

COMMONWEALTH OF VIRGINIA

STANDARD CONTRACT

Contract Number: VTS-2515-2025

This contract entered into this 14th day of November 2024 by CMD Investment Group, Inc. hereinafter called the "Contractor" and Commonwealth of Virginia, Virginia Polytechnic Institute and State University called "Virginia Tech."

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


SCOPE OF CONTRACT: The Contractor shall provide Call Center Services for University Scholarship and Financial Aid to Virginia Tech as set forth in the Contract Documents.

PERIOD OF CONTRACT: From November 18, 2024 through November 17, 2027 with the option of two (2) one-year renewals.

COMPENSATION AND METHOD OF PAYMENT: The Contractor shall be paid by Virginia Tech in accordance with the Contract Documents.

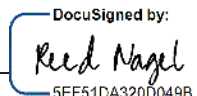
CONTRACT DOCUMENTS: The Contract Documents shall consist of this signed contract, Request for Proposal (RFP) number 049302503 dated July 16, 2024, together with Addendum Number 1 To RFP dated August 6, 2024, the proposal submitted by the Contractor dated August 12, 2024 and the negotiation summary, all of which Contract Documents are incorporated herein.

ELECTRONIC TRANSACTIONS: If this paragraph is initialed by both parties, to the fullest extent permitted by Code of Virginia, Title 59.1, Chapter 42.1, the parties do hereby expressly authorize and consent to the use of electronic signatures as an additional method of signing and/or initialing this contract and agree electronic signatures (for example, the delivery of a PDF copy of the signature of either party via facsimile or electronic mail or signing electronically by utilizing an electronic signature service) are the same as manual executed handwritten signatures for the purposes of validity, enforceability and admissibility.


(Initials)

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

Contractor
By: David Cooper
(Signature)
David Cooper, Senior Vice President
Name and Title

Virginia Tech
By: 
Reed Nagel
Director of Procurement

RFP



Request for Proposal # 049302503

For

Call Center for University Scholarships and Financial Aid

July 16, 2024

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, sexual orientation, gender identity, national origin, age, disability, or any other basis prohibited by state law relating to discrimination in employment.

RFP # 049302503, Call Center for University Scholarships and Financial Aid

INCLUDE THIS PAGE WITH YOUR PROPOSAL, SIGNATURE AT SUBMISSION IS REQUIRED

DUE DATE: Proposals will be received until August 12, 2024 at 3:00 PM. Failure to submit proposals to the correct location by the designated date and hour will result in disqualification.

INQUIRIES: All inquiries for information regarding this solicitation should be directed to Kim Widrig, Senior Buyer, Phone: (540) 231- 8543 e-mail: kdcromer@vt.edu. All inquiries will be answered in the form of an addendum. Inquiries must be submitted by 12:00 PM on July 29, 2024. Inquiries must be submitted to the procurement officer identified in this solicitation.

PROPOSAL SUBMISSION:

***Please note, proposal submission procedures have changed effective March 2023.**

Proposals may NOT be hand delivered to the Procurement Office.

Proposals should be submitted electronically through Virginia Tech's procurement portal. This portal allows you access to view business opportunities and submit bids and proposals to Virginia Tech digitally and securely.

Proposals must be submitted electronically at:

<https://bids.scquest.com/apps/Router/PublicEvent?CustomerOrg=VATech>

Vendors will need to sign up through this procurement portal, hosted by Jaggaer. **It is encouraged for all vendors to register prior to the proposal submission deadline to avoid late submissions.** Registration is easy and free. If you have any challenges with the registration process, please contact Jaggaer Support at 1-800-233-1121 or procurement@vt.edu. It is recommended to use Chrome as your browser.

Click on the opportunity and log in to your vendor account to begin preparing your submission. Upon completion, you will receive a submission receipt email confirmation. Virginia Tech will not confirm receipt of proposals. It is the responsibility of the offeror to make sure their proposal is delivered on time.

Hard copy or email proposals will not be accepted. Late proposals will not be accepted, nor will additional time be granted to any individual Vendor.

Attachments must be smaller than 50MB in order to be received by the University.

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 or services in accordance with the attached signed proposal and as mutually agreed upon by subsequent negotiation.

AUTHORIZED SIGNATURE: _____ Date: _____

[INCLUDE THIS PAGE]

I. PURPOSE:

This Request for Proposal (RFP) seeks to solicit proposals to establish a contract through competitive negotiations by Virginia Polytechnic Institute and State University (Virginia Tech), an agency of the Commonwealth of Virginia.

University Scholarships and Financial Aid (USFA) currently answers over 30,000 inbound phone calls annually from students, parents, alumni, faculty and staff, and other parties. USFA is seeking a vendor that can successfully handle those tier 1 interactions in a manner that is consistent with Virginia Tech's customer service expectations, commitment to its strategic goals, and its commitment to its land-grant mission.

II. SMALL, WOMAN-OWNED AND MINORITY (SWAM) BUSINESS PARTICIPATION:

The mission of the Virginia Tech supplier opportunity program is to foster inclusion in the university supply chain and accelerate economic growth in our local communities through the engagement and empowerment of high quality and cost competitive small, minority-owned, women-owned, and local suppliers. Virginia Tech encourages prime suppliers, contractors, and service providers to facilitate the participation of small businesses, and businesses owned by women and minorities through partnerships, joint ventures, subcontracts, and other inclusive and innovative relationships.

For more information, please visit: <https://www.sbsd.virginia.gov/>

III. CONTRACT PERIOD:

The term of this contract is for one (1) year, or as negotiated. There will be an option for four (4) one-year renewals, or as negotiated.

IV. EVA BUSINESS-TO-GOVERNMENT ELECTRONIC PROCUREMENT SYSTEM:

The eVA Internet electronic procurement solution streamlines and automates government purchasing activities within the Commonwealth of Virginia. Virginia Tech, and other state agencies and institutions, have been directed by the Governor to maximize the use of this system in the procurement of goods and services. *We are, therefore, requesting that your firm register as a vendor within the eVA system.*

There are transaction fees involved with the use of eVA. These fees must be considered in the provision of quotes, bids and price proposals offered to Virginia Tech. Failure to register within the eVA system may result in the quote, bid or proposal from your firm being rejected and the award made to another vendor who is registered in the eVA system.

Registration in the eVA system is accomplished on-line. Your firm must provide the necessary information. Please visit the eVA website portal at <http://www.eva.virginia.gov/pages/eva-registration-buyer-vendor.htm> and **register both with eVA and Ariba**. *This process needs to be completed before Virginia Tech can issue your firm a Purchase Order or contract.* If your firm conducts business from multiple geographic locations, please register these locations in your initial registration.

For registration and technical assistance, reference the eVA website at: <https://eva.virginia.gov/>, or call 866-289-7367 or 804-371-2525.

V. CONTRACT PARTICIPATION:



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 Virginia Tech's affiliated corporations and/or partnerships may access any resulting contract if authorized by the contractor.

Participation in this cooperative procurement is strictly voluntary. If authorized by the Contractor, the resultant contract may be extended to the entities indicated above to purchase at contract prices in accordance with contract terms. The Contractor shall notify Virginia Tech in writing of any such entities accessing the contract, if requested. No modification of this contract or execution of a separate contract is required to participate. The Contractor will provide semi-annual usage reports for all entities accessing the Contract, as requested. Participating entities shall place their own orders directly with the Contractor and shall fully and independently administer their use of the contract to include contractual disputes, invoicing and payments without direct administration from Virginia Tech. Virginia Tech 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 Virginia Tech 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 the need may be.

VI. STATEMENT OF NEEDS/SCOPE OF WORK:

Virginia Polytechnic Institute and State University (Virginia Tech) is searching for a vendor to provide inbound call center services for the Office of University Scholarships and Financial Aid and potentially affiliated offices, if successful. Virginia Tech is a multi-faceted university with more than 37,000 students. Virginia Tech's current Enterprise Resource Planning system is Ellucian Banner.

This RFP is for a call center to answer financial aid, scholarship, and account balance questions (if the customer calls the USFA phone number) from prospective and current students, family, alumni, faculty and staff members, and other vested constituents. We estimate the call volume to be around 70,000 for the duration of the contract term.

The call center will respond to calls requesting financial aid services information such as: how to apply for financial aid, VT scholarships and external scholarships, federal and state grants, federal and private loans, work-study and student wage positions; and questions regarding account status, missing documentation, selection for verification, outstanding requirements and award amounts. The center will respond to questions regarding the conditions for receiving aid, requirements necessary for disbursement, cost of attendance, federal loans, private loans,

current balances, fund disbursement information, short-term loan information, and refund information.

The successful vendor will provide its staff members with comprehensive training and detailed instructions on the entire financial aid process making sure they are knowledgeable of all the various types of assistance and highly trained in the area of customer service. The chosen call center will be granted access to a specific role within the current ERP and have access to the information needed to provide student support services.

VII. PROPOSAL PREPARATION AND SUBMISSION:

A. Specific Requirements

Proposals should be as thorough and detailed as possible so that Virginia Tech may properly evaluate your capabilities to provide the required goods or services. Offerors are required to submit the following information/items as a complete proposal:

1. Offeror Qualifications and Experience:

- a. Provide a brief narrative describing the history of your company (location(s), length of time in business directly related to providing financial aid call centers, etc.). Identify the number of employees in your company, the ownership and if the company has ever filed for bankruptcy, been in loan default, or if there are any pending liens, claims or lawsuits against the company. Also provide a list of prior names of business if changes have been made.
- b. Provide proof of insurance for vendor services including but not limited to:
 - a. Workers Compensation/Employers' Liability.
 - b. General Liability Insurance.
 - c. Professional Liability Insurance – if applicable.
 - d. Crime Coverage – if applicable.
 - e. Cyber Liability.
 - f. Business Automobile Liability – if applicable.
- c. Provide position descriptions as well as a write-up for each person dedicated to the Virginia Tech program.
- d. Provide a detailed description of your experience and knowledge of Ellucian Banner, financial aid processes and regulations, as well as FERPA regulations, compliance, and confidentiality agreements for personnel.
- e. Describe any difficulties Offeror anticipates in performing its duties with Virginia Tech and how Offeror plans to manage these difficulties. Offeror shall describe any assistance required from Virginia Tech.
- f. Provide an explanation of how your personnel will access Ellucian Banner to provide information to callers.
- g. Provide information as to how you ensure that callers have a seamless experience, as an extension of USFA's office.

2. Services Defined:

- a. Call Center operators must be available during regular hours (Monday thru Friday 8:00 AM to 5:00 PM)
 - a. Proposals should also include an option for after hour availability.
- b. Provide a discussion (no more than two pages) of the company's financial resources, personnel resources, and ability to provide services and meet specification requirements.

- c. Describe service support philosophy, how it is implemented, and how Offeror measures it success in maintaining this philosophy.
- d. Describe its quality assurance program, its quality requirements, and how they are measured.
- e. Describe set-up training and any cost to Virginia Tech associated with the set-up training process or other onboarding processes.
- f. Provide a list of any additional services or benefits, not otherwise identified in this RFP. Additional services or benefits must be directly related to the goods and services solicited under this RFP.
- g. Provide pricing as well as any available discounts for educational or government entities and multi-year discounts.
 - a. Pricing should include a cost breakdown per call for call center support as well as any set-up or other associated fees.

3. Evidence of Successful Performance and Implementation Schedule:

- a. Describe and provide documentation on how your service integrates with Ellucian Banner ERP Student Information System including detailed usage reports with the option for data on a daily, weekly and monthly basis.
- b. Provide documented Personal Identifiable Information (PII) access management policy, process, and procedures.
- c. Demonstrate that security measures are in place to ensure safety and confidentiality of student data via both paper and digitally.
- d. Describe how staff will be evaluated/assessed on subject matter knowledge and customer service procedures.
- e. Describe how your management team will work with USFA to provide recorded calls for service calibration, quality assurance, and an established model for identifying and reporting trends or anomalies.
- f. Describe how calls are escalated through staffing model.
- g. Provide an estimate of the earliest start date for services following execution of a Contract.
- h. Provide a detailed plan and schedule for the implementation of the call center. This schedule shall be complete with a listing of the specific tasks and milestones required for the successful implementation of the call center.

4. Participation of Small, Women-owned and Minority-owned Business (SWAM) Business:

If your business cannot be classified as SWaM, describe your plan for utilizing SWaM subcontractors if awarded a contract. Describe your ability to provide reporting on SWaM subcontracting spend when requested. If your firm or any business that you plan to subcontract with can be classified as SWaM, but has not been certified by the Virginia Department of Small Business and Supplier Diversity (SBSD), it is expected that the certification process will be initiated no later than the time of the award. If your firm is currently certified, you agree to maintain your certification for the life of the contract. For assistance with SWaM certification, visit the SBSD website at <http://www.sbsd.virginia.gov/>

5. The return of the Submission Instruction page and addenda, if any, signed and filled out as required.

D. General Requirements

1. RFP Response: In order to be considered for selection, Offerors shall submit a complete response to this RFP to include;

- a. **One (1) electronic document** in WORD format or searchable PDF of the entire proposal as one document, INCLUDING ALL ATTACHMENTS must be uploaded through the Virginia Tech online submission portal. Refer to page 2 for instructions.

Any proprietary information should be clearly marked in accordance with 2.b. below.

- b. Should the proposal contain **proprietary information**, provide **one (1) redacted electronic copy** of the proposal and attachments **with proprietary portions removed or blacked out**. This redacted copy should follow the same upload procedures as described on Page 1 of this RFP. This redacted copy should be clearly marked "*Redacted Copy*" within the name of the document. The classification of an entire proposal document, line item prices and/or total proposal prices as proprietary or trade secrets is not acceptable. Virginia Tech shall not be responsible for the Contractor's failure to exclude proprietary information from this redacted copy.

No other distribution of the proposals shall be made by the Offeror.

2. Proposal Preparation:

- a. Proposals shall be signed by an authorized representative of the Offeror. All information requested should be submitted. Failure to submit all information requested may result in Virginia Tech requiring prompt submission of missing information and/or giving a lowered evaluation of the proposal. Proposals which are substantially incomplete or lack key information may be rejected by Virginia Tech at its discretion. Mandatory requirements are those required by law or regulation or are such that they cannot be waived and are not subject to negotiation.
- b. Proposals should be prepared simply and economically providing a straightforward, concise description of capabilities to satisfy the requirements 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 of the corresponding section of the RFP. It is also helpful to cite the paragraph number, subletter, and repeat the text of the requirement as it appears in the RFP. If a response covers more than one page, the paragraph number and subletter should be repeated at the top of the next page. 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 requirements of the RFP should be inserted at an appropriate place or be attached at the end of the proposal and designated as additional material. Proposals that are not organized in this manner risk elimination from consideration if the evaluators are unable to find where the RFP requirements are specifically addressed.
- d. Ownership of all data, material and documentation originated and prepared for Virginia Tech pursuant to the RFP shall belong exclusively to Virginia Tech and be subject to

public inspection in accordance with the Virginia Freedom of Information Act. Trade secrets or proprietary information submitted by an Offeror shall not be subject to public disclosure under the Virginia Freedom of Information Act. However, to prevent disclosure the Offeror must invoke the protections of Section 2.2-4342F of the Code of Virginia, in writing, either before or at the time the data or other materials is submitted. The written request must specifically identify the data or other materials to be protected and state the reasons why protection is necessary. –The proprietary or trade secret material submitted must be identified by some distinct method such as highlighting or underlining and must indicate only the specific words, figures, or paragraphs that constitute trade secret or proprietary information. The classification of an entire proposal document, line item prices and/or total proposal prices as proprietary or trade secrets is not acceptable and may result in rejection of the proposal.

3. Oral Presentation: Offerors who submit a proposal in response to this RFP may be required to give an oral presentation of their proposal to Virginia Tech.—This will provide an opportunity for the Offeror to clarify or elaborate on the proposal but will in no way change the original proposal. Virginia Tech will schedule the time and location of these presentations. Oral presentations are an option of Virginia Tech and may not be conducted. Therefore, proposals should be complete.

- a. Offerors assume all costs of preparation and any presentations necessary to the response process.

VIII. SELECTION CRITERIA AND AWARD:

A. Selection Criteria

Proposals will be evaluated by Virginia Tech using the following:

<u>Criteria</u>	<u>Maximum Point Value</u>
1. Quality of products/services offered and suitability for the intended purposes	25
2. Qualifications and experiences of Offeror in providing the goods/services	30
3. Specific plans or methodology to be used to provide the Services	15
4. Cost (or Price)	20
5. Participation of Small, Women-Owned and Minority (SWAM) Business	10
Total	100

B. Award

Selection shall be made of two or more offerors deemed to be fully qualified and best suited among those submitting proposals on the basis of the evaluation factors included in the Request for Proposal, including price, if so stated in the Request for Proposal. Negotiations shall then be conducted with 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,

Virginia Tech shall select the offeror which, in its opinion, has made the best proposal, and shall award the contract to that offeror. Virginia Tech may cancel this Request for Proposal or reject proposals at any time prior to an award. Should Virginia Tech 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. The award document will be a contract incorporating by reference all the requirements, terms and conditions of this solicitation and the Contractor's proposal as negotiated.

Virginia Tech reserves the right to award multiple contracts as a result of this solicitation.

IX. INVOICES:

Invoices for goods or services provided under any contract resulting from this solicitation shall be submitted by email to vtinvoices@vt.edu or by mail to:

Virginia Polytechnic Institute and State University (Virginia Tech)
Accounts Payable
North End Center, Suite 3300
300 Turner Street NW
Blacksburg, Virginia 24061

X. METHOD OF PAYMENT:

Virginia Tech will authorize payment to the contractor as negotiated in any resulting contract from the aforementioned Request for Proposal.

Payment can be expedited through the use of the Wells One AP Control Payment System. Virginia Tech strongly encourages participation in this program. For more information on this program please refer to Virginia Tech's Procurement website: <http://www.procurement.vt.edu/vendor/wellsone.html> or contact the procurement officer identified in the RFP.

XI. ADDENDUM:

Any ADDENDUM issued for this solicitation may be accessed at <http://www.apps.vpfin.vt.edu/html.docs/bids.php>. Since a paper copy of the addendum will not be mailed to you, we encourage you to check the web site regularly.

XII. COMMUNICATIONS:

Communications regarding this solicitation shall be formal from the date of issue, until either a Contractor has been selected or the Procurement Department rejects all proposals. Formal communications will be directed to the procurement officer listed on this solicitation. Informal communications, including but not limited to request for information, comments or speculations regarding this solicitation to any University employee other than a Procurement Department representative may result in the offending Offeror's proposal being rejected.

XIII. CONTROLLING VERSION OF SOLICITATION:

The posted version of the solicitation and any addenda issued by Virginia Tech Procurement Services is the mandatory controlling version of the document. Any modification of/or additions to the solicitation by the Offeror shall not modify the official version of the solicitation issued by Virginia

Tech Procurement Services. Such modifications or additions to the solicitation by the Offeror may be cause for rejection of the proposal; however, Virginia Tech reserves the right to decide, on a case by case basis, in its sole discretion, whether to reject such a proposal.

XIV. TERMS AND CONDITIONS:

This solicitation and any resulting contract/purchase order shall be governed by the attached terms and conditions, see Attachment A.

XV. CONTRACT ADMINISTRATION:

- A. Elizabeth Armstrong, Associate Vice Provost and Director, University Scholarships and Financial Aid, at Virginia Tech or their designee, shall be identified as the Contract Administrator and shall use all powers under the contract to enforce its faithful performance.
- B. The Contract Administrator, or their designee, 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, or their designee, shall not have authority to approve changes in the services which alter the concept or which call for an extension of time for this contract. Any modifications made must be authorized by the Virginia Tech Procurement Department through a written amendment to the contract.

XVI. ATTACHMENTS:

Attachment A - Terms and Conditions

ATTACHMENT A

TERMS AND CONDITIONS

RFP GENERAL TERMS AND CONDITIONS

See:

https://www.procurement.vt.edu/content/dam/procurement_vt_edu/docs/terms/GTC_RFP_02182022.pdf

ADDITIONAL TERMS AND CONDITIONS

1. **ADDITIONAL GOODS AND SERVICES:** The University may acquire other goods or services that the supplier provides other than those specifically solicited. The University reserves the right, subject to mutual agreement, for the Contractor to provide additional goods and/or services under the same pricing, terms and conditions and to make modifications or enhancements to the existing goods and services. Such additional goods and services may include other products, components, accessories, subsystems, or related services newly introduced during the term of the Agreement.
2. **AUDIT:** The Contractor hereby agrees to 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. Virginia Tech, its authorized agents, and/or the State auditors shall have full access and the right to examine any of said materials during said period.
3. **AVAILABILITY OF FUNDS:** It is understood and agreed between the parties herein that Virginia Tech shall be bound hereunder only to the extent of the funds available or which may hereafter become available for the purpose of this agreement.
4. **CANCELLATION OF CONTRACT:** Virginia Tech 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.
5. **CONTRACT DOCUMENTS:** The contract entered into by the parties shall consist of the Request for Proposal including all modifications thereof, the proposal submitted by the Contractor, the written results of negotiations, the Commonwealth Standard Contract Form, all of which shall be referred to collectively as the Contract Documents.
6. **IDENTIFICATION OF PROPOSAL:** Virginia Tech will only be accepting electronic submission of proposals. All submissions must be submitted to the Virginia Tech online submission portal. Upon completion you will be directed to your Submission Receipt. Virginia Tech will not confirm receipt of proposals. It is the responsibility of the offeror to make sure their proposal is delivered on time. **Attachments must be smaller than 50MB in order to be received by the University.** Proposals may **NOT** be hand delivered to the Procurement Office.
7. **NOTICES:** Any notices to be given by either party to the other pursuant to any contract resulting from this solicitation shall be in writing via email.
8. **SEVERAL LIABILITY:** Virginia Tech will be severally liable to the extent of its purchases made against any contract resulting from this solicitation. Applicable entities described herein will be severally liable to the extent of their purchases made against any contract resulting from this solicitation.

- 9. CLOUD OR WEB HOSTED SOFTWARE SOLUTIONS:** For agreements involving Cloud-based Web-hosted software/applications refer to link for additional terms and conditions: http://www.ita.vt.edu/purchasing/VT_Cloud_Data_Protection_Addendum_final03102017.pdf
- 10. ADVERTISING:** In the event a contract is awarded for supplies, equipment, or services resulting from this solicitation, no indication of such sales or services to Virginia Tech will be used in product literature or advertising. The contractor shall not state in any of the advertising or product literature that the Commonwealth of Virginia or any agency or institution of the Commonwealth has purchased or uses its products or services.
- 11. INSURANCE:** By signing and submitting a Proposal/Bid under this solicitation, the offeror/bidder certifies that if awarded the contract, it will have the following insurance coverages at the time the work commences. Additionally, it will maintain these during the entire term of the contract and that all insurance coverages will be provided by insurance companies authorized to sell insurance in Virginia by the Virginia State Corporation Commission.
During the period of the contract, Virginia Tech reserves the right to require the contractor to furnish certificates of insurance for the coverage required.
INSURANCE COVERAGES AND LIMITS REQUIRED:
- A. Worker's Compensation - Statutory requirements and benefits.
 - B. Employers Liability - \$100,000.00
 - C. General Liability - \$2,000,000.00 combined single limit. Virginia Tech and the Commonwealth of Virginia shall be named as an additional insured with respect to goods/services being procured. This coverage is to include Premises/Operations Liability, Products and Completed Operations Coverage, Independent Contractor's Liability, Owner's and Contractor's Protective Liability and Personal Injury Liability.
 - D. Automobile Liability - \$500,000.00
 - E. Builders Risk – For all renovation and new construction projects under \$100,000 Virginia Tech will provide All Risk – Builders Risk Insurance. For all renovation contracts, and new construction from \$100,000 up to \$500,000 the contractor will be required to provide All Risk – Builders Risk Insurance in the amount of the contract and name Virginia Tech as additional insured. All insurance verifications of insurance will be through a valid insurance certificate.
 - F. The contractor agrees to be responsible for, indemnify, defend and hold harmless Virginia Tech, its officers, agents and employees from the payment of all sums of money by reason of any claim against them arising out of any and all occurrences resulting in bodily or mental injury or property damage that may happen to occur in connection with and during the performance of the contract, including but not limited to claims under the Worker's Compensation Act. The contractor agrees that it will, at all times, after the completion of the work, be responsible for, indemnify, defend and hold harmless Virginia Tech, its officers, agents and employees from all liabilities resulting from bodily or mental injury or property damage directly or indirectly arising out of the performance or nonperformance of the contract.
- 12. SUBCONTRACTS:** No portion of the work shall be subcontracted without prior written consent of Virginia Tech. In the event that the contractor desires to subcontract some part of the work specified herein, the contractor shall furnish Virginia Tech 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 his subcontractor(s) and shall assure compliance with all requirements of the contract.



**VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY
PROCUREMENT DEPARTMENT**

ADDENDUM NO. 1

DATE:	August 6, 2024
TOTAL PAGE(S):	20
SOLICITATION TITLE:	Call Center for University Scholarship and Financial Aid
SOLICITATION NUMBER:	049302502

I. CLARIFICATIONS AND ADDITIONAL INFORMATION

1. The due date has been changed from August 12 to August 16 at 3:00 PM EST.
2. Section 1 indicates that the University Scholarships and Financial Aid (USFA) department receives approximately 30,000 calls per year. Section IV incorrectly states that it's around 70,000 calls.

USFA currently handles 30,000 calls annually. However, we anticipate an increase in call volume once the call center is fully operational.
3. Attachment A below is an example of call volume over a two-week period, with one week representing a slower month and the other week representing a peak month.
4. The following shall be added as a Special Term & Condition:

CRIMINAL CONVICTION CHECKS: All criminal conviction checks must be concluded before the Contractor's employees gain access to University Data. Employees who have separated employment from Contractor shall undergo another background check before re-gaining access to the Virginia Tech campus. Contractor shall ensure subcontractors conduct similar background checks. All criminal conviction checks 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. Virginia Tech reserves the right to audit a contractor's background check process at any time. All employees must self-disclose any criminal conviction(s) occurring while assigned to the Virginia Tech campus. Such disclosure shall be made to Contractor, which in turn shall notify the designated Virginia Tech contract administrator within 5 days. If, any time during the term of the contract, Virginia Tech discovers an employee has a conviction which raises concerns about university buildings, property, systems, or security, the contractor shall remove that employee's access to the Virginia Tech campus, unless Virginia Tech consents to such access in writing. Failure to comply with the terms of this provision may result in the termination of the contract.

a. The University has an awarded contract with a service provider for criminal conviction screening and background checks. The University prefers this vendor be utilized by the Contractor to comply with the contractual obligations and University Policy 4060.

b.If Contractor chooses to utilize a different firm than the university's preferred provider, the Contractor's selected service provider shall be pre-approved by the Virginia Tech Police department as an acceptable service provider for criminal conviction and background checks to ensure that firm's service levels meet the requirements of University Policy 4060.

c. If a Contractor chooses to utilize a different firm than the university's preferred provider, a five-day hold will be required before placement of employees deemed by the Contractor to meet all of the requirements of the University including a clean background check. Contractor shall provide the University with the name, date of birth and the last four digits of the social security number of all individual(s) to be placed in a temporary position under this contract. The University reserves the right to conduct its own background check process during this hold period.

II. REQUESTS FOR INFORMATION

1. If there was a previous solicitation for these services, what was its title, number, release date, and due date?

Virginia Tech Response: This is a brand-new RFP so no previous contract or solicitation.

2. When is the anticipated contract start date?

Virginia Tech Response: As soon as possible.

3. When is the anticipated award date?

Virginia Tech Response: Anticipated award date is September.

4. Are bidders permitted to deviate in any way from any manner of quoting fees you may be expecting? For example, if there is a pricing page in the RFP, can bidders submit an alternate fee structure? If there is no pricing page in the RFP, do you have any preference for how bidders should quote fees or can bidders create their own pricing categories?

Virginia Tech Response: The University will consider alternate fee structures so long as any proposed structure is clear and transparent and represents the best possible pricing model available to Virginia Tech.

5. Please describe your level of satisfaction with your current or recent vendor(s) for the same purchasing activity, if applicable.

Virginia Tech Response: See response #1.

6. Is there a required number of references or years of experience?

Virginia Tech Response: No, but we expect that the organization has a comprehensive understanding of financial aid and higher education landscapes.

7. Has the current contract gone full term?

Virginia Tech Response: No current contract.

8. To what extent will the location of the bidder's proposed location or headquarters have a bearing on any award?

Virginia Tech Response: The vendor and call representatives must be located in the United States.

9. How are fees currently being billed by any incumbent(s), by category, and at what rates?

Virginia Tech Response: See response #1.

10. What estimated or actual dollars were paid last year, last month, or last quarter to any incumbent(s)?

Virginia Tech Response: \$0

11. Is previous experience with any specific customer information systems, phone systems, or software required?

Virginia Tech Response: While preferred, it is not required. Virginia Tech's current ERP is Ellucian's Banner product.

12. What is the minimum required total call capacity?

Virginia Tech Response: Virginia Tech expects the vendor to staff appropriately based on monthly call volume. Peak volume times are July, August, and January represent 40% of the call volume for the year.

13. What is the minimum simultaneous inbound call capacity?

Virginia Tech Response: During peak times, we would expect 8-10 but this will vary.

14. What is the maximum wait time?

Virginia Tech Response: During peak times, no longer than 15 minutes. During non-peak times, 5-7 minutes.

15. What is the maximum hold time?

Virginia Tech Response: During peak times, no longer than 15 minutes. During non-peak times, 5-7 minutes.

16. What percentage of inbound calls must be answered by a live operator?

Virginia Tech Response: 100%

17. What percentage of calls must be resolved without a transfer, second call, or a return call?

Virginia Tech Response: Initially we understand this percentage will be lower as we work through implementation; however, the goal should be 90% or greater.

18. What is the maximum percentage of calls that can be terminated by the caller without resolution?

Virginia Tech Response: 0%. There should always be a solution.

19. Is there a minimum or maximum number of operators and supervisors?

Virginia Tech Response: You need to staff accordingly to meet Virginia Tech's service expectations.

20. What are the call center's hours of operation?

Virginia Tech Response: 8a.m.-5p.m. EST, Monday-Friday.

21. What are the required language options?

Virginia Tech Response: English is required; a Spanish speaker would be preferred.

22. What is the required degree of dedication for the call center? (Can the call center work on other contracts at the same time as this one)?

Virginia Tech Response: Yes, the call center may work on other contracts as long as they meet Virginia Tech's obligations.

23. Are callers required or allowed to connect with a message verification system or pre-recorded message before connecting to a live operator, or must a live operator be the initial contact?

Virginia Tech Response: You may and should have timely pre-recorded messages playing that address hot topics for that time period.

24. What are the recording requirements for inbound and outbound phone calls and how long must recordings be maintained?

Virginia Tech Response: We expect a percentage of calls per operator be recorded for quality assurance. That will be agreed upon. We do not expect that they be maintained.

25. What are the recording and storage requirements for non-phone communications?

Virginia Tech Response: Would need further information in order to answer this question.

26. What information is to be included in call logs?

Virginia Tech Response: Not sure but please include in proposal how you currently handle your call logs.

27. Can you please clarify the expected 70,000 calls during the contract term. Is that for the one-year term (probably) or for the one year and four one-year options (less likely)?

Virginia Tech Response: See clarification #2 above.

28. What is the current number of seats for operators and supervisors at your existing call center?

Virginia Tech Response: We do not have an existing call center.

29. What is the current average wait time for phone calls?

Virginia Tech Response: Please refer to Attachment A.

30. What is the current average handle time for phone calls and other types of communications?

Virginia Tech Response: The average handle time for phones calls during peak season is 7 minutes.

31. What is the current average after-call work time for operators?

Virginia Tech Response: One minute or less in most instances.

32. Over the past year, what is the percentage of calls received in English versus non-English?

Virginia Tech Response: We don't keep track of that, but the estimate is about 97-99% in English.

33. Over the past year, what percentage of calls received were in Spanish?

Virginia Tech Response: We don't keep track of that, but the estimate is about 1-3% in English.

34. What time of day, days of the week, or times of the year do calls typically peak?

Virginia Tech Response: July, August, and January. Mondays and anytime around a bill due date (usually the 10th of every month with August 10 and January 10 being heaviest of times). Lunch hours are heavy. See accompanying call examples.

35. Are there any other means of communication required to support this contract such as chat, email, SMS?

Virginia Tech Response: No.

36. Could you provide data on average handle time, service level goals or additional key performance indicators (KPIs)?

Virginia Tech Response: See Attachment A.

37. What is the estimated value of this project?

Virginia Tech Response: Not known.

38. Do you have contact data you can share?

- a. Voice: average handle time
- b. Call volumes by day/hours of operation (HOOP)
- c. Chat volumes by day/hoop

Virginia Tech Response: See Attachment A.

39. We understand there will be seasonality associated with enrollment periods. Can you share call volumes by month?

Virginia Tech Response:

	July	August	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June
23-24	5283	4414	1480	910	597	866	3744	1585	1310	4040	4103	2566
22-23	4208	5185	1787	1016	971	1267	3399	1731	2075	2169	1954	2236

Note: included two years of data because FAFSA Simplification/delayed FAFSA shifted volume in the 2023-2024 academic year (specifically March-May).

40. Is there a preferred service level rate that you would like to manage to?

Virginia Tech Response: We want to see what is proposed.

41. How long is current new hire training for a new call center representative?

Virginia Tech Response: We do not currently have a call center.

42. Will the call center partner telephony platform be used?

Virginia Tech Response: No.

43. Is chat and/or SMS part of the current solution? If not, are you receptive to employing these technologies if it is a fit?

Virginia Tech Response: No. If those technologies are free, then possibly.

44. Do you deploy self-service capabilities through an IVR or help center?

Virginia Tech Response: No.

45. Are you open to other potential technologies that could save costs and provide a better customer experience?

Virginia Tech Response: If they are free, possibly.

46. Do you anticipate any outbound call/contact needs; i.e. account in arrears, etc.

Virginia Tech Response: No.

47. What is your current policy on using generative AI within the contact center?

Virginia Tech Response: We do not currently have a contact center; therefore, no AI policy. However, to use AI you would have an integration and this RFP does not account for system integration.

48. Do you currently measure, or would you consider measuring CSAT?

Virginia Tech Response: No, we do not. However, we would entertain.

49. Is there an estimate on FTEs for the project?

Virginia Tech Response: No, but we would like to see in your proposal how many staff would be needed to run our call center.

50. What is your current CCaaS application and contact center Technology stack (CRM, etc.)?

Virginia Tech Response: We do not use a CRM; we use zoom workspace and document our interactions in our ERP system—Banner.

51. Is there an already built training curriculum for this project?

Virginia Tech Response: There is currently an onboarding plan, but the plan is not a complete training curriculum.

52. If so, could you please describe the training methodology (e.g. instructor-led, self-paced, on-demand, blended approaches, etc.)?

Virginia Tech Response: Blended approaches.

53. If available, could you share your training materials and agenda?

Virginia Tech Response: No.

54. What is your preferred agent capacity in training?

Virginia Tech Response: We expect you to staff for the volume that is upcoming.

55. Do you utilize an LMS?

Virginia Tech Response: No.

56. Do you utilize a Knowledge Base? If so, where is the information kept?

Virginia Tech Response: No.

57. Do you have a train-the-trainer process?

Virginia Tech Response: No, but the University would consider developing a process.

58. What are your biggest training related challenges?

Virginia Tech Response: This is a fast-paced office and the issues surrounding FAFSA Simplification have complicated this year. Further, financial aid is cyclical. Therefore, to understand the full cycle of financial aid, it will take a year. So, keeping everyone up-to-date and just-in-time training are challenges.

59. Are agents able to be remote?

Virginia Tech Response: They may be remote; however, they must be able to have internet to do their job and secure login.

60. Are nearshore agents permissible?

Virginia Tech Response: No.

61. Pricing instructions indicated that a price per call should be included – is this a requirement or are we able to provide cost per productive hour at the agent level?

Virginia Tech Response: See response #4 above.

62. Is there a current Quality Assurance program in place?

Virginia Tech Response: No.

63. What other applications would agents need access to for properly addressing callers' concerns? (only Ellucian banner was addressed)

Virginia Tech Response: They need to be able access your call system and we will have to determine a method for escalations. Right now that appears to be an e-mail.

64. Does VT have any intention to leverage any self-service automations (voice bot/Chatbot) in the future or as part of this scope of work?

Virginia Tech Response: See response #44 above.

65. Are there any other channels in scope besides voice? (SMS, email, chat)

Virginia Tech Response: See response #43 above

66. Is there a need for any automated outbound calls by an agent or a voicebot?

Virginia Tech Response: See response #46 above.

67. After award, will the number of Proposals submitted be available to the public?

Virginia Tech Response: Yes.

68. Outside of Banner, what additional systems, i.e., imaging, CRMs, third-party billing, etc., will agents need to access to assist callers?

Virginia Tech Response: See response #63.

69. The Data Protection and Incident Response, #10 Audits, specifies the vendor must have a SOC 2 or other security audit performed annually. Will the University accept a SOC 1 and/or HECVAT in lieu of the SOC 2?

Virginia Tech Response: The awarded Contractor will be required to provide a complete SOC 2 report and a HECVAT assessment. Additionally, the FERPA Addendum must be completed. For that Addendum, please refer to Attachment B. Compliance with these requirements will be essential for the execution of the contract.

70. Once the contract is awarded how soon do you anticipate going live?

Virginia Tech Response: See response #2.

71. Do vendors need to have a contract with a SWAM prior to responding and do they need to be registered or can they register later?

Virginia Tech Response: While this is not a requirement, it's strongly recommended.

72. What is the average talk time per call?

Virginia Tech Response: Depends on time of year. See accompanying call volume examples.

73. Are there required wrap up activities?

Virginia Tech Response: All calls must be documented in the SIS.

74. Is the current call center on campus?

Virginia Tech Response: No current call center. Calls are taken internally right now.

75. Does the call center team respond to inbound emails addressed to finaid@vt.edu or is this handled by another team?

Virginia Tech Response: This is handled by another team.

76. Can Virginia Tech share any current challenges with the existing call center operation?

Virginia Tech Response: We do not have an existing call center.

77. Can Virginia Tech please share the current training schedule for onboarding a new team member? What is the length of the training?

Virginia Tech Response: Four weeks with ongoing training.

78. The RFP states, "Pricing should include a cost breakdown per call." We would need to be given information on the scope of the calls to provide per call cost breakdowns. Do you have the average handle time? If not, would you consider a different pricing structure like payroll hour pricing?

Virginia Tech Response: See response #4 and Attachment A.

79. Will the call center requirement be different on Holidays? Please list the Holidays and their unique requirements.

Virginia Tech Response: We do not expect the call center to be open during VT holidays. Winter break will be discussed with the awarded vendor.

80. Historically, how long has the classroom training been (# of days) for the typical customer service agent?

Virginia Tech Response: Two to four weeks. We integrate call shadowing and reverse shadowing.

81. Historically, how long has the live call portion of training (nesting) been (# of days) for the typical customer service agent?

Virginia Tech Response: Two weeks.

82. What is Virginia Tech's length of training – number of hours?

Virginia Tech Response: Two to four weeks with ongoing training.

83. Will Virginia Tech provide the training curriculum/program?

Virginia Tech Response: We will provide a framework.

84. What is the estimated budget allocated for this project?

Virginia Tech Response: Since the University does not currently operate a Call Center a fixed budget number is not available, please submit your best possible cost proposal to satisfy the scope of work.

85. What challenges is Virginia Tech currently facing with the current delivery of services?

Virginia Tech Response: We currently do not have a contact center. We handle calls internally. However, those staff are expected to perform other functions, which is challenging.

86. What is the monthly breakdown of volumes for total inbound calls, chats, emails, and web cases individually for OneStop?

Virginia Tech Response: This is not a OneStop. See response #39.

87. Please provide the annual call volume for inbound OneStop Support.

Virginia Tech Response: See response #86.

88. What is the total volume count that Virginia Tech wants the vendor to provide a price based upon for inbound support?

Virginia Tech Response: See response #39.

89. Will the contractor need to provide their own ticketing system, or will it be utilizing the college ticketing system?

Virginia Tech Response: This engagement will not include a ticketing system.

90. Would you be open to the proposal including artificial intelligence along with live agent support?

Virginia Tech Response: See response #47.

91. Can you please provide more details about the student wage positions you are referring to in the RFP document?

Virginia Tech Response: Yes. We expect this call center to be able to tell students who are seeking on-campus employment (i.e. student wage) where they can go to find a listing of student wage positions.

92. What is the performance of your current delivery in terms of Average Speed to Answer?

Virginia Tech Response: See accompanying call volume examples.

93. What is the performance of your current delivery in terms of Average Handle Time?

Virginia Tech Response: See accompanying call volume examples.

94. What is the performance of your current delivery in terms of Abandon Rate percentage?

Virginia Tech Response: See accompanying call volume examples.

95. What is the performance of your current delivery in terms of First Call Resolution percentage?

Virginia Tech Response: We do not have a current delivery. It is handled inhouse.

96. How does this project align with and contribute to the overall objectives outlined in the institution's master plan?

Virginia Tech Response: Having this call center allows USFA to conduct more outreach with our strategic student populations.

97. Is it acceptable to conduct training in a virtual environment?

Virginia Tech Response: Yes, as long as all agents are evaluated and can answer calls correctly and accurately document calls.

98. Can the vendor hire remote agents for this program?

Virginia Tech Response: See response #59.

99. If the vendor hires remote agents, do the agents have to reside in the state of Virginia or can they reside anywhere in the United States?

Virginia Tech Response: They may reside outside of Virginia but must be within the United States.

100. Are there current SLAs/KPIs for this program?

Virginia Tech Response: No, because we currently handle internally. However, we expect to have them with a vendor.

101. What specific background checks and/or drug screens are required of the staff?

Virginia Tech Response: Please refer to #13 in our General Terms and Conditions for the drug screening clause. For background check information, please refer to the added Term and Condition at the top of this Addendum.

102. Please outline the entire technology stack for this program and what is provided by Virginia Tech and what the vendor will be responsible for.

Virginia Tech Response: Virginia Tech will provide the agents access to its SIS for accessing student information and leaving comments. The vendor should have the technology to take the calls routed from VT's number. VT and vendor will agree on a system to forward escalations.

103. What are the top goals for the chosen vendor to focus on?

Virginia Tech Response: Delivering correct answers and providing correct information to students and their families in accordance with institutional policies, state regulations, and federal regulations.

104. In Section I Purpose, you state "can successfully handle those tier 1 interactions in a manner that is consistent with Virginia Tech's customer service expectations" - can you clarify what those expectations are?

Virginia Tech Response: We expect that calls are handled in a friendly manner. Customers are provided correct answers that comply with institutional policy, state regulations, and federal regulations.

105. Do you have any service level for Average Speed to Answer that must be maintained?

Virginia Tech Response: We want to see what is proposed.

106. Do you expect to offer a fixed price contract or a labor hours contract?

Virginia Tech Response: See response #4 above.

ATTACHMENT A

USFA Routing Point Performance - Daily

Routing Point Group: UFSA Routing Points

Routing Point: USFA Queue Processing (34505)

Time Grain: Half-Hourly Trend Daily

Time Period: Dates: 10/30/2023

Time Zone: Eastern Time

Date	Start Time	End Time	Arrivals	Handles	Abandons	Outflows	Others	Avg. Wait D	Max Delay	Avg Active	Avg Hold Di
10/30/2023	8:00 AM	8:30 AM	4	3	0	1	1	1 :00:12	:00:20	:01:50	:00:21
10/30/2023	8:30 AM	9:00 AM	1	1	0	0	0	0 :00:11	:00:11	:06:25	:04:21
10/30/2023	9:00 AM	9:30 AM	1	1	0	0	0	0 :00:09	:00:09	:01:50	:01:15
10/30/2023	9:30 AM	10:00 AM	4	4	0	0	0	0 :00:12	:00:14	:02:38	:00:50
10/30/2023	10:00 AM	10:30 AM	3	2	1	0	0	0 :00:13	:00:16	:04:43	:00:00
10/30/2023	10:30 AM	11:00 AM	2	2	0	0	0	0 :00:12	:00:13	:04:52	:00:00
10/30/2023	11:00 AM	11:30 AM	2	2	0	0	0	0 :00:12	:00:12	:08:50	:00:22
10/30/2023	11:30 AM	12:00 PM	10	1	1	8	8	8 :00:11	:00:55	:06:12	:04:09
10/30/2023	12:00 PM	12:30 PM	7	6	0	1	1	1 :00:12	:00:20	:05:50	:01:07
10/30/2023	12:30 PM	1:00 PM	5	4	0	1	1	1 :00:10	:00:20	:02:46	:00:48
10/30/2023	1:00 PM	1:30 PM	3	2	0	1	1	1 :00:08	:00:20	:07:18	:00:00
10/30/2023	1:30 PM	2:00 PM	2	2	0	0	0	0 :00:12	:00:14	:01:38	:00:00
10/30/2023	2:00 PM	2:30 PM	6	3	0	3	3	3 :00:37	:01:30	:03:35	:00:00
10/30/2023	2:30 PM	3:00 PM	5	5	0	0	0	0 :00:12	:00:14	:05:37	:00:12
10/30/2023	3:00 PM	3:30 PM	7	5	0	2	2	2 :01:53	:03:39	:04:38	:00:05
10/30/2023	3:30 PM	4:00 PM	5	5	0	0	0	0 :00:23	:01:08	:08:00	:00:30
10/30/2023	4:00 PM	4:30 PM	5	4	0	1	1	1 :00:07	:00:20	:06:54	:07:47
10/30/2023	4:30 PM	5:00 PM	4	4	0	0	0	0 :00:09	:00:14	:04:14	:00:00
10/30/2023	5:00 PM	5:30 PM	0	0	0	0	0	0	:00:00		
10/30/2023	5:30 PM	6:00 PM	0	0	0	0	0	0	:00:00		
10/30/2023	6:00 PM	6:30 PM	0	0	0	0	0	0	:00:00		
10/30/2023	6:30 PM	7:00 PM	0	0	0	0	0	0	:00:00		
10/30/2023	7:00 PM	7:30 PM	0	0	0	0	0	0	:00:00		
Summary			76	56	2	18	18	18 :00:22	:03:39	:04:58	:01:04

ATTACHMENT B

**Data Security Addendum between Vendor's full legal name ("Vendor") and
Virginia Polytechnic Institute and State University ("Virginia Tech" or "University")**

This Addendum supplements the insert agreement name/terms of use/license between Virginia Tech and Vendor. It is applicable only in those situations where Vendor will provide the following Services (as defined below): to Virginia Tech (if applicable, pursuant to a University purchase order), that necessitates Vendor create, obtain, transmit, use, maintain, process, or dispose of University Data (as defined in the Definitions Section of this Addendum) in order to fulfill its obligations to Virginia Tech. As used herein, the term "Agreement" means the Vendor document referenced above, this Addendum and, if applicable, the Virginia Tech purchase order.)

This Addendum sets forth the terms and conditions pursuant to which University Data will be protected by Vendor during the term of the parties' Agreement and after its termination.

1.	<p>Definitions</p> <p>a. "Brand Features" means the trade names, trademarks, service marks, logos, domain names, and other distinctive brand features of each party, respectively, as secured by such party from time to time.</p> <p>b. "End User" means the individuals authorized by University to access and use the Services provided by Vendor under the Agreement.</p> <p>c. "Personally Identifiable Information" includes but is not limited to: personal identifiers such as name, address, phone number, date of birth, Social Security Number, email address, student or personnel identification number, and non-"directory information" as that term is defined in the Family Educational Rights and Privacy Act, 20 USC 1232g; "personal information" as defined in Virginia Code section 18.2-186.6 and/or any successor laws of the Commonwealth of Virginia; personally identifiable information contained in student "education records" as that term is defined in the Family Educational Rights and Privacy Act, 20 USC 1232g; "medical information" as defined in Virginia Code Section 32.1-127.1:05; "protected health information" as that term is defined in the Health Insurance Portability and Accountability Act, 45 CFR Part 160.103; "nonpublic personal information" as that term is defined in the Gramm-Leach-Bliley Financial Modernization Act of 1999, 15 USC 6809; credit and debit card numbers and/or access codes and other "cardholder data" and "sensitive authentication data" as those terms are defined in the Payment Card Industry Data Security Standards; other financial account numbers, access codes, driver's license numbers; and state or federal identification numbers such as passport, visa or state identity card numbers.</p> <p>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 800-53 Rev. 5 guidelines relevant to data categorized as high security.</p> <p>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.</p> <p>f. "Services" means any goods or services acquired by University from Vendor.</p> <p>g. "University Data" includes all Personally Identifiable Information and other information that is not intentionally made generally available by University on public websites, including but not limited to business, administrative and financial data, intellectual property, and patient, student and personnel data.</p>
2.	<p>Applicability to Other Agreements</p> <p>University and Vendor acknowledge there may be future agreements between the parties, including purchase orders, where Vendor will obtain University Data ("Other Agreements") and may contain</p>

	<p>confidentiality and security provisions of a similar nature as set forth in this Addendum. The parties agree that, to the extent of any conflict between the terms of this Addendum and the terms of Other Agreements, the terms of this Addendum will control. The terms and conditions of this Addendum will apply to Vendor with respect to any performance applicable or relevant to Other Agreements. The terms of this Addendum will apply to Vendor's obligation to keep and safeguard University Data.</p>
3.	<p>Rights and License in and to University Data</p> <p>The parties agree that as between them, all rights, including all intellectual property rights, in and to University Data will remain the exclusive property of University, and Vendor has a limited, nonexclusive license to use the data as provided in the Agreement solely for the purpose of performing its obligations hereunder. The Agreement does not give a party any rights, implied or otherwise, to the other's data, content, or intellectual property, except as expressly stated in the Agreement.</p>
4.	<p>Data Privacy</p> <ol style="list-style-type: none"> Vendor will use University Data only for the purpose of fulfilling its duties under the Agreement and will not share such data with or disclose it to any third party without the prior written consent of University, except as required by the Agreement or as otherwise required by law. Vendor may not store University Data outside the United States without prior written consent from University. Vendor will provide access to University Data only to its employees and subcontractors who need to access the data to fulfill Vendor obligations under the Agreement. Vendor will ensure that employees who perform work under the Agreement have read, understood, and received appropriate instruction as to how to comply with the data protection provisions of this Agreement. If Vendor will have access to University's "education records," as defined under the Family Educational Rights and Privacy Act (FERPA), Vendor acknowledges that for the purposes of the Agreement it will be designated as a "school official" with "legitimate educational interests" in University education records, as those terms have been defined under FERPA and its implementing regulations, and Vendor agrees to abide by the limitations and requirements imposed on school officials. Vendor will use the education records only for the purpose of fulfilling its duties under this Agreement for University's and its End Users' benefit and will not share such data with or disclose it to any third party except as provided for in the Agreement, required by law, or authorized in writing by University.
5.	<p>Data Security</p> <ol style="list-style-type: none"> Vendor will store and process University Data 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 Vendor'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. Without limiting the foregoing, Vendor warrants that all electronic University Data will be encrypted in transmission (including via web interface) and at rest in accordance with latest version of National Institute of Standards and Technology Special Publication 800-53, Rev. 5 (specifically, SC-28, Protection of Information at Rest, and SC-8, Transmission Confidentiality and Integrity). Vendor will be prepared to modify or increase data security safeguards when notified by University of changes to IT security compliance requirements for specific elements of University Data. Vendor will use industry-standard and up-to-date security tools and technologies such as anti-virus protections and intrusion detection methods in providing Services under this Agreement.
6.	<p>Employee Background Checks and Qualifications</p> <p>Vendor will ensure that its employees have passed reasonable and appropriate background screening and possess all needed qualifications and training to comply with the terms of this Addendum including, but not limited to, all terms relating to data and intellectual property</p>

	protection.
7.	<p>Data Authenticity and Integrity</p> <p>Vendor will take reasonable measures, including audit trails, to protect University Data against deterioration or degradation of data quality and authenticity. Vendor will 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.”</p>
8.	<p>Security Breach</p> <p>a. Response. Immediately upon becoming aware of a Security Breach, or of circumstances that could have resulted in unauthorized access to or disclosure or use of University Data, Vendor will notify University, fully investigate the incident, and cooperate fully with University’s investigation of and response to the incident. Except as otherwise required by law, Vendor will not provide notice of the incident directly to individuals whose Personally Identifiable Information was involved, regulatory agencies, or other entities, without prior written permission from University.</p> <p>b. Liability. In addition to any other remedies available to University under law or equity, Vendor will reimburse University in full for all costs incurred by University in investigation and remediation of such Security Breach, 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.</p>
9.	<p>Response to Legal Orders, Demands or Requests for Data</p> <p>a. Except as otherwise expressly prohibited by law, Vendor will:</p> <ul style="list-style-type: none"> • immediately notify University of any subpoenas, warrants, or other legal orders, demands or requests received by Vendor seeking University Data; • consult with University regarding its response; • cooperate with University’s reasonable requests in connection with efforts by University to intervene and quash or modify the legal order, demand or request; and • upon University’s request, provide University with a copy of its response. <p>b. If University 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 Vendor, University will promptly provide a copy to Vendor. Vendor will promptly supply University with copies of data required for University to respond and will cooperate with University’s reasonable requests in connection with its response.</p>
10.	<p>Data Transfer Upon Termination or Expiration</p> <p>a. Upon termination or expiration of the Agreement, Vendor will ensure that all University Data are securely returned or destroyed as directed by University in its sole discretion. Transfer to University or a third party designated by University will occur within a reasonable period of time, and without significant interruption in Services. Vendor will ensure that such transfer/migration uses facilities and methods that are compatible with the relevant systems of University or its transferee, and to the extent technologically feasible, that University will have reasonable access to University Data during the transition. In the event University requests destruction of its data, Vendor agrees to Securely Destroy all data in its possession and in the possession of any subcontractors or agents to which Vendor might have transferred University data. Vendor agrees to provide documentation of data destruction to University.</p> <p>b. Vendor will notify University of impending cessation of its business and any contingency plans. This includes immediate transfer of any previously escrowed assets and data and providing University access to Vendor’s facilities to remove and destroy University-owned assets and data.</p>

	<p>Vendor will implement its exit plan and take all necessary actions to ensure a smooth transition of Services with minimal disruption to University. Vendor 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 University. Vendor will work closely with its successor to ensure a successful transition to the new equipment, with minimal downtime and effect on University, all such work to be coordinated and performed in advance of the formal, final transition date.</p>
11.	<p>Audits</p> <p>a. University reserves the right, in its sole discretion, to perform audits of Vendor, at University's expense, to ensure compliance with the terms of this Addendum. Vendor will reasonably cooperate in the performance of such audits. This provision applies to all agreements under which Vendor must create, obtain, transmit, use, maintain, process or dispose of University Data.</p> <p>b. If Vendor must, under the Agreement, create, obtain, transmit, use, maintain, process or dispose of the subset of University Data known as Personally Identifiable Information <u>or</u> financial or business data which has been identified to Vendor as having the potential to affect the accuracy of University's financial statements, Vendor will, at its expense, conduct or have conducted at least annually a/n:</p> <ul style="list-style-type: none"> • American Institute of CPAs Service Organization Controls (SOC) Type II audit, or other security audit with audit objectives deemed sufficient by University, which attests Vendor's security policies, procedures and controls; • vulnerability scan, performed by a scanner approved by University, of Vendor's electronic systems and facilities that are used in any way to deliver electronic Services under this Agreement; and • formal penetration test, performed by a process and qualified personnel approved by University, of Vendor's electronic systems and facilities that are used in any way to deliver electronic Services under the Agreement. <p>Additionally, upon request, Vendor will provide University the results of the above audits, scans and tests and will promptly modify its security measures as needed based on those results to meet its obligations under this Addendum. University may require, at University's expense, Vendor to perform additional audits and tests, the results of which will be provided promptly to University.</p>
12.	<p>Institutional Branding</p> <p>Each party will have the limited right to use the other party's Brand Features only in connection with performing the functions provided in the Agreement, after the other party's review of the intended use of the Brand Features and in accordance with that party's trademark identity and guidelines. Any use of a party's Brand Features will enure to the benefit of the party holding intellectual property rights in and to those features.</p>
13.	<p>Compliance</p> <p>a. Vendor will comply with all applicable laws and industry standards in performing Services under this Addendum. Any Vendor personnel visiting University's facilities will comply with all applicable University policies regarding access to, use of, and conduct within such facilities. University will provide copies of such policies to Vendor upon request.</p> <p>b. Vendor warrants that the Services it will provide to University are fully compliant with and will enable University to be compliant with relevant requirements of all laws, regulation, and guidance applicable to University and/or Vendor, 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), Gramm-Leach-Bliley Financial Modernization Act (GLB), Payment Card Industry Data Security Standards (PCI-DSS), Americans with Disabilities Act (ADA), Federal Export Administration Regulations, and Defense Federal Acquisitions Regulations.</p>

	c. If the Payment Card Industry Data Security Standards (PCI-DSS) are applicable to Vendor Services provided to University, Vendor will furnish proof of compliance with PCI-DSS within ten (10) business days of University’s written request.
14.	Indemnity Vendor will indemnify, defend and hold University harmless from all claims, liabilities, damages or judgments involving a third party, including University’s costs and attorneys’ fees, which arise because of Vendor’s failure to meet any of its obligations under this Addendum.
15.	No End User Agreements This Agreement is the entire agreement between University (including University employees and other End Users) and Vendor. In the event Vendor enters into terms of use agreements or other agreements or understandings, whether electronic, click-through, verbal or in writing, with University employees or other End Users, such agreements will be null, void and without effect, and the terms of the Agreement will apply.
16.	Survival Vendor’s obligations under Section 10 will survive termination of the Agreement until all University Data has been returned or Securely Destroyed.

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.

Vendor’s Full Legal Name

Virginia Tech

By:_____

By:_____

Title:_____

Title:_____

Date:_____

Date:_____

Proposal

CMD

OUTSOURCING SOLUTIONS



RESPONSE TO

VIRGINIA TECH

REQUEST FOR PROPOSAL

CALL CENTER FOR UNIVERSITY
SCHOLARSHIPS AND FINANCIAL AID

AUGUST 12, 2024

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A. Specific Requirements

1.1 Offeror Qualifications and Experience

a. Company Background

Provide a brief narrative describing the history of your company (location(s), length of time in business directly related to providing financial aid call centers, etc.). Identify the number of employees in your company, the ownership and if the company has ever filed for bankruptcy, been in loan default, or if there are any pending liens, claims or lawsuits against the company. Also provide a list of prior names of business if changes have been made.

As a certified SWaM within the State of Virginia, CMD provides innovative outsourcing solutions for higher education institutions nationwide; we support more than 1.5 million student inquiries each year. Founded in 1999, our corporate office and 4500 square foot 60 seat call center are located in Hunt Valley, Maryland, and is supplemented with over 100 at-home agents. We also have sales offices in Chicago, IL; Charleston, SC; Houston, TX. We are an independent, privately held company where service to clients is paramount and staff feel rewarded for their efforts. Our objective is to do "the right thing professionally, ethically, and with integrity." Fulfilling this objective is central to our relationships with clients and staff.

Our standard support includes multiple communication options and supports our philosophy that schools should expand the ways in which they communicate with students and their families. This not only improves service levels, but ultimately can help reduce cost of providing support. Our comprehensive multi-channel support is designed to do just that for our schools.

Value Added Services That Differentiate and Save Money

One of the most significant value-added aspects of our support is the quality of our service behind the frontline telephony and other student-facing communication tools. While many organizations have a call center infrastructure, few have the know-how and expertise that it takes to successfully support the complex dynamics unique to the higher education industry.

While other organizations may have multiple products that serve multiple industries, CMD's sole focus is on higher education support. This has allowed us to develop a proprietary approach to on-boarding and a day-to-day support that has proven successful at colleges and universities across the country. This greatly benefits our clients because it allows us to invest all of our energy and resources into continuing to innovate in higher education support. Our client base can be assured that when we invest money back into our business, it will be in products, services, and support that will ultimately benefit them and their students.

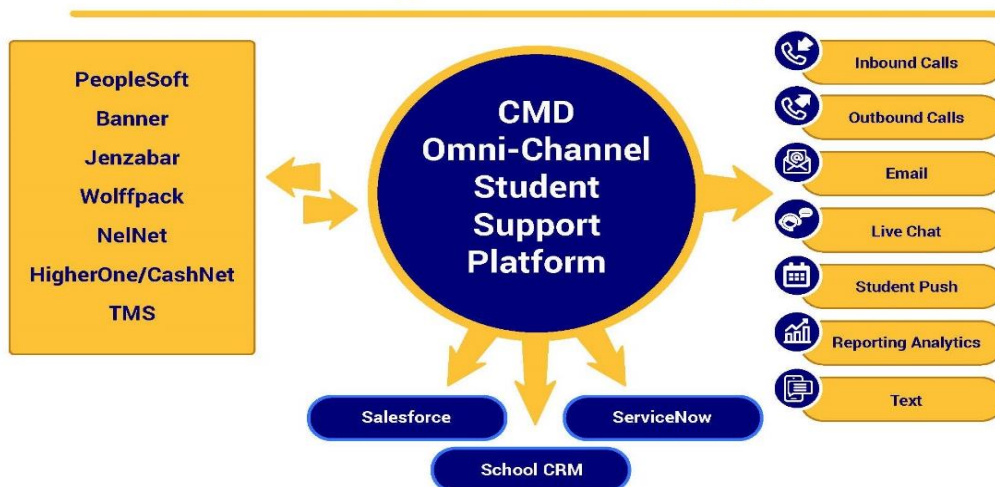
Experience – We have Done This Before

CMD and its management team are highly experienced in implementing and managing large-scale call center programs. For the past two decades, CMD has built a highly regarded track record working with the higher education sector. This includes virtually all aspects of call center

operation, from initial program setup through long-term operation and oversight of the call center.

Our comprehensive support model encompasses not only any office within enrollment management, but also access to virtually any system necessary to provide students the information they need, no matter what the communication modality they choose. This allows your institution to move from a siloed student support structure to a more comprehensive student support environment.

Move From Siloed to Comprehensive and Integrated Student Support



Diverse Experience

CMD's over 20 years of experience includes not only some of the most highly regarded private universities in the country, but also a diverse set of 4-year Public, 2-year Community Colleges, and State Higher Education System offices. With this experience has come an understanding that not all institutions are the same, and that students come to higher education from a diverse set of backgrounds and experiences that guide them. Having an understanding and appreciation of this diversity has helped CMD tailor its support to meet the many diverse needs of its higher education clients.

References

Below is a list of references that speak to the experience of CMD:

SCHOOL / CONTACT	SERVICE PROVIDED / TYPE OF SCHOOL	SERVICE START DATE
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Length of Time in Business Providing Financial Aid Call Center Support:

- 21 years

Number of Employees:

- Total Staffing will vary based on the fluctuating call volumes throughout the year. Our current staffing is at approximately 130.

Ownership:

CMD is a wholly-owned subsidiary of a privately-owned company. The owners of the parent company are all active in day-to-day management of CMD.

- Owner: CMD Investment Group, Inc. (CMDIGI)
 - ◆ Privately-owned company
 - ◆ CMDIGI owns 100% of CMD Outsourcing Solutions, Inc.
- Shareholders / Officers:
 - ◆ Russ Causey, CEO
 - ◆ David Cooper, SVP-Sales
 - ◆ Leeds Hackett, Chairman

Bankruptcy, Loan Default, Pending Claims or Lawsuits:

- CMD has never filed for bankruptcy, defaulted on loans, nor does it have any pending claims or lawsuits.

b. Proof of Insurance

Provide proof of insurance for vendor services including but not limited to:

- a. Workers Compensation/Employers' Liability.*
- b. General Liability Insurance.*
- c. Professional Liability Insurance – if applicable.*
- d. Crime Coverage – if applicable.*
- e. Cyber Liability.*
- f. Business Automobile Liability – if applicable.*

CMD's Certificate of Insurance is provided on the following page.

c. Position Descriptions

Provide position descriptions as well as a write-up for each person dedicated to the Virginia Tech program.

The CMD executive and operations team are accomplished professionals, with a collective experience of over 50 years of higher education call center support. The current CMD executive and operations team is responsible for introducing the student call center support model to the higher education industry almost two decades ago. Each team member brings skills, experience and perspectives that are a near-perfect complement to the others. Most importantly, they share a deep commitment to a common vision for CMD. The experience, continuity, innovative spirit, and commitment of this team are one of the great values that CMD brings to its clients.

Additionally, the CMD sales team has been an active participant in the Virginia Financial Aid Community and has been a sponsor of the Virginia Association of Financial Aid Administrators (VASFAA) for the last 10 years.

Senior Management

Russ Causey, Chief Executive Officer

Russ is a more than 30-year veteran of the call center management industry with a focus on improving customer service in higher education. He is the visionary behind CMD and is continually searching for new and better ways to solve problems for clients. Prior to founding CMD in 1999, Russ served as senior vice president of operations at Compass International Services Corp. where he guided the design, implementation, and operation of major call centers throughout the nation. Previously, he was a vice president with CSC Credit Services (a division of Computer Sciences Corporation) in Houston, Texas, where he managed CSC's 32 call centers around the country over a 6-year period. Russ spent the first 12 years of his career with Equifax Services in Seattle, Washington, where his last assignment was managing the Washington region. He is a member of the Eastern Association of College and University Business Officers (EACUBO). Russ serves as Immediate Past Chair of the board of Central Scholarship, a Baltimore-based non-profit organization that helps residents in Maryland realize their academic and professional goals through interest-free loans and grants to attend accredited institutions within the United States. Russ also served for 8 years on the board of UCP-Maryland (almost 7 years as Vice-Chair) and currently serves as a non-board committee member. He studied business management at Century College.

David Cooper, Senior Vice President – Sales

David joined CMD in November of 2005. Prior to CMD, he spent 15 years with Sallie Mae®, the nation's largest provider of financial services to the higher education community. His last assignment with Sallie Mae was managing director of both E-commerce and Sallie Mae's higher education outsourcing group, Campus Solutions. David received a BS degree, with a concentration in finance, from the University of Kentucky and an Information Technology

Certificate from the University of Virginia. David is a member of the National Association of College and University Business Officers (NACUBO), the National Association of Student Financial Aid Administrators (NASFAA), the Southern Association of Student Financial Aid Administrators (SASFAA), the Virginia Associations of Student Financial Aid Administrators (VASFAA), the Eastern Association of Collegiate and University Business Officers (EACUBO), the Southern Association of Collegiate Registrars and Admissions Officers (SACRAO) as well as a sponsor of the Counsel of Student Business Affairs of Florida. David also serves on the Advisory Council for the National Counsel of Student Development (NCSD).

Operations Team

Nate Sutorius, Vice President of Operations

As Vice President of Operations, Nate has mastered the art of call center management and project oversight. With over 20 years of customer service and call center management experience, including the past 19 years at CMD, Nate brings a wealth of expertise and a hands-on approach to his role.

As the senior manager supervising client programs, Nate is responsible for client relations, manager development, policy compliance, and oversight of CSR training and development. His efforts have been instrumental in the development of the CMD KnowledgeBase and training program, ensuring that the team is well-equipped to deliver top-notch service.

Nate's journey at CMD is a testament to his dedication and versatility. Starting as a CSR, he has risen through the ranks, holding various positions such as Team Lead, Supervisor, Department Manager, and Director of Operations. This diverse array of roles has provided Nate with a firsthand perspective of the organization's front lines, contributing significantly to his success as a leader.

An expert in call center operations and efficiency, Nate ensures that every aspect of the call center runs smoothly. By streamlining workflows and implementing cutting-edge technologies, he has significantly reduced wait times, improved first-call resolution rates, and elevated overall customer satisfaction. His data-driven approach to decision-making enables him to identify trends, address pain points, and continuously enhance operational performance.

Understanding that a well-trained team is the backbone of any successful call center, Nate has developed comprehensive training programs that empower agents with the skills and knowledge they need to excel. Through ongoing coaching and development initiatives, he fosters a culture of continuous improvement, resulting in high employee morale and exceptional service delivery.

Nate's unwavering commitment to exceptional customer service is at the heart of his approach to call center management. By putting the customer first, he has cultivated an environment where customer satisfaction is paramount. Whether through personalized service, empathetic listening, or swift problem resolution, Nate ensures that every customer interaction is positive and memorable.

Embracing the latest technological advancements, Nate has transformed the call center into a hub of innovation. From deploying state-of-the-art CRM systems, he ensures that the call center is at the forefront of technological progress. These innovations not only enhance operational efficiency but also provide customers with a seamless and superior service experience.

As a strategic thinker with a knack for problem-solving, Nate excels in navigating the complexities of call center management. By anticipating challenges and proactively addressing issues, he ensures the call center operates smoothly. His proactive approach, combined with a strategic vision for the future, allows him to implement long-term solutions that benefit both the call center and its customers.

Recognizing that a cohesive and motivated team is crucial to success, Nate prioritizes team building and employee engagement. Through inspirational leadership and a focus on creating a positive work environment, he has cultivated a team that is dedicated, enthusiastic, and high performing. This strong team dynamic translates into exceptional customer service and a thriving call center.

Nate's extensive training and experience with a wide range of client systems, along with his background in technology, including networking, further enhances his capability to manage and innovate within the call center space. He attended the Community College of Baltimore County – Essex Campus.

Nate's hands-on management approach and his dedication to excellence have led to numerous successful client implementations and enduring client relationships. His leadership continues to drive CMD's success, making him an invaluable asset to the organization.

Nate has experience in every major Student Information System used in the industry today, which includes major systems such as Ellucian Banner and PeopleSoft. In addition, Nate has experience with many of the Bursar / Student Account systems and software in use today such as Higher One, TouchNet, TMS, NelNet, and others. Nate and his team also use a number of school-based proprietary systems to provide client support.

Desai Collins, Division Manager – Higher Education

With nearly a decade of dedicated service at CMD as a Call Center Manager, Desai Collins brings a wealth of experience and expertise to their role. Over the past nine years, he has honed his skills to masterfully oversee the daily operations of the Higher Education Services Division at CMD Outsourcing Solutions, Inc. his responsibilities include training, developing, and motivating a team of managers and supervisors, working with senior management and other cohorts for strategy development and execution planning. Desai collaborates with other business units to foster collaboration between shared service offices, steering employee development and engagement protocols while utilizing production and information systems.

Desai develops and carries out company policies and procedures, assists in setting individual and group performance goals in accordance with company objectives, and uses various reports

and statistics to control quality and production. He is adept at analyzing and resolving escalations, assisting employees and colleagues in solving client or customer-related inquiries. Additionally, he executes personnel actions such as hiring, promotions, transfers, merit increases, performance appraisals, and disciplinary actions. Desai completes portfolio reviews daily, monitors company productivity, and makes necessary adjustments based on the needs of the business and client expectations. His commitment to excellence and ability to foster a positive and productive work environment has been key to his success. Desai takes pride in handling challenges with ease and delivering outstanding results, making him a pivotal part of the team's ongoing success.

Jeremy Sutorius, Vice President of Systems & Administration

In his current role of Vice President of Systems & Administration, Jeremy is responsible for the management and operations of the company's network, telephony, and production systems; directing the Human Resources department; as well as overseeing the company's compliance with state and federal regulations. In addition to Vice President of Systems & Administration, Jeremy has held multiple positions with CMD since 2005. These include serving as Director of Information Systems & Technology, Systems Administrator and Director of Quality Assurance. In his time at CMD, Jeremy has gained experience in all aspects of the administrative and operational support sectors of the contact center. This variety of experience has made Jeremy an indispensable asset to CMD and its clients.

Beyond CMD, Jeremy has an extensive call center background from his years at Sierra Military Health Services. He also brings perspective and management experience from his time with Travelers Insurance and as a financial manager of a regional State Farm Insurance Agency. Jeremy is a member of ISACA (Information Systems Audit and Control Association), a prestigious organization in the field of information technology governance, risk management and cybersecurity.

d. Ellucian Banner, Financial Aid Process and Regulations, Compliance, and Confidentiality Agreements

Provide a detailed description of your experience and knowledge of Ellucian Banner, financial aid processes and regulations, as well as FERPA regulations, compliance, and confidentiality agreements for personnel.

d.1 Banner Experience and Other Higher Ed System Experience

CMD currently utilizes the Banner SIS system to support over 19 clients; we have been using Banner for more than 15 years and currently log comments into the system. CMD's knowledge of Banner extends across multiple administrative offices. We utilize Banner in supporting the following departments (in alphabetical order):

- Admissions
- Bursar and Student Accounts

- Housing
- Financial Aid
- Registration

CMD's knowledge and ability to navigate the Banner SIS allows our CSRs to access and answer information on some of the most complex issues.

Most every call requires CSRs to access the following Banner screens:

- **TGACOMC** – Comments Screen
- **RHACOMM** – Comments
- **TSAAREV** – Account Detail Review Form
 - Review a chronological history of individual transactions to student account
 - Review detailed transaction information on an account
 - Identify student account balances
- **SOAHOLD** – Hold Information
 - Review active and inactive hold on an account
 - Locate the source of a specific hold
 - Determine what types of holds are on an account
 - Inform students of various consequences per hold type
- **RPAAWRD** – Award Letter Information
 - Viewing the awards letter
 - Awards acceptance status
 - Budget
 - EFC
 - Need
 - Packaging groups
 - Awarding period

- **RRAAREQ** – Missing Documentation
 - Used to determine when a document was received, and if it has been completed
 - Status of Plus Loan application
 - Status of Appeals
- **SGASTDN** – Program Information
 - Degree of study
 - Grade level
 - Resident status
- **ROASTAT** – SAP status, dependency status and, if selected for verification, the group number
- **ROAENRL** – Financial Aid
 - Financial aid enrollment status
 - Start and end dates of student's classes
- **SHATERM** – Grades
 - GPA
 - Completion rate
 - Grade history

Examples of additional screens frequently accessed by CSRs include:

- **SPAIDEN** – Address / Mailing Information
 - Review address information for a student account
 - Locate the source of an address record
 - View current mailing address for a student refund
- **FAIVNDH** – Refund Transaction Screen
 - To identify if it was a paper check or a direct deposit
 - To identify where the check was sent

- **SFAREGF** – Class Schedule
 - Current registration
 - Class status (withdrawal, drop)
 - When classes were added or removed
 - Credit hours enrolled
- **ROAUSDF** – Advanced SAP Status
 - SAP status for last degree earned by student
- **ROAHOLD** – Financial Aid Holds
 - Used to track high school transcript
- **RPALORG** – Loan Origination
 - Origination status
 - First possible disbursement dates
 - PLUS refund preference
- **RPAARSC** – Third Party Billing Information
- **ROIDISB** – System Response to a Non-Disbursement
- **RNANAXX** – Viewing the FAFSA
- **RNARSXX** – Viewing FAFSA Errors
- **ROAALOG** – Corrections History of Changes Made to FAFSA
- **TSADETL** – Housing Deposit Status
- **RNASLXX** – Aggregate Limits
- **TSATAXN** – 1098T Tax Information
- **SAAADMS** – Admissions Status Information

Other Higher Education System Experience

CMD has experience with virtually every major SIS system utilized in the higher education environment today. Additionally, CMD also utilizes a number of campus-based systems to access detailed student information that is critical to providing high quality comprehensive

support. Specifically regarding VT, CMD has been using Ellucian Banner in its school support for approximately 15 years.

Examples of Student Information Systems include:

- Ellucian Banner
 - ◆ Datatel
 - ◆ Colleague
- ORACLE - PeopleSoft
- SAS
- Wolffpack
- Jenzabar
- PowerFAIDS (financial aid)

Other Systems CMD currently utilizes as part of its daily client support are provided below:

NAME OF COMPANY / SYSTEM	FUNCTIONALITY
Common Origination & Disbursement System (COD) (<i>when granted access by school</i>)	View / Look Up Loan Status
ELM	View / Look Up Loan Status
Higher One	View Card Status and Refund Preference
NelNet FACTS	Payment Plan System
NelNet InfiNET Quick Pay	Look up bills and confirm payments
OASIS	Used to 'walk' students through their portal

NAME OF COMPANY / SYSTEM	FUNCTIONALITY
Remedy Ticketing System	Log Referral Tickets
TouchNet	View Student Bill and Payment Plan
Tuition Management System (TMS)	View Payment Plans
Salesforce	CRM – Student Interactions
ServiceNow	CRM – Student Interactions
Slate	CRM – Admissions Interactions

d.2 Financial Aid Processes

CMD is well versed in the financial aid process and has been supporting financial aid inquiries for approximately 20 years. CMD staff, by logging into the client systems, have access to detailed student information and is able to speak to the complete financial status of each caller. This allows CMD to resolve over 90% of Financial Aid calls on the first interaction. Additionally, our scope of support has expanded over the years to include all offices that make up enrollment management. Below is a sample of the types of calls currently supported on behalf of our clients. The list of sample questions is not meant to be a complete list and only serves as a small sample of the types of questions we can support.

Admissions / Advising	Business Office / Student Accounts	Financial Aid	Housing	Registrar
<ul style="list-style-type: none"> ✓ Is my application complete for admissions? ✓ Has an admissions decision been made on my file? ✓ Have you received all of my documentation to issue the I-20? ✓ Do I have any items on my program to do list? ✓ How do I make changes on my application? 	<ul style="list-style-type: none"> ✓ How much do I owe? ✓ How much is my refund, when is my refund available? ✓ How much is my late fee? ✓ Can you please help me with 1098T figures that show on my 1098T form? ✓ Why do I have a hold on my account? ✓ What collection agency was my account sent to? ✓ How do I make a payment? ✓ When are bills due? ✓ What type of payment plan can I enroll in? ✓ What type of payment arrangement can be made for registration? 	<ul style="list-style-type: none"> ✓ How much is my financial aid? ✓ How much MORE can I borrow this year in aid? ✓ What is my current EFC (am I eligible for a Pell Grant)? ✓ Do I need to turn in any more documents to get financial aid? ✓ Did you receive my FAFSA application? ✓ What scholarships do you offer and how do I apply? ✓ What's the status of my Plus / Private / Stafford Loans? ✓ Am I selected for Verification? What do I need to turn in? ✓ Has my ISIR information been corrected in order to download FAFSA (for ISIR rejects) ✓ How will a reduction in income affect my financial aid? 	<ul style="list-style-type: none"> ✓ How can I make my deposit? ✓ Have I received my room assignment? ✓ How can I use my financial aid to pay for my dorm? ✓ How do I get a housing refund? ✓ Who is my housing advisor? 	<ul style="list-style-type: none"> ✓ Has my transcript been sent out, have you received my transcript request? ✓ When will my degree be conferred / when will my diploma be mailed? ✓ When is my registration time? ✓ When does the semester begin / end? ✓ Have you received my graduation application? ✓ When is the last day to withdrawal? ✓ What classes are being offered during a given semester / trimester? ✓ How do I receive proof of enrollment / degree verification?

d.3 Regulations, FERPA, Confidentiality Agreements

Training for Regulatory Compliance

Compliance is the second module in our CSR Training Program. The module includes FERPA and other privacy laws and applicable regulations; the purpose and goal of the training is to ensure CSRs understand the regulatory and compliance environment and why it is important to their job. For ongoing updates regarding Title IV, CMD is a member of, and subscribes to receive updates from, NASFAA. In addition, CMD attends and regularly receives updates from other regional organizations that we are members of, such as NJASFAA, EASFAA, SACUBO, EACUBO, NACUBO, NASFAA, SASFAA, WASFAA, WACUBO, etc.



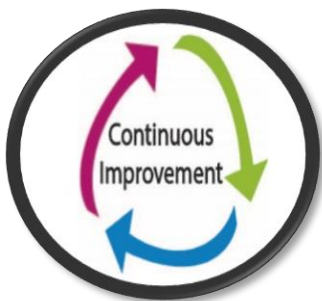
CMD is in a unique position when regulatory or compliance changes come about, as we meet with all of our clients to discuss the impact of any changes. Our diverse higher education client

base gives us insight into how regulatory changes affect different types of institutions and we share our knowledge with our clients to encourage best practices for compliance. Since CMD has no discretion to act or interpret policy changes on its own, any changes in procedure, process, or communication with students is coordinated with each school.

Regulatory or compliance changes impacting how we support a client are captured in the KB; CSRs receive an email regarding the change, its impact, and where to find more information on it in the KB. In addition, whenever there is a change in the KB, CSRs are alerted about the change when they log in to the KB. Further, our training material regarding regulations and compliance is updated as a result of the KB change.

On-Going Training

The initial training program is only the beginning. CMD follows a process and methodology that seeks continuous improvement to ensure we meet or exceed the service level expectations of our clients.



CMD CSRs receive periodic, constructive feedback that helps them evaluate and improve their performance.

Weekly feedback meetings allow CSRs to share recent experiences and brainstorm solutions to evolving challenges.

Finally, client situation updates are shared with CSRs so that they have an understanding of events and changes affecting the client.

FERPA

CMD will comply with all laws and regulations that pertain to the Family Educational Rights and Privacy Act (FERPA). CMD has comprehensive security policies and processes in place and goes to great lengths to protect student and parent data.

Since CMD has 'view only' access to the Banner system, no student data is downloaded or resides on our systems. The only student/parent-level data we maintain are recorded calls and chat transcripts, and both are kept on a secure server and destroyed at the end of the designated retention period.

If a client does not have their own, more stringent requirements, we authenticate the caller by using at least two out of four of the pieces of information: Name, SSN, Student ID # or DOB. If the caller is not the student, they must be listed on the account as an authorized user and listed on the student's FERPA form; otherwise, we will not discuss account-specific information.

How this information is accessed is typically dependent on the Student Information System utilized as part of the school support.

Confidentiality Agreements

Yes, all CMD employees must sign a confidentiality agreement. The form is titled the “Statement of Company Policy in connection with Student/Parent/Consumer Contact Confidentiality Form”. It covers FERPA, FDCPA, and HIPPA.

e. Difficulties Performing Duties

Describe any difficulties Offeror anticipates in performing its duties with Virginia Tech and how Offeror plans to manage these difficulties. Offeror shall describe any assistance required from Virginia Tech.

Typically issues that arise can be divided between implementation and ongoing support.

During implementation, at times, schools may take an inordinate amount of time completing the questionnaires sent out during the implementation process. This can sometimes delay the start date. As a result, CMD incorporates additional time for this, as well as working with each school to collect any existing information we can use to fill out the questionnaires on their behalf. This is not a significant work effort on behalf of schools, as the time to complete all the questionnaires is approximately 8 hours, which can be spread out over several weeks. Additionally, IT Departments can sometimes delay the start date by not providing access or passwords to the SIS in a timely manner. CMD needs this login information to begin the in-depth CSR training.

For ongoing support, the biggest issue is the school not working or addressing the referrals or escalations. While CMD is able to answer over 90% of the calls on the first interaction (FCR), those that cannot be answered are routed to the school for further research. If not followed up on by the school, this can cause repeat callers and upset students. CMD works with each school to establish a timeframe that can be communicated to each caller whose question cannot be answered to provide a consistent customer service experience for each caller.

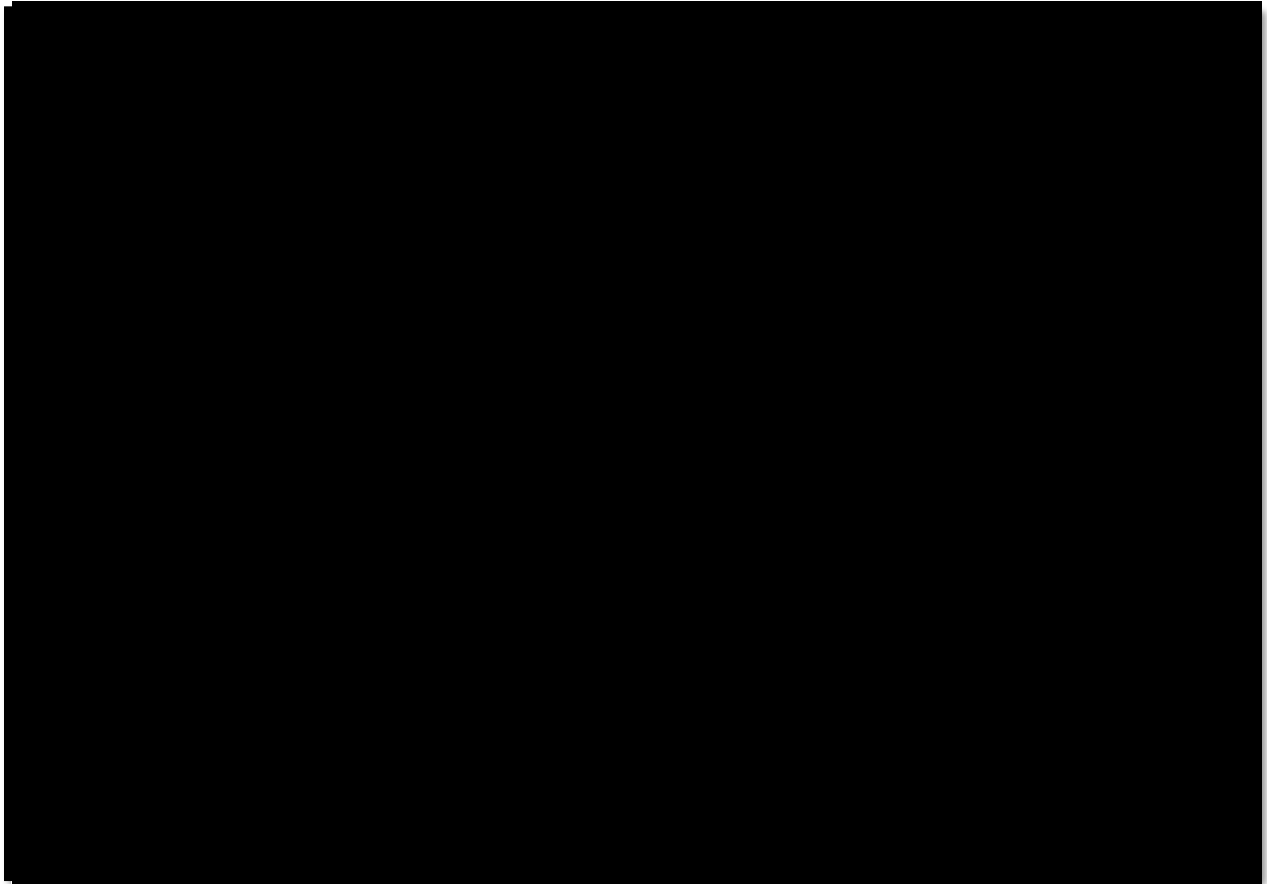
f. Access to Ellucian Banner

Provide an explanation of how your personnel will access Ellucian Banner to provide information to callers.

CMD accesses multiple Student Information Systems today and maintains the flexibility to support the school's preference regarding access. Currently CMD is accessing SIS systems by:

- Site-to-site VPN's
- Client VPN's
- Virtual Desktop Access
- Direct Web Access

All CSRs are trained on Banner and have screen shots tied to the Call Guide, which is a call flow process taught to each CSR to help them navigate the call to derive the correct answer for the student. Below is a screen shot of the Call Guide and associated Banner Screens.



g. Seamless Experience, Extension of the Financial Aid Office

Provide information as to how you ensure that callers have a seamless experience, as an extension of USFA's office.

Developing a Partnership Environment

Developing close partnerships where communication is seamless between CMD, the student, and each client, is critical. By doing so, CMD becomes an extension of the client's office and information can flow freely and in real-time.

This process begins with identifying the primary contact at the school. This may or may not be the same as the day-to-day contact. To ensure the effective and seamless distribution of information, CMD requests that its managers and supervisors be added to any e-mail lists that are already in place within the offices being supported. Additionally, CMD gathers and

documents contact information of recipients of the daily, weekly and monthly reports, or other important information.

Key contacts at VT will have desktop access to their call queue, KnowledgeBase, live call recordings and chats (if applicable), which ensures real-time access to all key performance and operational metrics. The key contact will always be current on the activities at CMD's call center.

CMD can also communicate with staff using your preferred instant messaging service or other preferred platforms such as Microsoft Teams. Having the ability to communicate in real-time and get an immediate response helps CMD further integrate into your day-to-day operations. This process ensures that there is no lag in information disseminated from the school.

CMD's call center operations and support methodology include weekly, or twice-weekly, conference calls with each client's staff. During weekly meetings, CMD reviews and discusses any outstanding Service Request, or any other items, that may affect student satisfaction. This would include an ongoing review of the following:

- Any case note logged in Banner requiring school attention that is still outstanding.
- A review of any spikes in specific "call reason" categories during the week that the school may want to investigate for potential issues.
- Any proactive measures, such as specific scripting, that might be put in place to handle short-term spikes due to unforeseen service disruptions or issues.
- Any other service-related issues.

In addition to the twice-a-week virtual meetings between CMD and VT staff, we can also easily make in person visits to your campus given its close proximity to CMD. Our sales and operation teams will work with your staff to schedule in-person visits throughout the year as necessary.

Managing Critical Dates and Timelines

Another unique aspect of how closely CMD works with a school which impacts successful communication, is how we track and manage specific critical dates and processing milestones. CMD has developed a proprietary internal calendar that tracks over 70 different dates, deadlines, processing milestones, and other critical items that may drive student inquiries. CMD makes a point to discuss these important events in detail during the weekly meeting to ensure that CMD and school staff are providing consistent answers and guidance to students who have questions surrounding these events, thus allowing for a seamless experience for the student. This also helps to be alerted to any processing delays that may lead to short-term spikes in call volume.

This proactive approach helps identify issues in advance that may result in student inquiries and better prepares staff to respond to issues from students affected by these events. This effort has been of tremendous value to schools and students, as these milestones are often known, but not tracked or discussed, in the level of detail that CMD's support requires. An example of some of the milestones tracked by CMD is provided below:

Financial Aid	Student Accounts / Billing
Awarding (new, continuing, transfer for both semesters)	Purge Date (if applicable)
State Financial Aid Deadline	Billing Due Dates
Disbursement Dates	Late Fee Assessed
SAP Appeal Deadline Dates	Payment Plan Set Up Dates
SAP Appeal Review Dates	Payment Plan Due Dates
SAP Appeal Decision Notification Dates	Late Fee Assessed
Scholarship Competition and/or Application Dates	Individual Class or Total W/D Refund Dates
Census Dates	Bill Generation Dates / Monthly Bill In Portal
Document Deadlines	Dates that Accounts are Referred to Collections
Last Date for Semester Loan Origination	
Fall-only Loan Application Deadline	

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2. Services Defined

a. Call Center Hours

Call Center operators must be available during regular hours (Monday thru Friday 8:00 AM to 5:00 PM

a. Proposals should also include an option for after hour availability.

CMD is committed to supporting the stated hours of 8:00am to 5:00PM EST as required by Virginia Tech. CMD is open to supporting additional hours of support and has included pricing for extended hours under Section 2 g. - **Pricing**

b. Financial Resources

Provide a discussion (no more than two pages) of the company's financial resources, personnel resources, and ability to provide services and meet specification requirements.

As stated previously, CMD is privately owned and has been in business for two decades. Over this time frame CMD has provided support to some of the most well-known higher education institutions in the country. CMD has the staff and infrastructure in place to onboard multiple institutions every year. The services and specifications described in the RFP align perfectly with CMD's support and should allow for a seamless transition.

CMD has had a longstanding commercial banking relationship with M&T Bank. All of the company's credit and depository relationships are in good standing.

A reference letter from our bank attesting to our financial standing is provided below.



CHRISTOPHER WUBBE
Vice President

Manufacturers and Traders Trust Company
One Light Street, 16th Floor
Baltimore, MD 21202
(410) 244-3815 (Direct)

E-mail address: cwubbe@mtb.com

July 1st, 2024

c. Support Philosophy

Describe service support philosophy, how it is implemented, and how Offeror measures it success in maintaining this philosophy.

Our philosophy regarding support is to help institutions understand that many students and families rarely know what administrative department to turn to when they have questions or

concerns. While Virginia Tech is only seeking support for the Financial Aid Office, CMD typically establishes a comprehensive communications platform from which virtually any student or family question can be addressed, no matter which office is the source of the question. And, for the small percentage of inquiries that can't be addressed, they are quickly and effectively documented and routed to the school for further research and action. This approach eliminates the need for unnecessary transfers and dramatically improves service levels and student satisfaction.

The following factors are key elements of our support philosophy and are critical to how we maintain and measure our success for our clients:

- **A Staffing Model** - that reflects and adapts to fluctuations in the enrollment cycle.
- **Quality Assurance** - a QA process developed over time to specifically target HE call center support. Section 2 d. - **Quality Assurance**.
- **Proactive Support** - A proprietary internal calendar that captures all major processing milestones and events across campus which drives weekly support preparation. Section 1 g - **Seamless Experience, Extension of the Financial Aid Office**
- **Partnership Approach** – A support model that integrates with the school's internal office workflow, allowing real-time and seamless communication. Section 1 g. **Seamless Experience, Extension of the Financial Aid Office**
- **Pricing Model** – a pricing model designed to lower client cost over time through increased efficiency and reporting which in turn lowers overall call volume and cost. Section 2 g - **Pricing**
- **An Implementation Plan** - specifically tailored to higher ed support with over 200 predetermined questions that reflect the enrollment cycle. Section 3 h - **Implementation Schedule**

Lowering Call Volume and Best Practice Approach

Other important aspects of how we administer and measure our support philosophy with our clients is how we document, discuss, and provide clarity to the school on what is driving student outreach (and confusion), and our Best Practice Approach.

Often the support teams at our clients are too involved in performing their daily student support responsibilities to document and analyze the nature of the calls and issues facing students. As a result, opportunities are missed to better understand issues that drive call volume, and more importantly, what can be done to address them.

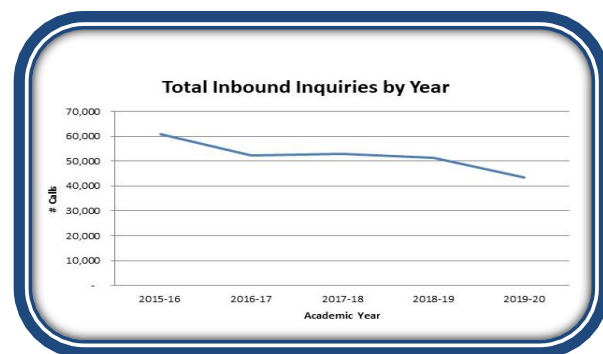
Communicating this information to the client, as well as potential remedies, is critical in developing a successful support structure and reducing call volume and confusion. Having an

open and ongoing dialogue about issues students face will lead to higher service levels, increased student satisfaction, and ultimately lower cost for the institution.

This focus on communicating and addressing student issues represents a unique approach to higher education support and customer service. Our view is that the true success of a call center's support can't, and shouldn't, be measured solely on how well you answer the phone. Critical success factors should also include:

- How well do you understand why students are calling?
 - ◆ Student engagement and success is not possible without knowing the administrative challenges your students face as they navigate your school's enrollment process.
- Can you reduce the number of student inquiries?
 - ◆ If you know the issues / challenges students are facing, you can be proactive and get ahead of issues by pushing information to students or providing alternative means for them to access and acquire information.
 - ◆ CMD understands that solving some of the complex customer service issues on campus requires a long-term and ongoing commitment that will have a positive impact on call volumes.
 - ◆ CMD takes a holistic approach to all student inquiries. For each call, we review the school's SIS to see if there are any issues beyond the specific inquiry made by the student or parent. This reduces the need for a second call later.

CMD has proven our ability to assist in reducing the number of student inquiries. CMD's clients typically experience a reduction in call volume following implementation of support services with CMD. We've seen 10% or greater reductions and, in cases where a school is not well organized prior to CMD coming on board, as much as 20% reductions in call volume.



Best Practice Approach

When working with schools on customer service, CMD brings to every relationship a “best practice” approach. We share with our clients the best practices at institutions which have successfully implemented call center solutions to help them better serve their students and families. Relying on and sharing this knowledge and experience reflects our ongoing dedication and commitment to helping our clients perform as effectively and efficiently as possible.

Our knowledge and support experiences range from prospective students who have yet to enroll, to registration issues, to students seeking to understand their financial aid awards and

tuition bills. This diverse experience has allowed CMD to document best practices and benchmarks across multiple administrative offices and share them with new and existing clients.

Some examples of best practice guidance we bring to a relationship include:

- **Processing and Timing** – many calls relate to processing and timing. Subtle shifts in processing and timing can make a dramatic difference in the number of inquiries. We have documented critical timeframes associated with processing milestones that, if missed, will likely lead to increased call volumes.
- **Policies** – can be too broad or too restrictive. CMD can show you how other schools approach critical policies and their potential impact on student inquiries and customer service.
- **Communication** – how and when you communicate certain things to students can have a huge impact on service. CMD can share communication timelines and campaigns from other schools that can positively impact customer service.

Other examples of CMD's best practice approach to outsourced higher education support include:

- **First Call Resolution (FCR)** – CMD was the first to recognize the importance of FCR. Not only must calls be answered efficiently, they must also resolve the caller's question. CMD has an industry leading 93% FCR, meaning very few issues are referred back to the school. This metric represents a true measure of administrative relief provided by partnering with CMD.
- **Higher Education KnowledgeBase (KB)** – Successfully handling inquiries for multiple department requires a robust KB. CMD has the only KB built specifically for higher education support, designed to mirror the enrollment cycle. We capture and store complex processes and policies, such as those for financial aid, and make them easily retrievable by CSRs. This allows us to minimize usage of less effective methods, such as scripting. We are the only company to make this tool available to you free-of-charge.
- **Escalation Process** – CMD sets up an escalation process using whatever software platform makes the most sense for the school. CMD has experience with multiple CRM's and ticketing systems.

CMD's Student Push Program

Today most, if not all customer service environments within higher education, are setup to react to a request or question from students. New technologies, such as chatbots, etc., further expand on this traditional "reactionary" approach. CMD has been at the center of customer service support for two decades and thinks a better way to support students is to analyze historical call data and put in place a proactive process to reach out to students before they reach out to your

institution's administrative offices. This proactive approach is not intended to replace but complement current call center support. The result should be a more efficient, cost-effective process that provides a better overall student experience by reducing the need to reach out to the school during peak processing periods.

Student Push

Over our 20 years of providing higher education student support, CMD has addressed and documented multiple student issues and questions as they navigate the various administrative aspects and hurdles within the enrollment management continuum. For many schools, these issues surface, or don't become apparent, until the peak processing months. This creates additional work and backlogs due to the processing demands of peak season. To address this, CMD has developed *Student Push*. *Student Push* is a series of tightly focused outreach campaigns targeting the top reasons/issues driving student confusion and questions across enrollment management, which historically have been key drivers of increased call volume.

How it Works

Most issues (call reasons) documented can be traced to different student statuses, many of these issues are reflected within the student's record well before they realize there is an issue or attempt to contact the school. By working with the school to run reports identifying these issues, CMD allows you to identify, often 30-60 days out, students with issues that, left alone, will ultimately result in a phone call or other outreach to the school. Once identified, CMD puts together a targeted communication plan comprised of voice messaging, text, and live-agent calls, focused on helping students resolve these issues prior to peak processing periods. Essentially, we help "push" the students, who normally would be slowed down by administrative issues, to resolve them prior to the peak processing months on campus.

Examples of these issues that typically drive call volume include:

- Missing FAFSA's
- FAFSA errors, Default, Citizenship
- Outstanding Verification Documents
- SAP Cancelled with no Appeal Received
- Awards Not Accepted
- Outstanding Balances
- Health Insurance Waivers
- COVID Calls

Results

How can this benefit your institution? There is a cost to not proactively addressing these types of issues. If unaddressed, these student issues most often show up at peak, creating poor service levels, frustrated students, and internal staffing issues. By working with CMD to implement a VT *Student Push* program, you can expect:

- Better Informed Students
- Lower Peak Call Volume
- Less Stress on Staffing and Training
- Improved Student Engagement and Retention
- Expedited Processing and Timing

d. Quality Assurance

Describe its quality assurance program, its quality requirements, and how they are measured.

Our CSR Quality Assurance program is central to our ability to deliver superior results to our clients and one of the primary tools for assessing a CSR's ability and performance.

The core of this program is call monitoring, evaluation, scoring, and follow-up.

- CMD records all incoming client calls and simultaneously captures screen activity for each recorded call.
- We monitor a cross section of all calls.
 - ◆ All CSRs have a minimum of 15 calls monitored and scored per month.
 - For newer CSRs or CSRs taking calls for a new client, this number is higher.
 - ◆ All monitored calls are scored on a scale of 0% to 100%.
 - Based on these scores, CSRs may need follow-up coaching and/or training.
- The Quality Assurance department and/or a CSR's manager reviews all monitored calls on a regular basis.
 - ◆ This provides an opportunity to point out areas where a CSR is meeting or exceeding expectations; and,
 - if necessary, brings light to areas where a CSR needs improvement.
- If a CSR continues to fail in a specific area, their manager counsels the CSR and, in some cases, the CSR may be required to return to a training class to focus on the specific area.

- ◆ No CSR will remain on a client account who is not meeting all the requirements of the client.

Because every CSR is monitored and scored, CMD has a company-wide view of call quality at multiple levels. CMD routinely reviews quality levels across the company, by department, and by CSR, which allows training resources to be deployed in a more targeted and efficient fashion.

CMD managers work with their CSRs on a daily basis on a variety of topics. Each CSR is tracked in 5 statistical areas, including call quality. Any score not meeting expectations is tracked and available to the manager for review. The manager will meet with CSRs on all calls scored below expectations; managers track their interactions with a CSR based on the level of severity of the issue identified in the monitored call. Consistently underperforming CSRs are counseled, first verbally and then in writing. Whenever possible, our goal is to improve their service levels through ongoing mentoring, training, and feedback.

Part of each CSR's score is their ability and success with understanding, supporting, and implementing client-specific processes and program requirements. In addition to monitoring recorded calls, chat and email are also monitored for overall QA scoring purposes. CMD uses a multi-variant scoring matrix as part of its Quality Assurance for individual CSRs. Each CSR is tracked and evaluated, based on the following data points, to arrive at an overall score:

- Quality – Accuracy / Compliance / SIS Navigation / Subject Matter / Call Opening Closing / Listening Skills / Recap / etc.
- Attendance
- Productivity – Total calls taken / being logged into the system when they're supposed to be / schedule / call resolution / hold-time
- Tardiness
- Following Corporate Policies – no cell phones, no paper or pens, helping others, etc.

While some categories are weighted more heavily than others, CMD has found that a comprehensive view of a CSR's work effort provides a more accurate assessment of overall performance and attainment of our QA program goals. Scores are tracked and retained. They are a part of CSR's record and are included in the performance review process.

e. Setup and Training Cost

Describe set-up training and any cost to Virginia Tech associated with the set-up training process or other onboarding processes.

CMD has a one-time Setup/Implementation fee of \$9,000. An ongoing training fee of \$3200 is charged in June of each year. Other offices identified for support can be onboarded for no additional charge.

f. Additional Services

Provide a list of any additional services or benefits, not otherwise identified in this RFP. Additional services or benefits must be directly related to the goods and services solicited under this RFP.

CMD provides the following additional services as part of its student support infrastructure for higher education.

Emails

- Often times poor answer rates can lead to an increase in email volume. Let CMD manage your inbound email queue.

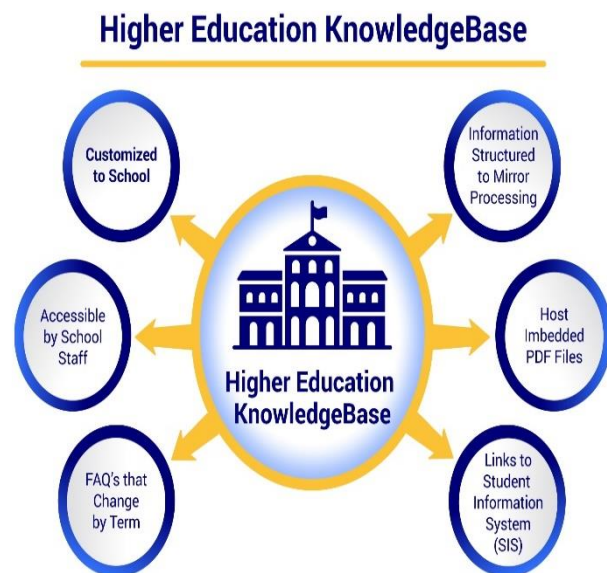
Live Chat Software

- Whether your institution already has live chat technology set up, or you would like CMD to implement a solution for you, Live Chat can be implemented quickly and easily. Web-based, always on, the software solution allows you to communicate at a lower cost than traditional person-to-person real-time contact.

CMD's KnowledgeBase

- For all engagements utilizing our inbound contact center support, CMD creates a unique KnowledgeBase for each college or university. This Web-accessed database ensures that our staff and yours have access to the most up-to-date information on your institution's policies and procedures, and that our responses to students and parents are always correct.

An integral part of CMD's service support program and technology platform for higher education is the KnowledgeBase (KB) we develop for each client. The KB has been designed to make content readily accessible by CSRs and provide rapid access to answers that may span multiple offices within a school. We collect and organize knowledge and information for each client in the KB so that CSRs can easily find answers to frequently asked questions, daily updates regarding their clients, training materials, policies and procedures, and



other information helpful to client support. By building and maintaining the KB, CMD is able to constantly monitor the application's effectiveness and make changes and adjustments as necessary.

Artificial Intelligence Chatbot

- Embrace the latest technology by 'bot-ifying' your campus with artificial intelligence to provide another communication channel that will enhance the student experience. CMD partners with Ivy, a leading AI provider that specializes in Higher Education to bring this technology to your campus to help divert call volume and lower your overall cost. By integrating this technology into its existing communications platform, CMD can allow you to support each student's preferred method of communication.

Ivy.ai provides IvyQuantum, the leading generative AI-powered chatbot and omnichannel communications platform designed for higher education. IvyQuantum revolutionizes student engagement and support by delivering instant, accurate responses across multiple channels, including web, SMS, and social media. Serving over 250 institutions, Ivy.ai currently operates more than 950 active bots, maintaining a stellar 98% retention rate since its inception in 2017.

Supporting call center operations, Ivy.ai seamlessly integrates with existing systems to enhance efficiency and reduce workload. IvyQuantum's AI capabilities allow it to handle high volumes of inquiries, providing immediate answers and routing complex issues to human agents when necessary. This ensures that students and stakeholders receive timely and accurate information while freeing up call center staff to focus on more nuanced tasks. By streamlining communication processes and improving response times, Ivy.ai significantly boosts operational efficiency and satisfaction rates, demonstrating our unwavering dedication to supporting the evolving needs of higher education institutions.

Outbound Support Services

- CMD removes the administrative burden of making contact with parents and students. We help establish the plan, technology, and resources to communicate proactively and improve retention rates. Our custom outbound support services give you the following capabilities:
 - ◆ Calls – Connect directly with parents and students
 - ◆ E-mail – Automate sending e-mail messages
 - ◆ Voice Blasts – Send recorded messages
 - ◆ Text – Send timely reminders on important deadlines

g. Pricing

Provide pricing as well as any available discounts for educational or government entities and multi-year discounts.

a. Pricing should include a cost breakdown per call for call center support as well as any set-up or other associated fees.

The below pricing is based on an initial one-year term, with the option to renew in one-year annual increments upon approval of both parties. There is a monthly minimum spend for inbound calls and other services stated below. For example, on inbound calls, if the number of calls at the per call answered rate for the month totals less than \$7,500, the bill will be \$7,500. Anything over \$7,500 is billed at \$6.40 per call answered. For other services, the monthly spend only applies in the months when the services are utilized. Should CMD and Virginia Tech extend its contract beyond one year, future renewals will be subject to a minimum 2% price increase per year with a maximum increase, not to exceed 6%, based on the average Consumer Price Index for All Urban Consumers (CPI-U) as provided by the US Bureau of Labor Statistics for the previous 12 months

Communication Type	Price	Monthly Minimum Cost	Other Costs
Inbound Phone Call	\$6.40 per call answered	\$7,500 Monthly Minimum	\$9,000 one-time set up fee
Chat Session	\$6.00 per chat	\$1,000 Monthly Minimum	\$2,000 one-time set up fee
E-mail	\$6.00 per e-mail answered	\$1000 Minimum Monthly Fee for Each Month Used	None
Outbound calls	\$4.00 per student file received (avg. 3 calls per file)	\$1000 Minimum Monthly Fee for Each Month Used	\$1,000-\$2,000 one-time setup fee per campaign based on complexity.
VoiceBlast calls	.20 per call with message .30 per call if transferred to an agent	\$300 Minimum Fee for Each Month Used	None
Text	.08 per text	\$200 Minimum Charge for Each Month Used	None
Training	\$3,200	Annually, billed in June	N/A

Extended Hours Pricing: Per call pricing increases to \$6.98 per call for calls outside of normal business hours (after 5:00 M-F and weekends).

3. Evidence of Successful Performance, Implementation

a. Integration with Ellucian Banner

Describe and provide documentation on how your service integrates with Ellucian Banner ERP Student Information System including detailed usage reports with the option for data on a daily, weekly and monthly basis.

There is very little integration necessary when using Banner as part of the CMD student support infrastructure, as CMD has view-only access to the necessary screens, with the exception of the comment screen to leave notes. As indicated earlier in Section 1 f. **Access to Ellucian Banner**, CMD supports a variety of methods to access the Banner SIS.

CMD adheres strictly to the security processes set forth by each school, including signing any necessary access request or information release forms. We tightly manage and track all user access requests, documenting when they were requested, activated, and deactivated. Additionally, we maintain comprehensive logs of this information to ensure accountability and security. This meticulous approach to managing passwords and signing client liability forms underscores our commitment to protecting sensitive data and maintaining the highest standards of information security.

CMD currently utilizes the Banner system to support more than 19 schools; we have been using Banner for more than 15 years and currently log comments into the system. CMD's knowledge of Banner extends across multiple administrative offices that make up enrollment management and student services. We utilize Banner in supporting the following departments (in alphabetical order):

- Admissions
- Bursar and Student Accounts
- Financial Aid
- Housing
- Registration

CMD's knowledge and ability to navigate Banner allows our CSRs to access and answer information on some of the most complex issues.

Most every call requires CSRs to access the following Banner screens:

- **TGACOMC** – Comments Screen
- **RHACOMM** – Comments

- **TSAAREV** – Account Detail Review Form
 - ◆ Review a chronological history of individual transactions to student account
 - ◆ Review detailed transaction information on an account
 - ◆ Identify student account balances
- **SOAHOLD** – Hold Information
 - ◆ Review active and inactive hold on an account
 - ◆ Locate the source of a specific hold
 - ◆ Determine what types of holds are on an account
 - ◆ Inform students of various consequences per hold type
- **RPAAWRD** – Award Letter Information
 - ◆ Viewing the awards letter
 - ◆ Awards acceptance status
 - ◆ Budget
 - ◆ EFC
 - ◆ Need
 - ◆ Packaging groups
 - ◆ Awarding period
- **RRAAREQ** – Missing Documentation
 - ◆ Used to determine when a document was received, and if it has been completed
 - ◆ Status of Plus Loan application
 - ◆ Status of Appeals
- **SGASTDN** – Program Information
 - ◆ Degree of study
 - ◆ Grade level
 - ◆ Resident status

- **ROASTAT** – SAP status, dependency status and, if selected for verification, the group number
- **ROAENRL** – Financial Aid
 - ◆ Financial aid enrollment status
 - ◆ Start and end dates of student's classes
- **SHATERM** – Grades
 - ◆ GPA
 - ◆ Completion rate
 - ◆ Grade history

Examples of additional screens frequently accessed (there are many more) by CSRs include:

- **SPAIDEN** – Address / Mailing Information
 - ◆ Review address information for a student account
 - ◆ Locate the source of an address record
 - ◆ View current mailing address for a student refund
- **FAIVNDH** – Refund Transaction Screen
 - ◆ To identify if it was a paper check or a direct deposit
 - ◆ To identify where the check was sent
- **SFAREGF** – Class Schedule
 - ◆ Current registration
 - ◆ Class status (withdrawal, drop)
 - ◆ When classes were added or removed
 - ◆ Credit hours enrolled
- **ROAUSDF** – Advanced SAP Status
 - ◆ SAP status for last degree earned by student
- **ROAHOLD** – Financial Aid Holds

- ◆ Used to track high school transcript
- **RPALORG** – Loan Origination
 - ◆ Origination status
 - ◆ First possible disbursement dates
 - ◆ PLUS refund preference
- **RPAARSC** – Third Party Billing Information
- **ROIDISB** – System Response to a Non-Disbursement
- **RNANAXX** – Viewing the FAFSA
- **RNARSXX** – Viewing FAFSA Errors
- **ROAALOG** – Corrections History of Changes Made to FAFSA
- **TSADETL** – Housing Deposit Status
- **RNASLXX** – Aggregate Limits
- **TSATAXN** – 1098T Tax Information
- **SAAADMS** – Admissions Status Information

Other Higher Education System Experience

CMD currently utilizes the following systems as part of its daily client support:

NAME OF COMPANY / SYSTEM	FUNCTIONALITY
Common Origination & Disbursement System (COD) (<i>when granted access by school</i>)	View / Look Up Loan Status
ELM	View / Look Up Loan Status
Higher One	View Card Status and Refund Preference
NelNet FACTS	Payment Plan System

NAME OF COMPANY / SYSTEM	FUNCTIONALITY
NelNet InfiNET Quick Pay	Look up bills and confirm payments
OASIS	Used to 'walk' students through their portal
Remedy Ticketing System	Log Referral Tickets
TouchNet	View Student Bill and Payment Plan
Tuition Management System (TMS)	View Payment Plans
Salesforce	CRM – Student Interactions

b. Personal Identifiable Information Policy and Procedures

Provide documented Personal Identifiable Information (PII) access management policy, process, and procedures.

CMD recognizes the importance of, and is familiar with, the requirement for security and confidentiality of client and student information. Systems and procedures are in place to ensure that client and student data are safeguarded at all times. This ranges from technology to staff training, to continuous management monitoring.

CMD takes security very seriously and mitigates security risk on both the physical and data security levels as outlined below:

- Physical Security
 - ◆ Key fob access to building and offices
 - Access to office only during business hours
 - All visitors must register in the Visitor Log
 - All visitors must be accompanied by a CMD employee
 - ◆ No computer screens are available through windows / doors
 - ◆ Systems room outfitted with key pad lock
 - ◆ Corporate records room outfitted with key pad lock

- ◆ Paperless environment on call center floor
 - Personal electronics / cell phone free environment on call center floor
- ◆ Closed circuit camera system for call center floor
- Electronic / Network Security
 - ◆ Sonicwall 2700 Firewall
 - ◆ Endpoint Central Network Monitoring
 - ◆ Sophos Anti-Virus
 - ◆ Browse Control Internet Limiting Software
 - ◆ Robust Username / Password Policies
 - ◆ Auto-Enabled Screen Savers (10 minutes)
 - ◆ FTPS Site for Transfer of Protected Information
 - ◆ Limited Email Access Depending on Job Duties
 - ◆ Site-to-Site Client VPNs
 - ◆ Daily and Weekly Backups of Entire Data Network
 - ◆ Redundant Power Supplies for Data Network
 - ◆ PCI Compliant
- Additional Security Measures
 - ◆ Reference / skill checks for all staff
 - ◆ Credit / background checks for all staff
 - ◆ Security training for all staff
 - ◆ Confidentiality agreement signed by all staff
 - ◆ Sanction policy for information security violations
 - ◆ Independent Security Assessments
 - Policy adherence
 - Network integrity

- Intrusive penetration testing

c. Confidentiality of Student Data

Demonstrate that security measures are in place to ensure safety and confidentiality of student data via both paper and digitally.

In addition to the physical and electronic security mentioned previously, we address the human element. Initial CSR training includes an Information Security segment that outlines CMD's Security Policy and focuses on specific laws that will affect them, including FERPA. No CSR can gain access to CMD's or our client's systems until they have completed this security training.

CMD has also implemented specific physical security measures such as key fob access to the call center, paperless call center environment, and having no smart / cell phones allowed on the call center floor for CSRs.

CMD uses a number of tools to keep information protected and private from a systems standpoint. To access our client's system(s) CMD can setup a point-to-point VPN or access client systems using other secure options.

CMD also puts restrictions on workstations for both call center and at-home CSRs to mitigate security risk. With internet blocking software, CMD limits CSR access to the web to essential sites only. In addition, CSRs do not have access to external email. Only call center supervisors and managers can send and receive email from outside CMDs network – again limiting the risk of a security breach.

CMD's policies and procedures govern compliance with all applicable laws and regulations such as, but not limited to, the Family Educational Rights and Privacy Act (FERPA), Gramm-Leach-Bliley Act of 1999 (GLB), the Americans with Disabilities Act (ADA) and the Family and Medical Leave Act (FMLA). In addition, CMD provides a workplace of equal opportunity in employment to all staff and applicants for employment, regardless of race, religion, color, sex, age, national origin, disability, or military status. In addition, a Drug Free Workplace policy is strictly enforced.

In addition to the previously stated security measures, CMD has a written Security Policy which outlines policies and procedures followed to comply with the school's security requirements as well as protect the school's data. This policy is available upon request.

d. How Staff Evaluated for Knowledge and Customer Service

Describe how staff will be evaluated/assessed on subject matter knowledge and customer service procedures.

Before a CSR can begin supporting clients, they go through a rigorous training program. This includes testing on higher education policies and procedures, and client-specific requirements.

Once a CSR is supporting clients, they are continually assessed by means of the QA process. How we track CSR performance was described in detail in Section d. Quality Assurance.

CMD tracks key data on every CSR, daily, weekly, monthly and annually. We have analysts on staff tracking key data on a daily basis. This data includes scoring on how well a CSR is following customer service and privacy requirements, as well as client-specific requirements. This data is reported to the CSR at the start of each day and the CSR's manager has this data on their desktop dashboard.

The steps or process taken if CSR knowledge is deficient are as follows:

- Each CSR and their manager knows their quality scores, attendance rating, punctuality rating, productivity rating and what we call 'influence,' which is a rating for following company policy and being helpful to the team.
- Each CSR also knows where they stand in the company on a weekly basis.
 - ◆ For example, if we have 100 CSRs, they know if they are number 1 or 100 in the performance rankings, or anywhere in-between.
 - ◆ Being a 100 is actually acceptable (someone has to be), as long as each score is above the minimum acceptable level.

Our goal is to always work to help the CSR to improve, whenever possible.

- If any score in any category is below the acceptable level, the manager works with the CSR to improve it.
- If improvement does not happen quickly enough, the issue becomes a personnel matter and results in progressive discipline.
 - ◆ The typical improvement plan is 30 to 60 days
 - Depending on the severity of the issue, if the CSR shows no improvement they are given a final warning, and the progressive discipline process continues.
 - If the issue is more severe, it may result in immediate suspension or termination.

e. Recorded Calls for Service Calibration

Describe how your management team will work with USFA to provide recorded calls for service calibration, quality assurance, and an established model for identifying and reporting trends or anomalies.

All inbound calls and chats are recorded and can be easily accessed by our clients. Additionally, all clients are provided with a 'dashboard' from which your staff will be able to listen

to live or recorded calls at any time, at your discretion. In addition to recording the audio portion of calls, CMD also uses screen capture recording software to monitor screen activity of CSRs during calls for quality assurance purposes. How CMD scores recorded calls for Quality Assurance purposes was provided in Section d. Quality Assurance.

Calls are stored for 90 days but can be transferred to VT for additional time if requested.

Currently, call calibration with clients takes place on an informal basis. For example, we often have clients visit our call center. During these visits, school staff sit with, and listen to, CSRs, or listen to recorded calls, for their feedback and input. This information is then shared directly with CMD staff. We have found this to be helpful and effective; it is also a way for our clients to be directly involved in the support process.

CMD would be happy to develop a schedule for call calibration sessions with VT and to establish and agreed upon scoring process once the project is up and running.

f. Call Escalation and Referral Process

Describe how calls are escalated through staffing model.

CMD establishes a referral/escalation process for calls where the student/parent's questions are unable to be answered by a CSR and for calls relating to departments that are outside of the scope of the current support. In cases where additional information may be needed from a specific individual in the Financial Aid, or other offices being supported, CMD will put in place, as part of the start-up process, a pre-established routing and escalation system for all inquiries. The routing and priority will be based on the type of inquiry, as well as the seriousness and severity of the inquiry. The details of this are typically developed as part of the implementation process.

If a referral is required, the CSR notifies their team lead, supervisor, or manager, that they have an inquiry they cannot resolve. The team lead, supervisor or manager reviews and logs the referral and transmits the information to the school via a predetermined routing process, typically the school CRM. CMD also has the flexibility to support follow-up in a number of different formats. We currently support specific follow-up on student accounts by e-mail, internal work tickets, MS Teams, Google Drive, multiple CRMs, or any other manner that would be acceptable to our clients.

CMD works with its clients to establish and commit to a fixed timeframe for follow-up with students and families. The timeframe is communicated to each caller who requires a call back. This sets student expectations and addresses any concerns regarding future correspondence and service levels. This collaborative approach and commitment is critical in maintaining the continuity of customer service.

In each case, CMD evaluates calls that can't be answered (usually less than 7%) by the following:

- Should the CSR have been able to answer the call based on the current KnowledgeBase or other available systems?
 - ◆ If so, this would be a training issue.
- Could the CSR have answered the call if the KB was updated with the information in question?
 - ◆ This is an update and documentation issue.
- Is the call in question part of the current scope of support, and if not, could it be added so that the CSR could answer calls in the future on the same subject?
 - ◆ This would be a discussion with the school to expand the KB to provide more comprehensive support.

CMD's goal is to answer as many calls as accurately as possible without referral of the call to the client, thus minimizing the chance the caller will have to be transferred or call back.

g. Estimate of Earliest Start Date

Provide an estimate of the earliest start date for services following execution of a Contract.

CMD typically provides a start date of 30-45 days from contract execution. This includes the 30 days necessary from the receipt of the questionnaires and access to the SIS. CMD estimates a start date of mid-to-late September depending on the final execution of the contract.

h. Implementation Schedule

Provide a detailed plan and schedule for the implementation of the call center. This schedule shall be complete with a listing of the specific tasks and milestones required for the successful implementation of the call center.

Once a school has decided on the channel solutions best tailored to its needs, CMD will create a mutually agreed upon timeline for implementation. To effect a smooth transition, CMD requests a minimum of 30-45 days from the date an agreement is reached to be fully operational as Virginia Tech's outsourced call center. If, as example, the goal is to be up and running by September 20, 2024, an agreement should be in place by August 20, 2024. CMD does not recommend implementations that include start dates in early January, July, or August due to peak processing demands on both the school and CMD.

Key elements and timing of the transition are outlined below:

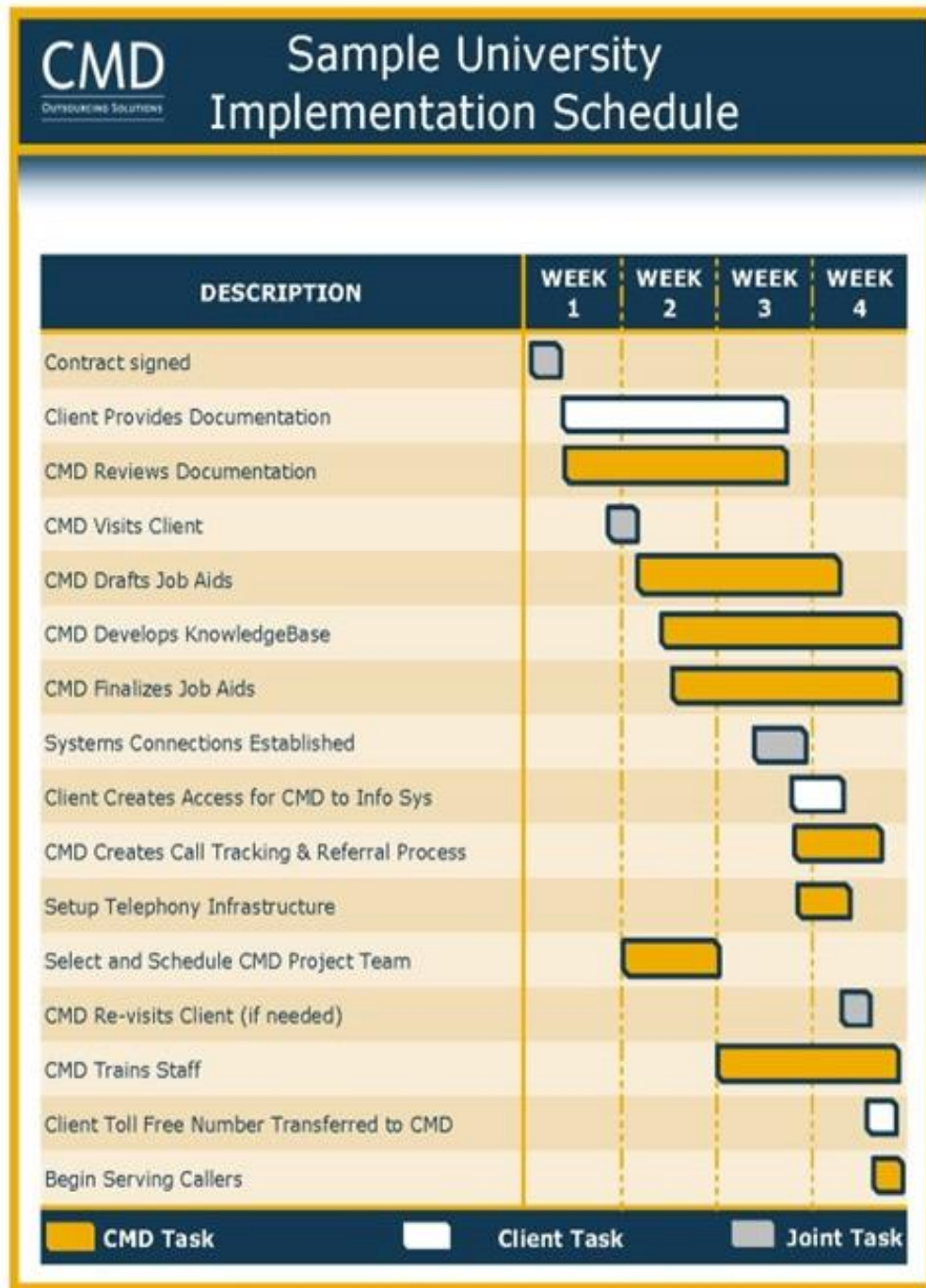
- CMD will assign a department manager (DM) to Virginia Tech who will have day-to-day responsibility for the overall success of the project. The DM will, in addition to managing the project, act as the liaison with Virginia Tech's management team.

- The DM will provide a questionnaire(s) to the school. The completion of the questionnaire will assist in establishing goals, measurement of results, volume of inquiry expectations and information required to create a fully functional KnowledgeBase. CMD will also collect and incorporate any information or knowledge utilized by the current call center vendor.
- Once the questionnaire(s) is (are) completed, CMD will start building the KnowledgeBase.
- Once the questionnaires have been established, CMD will meet with the school to discuss and document all processing, policies, timelines, etc. that are specific to all of the Virginia Tech's administrative offices being supported, For Instance. Financial Aid, Business office, Registrar, Admissions, Records, etc. These will then be added to the KB and subsequent training material.
- During the 30-45 days after executing the agreement, CMD will install and test all necessary equipment and data/voice connections with Virginia Tech.
- The 30-45 days will also be used to select and train staff on Virginia Tech's systems and processes to assure a successful project

Virginia Tech's systems and processes to assure a successful project Virginia Tech must provide staff support during the transition in order for CMD to be fully prepared to assume 100% of the outlined responsibilities at the transition date.

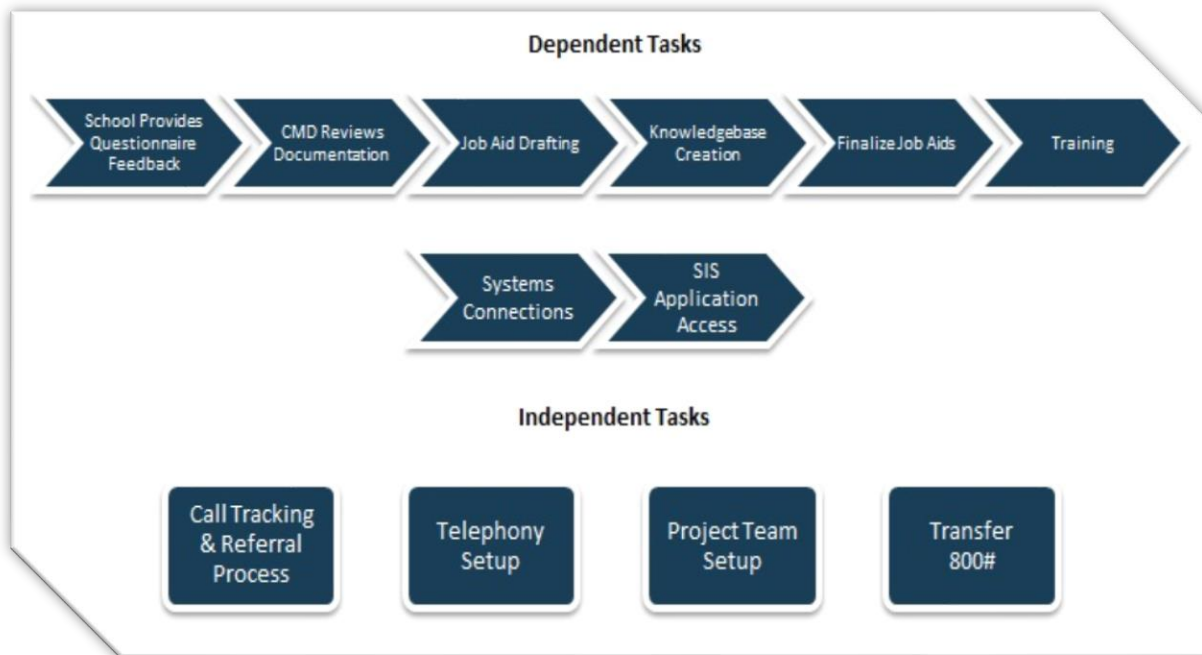
All CMD engagements start with a detailed implementation plan. A school-specific plan will be submitted to VT as one of the first steps once CMD has been selected as your vendor.

The CMD implementation process has 15 elements. Some elements can be worked on and accomplished simultaneously, while others are sequential and/or dependent on other steps being accomplished. The chart below summarizes the components and responsible parties and mirrors the Implementation Schedule. The Implementation Schedule contains the timeline, start and completion date targets. Please note that CMD allows for 30 days from the receipt of the Questionnaires, and IT access to the SIS, before going live.



The most significant components, in terms of time and importance, deal with information gathering, creating 'job aids' and building the KnowledgeBase. Focusing the most effort and time on gathering and validating information allows the project staff to be as well versed as possible at the start of the inbound support program. This also yields additional benefits by ensuring accurate information is flowing into the training programs and support tools.

The graphic below shows which processes are dependent on each other and which are ‘stand-alone.’ Since multiple aspects of implementation can be worked on simultaneously, in most cases the implementation may be able to be completed within the 4-week timeline.



4. SWAM Participation

CMD Outsourcing Solutions, Inc. is a certified Small Business through its parent CMD Investment Group, Inc. We are happy to submit our proposal as a certified SWaM. Below are the details for our certification. Please note that our corporate address has changed to the following:

- CMD Investment Group
4 North Park Drive, Suite 202
Hunt Valley, MD 21030

Vendor Information											
Vendor Location and HQ information											
Vendor Information		HQ Information									
Vendor Location Standard Name - eMail Supplier: CMD Investment Group Inc Location Name - eMail Contact: CMD Investment Group Inc eVA Status: Active(Self-Registered) eVA ID: VS0000258383 VLIN ID: VA00197569 Headquarter: Yes		Headquarter Information HQ Legal Name: CMD Investment Group Inc eVA ID: VS0000258383 Headquarter Ordering Address 729 E Pratt St Ste 401 Baltimore, MD, 21202-3344									
Order Address 729 E Pratt St Ste 401 Baltimore, MD 21202-3344		Vendor SWAM <table border="1"> <thead> <tr> <th>Business Type</th> <th>Certification #</th> <th>Start Date</th> <th>Expire Date</th> </tr> </thead> <tbody> <tr> <td>Small Business</td> <td>808144</td> <td>6/17/2024</td> <td>6/17/2029</td> </tr> </tbody> </table>		Business Type	Certification #	Start Date	Expire Date	Small Business	808144	6/17/2024	6/17/2029
Business Type	Certification #	Start Date	Expire Date								
Small Business	808144	6/17/2024	6/17/2029								
Contact Information Contact: Causey, Russ Phone No: 410-347-5544 Email: rcausey@cmdigi.com		<table border="1"> <thead> <tr> <th>PCard & Orders</th> <th>Purchase Order Dollars</th> </tr> </thead> <tbody> <tr> <td>Accepts P-Cards: No</td> <td rowspan="3">No Purchase Order Details</td> </tr> <tr> <td>Accepts Visa: No</td> </tr> <tr> <td>Accepts Electronic Orders: Y</td> </tr> </tbody> </table>		PCard & Orders	Purchase Order Dollars	Accepts P-Cards: No	No Purchase Order Details	Accepts Visa: No	Accepts Electronic Orders: Y		
PCard & Orders	Purchase Order Dollars										
Accepts P-Cards: No	No Purchase Order Details										
Accepts Visa: No											
Accepts Electronic Orders: Y											

NIGP Commodity Code(s)

NIGP Code	Description
91520	Call Center Services
91549	High Volume, Telephone Call Answering Services (See 915-05 for Low Volume Services)

5. Submission Page and Addenda

5.1 Submission Page

RFP # 049302503, Call Center for University Scholarships and Financial Aid

INCLUDE THIS PAGE WITH YOUR PROPOSAL, SIGNATURE AT SUBMISSION IS REQUIRED

DUE DATE: Proposals will be received until August 12, 2024 at 3:00 PM. Failure to submit proposals to the correct location by the designated date and hour will result in disqualification.

INQUIRIES: All inquiries for information regarding this solicitation should be directed to Kim Widrig, Senior Buyer, Phone: (540) 231- 8543 e-mail: kdcromer@vt.edu. All inquiries will be answered in the form of an addendum. Inquiries must be submitted by 12:00 PM on July 29, 2024. Inquiries must be submitted to the procurement officer identified in this solicitation.

PROPOSAL SUBMISSION:

***Please note, proposal submission procedures have changed effective March 2023.**

Proposals may NOT be hand delivered to the Procurement Office.

Proposals should be submitted electronically through Virginia Tech's procurement portal. This portal allows you access to view business opportunities and submit bids and proposals to Virginia Tech digitally and securely.

Proposals must be submitted electronically at:

<https://bids.scquest.com/apps/Router/PublicEvent?CustomerOrg=VATech>


Vendors will need to sign up through this procurement portal, hosted by Jaggaer. **It is encouraged for all vendors to register prior to the proposal submission deadline to avoid late submissions.** Registration is easy and free. If you have any challenges with the registration process, please contact Jaggaer Support at 1-800-233-1121 or procurement@vt.edu. It is recommended to use Chrome as your browser.

Click on the opportunity and log in to your vendor account to begin preparing your submission. Upon completion, you will receive a submission receipt email confirmation. Virginia Tech will not confirm receipt of proposals. It is the responsibility of the offeror to make sure their proposal is delivered on time.

Hard copy or email proposals will not be accepted. Late proposals will not be accepted, nor will additional time be granted to any individual Vendor.

Attachments must be smaller than 50MB in order to be received by the University.

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 or services in accordance with the attached signed proposal and as mutually agreed upon by subsequent negotiation.

AUTHORIZED SIGNATURE:  Date: 8-12-2024

[INCLUDE THIS PAGE]

2

5.2 Addenda



VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY PROCUREMENT DEPARTMENT

ADDENDUM NO. 1

DATE: August 6, 2024
TOTAL PAGE(S): 20
SOLICITATION TITLE: Call Center for University Scholarship and Financial Aid
SOLICITATION NUMBER: 049302502

I. CLARIFICATIONS AND ADDITIONAL INFORMATION

1. The due date has been changed from August 12 to August 16 at 3:00 PM EST.

2. Section 1 indicates that the University Scholarships and Financial Aid (USFA) department receives approximately 30,000 calls per year. Section IV incorrectly states that it's around 70,000 calls.

USFA currently handles 30,000 calls annually. However, we anticipate an increase in call volume once the call center is fully operational.

3. Attachment A below is an example of call volume over a two-week period, with one week representing a slower month and the other week representing a peak month.

4. The following shall be added as a Special Term & Condition:

CRIMINAL CONVICTION CHECKS: All criminal conviction checks must be concluded before the Contractor's employees gain access to University Data. Employees who have separated employment from Contractor shall undergo another background check before re-gaining access to the Virginia Tech campus. Contractor shall ensure subcontractors conduct similar background checks. All criminal conviction checks 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. Virginia Tech reserves the right to audit a contractor's background check process at any time. All employees must self-disclose any criminal conviction(s) occurring while assigned to the Virginia Tech campus. Such disclosure shall be made to Contractor, which in turn shall notify the designated Virginia Tech contract administrator within 5 days. If, any time during the term of the contract, Virginia Tech discovers an employee has a conviction which raises concerns about university buildings, property, systems, or security, the contractor shall remove that employee's access to the Virginia Tech campus, unless Virginia Tech consents to such access in writing. Failure to comply with the terms of this provision may result in the termination of the contract.

a. The University has an awarded contract with a service provider for criminal conviction screening and background checks. The University prefers this vendor be utilized by the Contractor to comply with the contractual obligations and University Policy 4060.

b.If Contractor chooses to utilize a different firm than the university's preferred provider, the Contractor's selected service provider shall be pre-approved by the Virginia Tech Police department as an acceptable service provider for criminal conviction and background checks to ensure that firm's service levels meet the requirements of University Policy 4060.

c. If a Contractor chooses to utilize a different firm than the university's preferred provider, a five-day hold will be required before placement of employees deemed by the Contractor to meet all of the requirements of the University including a clean background check. Contractor shall provide the University with the name, date of birth and the last four digits of the social security number of all individual(s) to be placed in a temporary position under this contract. The University reserves the right to conduct its own background check process during this hold period.

II. REQUESTS FOR INFORMATION

1. If there was a previous solicitation for these services, what was its title, number, release date, and due date?

Virginia Tech Response: This is a brand-new RFP so no previous contract or solicitation.

2. When is the anticipated contract start date?

Virginia Tech Response: As soon as possible.

3. When is the anticipated award date?

Virginia Tech Response: Anticipated award date is September.

4. Are bidders permitted to deviate in any way from any manner of quoting fees you may be expecting? For example, if there is a pricing page in the RFP, can bidders submit an alternate fee structure? If there is no pricing page in the RFP, do you have any preference for how bidders should quote fees or can bidders create their own pricing categories?

Virginia Tech Response: The University will consider alternate fee structures so long as any proposed structure is clear and transparent and represents the best possible pricing model available to Virginia Tech.

5. Please describe your level of satisfaction with your current or recent vendor(s) for the same purchasing activity, if applicable.

Virginia Tech Response: See response #1.

6. Is there a required number of references or years of experience?

Virginia Tech Response: No, but we expect that the organization has a comprehensive understanding of financial aid and higher education landscapes.

7. Has the current contract gone full term?

Virginia Tech Response: No current contract.

8. To what extent will the location of the bidder's proposed location or headquarters have a bearing on any award?

Virginia Tech Response: The vendor and call representatives must be located in the United States.

9. How are fees currently being billed by any incumbent(s), by category, and at what rates?

Virginia Tech Response: See response #1.

10. What estimated or actual dollars were paid last year, last month, or last quarter to any incumbent(s)?

Virginia Tech Response: \$0

11. Is previous experience with any specific customer information systems, phone systems, or software required?

Virginia Tech Response: While preferred, it is not required. Virginia Tech's current ERP is Ellucian's Banner product.

12. What is the minimum required total call capacity?

Virginia Tech Response: Virginia Tech expects the vendor to staff appropriately based on monthly call volume. Peak volume times are July, August, and January represent 40% of the call volume for the year.

13. What is the minimum simultaneous inbound call capacity?

Virginia Tech Response: During peak times, we would expect 8-10 but this will vary.

14. What is the maximum wait time?

Virginia Tech Response: During peak times, no longer than 15 minutes. During non-peak times, 5-7 minutes.

15. What is the maximum hold time?

Virginia Tech Response: During peak times, no longer than 15 minutes. During non-peak times, 5-7 minutes.

16. What percentage of inbound calls must be answered by a live operator?

Virginia Tech Response: 100%

17. What percentage of calls must be resolved without a transfer, second call, or a return call?

Virginia Tech Response: Initially we understand this percentage will be lower as we work through implementation; however, the goal should be 90% or greater.

18. What is the maximum percentage of calls that can be terminated by the caller without resolution?

Virginia Tech Response: 0%. There should always be a solution.

19. Is there a minimum or maximum number of operators and supervisors?

Virginia Tech Response: You need to staff accordingly to meet Virginia Tech's service expectations.

20. What are the call center's hours of operation?

Virginia Tech Response: 8a.m.-5p.m. EST, Monday-Friday.

21. What are the required language options?

Virginia Tech Response: English is required; a Spanish speaker would be preferred.

22. What is the required degree of dedication for the call center? (Can the call center work on other contracts at the same time as this one)?

Virginia Tech Response: Yes, the call center may work on other contracts as long as they meet Virginia Tech's obligations.

23. Are callers required or allowed to connect with a message verification system or pre-recorded message before connecting to a live operator, or must a live operator be the initial contact?

Virginia Tech Response: You may and should have timely pre-recorded messages playing that address hot topics for that time period.

24. What are the recording requirements for inbound and outbound phone calls and how long must recordings be maintained?

Virginia Tech Response: We expect a percentage of calls per operator be recorded for quality assurance. That will be agreed upon. We do not expect that they be maintained.

25. What are the recording and storage requirements for non-phone communications?

Virginia Tech Response: Would need further information in order to answer this question.

26. What information is to be included in call logs?

Virginia Tech Response: Not sure but please include in proposal how you currently handle your call logs.

27. Can you please clarify the expected 70,000 calls during the contract term. Is that for the one-year term (probably) or for the one year and four one-year options (less likely)?

Virginia Tech Response: See clarification #2 above.

28. What is the current number of seats for operators and supervisors at your existing call center?

Virginia Tech Response: We do not have an existing call center.

29. What is the current average wait time for phone calls?

Virginia Tech Response: Please refer to Attachment A.

30. What is the current average handle time for phone calls and other types of communications?

Virginia Tech Response: The average handle time for phones calls during peak season is 7 minutes.

31. What is the current average after-call work time for operators?

Virginia Tech Response: One minute or less in most instances.

32. Over the past year, what is the percentage of calls received in English versus non-English?

Virginia Tech Response: We don't keep track of that, but the estimate is about 97-99% in English.

33. Over the past year, what percentage of calls received were in Spanish?

Virginia Tech Response: We don't keep track of that, but the estimate is about 1-3% in English.

34. What time of day, days of the week, or times of the year do calls typically peak?

Virginia Tech Response: July, August, and January. Mondays and anytime around a bill due date (usually the 10th of every month with August 10 and January 10 being heaviest of times). Lunch hours are heavy. See accompanying call examples.

35. Are there any other means of communication required to support this contract such as chat, email, SMS?

Virginia Tech Response: No.

36. Could you provide data on average handle time, service level goals or additional key performance indicators (KPIs)?

Virginia Tech Response: See Attachment A.

37. What is the estimated value of this project?

Virginia Tech Response: Not known.

38. Do you have contact data you can share?

- a. Voice: average handle time
- b. Call volumes by day/hours of operation (HOOP)
- c. Chat volumes by day/hoop

Virginia Tech Response: See Attachment A.

39. We understand there will be seasonality associated with enrollment periods. Can you share call volumes by month?

Virginia Tech Response:

	July	August	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June
23-24	5283	4414	1480	910	597	866	3744	1585	1310	4040	4103	2566
22-23	4208	5185	1787	1016	971	1267	3399	1731	2075	2169	1954	2236

Note: included two years of data because FAFSA Simplification/delayed FAFSA shifted volume in the 2023-2024 academic year (specifically March-May).

40. Is there a preferred service level rate that you would like to manage to?

Virginia Tech Response: We want to see what is proposed.

41. How long is current new hire training for a new call center representative?

Virginia Tech Response: We do not currently have a call center.

42. Will the call center partner telephony platform be used?

Virginia Tech Response: No.

43. Is chat and/or SMS part of the current solution? If not, are you receptive to employing these technologies if it is a fit?

Virginia Tech Response: No. If those technologies are free, then possibly.

44. Do you deploy self-service capabilities through an IVR or help center?

Virginia Tech Response: No.

45. Are you open to other potential technologies that could save costs and provide a better customer experience?

Virginia Tech Response: If they are free, possibly.

46. Do you anticipate any outbound call/contact needs; i.e. account in arrears, etc.

Virginia Tech Response: No.

47. What is your current policy on using generative AI within the contact center?

Virginia Tech Response: We do not currently have a contact center; therefore, no AI policy. However, to use AI you would have an integration and this RFP does not account for system integration.

48. Do you currently measure, or would you consider measuring CSAT?

Virginia Tech Response: No, we do not. However, we would entertain.

49. Is there an estimate on FTEs for the project?

Virginia Tech Response: No, but we would like to see in your proposal how many staff would be needed to run our call center.

50. What is your current CCaaS application and contact center Technology stack (CRM, etc.)?

Virginia Tech Response: We do not use a CRM; we use zoom workspace and document our interactions in our ERP system—Banner.

51. Is there an already built training curriculum for this project?

Virginia Tech Response: There is currently an onboarding plan, but the plan is not a complete training curriculum.

52. If so, could you please describe the training methodology (e.g. instructor-led, self-paced, on-demand, blended approaches, etc.)?

Virginia Tech Response: Blended approaches.

53. If available, could you share your training materials and agenda?

Virginia Tech Response: No.

54. What is your preferred agent capacity in training?

Virginia Tech Response: We expect you to staff for the volume that is upcoming.

55. Do you utilize an LMS?

Virginia Tech Response: No.

56. Do you utilize a Knowledge Base? If so, where is the information kept?

Virginia Tech Response: No.

57. Do you have a train-the-trainer process?

Virginia Tech Response: No, but the University would consider developing a process.

58. What are your biggest training related challenges?

Virginia Tech Response: This is a fast-paced office and the issues surrounding FAFSA Simplification have complicated this year. Further, financial aid is cyclical. Therefore, to understand the full cycle of financial aid, it will take a year. So, keeping everyone up-to-date and just-in-time training are challenges.

59. Are agents able to be remote?

Virginia Tech Response: They may be remote; however, they must be able to have internet to do their job and secure login.

60. Are nearshore agents permissible?

Virginia Tech Response: No.

61. Pricing instructions indicated that a price per call should be included – is this a requirement or are we able to provide cost per productive hour at the agent level?

Virginia Tech Response: See response #4 above.

62. Is there a current Quality Assurance program in place?

Virginia Tech Response: No.

63. What other applications would agents need access to for properly addressing callers' concerns? (only Ellucian banner was addressed)

Virginia Tech Response: They need to be able access your call system and we will have to determine a method for escalations. Right now that appears to be an e-mail.

64. Does VT have any intention to leverage any self-service automations (voice bot/Chatbot) in the future or as part of this scope of work?

Virginia Tech Response: See response #44 above.

65. Are there any other channels in scope besides voice? (SMS, email, chat)

Virginia Tech Response: See response #43 above

66. Is there a need for any automated outbound calls by an agent or a voicebot?

Virginia Tech Response: See response #46 above.

67. After award, will the number of Proposals submitted be available to the public?

Virginia Tech Response: Yes.

68. Outside of Banner, what additional systems, i.e., imaging, CRMs, third-party billing, etc., will agents need to access to assist callers?

Virginia Tech Response: See response #63.

69. The Data Protection and Incident Response, #10 Audits, specifies the vendor must have a SOC 2 or other security audit performed annually. Will the University accept a SOC 1 and/or HECVAT in lieu of the SOC 2?

Virginia Tech Response: The awarded Contractor will be required to provide a complete SOC 2 report and a HECVAT assessment. Additionally, the FERPA Addendum must be completed. For that Addendum, please refer to Attachment B. Compliance with these requirements will be essential for the execution of the contract.

70. Once the contract is awarded how soon do you anticipate going live?

Virginia Tech Response: See response #2.

71. Do vendors need to have a contract with a SWAM prior to responding and do they need to be registered or can they register later?

Virginia Tech Response: While this is not a requirement, it's strongly recommended.

72. What is the average talk time per call?

Virginia Tech Response: Depends on time of year. See accompanying call volume examples.

73. Are there required wrap up activities?

Virginia Tech Response: All calls must be documented in the SIS.

74. Is the current call center on campus?

Virginia Tech Response: No current call center. Calls are taken internally right now.

75. Does the call center team respond to inbound emails addressed to finaid@vt.edu or is this handled by another team?

Virginia Tech Response: This is handled by another team.

76. Can Virginia Tech share any current challenges with the existing call center operation?

Virginia Tech Response: We do not have an existing call center.

77. Can Virginia Tech please share the current training schedule for onboarding a new team member? What is the length of the training?

Virginia Tech Response: Four weeks with ongoing training.

78. The RFP states, "Pricing should include a cost breakdown per call." We would need to be given information on the scope of the calls to provide per call cost breakdowns. Do you have the average handle time? If not, would you consider a different pricing structure like payroll hour pricing?

Virginia Tech Response: See response #4 and Attachment A.

79. Will the call center requirement be different on Holidays? Please list the Holidays and their unique requirements.

Virginia Tech Response: We do not expect the call center to be open during VT holidays. Winter break will be discussed with the awarded vendor.

80. Historically, how long has the classroom training been (# of days) for the typical customer service agent?

Virginia Tech Response: Two to four weeks. We integrate call shadowing and reverse shadowing.

81. Historically, how long has the live call portion of training (nesting) been (# of days) for the typical customer service agent?

Virginia Tech Response: Two weeks.

82. What is Virginia Tech's length of training – number of hours?

Virginia Tech Response: Two to four weeks with ongoing training.

83. Will Virginia Tech provide the training curriculum/program?

Virginia Tech Response: We will provide a framework.

84. What is the estimated budget allocated for this project?

Virginia Tech Response: Since the University does not currently operate a Call Center a fixed budget number is not available, please submit your best possible cost proposal to satisfy the scope of work.

85. What challenges is Virginia Tech currently facing with the current delivery of services?

Virginia Tech Response: We currently do not have a contact center. We handle calls internally. However, those staff are expected to perform other functions, which is challenging.

86. What is the monthly breakdown of volumes for total inbound calls, chats, emails, and web cases individually for OneStop?

Virginia Tech Response: This is not a OneStop. See response #39.

87. Please provide the annual call volume for inbound OneStop Support.

Virginia Tech Response: See response #86.

88. What is the total volume count that Virginia Tech wants the vendor to provide a price based upon for inbound support?

Virginia Tech Response: See response #39.

89. Will the contractor need to provide their own ticketing system, or will it be utilizing the college ticketing system?

Virginia Tech Response: This engagement will not include a ticketing system.

90. Would you be open to the proposal including artificial intelligence along with live agent support?

Virginia Tech Response: See response #47.

91. Can you please provide more details about the student wage positions you are referring to in the RFP document?

Virginia Tech Response: Yes. We expect this call center to be able to tell students who are seeking on-campus employment (i.e. student wage) where they can go to find a listing of student wage positions.

92. What is the performance of your current delivery in terms of Average Speed to Answer?

Virginia Tech Response: See accompanying call volume examples.

93. What is the performance of your current delivery in terms of Average Handle Time?

Virginia Tech Response: See accompanying call volume examples.

94. What is the performance of your current delivery in terms of Abandon Rate percentage?

Virginia Tech Response: See accompanying call volume examples.

95. What is the performance of your current delivery in terms of First Call Resolution percentage?

Virginia Tech Response: We do not have a current delivery. It is handled inhouse.

96. How does this project align with and contribute to the overall objectives outlined in the institution's master plan?

Virginia Tech Response: Having this call center allows USFA to conduct more outreach with our strategic student populations.

97. Is it acceptable to conduct training in a virtual environment?

Virginia Tech Response: Yes, as long as all agents are evaluated and can answer calls correctly and accurately document calls.

98. Can the vendor hire remote agents for this program?

Virginia Tech Response: See response #59.

99. If the vendor hires remote agents, do the agents have to reside in the state of Virginia or can they reside anywhere in the United States?

Virginia Tech Response: They may reside outside of Virginia but must be within the United States.

100. Are there current SLAs/KPIs for this program?

Virginia Tech Response: No, because we currently handle internally. However, we expect to have them with a vendor.

101. What specific background checks and/or drug screens are required of the staff?

Virginia Tech Response: Please refer to #13 in our General Terms and Conditions for the drug screening clause. For background check information, please refer to the added Term and Condition at the top of this Addendum.

102. Please outline the entire technology stack for this program and what is provided by Virginia Tech and what the vendor will be responsible for.

Virginia Tech Response: Virginia Tech will provide the agents access to its SIS for accessing student information and leaving comments. The vendor should have the technology to take the calls routed from VT's number. VT and vendor will agree on a system to forward escalations.

103. What are the top goals for the chosen vendor to focus on?

Virginia Tech Response: Delivering correct answers and providing correct information to students and their families in accordance with institutional policies, state regulations, and federal regulations.

104. In Section I Purpose, you state "can successfully handle those tier 1 interactions in a manner that is consistent with Virginia Tech's customer service expectations" - can you clarify what those expectations are?

Virginia Tech Response: We expect that calls are handled in a friendly manner. Customers are provided correct answers that comply with institutional policy, state regulations, and federal regulations.

105. Do you have any service level for Average Speed to Answer that must be maintained?

Virginia Tech Response: We want to see what is proposed.

106. Do you expect to offer a fixed price contract or a labor hours contract?

Virginia Tech Response: See response #4 above.

ATTACHMENT A

USFA Routing Point Performance - Daily

Routing Point Group: UFSA Routing Points

Routing Point: USFA Queue Processing (34505)

Time Grain: Half-Hourly Trend Daily

Time Period: Dates: 10/30/2023

Time Zone: Eastern Time

Date	Start Time	End Time	Arrivals	Handles	Abandons	Outflows	Others	Avg. Wait C	Max Delay	Avg Active I	Avg Hold D
10/30/2023	8:00 AM	8:30 AM	4	3	0	1	1	:00:12	:00:20	:01:50	:00:21
10/30/2023	8:30 AM	9:00 AM	1	1	0	0	0	:00:11	:00:11	:06:25	:04:21
10/30/2023	9:00 AM	9:30 AM	1	1	0	0	0	:00:09	:00:09	:01:50	:01:15
10/30/2023	9:30 AM	10:00 AM	4	4	0	0	0	:00:12	:00:14	:02:38	:00:50
10/30/2023	10:00 AM	10:30 AM	3	2	1	0	0	:00:13	:00:16	:04:43	:00:00
10/30/2023	10:30 AM	11:00 AM	2	2	0	0	0	:00:12	:00:13	:04:52	:00:00
10/30/2023	11:00 AM	11:30 AM	2	2	0	0	0	:00:12	:00:12	:08:50	:00:22
10/30/2023	11:30 AM	12:00 PM	10	1	1	8	8	:00:11	:00:55	:06:12	:04:09
10/30/2023	12:00 PM	12:30 PM	7	6	0	1	1	:00:12	:00:20	:05:50	:01:07
10/30/2023	12:30 PM	1:00 PM	5	4	0	1	1	:00:10	:00:20	:02:46	:00:48
10/30/2023	1:00 PM	1:30 PM	3	2	0	1	1	:00:08	:00:20	:07:18	:00:00
10/30/2023	1:30 PM	2:00 PM	2	2	0	0	0	:00:12	:00:14	:01:38	:00:00
10/30/2023	2:00 PM	2:30 PM	6	3	0	3	3	:00:37	:01:30	:03:35	:00:00
10/30/2023	2:30 PM	3:00 PM	5	5	0	0	0	:00:12	:00:14	:05:37	:00:12
10/30/2023	3:00 PM	3:30 PM	7	5	0	2	2	:01:53	:03:39	:04:38	:00:05
10/30/2023	3:30 PM	4:00 PM	5	5	0	0	0	:00:23	:01:08	:08:00	:00:30
10/30/2023	4:00 PM	4:30 PM	5	4	0	1	1	:00:07	:00:20	:06:54	:07:47
10/30/2023	4:30 PM	5:00 PM	4	4	0	0	0	:00:09	:00:14	:04:14	:00:00
10/30/2023	5:00 PM	5:30 PM	0	0	0	0	0		:00:00		
10/30/2023	5:30 PM	6:00 PM	0	0	0	0	0		:00:00		
10/30/2023	6:00 PM	6:30 PM	0	0	0	0	0		:00:00		
10/30/2023	6:30 PM	7:00 PM	0	0	0	0	0		:00:00		
10/30/2023	7:00 PM	7:30 PM	0	0	0	0	0		:00:00		
Summary			76	56	2	18	18	:00:22	:03:39	:04:58	:01:04

ATTACHMENT B

Data Security Addendum between **CMD Investment Group (d/b/a CMD Outsourcing Solutions, Inc ("Vendor"))** and
Virginia Polytechnic Institute and State University ("Virginia Tech" or "University")

This Addendum supplements the **Request for Proposal (RFP) response to RFP 049302503 between Virginia Tech and Vendor**. It is applicable only in those situations where Vendor will provide the following Services (as defined below): to Virginia Tech (if applicable, pursuant to a University purchase order), that necessitates Vendor create, obtain, transmit, use, maintain, process, or dispose of University Data (as defined in the Definitions Section of this Addendum) in order to fulfill its obligations to Virginia Tech. As used herein, the term "Agreement" means the Vendor document referenced above, this Addendum and, if applicable, the Virginia Tech purchase order.)

This Addendum sets forth the terms and conditions pursuant to which University Data will be protected by Vendor during the term of the parties' Agreement and after its termination.

1.	<p>Definitions</p> <p>a. "Brand Features" means the trade names, trademarks, service marks, logos, domain names, and other distinctive brand features of each party, respectively, as secured by such party from time to time.</p> <p>b. "End User" means the individuals authorized by University to access and use the Services provided by Vendor under the Agreement.</p> <p>c. "Personally Identifiable Information" includes but is not limited to: personal identifiers such as name, address, phone number, date of birth, Social Security Number, email address, student or personnel identification number, and non-"directory information" as that term is defined in the Family Educational Rights and Privacy Act, 20 USC 1232g; "personal information" as defined in Virginia Code section 18.2-186.6 and/or any successor laws of the Commonwealth of Virginia; personally identifiable information contained in student "education records" as that term is defined in the Family Educational Rights and Privacy Act, 20 USC 1232g; "medical information" as defined in Virginia Code Section 32.1-127.1:05; "protected health information" as that term is defined in the Health Insurance Portability and Accountability Act, 45 CFR Part 160.103; "nonpublic personal information" as that term is defined in the Gramm-Leach-Bliley Financial Modernization Act of 1999, 15 USC 6809; credit and debit card numbers and/or access codes and other "cardholder data" and "sensitive authentication data" as those terms are defined in the Payment Card Industry Data Security Standards; other financial account numbers, access codes, driver's license numbers; and state or federal identification numbers such as passport, visa or state identity card numbers.</p> <p>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 800-53 Rev. 5 guidelines relevant to data categorized as high security.</p> <p>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.</p> <p>f. "Services" means any goods or services acquired by University from Vendor.</p> <p>g. "University Data" includes all Personally Identifiable Information and other information that is not intentionally made generally available by University on public websites, including but not limited to business, administrative and financial data, intellectual property, and patient, student and personnel data.</p>
2.	<p>Applicability to Other Agreements</p> <p>University and Vendor acknowledge there may be future agreements between the parties, including purchase orders, where Vendor will obtain University Data ("Other Agreements") and may contain</p>

07/31/2024

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	<p>confidentiality and security provisions of a similar nature as set forth in this Addendum. The parties agree that, to the extent of any conflict between the terms of this Addendum and the terms of Other Agreements, the terms of this Addendum will control. The terms and conditions of this Addendum will apply to Vendor with respect to any performance applicable or relevant to Other Agreements. The terms of this Addendum will apply to Vendor's obligation to keep and safeguard University Data.</p>
3.	<p>Rights and License in and to University Data</p> <p>The parties agree that as between them, all rights, including all intellectual property rights, in and to University Data will remain the exclusive property of University, and Vendor has a limited, nonexclusive license to use the data as provided in the Agreement solely for the purpose of performing its obligations hereunder. The Agreement does not give a party any rights, implied or otherwise, to the other's data, content, or intellectual property, except as expressly stated in the Agreement.</p>
4.	<p>Data Privacy</p> <ol style="list-style-type: none"> Vendor will use University Data only for the purpose of fulfilling its duties under the Agreement and will not share such data with or disclose it to any third party without the prior written consent of University, except as required by the Agreement or as otherwise required by law. Vendor may not store University Data outside the United States without prior written consent from University. Vendor will provide access to University Data only to its employees and subcontractors who need to access the data to fulfill Vendor obligations under the Agreement. Vendor will ensure that employees who perform work under the Agreement have read, understood, and received appropriate instruction as to how to comply with the data protection provisions of this Agreement. If Vendor will have access to University's "education records," as defined under the Family Educational Rights and Privacy Act (FERPA), Vendor acknowledges that for the purposes of the Agreement it will be designated as a "school official" with "legitimate educational interests" in University education records, as those terms have been defined under FERPA and its implementing regulations, and Vendor agrees to abide by the limitations and requirements imposed on school officials. Vendor will use the education records only for the purpose of fulfilling its duties under this Agreement for University's and its End Users' benefit and will not share such data with or disclose it to any third party except as provided for in the Agreement, required by law, or authorized in writing by University.
5.	<p>Data Security</p> <ol style="list-style-type: none"> Vendor will store and process University Data 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 Vendor'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. Without limiting the foregoing, Vendor warrants that all electronic University Data will be encrypted in transmission (including via web interface) and at rest in accordance with latest version of National Institute of Standards and Technology Special Publication 800-53, Rev. 5 (specifically, SC-28, Protection of Information at Rest, and SC-8, Transmission Confidentiality and Integrity). Vendor will be prepared to modify or increase data security safeguards when notified by University of changes to IT security compliance requirements for specific elements of University Data. Vendor will use industry-standard and up-to-date security tools and technologies such as anti-virus protections and intrusion detection methods in providing Services under this Agreement.
6.	<p>Employee Background Checks and Qualifications</p> <p>Vendor will ensure that its employees have passed reasonable and appropriate background screening and possess all needed qualifications and training to comply with the terms of this Addendum including, but not limited to, all terms relating to data and intellectual property</p>

	protection.
7.	<p>Data Authenticity and Integrity</p> <p>Vendor will take reasonable measures, including audit trails, to protect University Data against deterioration or degradation of data quality and authenticity. Vendor will 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."</p>
8.	<p>Security Breach</p> <p>a. Response. Immediately upon becoming aware of a Security Breach, or of circumstances that could have resulted in unauthorized access to or disclosure or use of University Data, Vendor will notify University, fully investigate the incident, and cooperate fully with University's investigation of and response to the incident. Except as otherwise required by law, Vendor will not provide notice of the incident directly to individuals whose Personally Identifiable Information was involved, regulatory agencies, or other entities, without prior written permission from University.</p> <p>b. Liability. In addition to any other remedies available to University under law or equity, Vendor will reimburse University in full for all costs incurred by University in investigation and remediation of such Security Breach, 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.</p>
9.	<p>Response to Legal Orders, Demands or Requests for Data</p> <p>a. Except as otherwise expressly prohibited by law, Vendor will:</p> <ul style="list-style-type: none"> immediately notify University of any subpoenas, warrants, or other legal orders, demands or requests received by Vendor seeking University Data; consult with University regarding its response; cooperate with University's reasonable requests in connection with efforts by University to intervene and quash or modify the legal order, demand or request; and upon University's request, provide University with a copy of its response. <p>b. If University 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 Vendor, University will promptly provide a copy to Vendor. Vendor will promptly supply University with copies of data required for University to respond and will cooperate with University's reasonable requests in connection with its response.</p>
10.	<p>Data Transfer Upon Termination or Expiration</p> <p>a. Upon termination or expiration of the Agreement, Vendor will ensure that all University Data are securely returned or destroyed as directed by University in its sole discretion. Transfer to University or a third party designated by University will occur within a reasonable period of time, and without significant interruption in Services. Vendor will ensure that such transfer/migration uses facilities and methods that are compatible with the relevant systems of University or its transferee, and to the extent technologically feasible, that University will have reasonable access to University Data during the transition. In the event University requests destruction of its data, Vendor agrees to Securely Destroy all data in its possession and in the possession of any subcontractors or agents to which Vendor might have transferred University data. Vendor agrees to provide documentation of data destruction to University.</p> <p>b. Vendor will notify University of impending cessation of its business and any contingency plans. This includes immediate transfer of any previously escrowed assets and data and providing University access to Vendor's facilities to remove and destroy University-owned assets and data.</p>

	<p>Vendor will implement its exit plan and take all necessary actions to ensure a smooth transition of Services with minimal disruption to University. Vendor 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 University. Vendor will work closely with its successor to ensure a successful transition to the new equipment, with minimal downtime and effect on University, all such work to be coordinated and performed in advance of the formal, final transition date.</p>
11.	<p>Audits</p> <p>a. University reserves the right, in its sole discretion, to perform audits of Vendor, at University's expense, to ensure compliance with the terms of this Addendum. Vendor will reasonably cooperate in the performance of such audits. This provision applies to all agreements under which Vendor must create, obtain, transmit, use, maintain, process or dispose of University Data.</p> <p>b. If Vendor must, under the Agreement, create, obtain, transmit, use, maintain, process or dispose of the subset of University Data known as Personally Identifiable Information <u>or</u> financial or business data which has been identified to Vendor as having the potential to affect the accuracy of University's financial statements, Vendor will, at its expense, conduct or have conducted at least annually a/n:</p> <ul style="list-style-type: none"> • American Institute of CPAs Service Organization Controls (SOC) Type II audit, or other security audit with audit objectives deemed sufficient by University, which attests Vendor's security policies, procedures and controls; • vulnerability scan, performed by a scanner approved by University, of Vendor's electronic systems and facilities that are used in any way to deliver electronic Services under this Agreement; and • formal penetration test, performed by a process and qualified personnel approved by University, of Vendor's electronic systems and facilities that are used in any way to deliver electronic Services under the Agreement. <p>Additionally, upon request, Vendor will provide University the results of the above audits, scans and tests and will promptly modify its security measures as needed based on those results to meet its obligations under this Addendum. University may require, at University's expense, Vendor to perform additional audits and tests, the results of which will be provided promptly to University.</p>
12.	<p>Institutional Branding</p> <p>Each party will have the limited right to use the other party's Brand Features only in connection with performing the functions provided in the Agreement, after the other party's review of the intended use of the Brand Features and in accordance with that party's trademark identity and guidelines. Any use of a party's Brand Features will enure to the benefit of the party holding intellectual property rights in and to those features.</p>
13.	<p>Compliance</p> <p>a. Vendor will comply with all applicable laws and industry standards in performing Services under this Addendum. Any Vendor personnel visiting University's facilities will comply with all applicable University policies regarding access to, use of, and conduct within such facilities. University will provide copies of such policies to Vendor upon request.</p> <p>b. Vendor warrants that the Services it will provide to University are fully compliant with and will enable University to be compliant with relevant requirements of all laws, regulation, and guidance applicable to University and/or Vendor, 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), Gramm-Leach-Bliley Financial Modernization Act (GLB), Payment Card Industry Data Security Standards (PCI-DSS), Americans with Disabilities Act (ADA), Federal Export Administration Regulations, and Defense Federal Acquisitions Regulations.</p>

	c. If the Payment Card Industry Data Security Standards (PCI-DSS) are applicable to Vendor Services provided to University, Vendor will furnish proof of compliance with PCI-DSS within ten (10) business days of University's written request.
14.	Indemnity Vendor will indemnify, defend and hold University harmless from all claims, liabilities, damages or judgments involving a third party, including University's costs and attorneys' fees, which arise because of Vendor's failure to meet any of its obligations under this Addendum.
15.	No End User Agreements This Agreement is the entire agreement between University (including University employees and other End Users) and Vendor. In the event Vendor enters into terms of use agreements or other agreements or understandings, whether electronic, click-through, verbal or in writing, with University employees or other End Users, such agreements will be null, void and without effect, and the terms of the Agreement will apply.
16.	Survival Vendor's obligations under Section 10 will survive termination of the Agreement until all University Data has been returned or Securely Destroyed.

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.

CMD Outsourcing Solutions, Inc.

Virginia Tech

By: David Cooper *David Cooper*

By: _____

Title: Senior Vice President

Title: _____

Date: 8-12-2024

Date: _____

07/31/2024

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Negotiation Summary

Negotiation Questions for CMD Outsourcing Solutions

1. As part of Virginia Tech standard procedures, all awarded contracts will be publicly posted on an online contracts portal. Is there any information included that would be used to identify or harm a person's identity, finances or personal information? If so, please provide a redacted copy of your proposal.

We have attached a redacted copy of our proposal.

2. End of Contract Service Transition Expectations: If or when a transition of service to another provider is required (end of contract life or otherwise), the university would require the incumbent firm to cooperative fully in a successful transition of services. Explain any requirements your firm might have in preparing for such a transition of services. Additionally, please indicate your willingness to establish a transition plan alongside the new provider of service which may include but not be limited to sharing important data and/or existing service information via a cooperative knowledge transfer process.

CMD is willing to initiate and support a transition to another service provider, or to VA Tech in-house support. CMD is willing to share all pertinent data and information to necessitate a successful and seamless transition. This assumes VA Tech has provided proper notice and continues to pay invoices for the services provided.

3. Cost to the University is a major component of this solicitation and one of the 5 factors considered during the award process. With this in mind, please submit your best and final pricing for consideration.

CMD is willing to lower the per-call-answered to \$6.35.

4. Are the prices provided with your proposal as favorable (or more favorable) as pricing provided to other Higher Educational Institutions?

Yes.

5. Is CMD Outsourcing Solutions willing to provide a rebate structure or other financial incentive to the University?

CMD is not opposed to rebate, but it is unclear how a rebate structure would work under this type of support. CMD's pricing does have incentives built in given that it is based on a per-call-answered pricing. CMD would also encourage the school to consider incentives for performance beyond agreed upon service levels.

6. Does CMD Outsourcing Solutions agree to provide monthly invoices with payment due thirty (30) days after receipt of invoice or goods/services, whichever is later?

Yes.

7. If awarded a contract, do you agree to limit price increases to no more than the increase in the Consumer Price Index, CPI, "Services" for the latest twelve (12) months for which statistics are available at the time of renewal or 3 percent, whichever is less?

Because of the enormous inflationary pressure experienced over the last 5-7 years, CMD proposes the following:

- *1 ½ percent increase for each renewal term, or the increase in the Consumer Price Index, CPI, "Services" for the latest twelve (12) months, not to exceed 4%.*

8. If awarded a contract for an initial three years, are you willing to hold prices firm for that term?

Yes.

9. We are interested in the chatbot. Could you provide details on the pricing?

Chatbot is approximately \$24,000 annually. This includes implementation and ongoing support services.

10. Are you registered with and willing to participate in the eVA internet procurement solution described in the terms and conditions of the RFP?

Yes.

11. Are the prices for all goods/services listed in your proposal inclusive of all applicable eVA system transaction fees?

Yes.

12. Will CMD Outsourcing Solutions agree to participate in the Wells One AP Control Payment System?

Yes.

13. Is CMD Outsourcing Solutions willing to provide a report at the end of each Virginia Tech Fiscal Year detailing the money saved by the University by utilizing this contract? Virginia Tech's Fiscal Year ends June 30th of each year.

Upon request, CMD is willing to provide this analysis. However, it will require VA Tech to provide internal cost relating to staffing, support, and other infrastructure support costs prior to CMD's involvement.

14. Please describe CMD Outsourcing Solutions reporting capabilities.

Reporting capabilities are provided in Attachment A to this document.

15. Prior to renewal does CMD Outsourcing Solutions agree to reevaluated pricing to be sure Virginia Tech is receiving the best possible discount or rate structure CMD Outsourcing Solutions can provide?

Yes.

16. Do you agree that you will be performing services as an Independent Contractor, Company, Corporation or other business entity and are not an employee of Virginia Tech or any other Commonwealth Entity?

Yes.

17. Do you further agree that Virginia Tech will not withhold any income taxes from its payments to contractors nor will it provide any employment benefits to the contractor or contractor's employees?

Yes.

18. Please describe CMD Outsourcing Solutions process for addressing any service-related issues.

Service-related issues within call center support are broadly categorized among two primary attributes: Answer Rates and Call Quality. As stated within the RFP responses, CMD forms a very close and seamless partnership with the school. As a result, any issues related to service levels or call quality are known to the school immediately. If any service or quality issues arise, CMD immediately begins a root-cause analysis to investigate and determine the cause and puts in place a plan of action to address the issue. The school is kept informed and involved during this process.

Below is a summary of how CMD manages these primary quality attributes.

Answer Rates

For addressing service-related issues, particularly in terms of "answer rate," CMD will meet regularly with the client to review current performance metrics, provide projections, and assess future needs. During these sessions, we will work collaboratively to reach consensus on any necessary adjustments, ensuring our team meets agreed-upon targets while anticipating fluctuations in demand.

CMD utilizes workforce management software within its 8x8 contact center platform to accurately predict volume and staffing to meet prescribed service levels. This predictive functionality facilitates staffing projections based on a variety of inputs, including client-specific variables. Additionally, the software is utilized throughout the day for real-time CSR queue management.

Service level parameters and variables are input for each client. Each manager and supervisor is alerted should service levels fall outside the prescribed parameters.

The 'real time' monitoring, combined with the predictive ability, allows CMD to accurately forecast and schedule for virtually any type of project.

Our technology allows CMD to staff and monitor the support for the proposed VA Tech program to meet the prescribed service levels. CMD's technology provides real-time, as well as hourly, daily, weekly, monthly and yearly, reporting on the number of calls received, answered, average time to answer and average time to handle the call.

Call Quality

CMD manages Call Quality from a number of different fronts within the organization.

- *Partnership Approach with the School and Staff*
- *Quality Assurance Program*
- *Call Escalation and Referral Process*
- *Training*

Below is a summary from the RFP response of each area that can affect overall call quality.

Developing a Partnership Environment

Developing close partnerships where communication is seamless between CMD, the student, and each client, is critical. By doing so, CMD becomes an extension of the client's office and information can flow freely and in real-time.

This process begins with identifying the primary contact at the school. This may or may not be the same as the day-to-day contact. To ensure the effective and seamless distribution of information, CMD requests that its managers and supervisors be added to any e-mail lists that are already in place within the offices being supported. Additionally, CMD gathers and documents contact information of recipients of the daily, weekly and monthly reports, or other important information.

Key contacts at VT will have desktop access to their call queue, KnowledgeBase, live call recordings and chats (if applicable), which ensures real-time access to all key performance and operational metrics. The key contact will always be current on the activities at CMD's call center.

CMD can also communicate with staff using your preferred instant messaging service or other preferred platforms such as Microsoft Teams. Having the ability to communicate in real-time and get an immediate response helps CMD further integrate into your day-to-day operations. This process ensures that there is no lag in information disseminated from the school.

CMD's call center operations and support methodology include weekly, or twice-weekly, conference calls with each client 's staff. During weekly meetings, CMD reviews and discusses any outstanding Service Request, or any other items, that may affect student satisfaction. This would include an ongoing review of the following:

- Any case note logged in Banner requiring school attention that is still outstanding.
- A review of any spikes in specific "call reason" categories during the week that the school may want to investigate for potential issues.
- Any proactive measures, such as specific scripting, that might be put in place to handle short-term spikes due to unforeseen service disruptions or issues.
- Any other service-related issues.

In addition to the twice-a-week virtual meetings between CMD and VT staff, we can also easily make in person visits to your campus given its close proximity to CMD. Our sales and operation teams will work with your staff to schedule in-person visits throughout the year as necessary.

Quality Assurance Program

Our CSR Quality Assurance program is central to our ability to deliver superior results to our clients and one of the primary tools for assessing a CSR's ability and performance.

The core of this program is call monitoring, evaluation, scoring, and follow-up.

- CMD records all incoming client calls and simultaneously captures screen activity for each recorded call.
- We monitor a cross section of all calls.
 - ◆ All CSRs have a minimum of 15 calls monitored and scored per month.
 - For newer CSRs or CSRs taking calls for a new client, this number is higher.
 - ◆ All monitored calls are scored on a scale of 0% to 100%.

Based on these scores, CSRs may need follow-up coaching and/or training.

- The Quality Assurance department and/or a CSR's manager reviews all monitored calls on a regular basis.
 - ◆ This provides an opportunity to point out areas where a CSR is meeting or exceeding expectations; and,
 - if necessary, brings light to areas where a CSR needs improvement.
- If a CSR continues to fail in a specific area, their manager counsels the CSR and, in some cases, the CSR may be required to return to a training class to focus on the specific area.
 - ◆ No CSR will remain on a client account who is not meeting all the requirements of the client.

Because every CSR is monitored and scored, CMD has a company-wide view of call quality at multiple levels. CMD routinely reviews quality levels across the company, by department, and by CSR, which allows training resources to be deployed in a more targeted and efficient fashion.

CMD managers work with their CSRs on a daily basis on a variety of topics. Each CSR is tracked in 5 statistical areas, including call quality. Any score not meeting expectations is tracked and available to the manager for review. The manager will meet with CSRs on all calls scored below expectations; managers track their interactions with a CSR based on the level of severity of the issue identified in the monitored call. Consistently underperforming CSRs are counseled, first verbally and then in writing. Whenever possible, our goal is to improve their service levels through ongoing mentoring, training, and feedback.

Part of each CSR's score is their ability and success with understanding, supporting, and implementing client-specific processes and program requirements. In addition to monitoring recorded calls, chat and email are also monitored for overall QA scoring purposes. CMD uses a multi-variant scoring matrix as part of its Quality Assurance for individual CSRs. Each CSR is tracked and evaluated, based on the following data points, to arrive at an overall score:

- Quality – Accuracy / Compliance / SIS Navigation / Subject Matter / Call Opening Closing / Listening Skills / Recap / etc.
- Attendance
- Productivity – Total calls taken / being logged into the system when they're supposed to be / schedule / call resolution / hold-time
- Tardiness

- Following Corporate Policies – no cell phones, no paper or pens, helping others, etc.

While some categories are weighted more heavily than others, CMD has found that a comprehensive view of a CSR's work effort provides a more accurate assessment of overall performance and attainment of our QA program goals. Scores are tracked and retained. They are a part of CSR's record and are included in the performance review process.

Call Escalation and Referral Process

CMD establishes a referral/escalation process for calls where the student/parent's questions are unable to be answered by a CSR and for calls relating to departments that are outside of the scope of the current support. In cases where additional information may be needed from a specific individual in the Financial Aid, or other offices being supported, CMD will put in place, as part of the start-up process, a pre-established routing and escalation system for all inquiries. The routing and priority will be based on the type of inquiry, as well as the seriousness and severity of the inquiry. The details of this are typically developed as part of the implementation process.

If a referral is required, the CSR notifies their team lead, supervisor, or manager, that they have an inquiry they cannot resolve. The team lead, supervisor or manager reviews and logs the referral and transmits the information to the school via a predetermined routing process, typically the school CRM. CMD also has the flexibility to support follow-up in a number of different formats. We currently support specific follow-up on student accounts by e-mail, internal work tickets, MS Teams, Google Drive, multiple CRMs, or any other manner that would be acceptable to our clients.

CMD works with its clients to establish and commit to a fixed timeframe for follow-up with students and families. The timeframe is communicated to each caller who requires a call back. This sets student expectations and addresses any concerns regarding future correspondence and service levels. This collaborative approach and commitment is critical in maintaining the continuity of customer service.

In each case, CMD evaluates calls that can't be answered (usually less than 7%) by the following:

- Should the CSR have been able to answer the call based on the current KnowledgeBase or other available systems?
 - ◆ If so, this would be a training issue.

- Could the CSR have answered the call if the KB was updated with the information in question?
 - ◆ This is an update and documentation issue.
- Is the call in question part of the current scope of support, and if not, could it be added so that the CSR could answer calls in the future on the same subject?
 - ◆ This would be a discussion with the school to expand the KB to provide more comprehensive support.

CMD's goal is to answer as many calls as accurately as possible without referral of the call to the client, thus minimizing the chance the caller will have to be transferred or call back.

Training

Before a CSR can begin supporting clients, they go through a rigorous training program. This includes testing on higher education policies and procedures, and client-specific requirements. Once a CSR is supporting clients, they are continually assessed by means of the QA process. How we track CSR performance was described in detail in Section d. **Error! Reference source not found..**

CMD tracks key data on every CSR, daily, weekly, monthly and annually. We have analysts on staff tracking key data on a daily basis. This data includes scoring on how well a CSR is following customer service and privacy requirements, as well as client-specific requirements. This data is reported to the CSR at the start of each day and the CSR's manager has this data on their desktop dashboard.

The steps or process taken if CSR knowledge is deficient are as follows:

- Each CSR and their manager knows their quality scores, attendance rating, punctuality rating, productivity rating and what we call 'influence,' which is a rating for following company policy and being helpful to the team.
- Each CSR also knows where they stand in the company on a weekly basis.
 - ◆ For example, if we have 100 CSRs, they know if they are number 1 or 100 in the performance rankings, or anywhere in-between.

- ◆ Being a 100 is actually acceptable (someone has to be), as long as each score is above the minimum acceptable level.

Our goal is to always work to help the CSR to improve, whenever possible.

- If any score in any category is below the acceptable level, the manager works with the CSR to improve it.
- If improvement does not happen quickly enough, the issue becomes a personnel matter and results in progressive discipline.
- ◆ The typical improvement plan is 30 to 60 days
 - Depending on the severity of the issue, if the CSR shows no improvement they are given a final warning, and the progressive discipline process continues.
 - If the issue is more severe, it may result in immediate suspension or termination.

19. How soon after contract award can you begin providing services?

CMD typically allocates 30 days from contract execution/award for implementation, this was outlined in the RFP response. This work effort can sometimes be accelerated as implementation timing is highly contingent on the school providing two critical items: 1) the return and completion of the questionnaires, 2) Ellucian Banner Access. CMD will send questionnaires out to gather subject matter within 48 hours from Contract Award. Once the answers have been provided back from the school and reviewed, and Ellucian Banner access is planned, CMD can provide a more specific "go-live" timeframe for the school.

20. Do you acknowledge, agree and understand that your contract is not exclusive, and that Virginia Tech cannot guarantee a minimum amount of business if a contract is awarded to your company?

Yes, CMD understands that VA Tech cannot guarantee a minimum amount of business. Regarding exclusivity, CMD would like to be notified upon contract award if VA Tech intends to award contracts for these services to any other firm and how such contracts may impact the proposed support outlined in the RFP response.

21. Does the vendor acknowledge, agree, and understand that the terms and conditions of the RFP # 049302503 shall govern the contract if a contract is awarded to your company?

Yes.

22. Please submit a W-9 on the current IRS Form Revision, and a copy of your Certificate of Insurance that meets the requirements of the solicitation.

A W-9 and a Certificate of Insurance are provided as attachments to this document.

Attachment A – Reporting

Reporting Options

Reporting options vary based on client needs. CMD's 8x8 VCC telephony report functionality allows us to build custom reports based on specific client variables. Basic service level reporting includes, but is not limited to, the following:

- Calls Offered
- Calls Handled
- Service Level%
- Abandoned Calls
- Abandoned Call Rate
- Average Handle Time (Min)
- Longest Hold time (Min)
- Talk Time (Min)
- Hold Time (Min)
- Wrap Time (Min)
- Average Speed of Answer (Sec)
- Inbound Call (Min)
- Total Inbound (Min)
- Transfer Rate Daily Interval

Non-telephony Custom Reports

Any reports required outside of the 8x8 platform, related to items such as attrition, quality assurance, or attendance, would have to be developed and customized for the specific needs of the client.

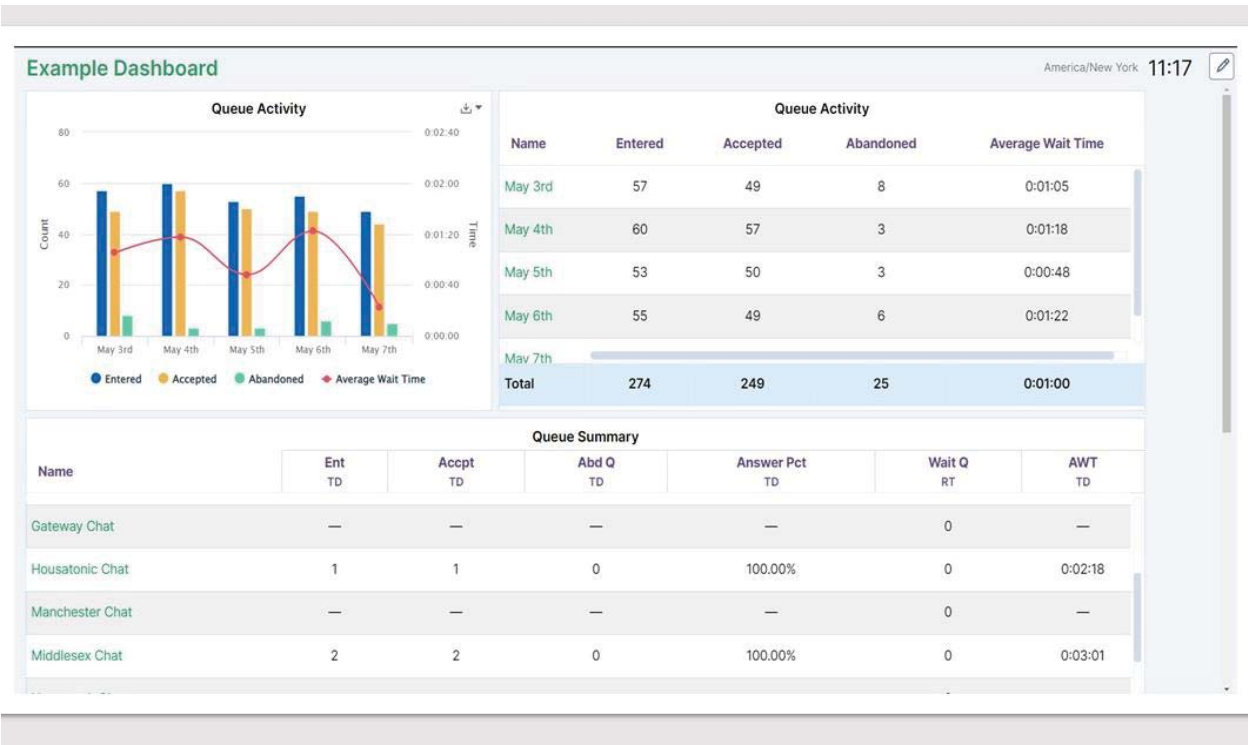
Format Utilized for Report Delivery

There are a variety of options for the delivery of client reports.

- Reports can be accessed and downloaded from the client portal.
- Clients can log in directly to our 8x8 VCC system and generate their own reports.
- Reports can be emailed in excel or PDF format.
- Reports can also be delivered via a secure FTP site if desired.

Portal Access

We offer clients direct access to a client-specific portal. An example of our client portal dashboard view is shown below.



Access to Reports in Real Time or Near Real Time

Reports can be accessed in real time.

Custom Reporting

Our reporting capabilities are flexible and, in most cases, accommodate any client request.

Standard Report Samples

Inbound Call Volume – Day by Hour



Sample Client

Sample Inbound Call Volume - Day by Hour Report

Time	Offered	Answered	Abandons	Callbacks	Answer Pct	Abandon Pct	Avg Time to Answer	Avg Time to Abandon	Avg Handle Time	Avg Talk Time	Avg Hold Time	Avg Wrap Time	Max Hold Time	Total Talk Time	Total Inbound Min
12:00 AM	0	0	0	0	-	-	-	-	-	-	-	-	-	-	-
1:00 AM	0	0	0	0	-	-	-	-	-	-	-	-	-	-	-
2:00 AM	0	0	0	0	-	-	-	-	-	-	-	-	-	-	-
3:00 AM	0	0	0	0	-	-	-	-	-	-	-	-	-	-	-
4:00 AM	0	0	0	0	-	-	-	-	-	-	-	-	-	-	-
5:00 AM	0	0	0	0	-	-	-	-	-	-	-	-	-	-	-
6:00 AM	0	0	0	0	-	-	-	-	-	-	-	-	-	-	-
7:00 AM	0	0	0	0	-	-	-	-	-	-	-	-	-	-	-
8:00 AM	2	2	0	0	100.0%	0.0%	0.5	-	5.4	4.6	0.80	2.5	2.5	9.2	10.8
9:00 AM	6	6	0	0	100.0%	0.0%	0.7	-	5.9	5.2	0.72	2.8	4.1	31.1	35.4
10:00 AM	12	11	1	2	91.7%	8.3%	1.7	2.4	5.3	4.7	0.61	2.7	1.2	51.6	60.7
11:00 AM	17	16	1	5	94.1%	5.9%	2.1	2.6	5.5	4.8	0.68	2.4	0.9	77.1	90.6
12:00 PM	22	20	2	7	90.9%	9.1%	2.4	3.9	5.9	5.4	0.50	2.3	1.0	108.0	125.8
1:00 PM	27	25	2	9	92.6%	7.4%	2.7	5.7	6.5	6.1	0.40	2.0	0.8	152.5	173.9
2:00 PM	22	20	2	7	90.9%	9.1%	2.9	6.5	6.7	5.6	1.10	3.1	3.1	112.0	147.0
3:00 PM	17	16	1	6	94.1%	5.9%	3.1	6.0	6.3	5.5	0.80	2.5	2.5	88.0	106.8
4:00 PM	12	11	1	4	91.7%	8.3%	1.5	4.5	5.9	5.2	0.72	2.8	4.1	57.0	69.4
5:00 PM	6	6	0	0	100.0%	0.0%	1.3	-	5.7	5.1	0.61	2.7	1.2	30.5	34.2
6:00 PM	4	4	0	0	100.0%	0.0%	1.0	-	5.5	4.8	0.68	2.4	0.9	19.3	22.0
7:00 PM	2	2	0	0	100.0%	0.0%	1.0	-	5.3	4.8	0.50	2.3	1.0	9.6	10.6
8:00 PM	1	1	0	0	100.0%	0.0%	1.0	-	5.1	4.7	0.40	2.0	0.8	4.7	5.1
9:00 PM	0	0	0	0	-	-	-	-	-	-	-	-	-	-	-
10:00 PM	0	0	0	0	-	-	-	-	-	-	-	-	-	-	-
11:00 PM	0	0	0	0	-	-	-	-	-	-	-	-	-	-	-
Queue Totals	150	140	10	40	93.3%	6.7%	2.0	4.5	5.8	5.1	0.66	2.5	4.1	750.6	892.3

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Inbound Call Volume – Month by Day



Sample Client

Sample Inbound Call Volume - Month by Day Report

Date	Offered	Answered	Abandons	Callbacks	Answer Pct	Abandon Pct	Avg Time to Answer	Avg Time to Abandon	Avg Handle Time	Avg Talk Time	Avg Hold Time	Avg Wrap Time	Max Hold Time	Total Talk Time	Total Inbound Min
6/1/2020	150	140	10	40	93.3%	6.7%	2.0	4.6	5.8	4.7	1.10	3.1	3.1	658.0	857.5
6/2/2020	140	130	10	30	92.9%	7.1%	2.0	6.0	5.4	4.6	0.80	2.5	2.5	598.0	762.2
6/3/2020	130	120	10	20	92.3%	7.7%	1.5	2.5	5.9	5.2	0.72	2.8	4.1	621.6	733.3
6/4/2020	125	115	10	15	92.0%	8.0%	1.3	2.4	5.3	4.7	0.61	2.7	1.2	539.4	633.0
6/5/2020	120	110	10	10	91.7%	8.3%	1.0	2.6	5.5	4.8	0.68	2.4	0.9	530.2	631.4
6/6/2020	75	75	0	0	100.0%	0.0%	1.0	-	5.0	4.5	0.50	2.3	1.0	337.5	375.0
6/7/2020	30	30	0	0	100.0%	0.0%	1.0	-	4.9	4.5	0.40	2.0	0.8	135.0	147.0
6/8/2020	150	140	10	40	93.3%	6.7%	2.0	4.6	5.8	4.7	1.10	3.1	3.1	658.0	857.5
6/9/2020	140	130	10	30	92.9%	7.1%	2.0	6.0	5.4	4.6	0.80	2.5	2.5	598.0	762.2
6/10/2020	130	120	10	20	92.3%	7.7%	1.5	2.5	5.9	5.2	0.72	2.8	4.1	621.6	733.3
6/11/2020	125	115	10	15	92.0%	8.0%	1.3	2.4	5.3	4.7	0.61	2.7	1.2	539.4	633.0
6/12/2020	120	110	10	10	91.7%	8.3%	1.0	2.6	5.5	4.8	0.68	2.4	0.9	530.2	631.4
6/13/2020	75	75	0	0	100.0%	0.0%	1.0	-	5.0	4.5	0.50	2.3	1.0	337.5	375.0
6/14/2020	30	30	0	0	100.0%	0.0%	1.0	-	4.9	4.5	0.40	2.0	0.8	135.0	147.0
6/15/2020	150	140	10	40	93.3%	6.7%	2.0	4.6	5.8	4.7	1.10	3.1	3.1	658.0	857.5
6/16/2020	140	130	10	30	92.9%	7.1%	2.0	6.0	5.4	4.6	0.80	2.5	2.5	598.0	762.2
6/17/2020	130	120	10	20	92.3%	7.7%	1.5	2.5	5.9	5.2	0.72	2.8	4.1	621.6	733.3
6/18/2020	125	115	10	15	92.0%	8.0%	1.3	2.4	5.3	4.7	0.61	2.7	1.2	539.4	633.0
6/19/2020	120	110	10	10	91.7%	8.3%	1.0	2.6	5.5	4.8	0.68	2.4	0.9	530.2	631.4
6/20/2020	75	75	0	0	100.0%	0.0%	1.0	-	5.0	4.5	0.50	2.3	1.0	337.5	375.0
6/21/2020	30	30	0	0	100.0%	0.0%	1.0	-	4.9	4.5	0.40	2.0	0.8	135.0	147.0
6/22/2020	150	140	10	40	93.3%	6.7%	2.0	4.6	5.8	4.7	1.10	3.1	3.1	658.0	857.5
6/23/2020	140	130	10	30	92.9%	7.1%	2.0	6.0	5.4	4.6	0.80	2.5	2.5	598.0	762.2
6/24/2020	130	120	10	20	92.3%	7.7%	1.5	2.5	5.9	5.2	0.72	2.8	4.1	621.6	733.3
6/25/2020	125	115	10	15	92.0%	8.0%	1.3	2.4	5.3	4.7	0.61	2.7	1.2	539.4	633.0
6/26/2020	120	110	10	10	91.7%	8.3%	1.0	2.6	5.5	4.8	0.68	2.4	0.9	530.2	631.4
6/27/2020	75	75	0	0	100.0%	0.0%	1.0	-	5.0	4.5	0.50	2.3	1.0	337.5	375.0
6/28/2020	30	30	0	0	100.0%	0.0%	1.0	-	4.9	4.5	0.40	2.0	0.8	135.0	147.0
6/29/2020	150	140	10	40	93.3%	6.7%	2.0	4.6	5.8	4.7	1.10	3.1	3.1	658.0	857.5
6/30/2020	140	130	10	30	92.9%	7.1%	2.0	6.0	5.4	4.6	0.80	2.5	2.5	598.0	762.2
Queue Totals	3370	3150	220	530	93.5%	6.5%	1.4	3.8	5.4	4.7	0.70	2.6	4.1	14934.6	18177.3

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Sample Call Reason Report



Sample University

Call Category Report - Sample Month

FAFSA	Calls	Percentage
FAFSA	45	34.6%
FAFSA Errors	5	3.8%
Pin / Signature	2	1.5%
SAP	45	34.6%
Admissions status	11	8.5%
Pell LEU	5	3.8%
UEH	1	0.8%
Loan Eligibility / Agg limits	4	3.1%
Default	6	4.6%
Citizenship	1	0.8%
Selective Service	1	0.8%
Bankruptcy	0	0.0%
Loan Discharge	1	0.8%
Over payment resolution	3	2.3%
Totals	130	100%
Verification	Calls	Percentage
Verification	129	53.1%
Verification documents	85	35.0%
Special Conditions	12	4.9%
Dependency Override	17	7.0%
Totals	243	100%
Awards	Calls	Percentage
Awarding	212	32.7%
Cost vs Aid	87	13.4%
COA / Budget	24	3.7%
Grants	49	7.6%
Work-study	13	2.0%
Scholarships	55	8.5%
Loans	125	19.3%
Third party billing	83	12.8%
Totals	648	100%
Disbursement	Calls	Percentage
Disbursement	135	36.3%
High school transcripts	19	5.1%
SAP / Academic requirement	79	21.2%
Enrollment level or start	53	14.2%
MPN / EC / Loan application	86	23.1%
Totals	372	100%
Billing	Calls	Percentage
Refunds	99	35.2%
Balance inquiries	86	30.6%
Payment options	12	4.3%
Tuition fees and housing	29	10.3%
Holds	32	11.4%
Collections	1	0.4%
Drop or withdrawal	19	6.8%
1098T	3	1.1%
Totals	281	100%
Other	Calls	Percentage
Other: explain	12	37.5%
Transfer to Registrar / Admissions	8	25.0%
Transfer to housing	9	28.1%
Transfer to Advising	3	9.4%
Totals	32	100%
Summary	Calls	Percentage
FAFSA	130	7.6%
Verification	243	14.2%
Awards	648	38.0%
Disbursement	372	21.8%
Billing	281	16.5%
Other	32	1.9%
Totals	1,706	100%

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