in their disciplines and who demonstrate a commitment to teaching;
6. Seeks strategic partnerships with campus, city, state, national, and global communities;
7. Establishes international relationships and programs that promote intercultural understanding, awareness, and appreciation;
8. Capitalizes on opportunities created by changing circumstances, pursuing initiatives consistent with its mission.

The Center of Excellence in Leadership of Learning (CELL) is a center at the University of Indianapolis (UIndy), reporting to the University's Executive Vice President & Provost. Established in 2001, the CELL serves as a leading statewide convener, catalyst and collaborator for dynamic, innovative education change to dramatically impact student achievement throughout Indiana. CELL's work is primarily outward facing and has a long history of leading collaborative projects with state governments and private foundations. CELL work is rooted in the principle that all students, regardless of background, should graduate from high school prepared for postsecondary education, training, and success in the 21st-century global economy.

2.3.3 Respondent's Diversity, Equity and Inclusion Information - With the Cabinet appointment of a Chief Equity, Inclusion and Opportunity Officer, on February 1, 2021, the State of Indiana sought to highlight the importance of this issue to the state. Please share leadership plans or efforts to measure and prioritize diversity, equity, and inclusion. Also, what is the demographic composition of Respondents' Executive Staff and Board Members, if applicable.

The Office of Inclusion & Equity at UIndy governs the University's commitment to inclusive excellence by building upon a comprehensive strategy to ensure equal access to educational quality, benefits and resources, workforce development and leadership opportunities, intellectual and social development, and a welcoming environment for all members of the campus community. Their strategic priorities are to strategically plan for inclusive excellence, empower all voices, make data-driven decisions, advance a focus on equity-mindedness, and develop and enhance cultural influence.

2.3.4 Company Financial Information - This section must include documents to demonstrate the Respondent's financial stability. Examples of acceptable documents include most recent Dunn & Bradstreet Business Report (preferred) or audited financial statements for the two (2) most recently completed fiscal years. If neither of these can be provided, explain why, and include an income

statement and balance sheet, for each of the two most recently completed fiscal years.

If the documents being provided by the Respondent are those of a parent or holding company, additional information should be provided for the entity/organization directly responding to this RFP. That additional information **should explain the business relationship between the entities and demonstrate the financial stability of the entity/organization which is directly responding to this RFP.**

Please see attached University of Indianapolis Audited Financial Statements for 2020, 2019 and 2018, 2018.

2.3.5 Integrity of Company Structure and Financial Reporting - This section must include a statement indicating that the CEO and/or CFO, of the responding entity/organization, has taken personal responsibility for the thoroughness and correctness of any/all financial information supplied with this proposal. The areas of interest to the State in considering corporate responsibility include the following items: separation of audit functions from corporate boards and board members, if any, the manner in which the organization assures board integrity, and the separation of audit functions and consulting services. The State will consider the information offered in this section to determine the responsibility of the Respondent under IC 5-22-16-1(d).

Jason D. Dudich, the Vice President of Finance & Administration, Treasurer of the University of Indianapolis (UIndy), hereby confirms his personal responsibility for the thoroughness and correctness of any and all financial information contained in the Business Proposal. Management is responsible for the preparation and fair representation of these financial statements in accordance with generally-accepted accounting principles within the United States of America; this includes the design, implementation, and maintenance of internal controls relevant to the preparation and fair representation of the financial statements that are free from material misstatement, whether due to fraud or error.

UIndy's audit services are provided annually by Crowe, LLP. Their responsibility is to express an opinion on these financial statements based on their audits. Crowe conducted their audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that Crowe plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement. Crowe believes that the audit evidence they have obtained is sufficient and appropriate to provide a basis for their audit opinion.

2.3.6 Contract Terms/Clauses - Please provide the requested information in RFP
Section 2.3.6. Additional rows may be added if necessary.

Contract Term, Identifier & Header	Suggested Language Change	Rationale for Suggested Change
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<p>28. Insurance</p>	<p>A. The Contractor and its subcontractors (if any) shall secure and keep in force during the term of this Contract the following insurance coverages (if applicable) covering the Contractor for any and all claims of any nature which may in any manner arise out of or result from Contractor's performance under this Contract:</p> <p>1. Commercial general liability, including contractual coverage, and products or completed operations coverage (if applicable), with minimum liability limits not less than \$1,000,000/700,000 per person and \$5,000,000 per occurrence and \$3,000,000 in the aggregate unless additional coverage is required by the State.. The State is to be named as an additional insured on a primary, non-contributory basis for any liability arising directly or indirectly under or in connection with this Contract.</p> <p>2. Automobile liability for owned, non-owned and hired autos with minimum liability limits not less than \$1,000,000/700,000 combined single limit per person and \$5,000,000 per occurrence. The State is to be named as an additional insured on a primary, non-contributory basis.</p>	<p>The University requests modification to the insurance requirements to align with the University's available insurance coverage for the services to be performed under the future contract.</p>
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	<p>3. Errors and Omissions liability with minimum liability limits of \$1,000,000 per claim and in the aggregate. Coverage for the benefit of the State shall continue for a period of two (2) years after the date of service provided under this Contract.</p> <p>34. Fiduciary liability if the Contractor is responsible for the management and oversight of various employee benefit plans and programs such as pensions, profit-sharing and savings, among others with limits no less than \$700,000 per cause of action and \$25,000,000 in the aggregate.</p> <p>5. Valuable Papers coverage, if applicable, with an Inland Marine Policy Insurance with limits sufficient to pay for the re-creation and reconstruction of such records.</p> <p>6. Surety or Fidelity Bond(s) if required by statute or by the agency.</p> <p>47. Cyber Liability if requested by the State addressing risks associated with electronic transmissions, the internet, networks and informational assets, and having limits of no less than \$700,000 per</p>	
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	occurrence and \$5,000,000 in the aggregate.	
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2.3.7 References - Reference information is captured on **Attachment H** Respondent should complete the reference information portion of the **Attachment H** which includes the name, address, and telephone number of the client facility and the name, title, and phone/fax numbers of a person who may be contacted for further information if the State elects to do so. The rest of **Attachment H** should be completed by the reference and **emailed DIRECTLY** to the State. The State should receive three (3) **Attachment Hs** from clients for whom the Respondent has provided products and/or services that are the same or similar to those products and/or services requested in this RFP. **Attachment H** should be submitted to idoareferences@idoa.in.gov. **Attachment H** should be submitted by the due date listed in Section 1.24 of the RFP. Please provide the customer information for each reference.

Customer 1	
Legal Name of Company or Governmental Entity	Independent Colleges of Indiana
Company Mailing Address	30 South Meridian Street Suite 800
Company City, State, Zip	Indianapolis, IN 46204
Company Website Address	https://www.icindiana.org/
Contact Person	Laura Bridges
Contact Title	Vice President and Chief Operating Officer
Company Telephone Number	317-236-6084
Company Fax Number	n/a
Contact E-mail	laura@icindiana.org
Industry of Company	Education
Customer 2	
Legal Name of Company or Governmental Entity	SERVE Center - UNC Greensboro
Company Mailing Address	5900 Summit Avenue #201
Company City, State, Zip	Browns Summit, NC 27214
Company Website Address	https://serve.uncg.edu/
Contact Person	Eric Grebing
Contact Title	Project Director
Company Telephone Number	336-315-7431
Company Fax Number	n/a
Contact E-mail	egrebing@serve.org
Industry of Company	Higher Education

Customer 3	
Legal Name of Company or Governmental Entity	Indiana Commission for Higher Education
Company Mailing Address	101 West Ohio Street #300
Company City, State, Zip	Indianapolis, IN 46204
Company Website Address	https://www.in.gov/che/
Contact Person	Dr. Ken Sauer
Contact Title	Senior Associate Commissioner
Company Telephone Number	317-232-1090
Company Fax Number	n/a
Contact E-mail	KSauer@che.in.gov
Industry of Company	Education

- a. Does your company have any pending litigation regarding contract disputes? Please provide a yes/no response. If yes, please provide details of the dispute without violating any confidentiality requirements.

Not Applicable

- b. Please list any contracts lost or terminated in the last 3 years and provide reasons for loss or termination, and contact information.

Not Applicable

- 2.3.8 Registration to do Business** – Per RFP 2.3.8, Respondents providing the products and/or services required by this RFP must be registered to do business by the Indiana Secretary of State. The Secretary of State contact information may be found in Section 1.18 of the RFP. This process must be concluded prior to contract negotiations with the State. It is the successful Respondent's responsibility to complete the required registration with the Secretary of State. Please indicate the status of registration, if applicable. Please clearly state if you are registered and if not provide an explanation.

The University of Indianapolis (UIndy) is a registered vendor with the State of Indiana. Vendor ID#: SUTA 73344, Bidder ID#: 0000022160 UIndy is currently party to several contracts, grants, and other professional service agreements with the State. Specific state agencies we have conducted or are conducting business with include the Indiana Commission for Higher Education, as well as the Indiana Department of Education, Indiana Department of Health, Indiana Department of Natural Resource, and Indiana Family and Social Services Administration.

- 2.3.9 Authorizing Document** - Respondent personnel signing the Executive Summary of the proposal must be legally authorized by the organization to commit the organization contractually. This section shall contain proof of such authority. A copy of corporate bylaws or a corporate resolution adopted by the board of

directors indicating this authority will fulfill this requirement. Please enter your response below and indicate if any attachments are included.

See the attached University of Indianapolis (UIndy) Amended and Restated Bylaws, as well as the Signature Authorization from UIndy's Board of Trustees.

2.3.10 Diversity Subcontractor Agreements -

- a. Per RFP Section 1.21, Minority & Women's Business Enterprises (MBE/WBE), explain process followed to engage with potential MBE and WBE owned, Indiana certified businesses listed on Division of Supplier Diversity site. List the businesses invited to discuss the opportunity for potential partnership.

CELL at UIndy reviewed the scope of services as described within the RFP to identify which of those services could be performed by MBE/WBE organizations. CELL then reviewed business entities found within the State of Indiana Certified M/W/IVOSB list. Chamberlain Dunn LLC is a company CELL has worked with previously so we immediately reached out. CELL was also approached by several vendors after the pre-proposal conference including:

- BCforward (MBE)
- Brilljent (WBE)
- Chamberlain Dunn LLC (WBE)
- Axon Advisors (WBE)

For this proposal we chose to partner with

- BCforward (MBE)
- Chamberlain Dunn LLC (WBE)

- b. If not proposing each MBE or WBE subcontractor partnership, explain the rationale for declining to do so. Complete this for each category not proposed.

Not Applicable

2.3.11 Evidence of Financial Responsibility – This section will indicate the ability to provide the mandatory evidence of financial responsibility. See Section 1.25 of RFP for details.

Yes, UIndy can and will be financially responsible, and if the project is awarded to UIndy, we will collaborate closely with IDOA to provide the evidence of financial responsibility in a form and manner acceptable to the Department.

2.3.12 General Information - Each Respondent must enter your company's general information including contact information.

Business Information	
Legal Name of Company	University of Indianapolis
Contact Name	Jason D. Dudich
Contact Title	VP of Finance & Administration, Treasurer
Contact E-mail Address	dudichj@uindy.edu
Company Mailing Address	1400 E. Hanna Avenue
Company City, State, Zip	Indianapolis, IN 46227-360
Company Telephone Number	317-788-3301
Company Fax Number	n/a
Company Website Address	www.uindy.edu
Federal Tax Identification Number (FTIN)	35-0868107
Number of Employees (company)	1,014
Years of Experience	120
Number of U.S. Offices	one (1)
Year Indiana Office Established	1902
Parent Company (if applicable)	n/a
Revenues (\$MM, previous year)	\$129,978,263
Revenues (\$MM, 2 years prior)	\$125,402,430
% Of Revenue from Indiana customers	on average 84%

- a. Does your Company have a formal disaster recovery plan? Please provide a yes/no response. If no, please provide an explanation of any alternative solution your company has to offer. If yes, please note and include as an attachment.

Yes. Please see attached University of Indianapolis Emergency Management Plan, July 2019.

- b. What is your company's technology and process for securing any State information that is maintained within your company?

UIndy does not have a public list of security technologies published. If awarded this contract, our processes would include the following:

- Google Shared drive be used to store data (our Google accounts require MFA to login for employees, also consider securing your Google Shared Drive as tightly as possible: <https://uindy.screenstepslive.com/s/IT-tech-guides/m/78752/l/1094242-secure-your-shared-drive>).

- Only UIndy Laptops/desktops should be used to process data (hard disks are encrypted, anti-virus/EDR software is installed, windows is automatically updated, remote access is disabled).
- Processes around sending and receiving data should be developed. Encryption and strong authentication (ideally MFA) should be required, but really the details of this will likely be provided by the state agency you're working with.
- All Employees receive annual information security training related to FERPA, data privacy, phishing and general internet safety.

2.3.13 Experience Serving State Governments - Please provide a brief description of your company's experience in serving state governments and/or quasi-governmental accounts.

The Center of Excellence in Leadership of Learning (CELL) at the University of Indianapolis has a long history of administering projects in collaboration with the Indiana Department of Education (IDOE) CELL is currently administering a project funded by the Governor's Emergency Education Relief Fund (GEER) as a collaborative effort to address the unique needs due to extended periods away from classroom instruction caused by COVID-19 in rural LEAs, CELL was awarded \$4.8m to support device availability, connectivity and educator capacity across 30 Hoosier school districts in partnership with Central Indiana Education Service Center (CIESC).. CELL's most recent project with the IDOE is the Indiana Special Education Assisted Licensure (I-SEAL) program, designed to support post-baccalaureate programs of study that will enable teachers to become fully licensed to teach special education for a public school in Indiana. The primary license focus is adding Exceptional Children: Mild Intervention certification to an existing license, while remaining employed with their existing school district.

2.3.14 Experience Serving Similar Clients - Please describe your company's experience in serving customers of a similar size to the State with similar scope. Please provide specific clients and detailed examples.

The Center of Excellence in Leadership of Learning (CELL) at UIndy has a breadth of experience serving comparably sized customers with projects of a similar scope over its twenty (20) year history. First is CELL's ongoing partnership with the Independent Colleges of Indiana (ICI) in delivering the fifth iteration of STEM Teach via a grant from the Indiana Commission for Higher Education (ICHE). The STEM Teach initiative raises the quantity and quality of teachers in STEM fields across the Hoosier state. Through ICHE's INvestED Grant Program Fund, CELL leads the state in a Non-STEM Dual Credit Credentialing Program as a natural expansion of STEM Teach. CELL is also leading the Rural Early College Network (RECN) program to train, support and develop Early College in 20 rural high schools in Indiana. RECN is supported by a grant from the U.S. Department

of Education.