COMMONWEALTH OF VIRGINIA

STANDARD CONTRACT

Contract Number: VTS-2782-2025

This contract entered into this 7th day of May 2025 by Orbis Novitas Solutions Inc. (ONSI) 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:
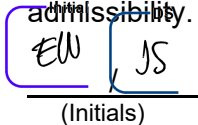
SCOPE OF CONTRACT: The Contractor shall provide Leadership Coaching to Virginia Tech as set forth in the Contract Documents.

PERIOD OF CONTRACT: From May 19, 2025 through May 18, 2026. With option for (4) one-year renewals.
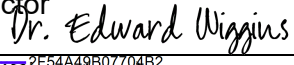
COMPENSATION AND METHOD OF PAYMENT: The Contractor shall be paid by Virginia Tech in accordance with the Contract Documents.

CONTRACT DOCUMENTS: The Contract Documents shall consist of this signed contract, Request for Proposal (RFP) number 74142503 dated October 17, 2024, together with Addendum Number 1 To RFP dated November 11, 2024, Addendum Number 2 To RFP dated November 19, 2024, the proposal submitted by the Contractor dated December 16, 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) *EW* / *JS*

(Initials)

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

Contractor
By: *Dr. Edward Wiggins*
     (Signature)
     Dr. Edward Wiggins CEO
     Name and Title

Virginia Tech
By: *John Spence*
     John Spence
     Associate Director of Procurement for Goods and Services

Request for Proposal 71412503

For

Leadership Coaching

October 17, 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 # 71412503, Leadership Coaching

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

DUE DATE: Proposals will be received until November 18, 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 Angela Caldwell, Phone: (540) 231-1269 e-mail: acaldwell@vt.edu. All inquiries will be answered in the form of an addendum. Inquiries must be submitted by 2:00 PM on November 4, 2024. Inquiries must be submitted to the procurement officer identified in this solicitation.

VIRTUAL PRE-PROPOSAL CONFERENCE: A pre-proposal conference will be held on October 29, 2024 at 1:00 PM. See RFP Section IX, Pre-proposal Conference for additional information.

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.sciquest.com/apps/Router/PublicEvent?CustomerOrg=VATech

Vendors will need to register 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.

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. <u>PURPOSE</u>:

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.

Virginia Tech is seeking proposals from leadership coaching vendors with proven experience working directly with higher education institutions. The selected vendor(s) will play a crucial role in providing comprehensive coaching services aimed at enhancing leadership capabilities across the university. These services will be designed to support and strengthen leaders at all levels of our organization, from emerging leaders to senior executives. By fostering personal and professional growth, the coaching program will contribute to the ongoing development of our leadership culture and ensure that Virginia Tech continues to thrive in a rapidly changing academic environment.

II. <u>SMALL, WOMAN-OWNED AND MINORITY (SWAM) BUSINESS PARTICIPATION</u>:

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. <u>CONTRACT PERIOD</u>:

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

IV. <u>EVA BUSINESS-TO-GOVERNMENT ELECTRONIC PROCUREMENT SYSTEM</u>:

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:

1. Individual Leadership Coaching:

    a. Provide one-on-one coaching sessions to leaders within the organization on an as needed basis.

    b. Develop personalized coaching plans that align with the individual's strengths, development areas and career objectives.

    c. Support in addressing specific leadership challenges and building competencies such as emotional intelligence, strategic thinking, team management, communications and decision making.

2. Group Coaching:

    a. Provide group coaching sessions for leadership teams or groups of emerging leaders on an as-needed basis.

    b. Emphasize collaborative leadership, team dynamics, and organizational performance improvement as needed.

3. Workshop & Development Programs:

   a. Offer workshops, seminars or leadership development programs as part of a comprehensive coaching strategy.

   b. Topics may include, but are not limited to: executive presence, conflict resolutions, change management

4. Assessments:

   a. Utilize leadership assessments to evaluate current leadership strengths and areas for improvement.

   b. Provide feedback and recommendations based on assessment results.

5. Ongoing Support & Accountability:

   a. Offer continuous support to participants throughout the coaching engagement to ensure progress toward established goals.

   b. Create actionable development plans and track measurable outcomes.

VII. <u>PROPOSAL PREPARATION AND SUBMISSION</u>:

A. <u>Specific Requirements</u>

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. Provide a brief description of your organization including experience in leadership coaching with other higher educational institutions. Describe coaching methodologies and approaches.

2. Provide overview of the coaches' qualifications, certificates and expertise in leadership coaching. Providing examples of previous coaching engagements, particularly with organizations of similar size and scope, is strongly encouraged.

3. Provide a detailed description of the approach to be taken for individual and group coaching. At a minimum, this description should include a list of tools, techniques and assessment methods. Include the plan for measuring the effectiveness and success of the coaching programs

4. Clearly break down pricing for individual coaching, group coaching, workshops, assessments and any other relevant services.

5. Provide at least three references from previous clients who have engaged in similar leadership coaching services.

6. 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/

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

B. 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 <u>as one document,</u> 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.d. 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.

VIII. SELECTION CRITERIA AND AWARD:

A. Selection Criteria

Proposals will be evaluated by Virginia Tech using the following:

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

B. <u>Award</u>

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.   <u>OPTIONAL VIRTUAL PRE-PROPOSAL CONFERENCE</u>:

An optional pre-proposal conference will be held on October 29, 2024 at 1:00 PM. The purpose of this conference is to allow potential Offerors an opportunity to present questions and obtain clarification relative to any facet of this solicitation. If you are interested in attending the meeting, please use the following Zoom Meeting link.

https://virginiatech.zoom.us/j/89366499898

While attendance at this conference will not be a prerequisite to submitting a proposal, offerors who intend to submit a proposal are encouraged to attend.

Bring a copy of this solicitation with you. Any changes resulting from this conference will be issued in a written addendum to this solicitation.

X.   <u>INVOICES</u>:

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

XI.   <u>METHOD OF PAYMENT</u>:

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.

XII.   ADDENDUM:

Any **ADDENDUM** issued for this solicitation may be accessed at https://bids.sciquest.com/apps/Router/PublicEvent?CustomerOrg=VATech. Since a paper copy of the addendum will not be mailed to you, we encourage you to check the web site regularly.

XIII. 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.

XIV.   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.

XV.   TERMS AND CONDITIONS:

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

XVI.   CONTRACT ADMINISTRATION:

A. Greg Beecher, Director of Talent Development, VP- Human Resources, 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.

XVII. 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. **CRIMINAL CONVICTION CHECKS:** All criminal conviction checks must be concluded before the Contractor's employees gaining access to the Virginia Tech Campus. 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.

12. **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.

13. **PRICE ESCALATION/DEESCALATION**: Price adjustments for changes in the contractor's price of materials, labor and transportation may be permitted. Request for price adjustments for any other reasons will not be granted. No price increases will be authorized for 365 calendar days after the effective date of the contract. Contractor shall give not less than 30 days advance notice prior to the annual renewal of the contract of any desired price increase.

The Contractor shall document the amount and proposed effective date of any general change in the price of materials, labor and transportation. Documentation shall be supplied with the contractor's request for increase which will (1) verify that the requested price increase is general in scope and not applicable just to Virginia Tech, and (2) verify the amount or percentage of increase which is being passed on to the contractor by the contractor's suppliers. Failure by the contractor to supply the aforementioned verification with the request for price increase will result in a delay of the effective date of such increase. The Virginia Tech Procurement Department may verify such change in price independently. The Virginia Tech Procurement Department may make such verification as it deems adequate. However, any increase which the Virginia Tech Procurement Department determines is excessive, regardless of any documentation supplied by the contractor, may be cause for cancellation of the contract by the Virginia Tech Procurement Department. The Virginia Tech Procurement Department will notify the contractor in writing of the effective date of any increase which is approved. However, the contractor shall fill all purchase orders received prior to the effective date of the price adjustments of the old contract prices.

 "Across the Board" price decreases are subject to implementation at any time and shall be immediately conveyed to Virginia Tech. The contractor is further advised that price decreases which affect the price of materials, labor, and transportation are required to be passed on to Virginia Tech immediately. Failure to do so will result in action to recoup such amounts.

14. **RENEWAL OF CONTRACT**: This contract may be renewed by Virginia Tech upon written agreement of both parties for four (4) one-year renewals under the terms of the current contract, and at a reasonable time (approximately 90 days) prior to the expiration.

15. **SAFETY**: The contractor bears sole responsibility for the safety of its employees. The contractor shall take all steps necessary to establish, administer, and enforce safety rules that meet the regulatory

requirements of the Virginia Department of Labor and Industry (VDLI) and the Occupational Safety and Health Administration (OSHA). The contractor shall take steps as necessary to protect the safety and health of university employees, students, and visitors during the performance of their work. In addition, the contractor must also provide the university with a written safety program that it intends to follow in pursuing work under this contract. By entering into a contract with Virginia Tech, the contractor and its subcontractors agree to abide by the requirements described in Safety Requirements for Contractors and Subcontractors located on Virginia Tech's Environmental, Health and Safety Services (EHSS) web site at this URL https://ehs.vt.edu/programs/occupational-safety/contractor-safety.html. A copy of the publication may also be obtained by contacting EHS at 540/231- 5985. No work under this contract will be permitted until the university is assured that the contractor has an adequate safety program in effect.

16. **SIDEWALK POLICY:** Driving on sidewalks is allowed when there is no other way to get a needed vehicle to a designated place or building on campus. The vehicle operator shall be made aware that extreme caution shall be used to operate the vehicle in a way that will not be a hazard or hindrance to pedestrians using the walk. The contractor shall be responsible for any damage to turf and anything that is located adjacent to the walk. Parking an unattended vehicle on a sidewalk is strictly prohibited by State Law. The contractor is allowed to park a vehicle on a sidewalk if there is no other way to perform necessary work. The procedure to obtain a permit to operate a vehicle on sidewalks is the same as for the turf as outlined in Turf Policy. Any vehicle parked illegally on sidewalks shall be subject to ticketing, fines and towing if necessary.

17. **WORK SITE DAMAGES**: Any damage to existing utilities, equipment or finished surfaces resulting from the performance of this contract shall be repaired to the Owner's satisfaction at the contractor's expense.

VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY
PROCUREMENT DEPARTMENT

ADDENDUM NO. 1

DATE: November 11, 2024
TO: All Offerors
FROM: Angela Caldwell, Contracting Officer
TOTAL PAGE(S): 9 pages (not including attachments)
SOLICITATION TITLE: Leadership Coaching
SOLICITATION NUMBER: 71412503

I. CLARIFICATIONS AND ADDITIONAL INFORMATION

The due date has been revised to **November 22, 2024.**

Please reference the Hokie Dozen here.

Please reference the Leadership Excellence here.

Exhibit A - Criminal Conviction Checks Contractor Checklist

Exhibit B – Attendance Roster

Proposers are advised that this RFP seeks to make Leadership Coaching/Training options available to the University. These services will be utilized on an As-Needed basis and no minimum amount of business is guaranteed. Because of this, it is not possible to project specifics about the number of sessions or the specific requirements/scheduling of those sessions.

II. REQUESTS FOR INFORMATION

1. Can the coaching services such as coaching sessions (individual or group) and leadership workshops be provided in person as well as virtually?
   Virginia Tech Response: Yes, we would prefer both options to be available.

2. Is there specific assessment tools Virginia Tech is interested in?
   Virginia Tech Response: We currently have MBTI, TKI, FIRO-B, EQi360, CliftonStrengths, and KAI assessments that we use. We are not opposed to these being used in the Leadership Coaching, but are open to others that coaches may want to use.

3. Is there an incumbent providing these services?

   Virginia Tech Response: There are no incumbents for this service.

4. Do you anticipate selecting multiple qualified vendors through this procurement process? If so, would Va Tech faculty, staff, and administrators then be able to choose from the approved vendors?

   Virginia Tech Response: Please refer to Section VIII.B. Also, each awarded vendor will be available for use by campus.

5. Is there an estimate of the number of leaders who may need individual coaching and/or group coaching, and how they will be referred to services?

   Virginia Tech Response: At this time, we do not have an estimated number of individuals listed for this service. This agreement will be available for use by campus on as As-Needed basis.

6. Would we have an opportunity to assist with sharing about our services to leaders or individual departments within Virginia Tech?

   Virginia Tech Response: Yes, this would need to be coordinated with the departments after award is made.

7. Is there a timeline for Workshops to be offered? For example, is there a target for the number of sessions to be offered and how often these sessions will be offered? Will it be for a cohort of leaders who attend sessions together, or can participants take individual sessions?

   Virginia Tech Response: There is not a timeline for this. It will be based more on requests/demands by leaders/departments.

8. Are the coaching or workshops mandated by performance requirements or will participants opt in as needed?

   Virginia Tech Response: This would be an opt in function and not mandatory.

9. Are you seeking x-number of hours per week, monthly, or quarterly per sessions as-needed throughout the year?

   Virginia Tech Response: There is not currently a minimum or a maximum number of hours we are seeking.

10. Group Coaching: How many leaders are you requesting to be included in group coaching? This is important as effective group teaching of groups between 12 - 17 individuals are ideal for leadership.

    Virginia Tech Response: Maximum number of individuals for a group coaching should be identified by the provider.

11. Group Coaching: How many sessions collectively are you wanting the groups to meet (monthly, quarterly, semi-annually)?

Virginia Tech Response: There is not a set parameter we are seeking on the frequency or number of sessions.

12. Workshop & Development Programs: Are you requiring printed material such as handouts, printed exercises, or workbook activities?

    Virginia Tech Response: We are not requiring printed materials, but digital versions are helpful. However, what is needed, should be determined by the provider.

13. Workshop & Development Programs: How long are you seeking the workshop sessions (e.g., weekly, monthly, quarterly?)

    Virginia Tech Response: There is not a set amount of time or number of sessions.

14. Ongoing Support: Are you referring to indefinite support in between sessions? Evening? Weekends?

    Virginia Tech Response: No, this is not an indefinite level of support. The provider should determine when they are/are not available (including evenings & weekends) and what time zone as this would be important to know for employees seeking services.

15. Who is the contractor vendor that supports the University's criminal background check?

    Virginia Tech Response: Virginia Tech utilizes Truescreen, Inc. However, there will be requirements in order to use Truescreen. If the requirements are not met, you may submit a **Criminal Conviction Checks Contractor Checklist** provided below to the buyer. Once completed, the form will undergo review and approval by the Virginia Tech Police Department.

16. Section IV. 4.a: Is there a particular Assessment favored by VT or can options be proposed?

    Virginia Tech Response: We are a Strengths campus, but other than that, there is no preferred assessment.

17. Section VII. A. 4: Is The Pricing Breakdown for the Base Year only, or should anticipated Option Years Pricing be included?

    Virginia Tech Response: Please provide your breakdown of pricing for all services you are proposing to offer. Pricing shall remain the same for the initial term. At the time of renewal, offerors are able to propose a price adjustment but supporting documentation will be required. This will be further addressed during negotiations.

18. What is the anticipated time for delivery - how long are you thinking coaching will be offered?

Virginia Tech Response: Timeframe options should be determined by the coach, but adjustable based on client needs and available resources (e.g., amount of time and costs).

19. Are you open to vendors not from Durham, Richmond, Charlottesville, Raleigh, Washington?

Virginia Tech Response: Yes.

20. Do you recognize small and minority business certifications outside from states outside of Virginia - Our firm is in Florida? (Reciprocity) - Do you recognize federal 8(a) as part of SWAM.

Virginia Tech Response: Eligibility criteria for SWaM Certification is managed by the Virginia Department of Small Business and Supplier Diversity (SBSD). Please visit their website at https://sbsd.virginia.gov for more information about whether your company qualifies for certification.

21. Can you provide more detail on how Virginia Tech evaluates SWAM participation? What level of involvement or contribution from SWAM vendors is expected?

Virginia Tech Response: Virginia Tech does not have a stated goal but we encourage the majority of firms to utilize SWaM to the greatest extent possible. Please reference Section II of the RFP.

22. Is there a preferred format or structure for the proposals, beyond what is outlined in the RFP?

Virginia Tech Response: There is no preferred structure/format beyond what is outlined in the RFP document. Please submit in the format you believe best communicates the services you are offering.

23. What is the level of leader that will be eligible to receive these services?

Virginia Tech Response: All levels of the organization from senior leader to front line manager.

24. How many hours will be included in each individual coaching session and should there be provision for preparation hours?

Virginia Tech Response: No set parameters on the number of hours for coaching, but prep time should be set into the structure/pricing offered by provider.

25. What is the estimated number of executive coaching sessions, leadership development workshops, and assessments that will be ordered?

Virginia Tech Response: Virgnia Tech cannot guarantee any amount of business.

26. Will participation in developmental activities be voluntary?

    Virginia Tech Response: Yes

27. How many leaders will participate in this engagement? Would all participating leaders receive *all* provided services (one-on-one coaching, group coaching, workshops, etc.)?

    Virginia Tech Response: This is subject to request/need and is not currently known how many will participate.

28. How many group coaching sessions are envisioned in the scope of this effort?

    Virginia Tech Response: There is not an estimate on how many group sessions may be requested.

29. Would there be any connection between the one-on-one coaching and the group coaching? Would the one-on-one coaching be used to supplement the material for group coaching sessions, or would these two offerings be completely separate?

    Virginia Tech Response: It's expected that most of this would be separate, but an option for a coach to recommend a group session w/ certain individuals may be of value.

30. Will Va Tech provide the audio/visual equipment, meeting space (flip charts, markers, etc?)

    Virginia Tech Response: The awarded vendor(s) will be provided with access to a designated meeting space. Should system integration be required, the vendor(s) must undergo a security database process, which will subsequently need approval from our IT department.

31. Does the Economically Disadvantaged Women Owned Small Business (EDWOSB) Certification Awarded by the U.S. Small Business Administration satisfy your SWAM requirement?

    Virginia Tech Response: No, in order to receive all 10 points, you must be Virginia Certified SWaM. Please reference Section II of the RFP for more information.

32. Given potential challenges with scheduling, what is the expectation in terms of number of group coaching sessions and workshops?

    Virginia Tech Response: This would primarily be determined between the coach and the employee.

33. What is the vision for the work to be continued within the yearly renewals? We understand they are optional, however any ideas would help inform the approach for the first year (even as a discrete offering).

Virginia Tech Response: Virginia Tech may consider a variety of criteria in determining interest in optional renewals including, but not limited to, satisfaction with services provided.

34. Have any of these individuals received coaching in the past? If yes, can you provide details?

    Virginia Tech Response: Coaching has not been a centralized resource available in the past, so it is unknown what coaching individuals have received.

35. What metrics did you use to measure success? Have you defined metrics for how you will evaluate the success of the coaching engagements? If yes, what are they?

    Virginia Tech Response: Positive evaluations and repeated use of coaches would be metrics used to evaluate the success.

36. Have you determined how many sessions and length of sessions you want to take place over the anticipated period?

    Virginia Tech Response: No determined number of sessions or length.

37. Do you have a process for matching coaches with leaders? If yes, what is it?

    Virginia Tech Response: Individuals who are looking for a coach will be provided information about available coaching companies via a VT website. Instructions and what is important to be known for scheduling a coach will be included on the website (e.g., how to pay for services, discussing number of sessions, etc.).

38. What technology do you use for online meetings (zoom, google meets, teams, etc.)? Do you have a preference of what is used for any remote sessions?

    Virginia Tech Response: No preference, currently the University uses both Zoom and MS Teams.

39. The RFP states the coaching should be focused on areas of leadership including emotional intelligence, strategic thinking, team management, communications and decision making. What percent of the coaching plan should focus on these specific areas versus other personal needs and opportunities that result from an assessment or personal area of interest?

    Virginia Tech Response: As this is the first time providing this service, we do not have percentages available on these various topics.

40. How, if at all, do you see the individual manager being involved in the coaching process (e.g., meet with client and coaches to discuss priorities, review 360 participant names if using 360, meet at the end of coaching to discuss progress)?

Virginia Tech Response: If the employee chooses to include the manager, that would be fine. Otherwise, we do not expect them to be involved in the process other than if a 360 assessment tool is used.

41. What if any drivers are there for this request (e.g. received a grant, growing a high potential leader, addressing performance issues, wanting to take performance / DEI to the next level)?

Virginia Tech Response: The driver for this request is based on the request for these types of services, observing the growing need for leadership coaching, and to help improve overall performance.

42. Can we bid on specific parts of the proposal? (i.e. 1:1 coaching and group coaching only?)

Virginia Tech Response: Yes.

43. Do you differentiate training by level? Front line, management, top executives

Virginia Tech Response: We don't necessarily differentiate by level, but based on competency need. It is important to remember the target audience and their skill set.

44. Do you have leadership competencies defined? Is your leadership training delivered based on those competencies?

Virginia Tech Response: Please reference the leadership competencies here. The competencies, what we call the Hokie Dozen, are integrated into the topics of discussion for our cohort based leadership program and beyond.

45. Do you currently utilize an employee opinion survey? If yes, how often does it run and what areas does it focus on?

Virginia Tech Response: We use a learners survey for post training, a LMS customer survey, and a Climate Survey with employees.

46. Will VT pay travel costs? If so, should we include forecasted travel costs in our estimate? Will contractors in the immediate Blacksburg, VA, area be considered preferred vendors due to their proximity to the University?

Virginia Tech Response: In the event that travel is required, travel shall be reimbursed by the GSA per diem rates. Travel documentation must be provided. Geographic location is not a factor that is used to score proposals, however overall cost will be taken into consideration.

47. In addition to the requirements noted on pages 5 and 6 of the RFP, is Virginia Tech amenable to a needs analysis and the costs associated with this analysis to pinpoint the specific leadership issues being addressed, identify desired changes in the current culture, and address any underlying causes of leadership issues?

Virginia Tech Response: There is not capacity to do a needs analysis across the university at this time. It is something that we will likely conduct ourselves as we integrate leadership coaching into our culture and complete current leadership training through our second cohort of our Leadership Excellence program.

48. Will this work only occur at the Blacksburg Campus, or do you anticipate some coaching at satellite campuses such as Roanoke and the Washington, DC, area?

Virginia Tech Response: Virginia Tech is interested in establishing services for all locations. If there are limitations on where your services can be provided, please provide that detail in your proposal.

49. Under "Ongoing Support and Accountability," the RFP mentions, "Offer continuous support to participants throughout the coaching engagement to ensure progress toward established goals." Do you envision the coaching centering around development goals for each individual and/or performance goals that support the University's strategy and mission and the unit-level plans that are available online?

Virginia Tech Response: Goals should be a concise part of the coaching plan with employees.

50. Do you have a budget or not-to-exceed amount for this work?

Virginia Tech Response: No amount of business is guaranteed to any vendor that is awarded a contract. This will be as needed contract.

51. Are there specific competencies / skills that are expected to be a part of the coaching program?

Virginia Tech Response: The Hokie Dozen should be the competencies that are focused on in the coaching program.

52. Do you have an expected frequency for the trainings? Is there an approximate number of sessions you would like the consultant to conduct? Would you be able to provide a breakdown in the frequency and number of sessions by service?

Virginia Tech Response: There is not a minimum/maximum number of sessions that we are requiring, but it may be limited by the employee in regard to their availability and resources.

53. Insurance Coverage: Can you please explain if all of these listed are required for this RFP?

Virginia Tech Response: This language is used for all Virginia Tech public solicitations and may not be applicable for all situations. This can be discussed during negotiations if revisions need to be made.

54. Does Virginia Tech participate in Cooperative Procurement Agreements for similar services within the state of Virginia?

Virginia Tech Response: Virginia Tech has the option to utilize cooperative contracts, if you have a cooperative contract you believe may be of interest to the University you may include reference to it in your proposal.

55. Are there any preferred or required credentials for coaches or facilitators?

Virginia Tech Response: Please list your certifications, education, training etc. that has prepared you to do leadership coaching.

56. We believe we will need to include the cost for background checks. If yes, how much does it cost per person if we were to use your VA Tech partner?

Virginia Tech Response: Virginia Tech's designated partner for this service is Truescreen, Inc. If you intend to engage an alternate vendor, you are required to complete the **Criminal Conviction Checks Contractor Checklist** provided below. Once completed, please submit the form to the buyer. Following submission, the form will undergo review and approval by the Virginia Tech Police Department.

57. Would you consider a pricing structure with multiple tiers for our coaches and facilitators?

Virginia Tech Response: Tiered pricing is acceptable.

58. I am part of the VA state business registry. Is this acceptable or do you need additional certifications.

Virginia Tech Response: Please provide documentation of any certifications or credentials you have obtained to qualify as a leadership coach. Additionally, if you are a Virginia certified small business vendor, kindly include a copy of your certification with your proposal. If you are currently in the process of applying for the SWaM (Small, Women-owned, and Minority-owned Business) certification, please provide the tracking number associated with your application.

VIRGINIA TECH

CRIMINAL CONVICTION CHECKS Contractor Checklist

Please review and complete the following in order to request approval of an alternate background check vendor.

_____   _____
Contractor   Background Check Vendor Name

Business Address: _____

_____

Phone: _____

Website: _____

Service Plan name/level: _____

All criminal conviction checks must be concluded before the Contractor's employees gaining access to the Virginia Tech Campus. 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 background checks will include a review of the individual's records to include:

1. Search of primary name and any alias - _____
2. Social Security Number Search - _____
3. Credit Report (if related to potential job duties) - _____
4. 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 - _____
5. the National Sex Offender Registry - _____
6. the Global Watch list (maintained by the Office of Foreign Assets Control of The US Department of Treasury) - _____

(Initial next to each bullet that requirement has been verified with background check vendor or "N/A" if not applicable)

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.

I am requesting approval to use a background check vendor other than a vendor that is currently approved by Virginia Tech.

Contractor: (print) _____   (Signature) _____

I approve _____/ do not approve _____ the use of this background check vendor.

Date: _____   (Signature):_____
                                                             William M. Babb, Chief of Police:

VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY   Exhibit B
ATTENDANCE ROSTER
NON-MANDATORY PRE-PROPOSAL CONFERENCE

RFP Number 71412503

Date: October 29, 2024   Time: 1:00 PM

PLEASE PRINT

REPRESENTATIVE	COMPANY NAME
Greg Beecher	Virginia Tech
Angela Caldwell	Virginia Tech
Josh Dietrich	
Tara Powers	Powers Resource Center
Ethan Sanders	Sundial Learning Systems
Aaron Schmookler	
Brenda Thompson	NexaLearning

REPRESENTATIVE	COMPANY NAME
Sarah Vergason	Leverage HR
Pete Brown	
Jayson Blair	Goose Creek Consulting
Christine Springer	Rising Culture Group
Beth Laux	Quest Cultural Solutions
Laura Knights	Knights Consulting
Terry Adams	
Cait von Schnetlage	UISAT
Lily Nguyen	Consensus Solutions
Hassan Yemer	SSGC

REPRESENTATIVE	COMPANY NAME
Hali Grantham	
Kaisha McCrea	Growing Perspectives Career Consulting
Ethan Sanders	Sundial Learning Systems
Phillip George	RefineM LLC
John D. Hillman	
Melanie McCoy	Koenig Williams Consulting
Jen Roberts	Difference Consulting
Alex Newman	Boon

REPRESENTATIVE	COMPANY NAME
Joe Street	
Kaela Bazemore	AKA Strategy
Pritha Kakkar	CCS learning
Laura Leonard	Surya Partners, LLC.
Ruby Espana	
Leticia DeSuze	Elite Wealth Enterprises, LLC
Ariana Friedlander	
Robin Shabazz	

REPRESENTATIVE	COMPANY NAME
Patricia Gardner	JUDY CO Inc
Melanie Ryan	MFR Coaching & Consulting
Mark Nicholson	commonsense-consulting
Dave G	
Troy Moore	Rose Group
Crystal Davis	
Jen Pasquale	Lead With Curiosity
Dr. Makesha Spence	DRI Consulting

REPRESENTATIVE	COMPANY NAME
Cathy Dove	
Ivana Anderson	ManpowerGroup/Right Management
Abby Oesterling	goosecreekconsulting
Lori Pyle	Stonewave Leadership LLC
Barbara Basel	Catalyst To Excel
Jackson Wallace	CI International
Dana Felts	KickStart Specialists
Dr. Adrian N. Carter	Carter Development Group

REPRESENTATIVE	COMPANY NAME
Judy Hoberman	
Tricia Exman	Presence Coaching, Inc
Yara Banks	BNX Business Advisors
Candace Nicolls	Envoy Portfolio
Pat Gardner	Judy Co Inc.
Tiffany Prince	Top of the Mountain Leadership
Judy Palmore	
Dianne Ward	OpX Solutions

REPRESENTATIVE	COMPANY NAME
Pete Brown	
Virgil Thornton Sr	CMV Communicators LLC
Francis E. Thomas	Thomas Management Consulting (TMC), LLC
Maris Segal & Ken Ashby	Segal Leadership Global
Joy Papini	CIDIS, LLC
Elizabeth Derby	Fahrenheit Advisors
Melody Gratic, M.Ed,	XcelMil LLC
Kim Major	

REPRESENTATIVE	COMPANY NAME
Tim Jansa	Michiki Morgan International
John D. Hillman	
Sarita Sharma	
Cameron Jackson	The Eremos Group, LLC
Susanne Kastler	AKA Strategy
James M. Burke, PhD,	TEO Consulting, LLC
Jerry Brammer	Rose Group International (RGI)
Dr. Rajanique Modeste	Vestigia Organizational Strategies
Linda Pierce	TEOconsulting

REPRESENTATIVE	COMPANY NAME
Richard Walsh	Table Mountain Consulting Group
Cindy Wilberding	CI International
Susanne Kastler	AKA Strategy
Patricia Gardner	Judy Co, Inc
Adrienne Wise	Wise Choice Counseling and Consulting Services
Judy Kinebrew	JUDYCO Inc
Namita Purohit	
Wendy Greeson	Amplify Your Talent
Dr. Ann Kappel	Alpha Consulting and Coaching, LLC

REPRESENTATIVE	COMPANY NAME
Lonney Gregory	iRIZE Performance Consulting
CEEK LLC	
Dr. Tanji Reed Marshall	Liaison Educational Partners
Dr. Maurine Kwende	EMK Learning Solutions
Namita Purohit	
Angela Hooper	Menifield and Associates
Melva Holt	PAISE LEADERSHIP

VIRGINIA TECH™

VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY
PROCUREMENT DEPARTMENT

ADDENDUM NO. 2

DATE: November 19, 2024
TO: All Offerors
FROM: Angela Caldwell, Contracting Officer
TOTAL PAGE(S):   1 page (not including attachments)
SOLICITATION TITLE: Leadership Coaching
SOLICITATION NUMBER: 71412503

I.   CLARIFICATIONS AND ADDITIONAL INFORMATION

The due date is being extended to **December 16, 2024 at 3:00 PM**.

Review of proposals will begin January 6, 2025.

Leadership Coaching,
Virginia Polytechnic Institute and State University (Virginia Tech),
Solicitation No. 71412503

Submitted To	Submitted By
Virginia Tech	**Orbis Novitas Solutions, Inc.**
300 Turner Street, NW	4410 Brookfield Corporate Dr. #223001
Blacksburg, VA 24061	Chantilly, VA 20151
Attn: Angela Caldwell	*Attn*: Dr. Edward Wiggins, President & CEO
Email: acaldwell@vt.edu	*Email*: ewiggins@orbisnovitas.com
Phone: ███████████	*Phone*: 571.206.8683
	UEI: ███████████

The enclosed documents are submitted as a part of Orbis Novitas Solutions, Inc.'s *proposal package* – ==**Redacted Copy**==.

Date Submitted:

December 16, 2024

Dr. Edward Wiggins

Digitally signed by
Dr. Edward Wiggins
Date: 2025.04.09
16:00:06 -04'00'

Authorizing Official:

Dr. Edward Wiggins
Orbis Novitas Solutions Inc. (ONSI),
Chief Executive Officer (CEO)

TABLE OF CONTENTS

ORBIS NOVITAS
S O L U T I O N S, I N C.

1.0 EXECUTIVE SUMMARY

Orbis Novitas Solutions, Inc. (ONSI) is a small consulting firm founded in 2017. Our adaptive *Professional Development*, *Business Management*, and *Information Technology (IT)* consultancy foundation is established from over 36 years of extensive expertise across disciplines including management and technology services. ONSI has demonstrated proficiency on all organizational levels (i.e., strategic, management, transactional) of the U.S. Government, Department of Defense (DoD), and commercial industry. Our small business certifications are as follows (*Certification #*   *& Valid Through May 13, 2029*):

    A. SBA-certified Service-Disabled Veteran-Owned Small Business (**SDVOSB**)

    B. *Virginia's Department of Small Business and Supplier Diversity (SBSD)*

        1) Small, Women- and Minority-Owned (**SWaM**) certified

        2) Disadvantage Business Enterprise (**DBE**) certified

ONSI combines technical expertise with a commitment to advancing equity and diversity in all engagements. These certifications reflect our dedication to fostering inclusive business practices while providing innovative and impactful consulting services. ONSI provides the quintessential elements required to deliver measurable (i.e., qualitative, quantitative) results that will serve as a blueprint for your initiatives. *RFP Reference (Ref.) – Section VII. A. 1*

ONSI is a small, veteran, minority-owned firm in Northern Virginia. In 2024, we are actively scaling our business operations to provide measurable and repeatable solutions to customers' needs. The technology era has increased business operations to a global virtual platform environment, paving the way for ONSI to provide its services of professional intellectual capacity to local and distributed customers. Orbis Novitas Solutions, Inc. (ONSI) will give the Virginia Polytechnic Institute and State University (Virginia Tech) the appropriate consulting skills to effectively and efficiently develop a Strategic Plan. Our globalized economy is riddled with technology-enhanced capabilities, and technology has impacted how organizations lead their workforce. An organization and its leader must establish their attributes (e.g., measurable operational benchmarks) before leading a productive workforce journey. ONSI provides the quintessential elements required to deliver measurable (i.e., qualitative, quantitative) results that will serve as a blueprint for your workforce. *Ref. – Section VII. A. 1*

Our team of consultants is uniquely talented and highly skilled, with the expertise to develop individuals, teams, and organizations. The intrinsic value our team brings to the Leadership Coaching initiative is the demonstrated knowledge extracted from decades of professional life lessons derived from various facets of strategic planning, leadership, organizational development, change management, etc. ONSI provides strategic advice and technical guidance from an empirical perspective. Our team's capabilities are enriched with detailed analysis, evaluation, improvement recommendations, and Course of Action (CoA) optimization for organization and leadership challenges/issues. ONSI differentiators are displayed in Table 1. *Ref. – Section VII. A. 1*

ORBIS NOVITAS
SOLUTIONS, INC.

Table 1: Differentiators

Differentiators	
Solution-orientated:	ONSI focuses on the desired end result to guide its process of evaluation, execution, and improvement.
Work Ethic:	ONSI is passionate about leaving a lasting measurable & repeatable footprint, which will continue to serve the client's needs.
Flexibility:	ONSI can adapt quickly to the client's materializing business gaps due to our diverse services.
Cost-effectiveness:	ONSI offers competitive pricing, due to lower overhead costs and a streamlined business model.

1.1 Methodologies and Approaches

Orbis Novitas Solutions, Inc. (ONSI)

[text redacted]

. Ref. – Section VII. A. 1

[text redacted]

. Ref. – Section VII. A. 1

2.0 QUALIFICATION, CERTIFICATIONS, AND EXPERTISE

Orbis Novitas Solutions, Inc. (ONSI) has assembled a highly qualified team of professional consultants with extensive expertise in but not limited to the following: leadership development, assessments, team building, business process improvement, strategic planning, organizational development, change management, and data analytics to ensure the successful delivery of the Leadership Coaching for Virginia Tech. *Ref. – Section VII. A. 2*

2.1 Key Personnel Qualifications and Certifications

2.1.1 Senior Project Manager

[redacted] is a retired U.S. Army veteran with *over 36 years of leadership, organization development, change management, and process improvement experience*. [redacted] is a *certified professor at five (5) universities* and *a Leadership & Program Manager Instructor for FAI & DAU certification training*. In addition, he has been certified as an instructor by the [redacted] , and the U.S. Army. [redacted] facilitation expertise is

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interwoven into his seasoned leadership abilities to yield high-performance results consistently. ***Ref. – Section VII. A. 2***

███████████ has served as a ***Senior Strategic Advisor providing assessments, performance improvements, and decision-making support to executives, directors, and branch chiefs*** at various federal government and DoD agencies. He has led cross-functional teams, distributed teams (i.e., decentralized, remote/telework, hybrid), and Integrated Product Teams (IPT) (i.e., overarching, project, working) as a Subject Matter Expert (SME). ███████████ is an excellent communicator with strong speaking, writing, research, and analytical skills. He utilizes critical thinking techniques to identify problems, analyze the associated consequences, and implement measurable results. ███████████ is proficient in developing and implementing need-based training using solution-oriented decision-making models. ***Ref. – Section VII. A. 2***

███████████ has a ***Doctorate in Business Administration (DBA) with a concentration in Management***, a Master of Business Administration (MBA) with an emphasis in Acquisition & Procurement, and a Bachelor of Science in Management Computer Information Systems (MCIS). ███████████ is a published book author and has co-authored research articles. ***Ref. – Section VII. A. 2***

2.1.2 Consultant

███████████ is a distinguished professional with extensive expertise in ***organizational leadership***, ***Project Management (PM)***, finance/accounting, and Information Technology (IT). His academic and professional journey is marked by a commitment to excellence and a deep passion for education and leadership. ███████ has been serving as a university professor at Emmanuel University, where he has been instrumental in shaping the minds of future leaders. ***Ref. – Section VII. A. 2***

███████████ is ***proficient in translating detail-orientated technical data into definable decision-making information for executives and upper-level management***. He is the Director of Intelligence and Governance, underscoring his leadership capabilities and strategic thinking. ███████████ background in governance and his strategic approach to leadership make him ***well-suited to delivering content that enhances communication skills, especially in high-stakes environments requiring strategic communication***. ***Ref. – Section VII. A. 2***

███████████ has a ***Doctorate in Organizational Leadership (Ed.D)***, an MBA with an emphasis in Accounting, and a ***Master of Science Leadership***. His relevant certifications are ***Project Management Professional (PMP)***, Certified Information System Manager (CISM), and CompTIA Advanced Security Practitioner (CASP). ***Ref. – Section VII. A. 2***

2.1.3 Consultant

███████ is an award-winning statistician, 30-time researcher, professor, business expert, and best-selling author. He has over ***15 years of experience as a statistician in applied statistics and data analytics, statistics software: SPSS®, AMOS®, SAS®, and SmartPLS® (PLS-SEM)***; instrument development, and data collection. Performs univariate, bivariate, and multivariate statistics: factor analysis, discriminate analysis, ANOVA, MANOVA, logistic regression, Structural Equation Modeling (SEM), and data analytics. ***Ref. – Section VII. A. 2***

███████████████ relevant expertise is the ***Baldridge Assessments, organizational diagnosis, Strategic Planning (SP), business development models, turnarounds,*** profitability development models, financial plans, sales forecasting, economic development, business valuation, and business plans. He has served as a professor teaching undergraduate, graduate, and doctoral-level business courses; and facilitation experience conducting corporate training workshops and seminars. ***Ref. – Section VII. A. 2***

███████ has a Doctorate in Entrepreneurship (Ph.D.), an M.B.A. in International Marketing/Business,

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and a B.A. in Marketing. His relevant professional certifications are *Business Analyst (RBA)™, Master Business Consultant (MBC)™, and Management Consultant Professional (MCP)™ Certification*. In addition, ████ is an active and well-published researcher and a five-time book author, including a best-selling author. He is published in over 20 different business academic journals and book publications. *Ref. – Section VII. A. 2*

2.1.4 Consultant

████████ has extensive Business Analyst experience and qualifications in *analyzing business processes, eliciting requirements, and translating them into actionable solutions*. In addition, he has *over 9 years of aviation experience as a USAF veteran managing aircraft maintenance projects* and coordinating with multi-disciplinary teams to ensure timely and accurate repairs and upgrades. ████ is experienced in conducting stakeholder interviews and workshops to *gather and prioritize requirements, ensuring alignment with organizational objectives*. ████ solid analytical skills focus on sustaining high quality, identifying opportunities for process improvement, and cost reduction. *Ref. – Section VII. A. 2*

████ has multidiscipline knowledge and skills in *Project Management (PM)* and *Lean Six Sigma*, with an extensive technical background. He is skilled in utilizing industry-standard methodologies and Project Management Institution (PMI) frameworks to ensure projects are completed on time and within scope and budget. ████ uses the Lean Six Sigma principles to streamline processes by reducing turnaround time for reliable readiness. He *utilizes meticulous protocols and compliance measures to manage acceptance criteria*. He is committed to continuous improvement and can foster collaboration and innovation to enhance overall performance in meeting and exceeding objectives. *Ref. – Section VII. A. 2*

████ holds a *Bachelor of Science in Business Management*, a *Business Analyst Certificate*, a *Certified Associate in Project Management (CAPM)*, and a Lean Six Sigma Certificate. He is proficient in *Business Process Improvement (BPI), root cause analysis, needs assessments, and stakeholder management*. *Ref. – Section VII. A. 2*

2.2 Relevant Experience

Our team has extensive experience working with government and public entities similar in size and scope to Virginia Tech. We have successfully assessed, developed, and implemented strategies and curricula that enhance operational efficiency, mitigate risks, and prepare the leaders for future mission advancements. *Ref. – Section VII. A. 5*

ONSI's experience, coupled with the expertise of our business alliances, positions us as the ideal contractor to meet Virginia Tech's Leadership Coaching initiative. We understand the complex nature of this project and have the qualifications, past performance, and organizational capabilities to deliver a successful Leadership Coaching for Virginia Tech. *Ref. – Section VII. A. 5*

Our ██ ██. We specialize in conducting comprehensive plans to evaluate existing processes, identify inefficiencies, and deliver actionable recommendations with measurable improvements. ONSI's expertise in leadership coaching ensures we help leaders adapt to new systems, methods, and technologies, fostering a culture of continuous improvement. *Ref. – Section VII. A. 5*

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The Orbis Novitas Solutions, Inc. (ONSI) team's relevant experience highlights past projects that are appropriate to the requirements outlined in this RFP. We look forward to working with the Virginia Polytechnic Institute and State University (Virginia Tech) and contributing to its long-term success. Table 2 illustrates the ONSI team's relevant past performance references. *Ref. – Section VII. A. 5*

Table 2: Relevant Experience

The relevant past performance references were removed due to the Personally Identifiable Information (PII) presented on the point of contact.

3.0 COACHING APPROACH

Orbis Novitas Solutions, Inc. (ONSI) is committed to delivering a comprehensive coaching program that meets Virginia Tech's leadership development goals. Our approach to individual and group coaching is designed to be personalized, evidence-based, and results-oriented, with a strong focus on building key competencies and fostering measurable growth. We utilize a range of tools, techniques, and assessment methods tailored to the unique needs of each participant, ensuring the coaching sessions are relevant, impactful, and aligned with Virginia Tech's strategic objectives. *Ref. – Section VI and VII. A. 3*

3.1 Individual Leadership Coaching

3.1.1 One-on-One Coaching Sessions

Orbis Novitas Solutions, Inc. (ONSI) shall utilize a comprehensive individual leadership coaching program to support Virginia Tech's leadership development goals. Our approach is designed to provide leaders with flexible, on-demand coaching, meeting their needs through one-on-one sessions that are scheduled as necessary. This flexibility allows Virginia Tech's leaders to access

professional coaching precisely when needed, enabling them to address immediate challenges and maintain momentum in their development journey. Each session is tailored to the individual's circumstances and goals, ensuring our coaching is relevant, timely, and impactful. Our experienced coaches are skilled in adapting their approach to the unique needs of each leader, creating a supportive environment that encourages open dialogue and practical problem-solving. *Ref. – Section VI. 1. a. and VII. A. 3.*

3.1.2 Personalized Coaching Plans

ONSI will develop personalized coaching plans for each leader, aligning with their unique strengths, development areas, and career objectives. The coaching engagement will begin with a thorough assessment phase, evaluating each leader's personality traits, leadership style, and professional goals. We will create a profile highlighting each leader's core competencies while identifying specific areas for growth utilizing tools such as 360-degree feedback, personality assessments, and strengths-based evaluations. This data-driven approach allows us to craft a coaching plan that is strategic and tailored to the individual, ensuring the goals set are achievable and aligned with Virginia Tech's leadership competencies. Each coaching plan will be a roadmap to guide the leader's progress toward fulfilling their career aspirations while fostering both personal and professional development. *Ref. – Section VI. 1. b. and VII. A. 3.*

3.1.3 Addressing Leadership Challenges and Building Key Competencies

ONSI will provide focused support throughout the coaching engagement to address specific leadership challenges and build critical competencies. Our coaches will work closely with leaders to enhance emotional intelligence, helping them understand and manage their emotions and those of others. Leaders become better equipped to navigate interpersonal relationships and manage conflicts by strengthening their emotional intelligence. Strategic thinking is another core focus, where we guide leaders in analyzing complex situations, developing foresight, and making sound, forward-thinking decisions that align with organizational goals. *Ref. – Section VI. 1. c. and VII. A. 3.*

We will focus on essential team management, communication skills, emotional intelligence, and strategic thinking. Through guided exercises and reflective discussions, the leaders will learn techniques for fostering team collaboration, enhancing communication, and resolving conflicts constructively. This includes strengthening their ability to influence others, build trust, and create an inclusive team culture. Finally, decision-making skills will be developed by introducing leaders to various decision-making frameworks and tools that enable them to evaluate options, balance risks, and make informed choices. This comprehensive approach ensures each leader is fully equipped with the competencies to navigate their roles effectively. *Ref. – Section VI. 1. c. and VII. A. 3.*

3.1.4 Tools, Techniques, and Assessment Methods

Our coaching sessions provide one-on-one support tailored to each leader's strengths, development needs, and career goals. Each session addresses key competencies, immediate challenges, and long-term growth objectives. *Ref. – VII. A. 3.*

A. *360-degree Feedback* – Gathers insights from supervisors, peers, and direct reports, offering a comprehensive view of the leader's strengths and areas for improvement. The

feedback provides a basis for the coaching plan and helps identify blind spots or hidden strengths.

B. ***Personality and Strengths Assessments*** – These self-awareness tools are crucial for personal growth and effective leadership. For example, the ███████████████████ ███████████████████████████████████████ help leaders gain self-awareness, understand their unique traits and strengths, and recognize how they relate to others.

C. ***Emotional Intelligence (████████)*** – We use ████████████████████ to measure and develop emotional intelligence competencies, which are critical for relationship-building, stress management, and resilience.

D. ***Goal-Setting Frameworks (███████████)*** – The ██████████████████ model is applied in coaching sessions to clarify objectives, explore options, and set actionable steps, fostering accountability.

E. ***Reflective Practices and Mindfulness*** – These practices include journaling, guided self-reflection, and mindfulness exercises, which help leaders build self-awareness and manage stress effectively.

F. ***Situational Awareness Assessments*** – These assessments are designed to enhance communication effectiveness by understanding self and others (e.g., ████████████████ ██ aspects.

3.2 Group Coaching

Group coaching sessions foster collaborative leadership, enhance team dynamics, and align team goals with Virginia Tech's organizational objectives. These highly interactive sessions are tailored to each group's needs and dynamics. ***Ref. – Section VI. 2. and VII. A. 3.***

3.2.1 Group Coaching for Leadership Teams and Emerging Leaders

Orbis Novitas Solutions, Inc. (ONSI) is committed to fostering a collaborative and high-performing leadership culture at Virginia Tech through our group coaching services. Our group coaching sessions are designed to provide Virginia Tech's leadership teams and groups of emerging leaders with a platform for shared learning and growth. These sessions are structured as needed to address immediate team challenges and long-term development goals. By offering group coaching when it's most relevant, ONSI ensures that teams and leaders can access timely guidance and support, empowering them to work through collective challenges, strengthen team cohesion, and advance their collaborative skills. Each session is tailored to the group's specific dynamics, goals, and organizational priorities, creating an engaging and results-oriented environment for team growth. ***Ref. – Section VI. 2. a. and VII. A. 3.***

3.2.1.1 Collaborative Leadership

A key focus of ONSI's group coaching approach is to enhance collaborative leadership within Virginia Tech's leadership teams. Collaborative leadership skills are essential for driving engagement, aligning team efforts, and fostering a culture of mutual support and respect. Through our group coaching sessions, leaders will explore the principles of collaborative leadership, including active listening, empathy, and open communication. Our experienced coaches will facilitate exercises and discussions that encourage participants to share diverse perspectives,

helping them understand how to leverage individual strengths in service of the team's goals. This emphasis on collaboration equips Virginia Tech's leaders to work more effectively as a unit, ultimately enhancing their collective impact and ability to achieve shared objectives. ***Ref. – Section VI. 2. b. and VII. A. 3.***

3.2.1.2 Team Dynamics

ONSI's group coaching sessions also strongly emphasize improving team dynamics, recognizing that effective teams are built on trust, communication, and shared purpose. By addressing team dynamics directly, our group coaching creates a space for participants to discuss interpersonal challenges, align team values, and build stronger working relationships. Our sessions will include team-building exercises, role-playing scenarios, and conflict-resolution strategies that enable participants to practice and develop critical relational skills. As team members gain a deeper understanding of each other's strengths and work styles, they become better equipped to navigate differences, handle conflicts constructively, and work together toward common goals. This improved team cohesion leads to a more positive, supportive, and productive work environment. ***Ref. – Section VI. 2. b. and VII. A. 3.***

3.2.1.3 Organizational Performance Improvement

In addition to enhancing collaborative leadership and team dynamics, ONSI's group coaching sessions are structured to drive organizational performance improvement at Virginia Tech. Our approach is designed to help leaders and teams align their efforts with the organization's broader strategic goals. Through targeted discussions and practical exercises, we guide participants in setting performance goals, identifying areas for improvement, and implementing best practices that contribute to operational efficiency and effectiveness. By emphasizing a results-oriented mindset, we encourage Virginia Tech's leadership teams to think strategically about their role in advancing organizational performance and to take actionable steps toward improvement. This focus on performance not only benefits individual teams but also contributes to the overall success and competitiveness of Virginia Tech. ***Ref. – Section VI. 2. b. and VII. A. 3.***

3.2.2 Tools and Techniques

A. ***Team Assessments (*** ███████████████████ ***)*** – These assessments provide insights into team members' communication styles, conflict management preferences, and compatibility or potential tension areas. This understanding enhances collaboration and strengthens team cohesion. ***Ref. – Section VII. A. 3.***

B. ***Collaborative Goal Setting*** – Group coaching sessions often begin with defining shared objectives, ensuring alignment with Virginia Tech's strategic goals. This collaborative process promotes a sense of ownership and accountability within the team.

C. ***Role-Playing and Scenario-Based Exercises*** – The kinesthetic applications allow participants to practice handling real-world challenges in a controlled environment, building confidence and competence in conflict resolution and decision-making.

D. ***Peer Coaching*** – Encouraging participants to coach each other within the group fosters mutual support, accountability, and deeper learning while strengthening team relationships and communication skills.

E. ***Action Learning Projects***—Teams work together on a specific project or problem

relevant to their roles, allowing them to apply coaching concepts to practical situations, foster collaboration, and produce tangible outcomes.

3.3 Workshop and Development Programs

Orbis Novitas Solutions, Inc. (ONSI) is dedicated to supporting Virginia Tech's leadership journey by offering a range of workshops, seminars, and leadership development programs. As part of a comprehensive coaching strategy, our workshop and development programs address specific competencies essential for effective leadership. These sessions serve as a valuable complement to individual and group coaching. They provide structured learning opportunities focusing on critical leadership skills, allowing leaders to deepen their expertise and apply their knowledge in real-world contexts. Our workshops and seminars are interactive, engaging, and designed to ensure that participants leave with practical skills and insights they can immediately integrate into their roles. *Ref. – Section VI. 3., VI. 3. a., and VII. A. 3.*

3.3.1 Workshop and Seminar Topics

ONSI's workshops and seminars cover various essential topics tailored to meet the needs of Virginia Tech's leaders. We design each session specifically focusing on key leadership competencies, ensuring participants gain theoretical understanding and practical application of each skill. Topics include but are not limited to:

A. *Executive Presence* – This workshop helps leaders develop the confidence, credibility, and authenticity needed to inspire and influence others. Leaders will learn techniques to enhance their brand, build trust, and communicate effectively with stakeholders at all levels. The leaders will gain the tools to project a strong, positive presence that resonates within and beyond their teams through activities focusing on body language, tone, and messaging.

B. *Conflict Resolution* – Our conflict resolution workshop equips participants with strategies for addressing and resolving conflicts constructively. Leaders will explore conflict management styles, communication techniques, and emotional intelligence skills that will empower them to handle disagreements effectively. The leaders will be better prepared to foster a collaborative, respectful team environment that enhances overall productivity by learning to approach conflicts with empathy and a solution-oriented mindset.

C. *Change Management* – Change is a constant in today's fast-paced organizational landscape. In this workshop, leaders will learn how to guide their teams through transitions with resilience and adaptability. The session covers models of change management, effective communication during change, and techniques for minimizing resistance. Virginia Tech's leaders will become more effective in driving and sustaining positive organizational change by understanding the psychological impact of change and mastering strategies to support their teams. *Ref. – Section VI. 3. b. and VII. A. 3.*

3.3.2 Workshop Structure and Approach

ONSI's workshops and development programs are structured to provide a balance of theoretical knowledge and hands-on experience. Each session is highly interactive, combining presentations, case studies, role-playing, and group discussions to ensure that participants are fully engaged. This experiential approach allows leaders to practice new skills in a supportive environment,

receive feedback, and refine their techniques before applying them in real-world scenarios. Our workshops encourage participants to share insights, challenges, and solutions by fostering collaboration and open dialogue, creating a valuable learning experience beyond individual growth. *Ref. – Section VI. 3. a. and VII. A. 3.*

We tailor the length and format of each workshop to meet Virginia Tech's specific needs. Workshops can range from half-day sessions focused on a single competency to multi-day programs that provide a more comprehensive exploration of leadership development topics. ONSI's flexibility in structuring these sessions allows us to align with Virginia Tech's leadership goals, ensuring that each workshop is relevant, impactful, and aligned with the organization's broader objectives. *Ref. – Section VI. 3. a. and VII. A. 3.*

3.3.3 Workshop and Development Programs Benefits

The workshops and development programs offered by ONSI allow Virginia Tech's leaders to build critical skills that enhance their effectiveness and confidence. By addressing topics such as executive presence, conflict resolution, and change management, participants gain a well-rounded foundation of leadership competencies contributing to personal and organizational success. Additionally, these workshops serve as a platform for leaders to connect with peers, share experiences, and build a support network, further strengthening the leadership community within Virginia Tech. *Ref. – Section VI. 3. a. and VII. A. 3.*

3.3.4 Measures of Effectiveness and Success Plan

ONSI offers workshops as part of group coaching designed to focus on specific leadership competencies. These workshops cover essential topics such as executive presence, conflict resolution, and change management, using case studies, group discussions, and role-playing to ensure the practical application of the concepts. *Ref. – VII. A. 3.*

3.3.4.1 Measures of Effectiveness and Success Plan

ONSI has established a robust evaluation and feedback framework to ensure that the coaching programs produce measurable, meaningful results. This multi-layered approach includes immediate feedback mechanisms, ongoing progress tracking, and long-term impact assessments. *Ref. – Section VII. A. 3.*

A. *Immediate Feedback Mechanisms* – This approach ensures coaching adjustments can be made swiftly to enhance the learning experience and effectiveness. Post-session surveys and real-time feedback discussions allow participants to share insights and address concerns directly after each coaching session.

B. *Session Feedback Surveys* – The participants will complete a brief survey to assess the session's relevance, effectiveness, and engagement after each coaching session or workshop. This feedback lets us adjust the coaching approach in real-time and promptly address participant concerns.

C. *Initial and Mid-Program Assessments* – We will use assessment tools (such as ███████ █████████████████████) to establish a baseline and track changes in critical competencies at the beginning and midpoint of the program. This approach provides a concrete measure of growth and identifies areas requiring further attention.

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3.3.4.2 Progress Tracking

A. ***Individual Development Plans*** – Each leader will have a personalized development plan with specific, measurable goals aligned with Virginia Tech's leadership objectives. Regular coaching sessions will review Progress against these goals, ensuring continuous alignment with the participant's growth trajectory. ***Ref. – Section VII. A. 3.***

B. ***Coaching Management Software*** – We will use a coaching management platform to document goals, track progress, and record feedback after each session. This software provides participants and coaches with a clear view of development over time, fostering accountability and transparency.

C. ***Quarterly Review Sessions*** – ONSI will conduct formal quarterly reviews with participants and their supervisors to assess progress, celebrate achievements, and adjust development plans as needed. These reviews ensure all stakeholders remain aligned and committed to the leader's growth.

3.3.4.3 Long-Term Impact Assessment

A. ***Post-Program Surveys and Follow-Up*** – Six to twelve months after program completion, ONSI will conduct follow-up surveys to assess the sustainability of the behavioral changes and skills developed. This assessment helps measure long-term impact and identifies areas where further support might be needed. ***Ref. – Section VII. A. 3.***

B. ***Retention, Promotion, and Performance Metrics*** – To evaluate the broader impact of the coaching program, ONSI will work with Virginia Tech to analyze data on retention, promotions, and performance improvements among coached leaders. This information provides valuable insights into the program's ROI and its contribution to organizational success.

3.3.4.4 Key Performance Indicators (KPIs) Summary

ONSI will use the following KPIs to measure the success and effectiveness of the coaching programs: ***Ref. – Section VII. A. 3.***

A. ██.

B. ███.

C. ███.

D. ██.

E. ███.

3.4 Assessments

3.4.1 Leadership Assessments

Orbis Novitas Solutions, Inc. (ONSI) recognizes the importance of a data-driven approach to leadership development. ONSI will conduct comprehensive leadership assessments at the onset of the coaching engagement to ensure Virginia Tech's leaders clearly understand their strengths and areas for improvement. These assessments are designed to provide a foundational understanding of each leader's current competencies, helping to shape a targeted coaching strategy. Our assessment process includes evidence-based tools such as 360-degree feedback, personality assessments, and strengths-based evaluations, each chosen to deliver insights into specific facets of a leader's capabilities. *Ref. – Section VI. 4. a. and VII. A. 3.*

The 360-degree feedback assessment, for example, gathers insights from an individual's supervisors, peers, and direct reports, offering a well-rounded perspective of their performance and behavior in the workplace. This multi-perspective feedback is invaluable for identifying blind spots and understanding how others perceive the leader's strengths and potential growth areas. Personality and strengths assessments, such as the ███████████████████████ ███████████████████████, provide additional insights into each leader's natural tendencies, preferences, and unique talents. Emotional intelligence assessments, like the ███████, are also utilized to gauge the leader's capacity for self-awareness, empathy, and social interaction—competencies essential for effective leadership. *Ref. – Section VI. 4. a. and VII. A. 3.*

ONSI ensures a comprehensive assessment will reveal each leader's strengths, potential challenges, and development opportunities by using a combination of tools. This initial evaluation process creates a strong foundation for personalized coaching, enabling us to tailor our approach to each leader's needs. *Ref. – Section VI. 4. a. and VII. A. 3.*

3.4.2 Assessment's Feedback and Recommendations

ONSI will provide each leader with a detailed feedback report synthesizing key findings. Our coaches will conduct a feedback session with each participant, where we review the results in a supportive and constructive manner once the assessments are completed. During this session, participants will gain a deeper understanding of their assessment results, learning about their core strengths, the perceptions of those around them, and any specific areas where improvement is needed. *Ref. – Section VI. 4. b. and VII. A. 3.*

ONSI's coaches will offer targeted recommendations that address each leader's unique development needs based on these findings. These recommendations will guide the formation of a personalized coaching plan, including actionable goals aligned with the individual's career objectives and Virginia Tech's leadership competencies. For example, suppose a leader's assessment indicates a need for enhanced communication skills. In that case, the coaching plan may include specific strategies and exercises to improve clarity, active listening, and influencing abilities. If the results highlight strengths in strategic thinking, the coaching will focus on leveraging these strengths to enhance decision-making and organizational impact. *Ref. – Section VI. 4. b. and VII. A. 3.*

Our feedback sessions are designed to inform and motivate. ONSI aims to inspire the participants to embrace the coaching journey and commit to their development by presenting the assessment results to highlight each leader's potential for growth. This feedback and recommendation process ensures that Virginia Tech's leaders have a clear, data-backed roadmap for improvement, setting the stage for meaningful, measurable progress in their leadership capabilities. ***Ref. – Section VI. 4. b. and VII. A. 3.***

3.5 Ongoing Support and Accountability

3.5.1 Coaching Engagement's Continuous Support

Orbis Novitas Solutions, Inc. (ONSI) understands that sustained progress in leadership development requires consistent support and guidance. To ensure that Virginia Tech's leaders are fully supported throughout the coaching engagement, ONSI will provide continuous, responsive support that reinforces each participant's journey toward achieving their goals. Our approach includes regular coaching sessions, check-ins, and access to coaches between sessions, allowing participants to seek guidance or feedback as they overcome challenges and apply new skills. Each coaching session builds on the progress made in previous interactions, creating a cohesive developmental experience that encourages accountability and commitment. ***Ref. – Section VI. 5. a. and VII. A. 3.***

In addition to scheduled coaching sessions, ONSI will offer ongoing availability through email or virtual meetings, giving participants access to real-time support when specific issues arise. This continuous access enables leaders to address pressing challenges as they encounter them, helping them maintain momentum and build confidence in their abilities. Regular check-ins between formal sessions provide an opportunity to review recent achievements, discuss current obstacles, and adjust strategies as needed, ensuring that each participant remains aligned with their developmental goals. ***Ref. – Section VI. 5. a. and VII. A. 3.***

3.5.2 Actionable Development Plans and Tracking Measurable Outcomes

ONSI will work with each participant to create a personalized, actionable development plan that outlines specific goals and measurable outcomes as part of our commitment to accountability. These development plans serve as individualized roadmaps detailing the skills and competencies each leader aims to develop and concrete steps to achieve these goals. The development plan will include timelines, milestones, and measurable objectives, providing clarity and structure to the coaching journey. Each goal set within the plan is aligned with Virginia Tech's leadership objectives, ensuring that individual growth directly contributes to organizational success. ***Ref. – Section VI. 5. b. and VII. A. 3.***

ONSI will employ a structured approach to measuring outcomes. We will track progress to document goals, monitor progress, and record feedback after each. This platform allows the participant and their coach to view and assess progress in real-time, fostering transparency and accountability. Quarterly review sessions will be conducted to evaluate achievements, assess areas where further support may be needed, and make necessary adjustments to the development plan. We will celebrate milestones reached, address remaining challenges, and update the plan as required to maintain alignment with Virginia Tech's evolving needs during these sessions. ***Ref. – Section VI. 5. b. and VII. A. 3.***

ONSI's ongoing support model reinforces a sense of accountability and achievement by establishing clear, measurable goals and regularly tracking progress. This structured approach encourages each leader to take ownership of their development while also providing a mechanism for ONSI and Virginia Tech to evaluate the effectiveness of the coaching engagement. *Ref. – Section VI. 5. b. and VII. A. 3.*

4.0 COST

Orbis Novitas Solutions, Inc. (ONSI) is pleased to present our cost proposal listed in Table 3 for providing leadership coaching, development programs, and assessment services tailored to the needs of Virginia Tech. Our proposal is structured to clarify the costs associated with individual coaching, group coaching sessions, workshops, assessments, and ongoing support. Each service is priced with a focus on delivering high-quality, customized support to enhance leadership capabilities across the university. *Ref. – Section VII. A. 4.*

Our proposed rates reflect a competitive pricing approach, ensuring Virginia Tech receives exceptional value and impactful results. We have defined a maximum participant limit to optimize engagement and effectiveness, aligning with best practices in leadership development for group sessions and workshops. Additionally, each component in the proposal has been crafted to offer flexible, responsive solutions that support Virginia Tech's strategic objectives in building robust leadership capacity across all levels of the organization. *Ref. – Section VII. A. 4.*

Table 3: Cost Proposal

Service Category	Description	Proposed Labor Rate
Individual Coaching		
One-on-One Leadership Coaching	Personalized one-on-one coaching sessions (per hour)	$200/hr
Coaching Plan Development	Development of a customized coaching plan per individual	$500 per plan
Group Coaching		
Group Coaching Sessions	Coaching for leadership teams or emerging leaders (up to 15 participants, per hour)	$300/hr
Collaborative Leadership Program	Development of team-based coaching materials (flat rate)	$2,500
Workshops & Development Programs		
Leadership Workshops	Single-topic workshops (e.g., executive presence, conflict resolution) for up to 20 participants	$3,000 per workshop
Comprehensive Development Programs	Multi-session programs covering leadership topics (per program)	$7,500
Assessments		
Leadership Assessment Tools	Assessment per participant (e.g., 360-degree feedback)	$150 per participant
Assessment Feedback Session	Individual feedback session on assessment results (per hour)	$200/hr
Ongoing Support & Accountability		
Continuous Progress Check-Ins	Monthly follow-up and support sessions	$500/month
Development Plan Tracking & Reporting	Regular tracking of individual progress and reporting	$1,000 per participant

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APPENDICES

Appendix A – ONSI: Small, Women-Owned and Minority-Owned (SWaM) Certification

Orbis Novitas Solutions, Inc. (ONSI) is a certified SWaM and presents verification of its SWaM certification. On December 2, 2024, ONSI was awarded the Disadvantage Business Enterprise (DBE) certification. ONSI's certification and valid through date are as follows: ***Ref. – Section VII. A. 6. and Addendum No. 1 (Q&A No. 58)***

    A. Certification Number: ▮▮▮▮▮
    B. Valid Through: **May 13, 2029**

Appendix B – Proposal Submission Letter

Ref. – Page 2

RFP # 71412503, Leadership Coaching

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

DUE DATE: Proposals will be received until November 18, 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 Angela Caldwell, Phone: (540) 231-1269 e-mail: acaldwell@vt.edu. All inquiries will be answered in the form of an addendum. Inquiries must be submitted by 2:00 PM on November 4, 2024. Inquiries must be submitted to the procurement officer identified in this solicitation.

VIRTUAL PRE-PROPOSAL CONFERENCE: A pre-proposal conference will be held on October 29, 2024 at 1:00 PM. See RFP Section IX, Pre-proposal Conference for additional information.

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.sciquest.com/apps/Router/PublicEvent?CustomerOrg=VATech

Vendors will need to register 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.

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: Dr. Edward Wiggins
Digitally signed by Dr. Edward Wiggins
Date: 2024.12.16 11:46:24 -05'00'
Date: December 16, 2024

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Appendix C – Addenda No. 1 and 2 Acknowledgements

This statement certifies the information contained in Addendum No. 1 and 2 are incorporated in ONSI's proposal submittal, under the original solicitation. In addition, the proposal submission date was officially changed to December 16, 2024, at 3 pm EST. referencing Addendum No. 2.

Appendix D – Solicitation and Proposal Cross Reference

Under the solicitation, refer to *Section VII. B. 2. c.* The proposal should contain a table of contents that cross-references the RFP requirements. The following Cross-Reference table displays the General Requirement details.

Cross-Reference Table

RFP Section	RFP Requirement	Description	Proposal Section & Name
VI.	*1. Individual Leadership Coaching*	a. Provide one-on-one coaching sessions to leaders within the organization on an as needed basis. b. Develop personalized coaching plans that align with the individual's strengths, development areas and career objectives. c. Support in addressing specific leadership challenges and building competencies such as emotional intelligence, strategic thinking, team management, communications and decision making.	**3.1 Individual Leadership Coaching**
	2. Group Coaching	a. Provide group coaching sessions for leadership teams or groups of emerging leaders on an as-needed basis. b. Emphasize collaborative leadership, team dynamics, and organizational performance improvement as needed.	**3.2 Group Coaching**
	3. Workshop & Development Programs	a. Offer workshops, seminars or leadership development programs as part of a comprehensive coaching strategy. b. Topics may include, but are not limited to: executive presence, conflict resolutions, change management	**3.3 Workshop and Development Programs**
	4. Assessments	a. Utilize leadership assessments to evaluate current leadership strengths and areas for improvement. b. Provide feedback and recommendations based on assessment results.	**3.4 Assessments**
	5. Ongoing Support & Accountability	a. Offer continuous support to participants throughout the coaching engagement to ensure progress toward established goals. b. Create actionable development plans and track measurable outcomes.	**3.5 Ongoing Support and Accountability**

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Cross-Reference Table (Continuation)

RFP Section	RFP Requirement	Description	Proposal Section & Name
VII.	*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.** Provide a brief description of your organization including experience in leadership coaching with other higher educational institutions. Describe coaching methodologies and approaches.	**1.0 EXECUTIVE SUMMARY** **1.1 Methodologies and Approaches**
		2. Provide overview of the coaches' qualifications, certificates and expertise in leadership coaching. Providing examples of previous coaching engagements, particularly with organizations of similar size and scope, is strongly encouraged.	**2.0 QUALIFICATION, CERTIFICATIONS, AND EXPERTISE** **2.1 Key Personnel Qualifications and Certifications** **2.2 Relevant Experience**
		3. Provide a detailed description of the approach to be taken for individual and group coaching. At a minimum, this description should include a list of tools, techniques and assessment methods. Include the plan for measuring the effectiveness and success of the coaching programs	**3.0 COACHING APPROACH**
		4. Clearly break down pricing for individual coaching, group coaching, workshops, assessments and any other relevant services.	**4.0 COST**
		5. Provide at least three references from previous clients who have engaged in similar leadership coaching services.	*Table 2. Past Performance References*
		6. 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/	**Appendix A – ONSI: Small, Women-Owned and Minority-Owned (SWaM) Certification**
		7. The return of the Submission Instruction page and addenda, if any, signed and filled out as required.	**Appendix B – Proposal Submission Letter** **Appendix C – Addendum No. 1**

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Virginia Tech | Leadership Coaching | Solicitation No. 71412503

Appendix E – Criminal Conviction Checks Contractor Checklist

Under the solicitation, refer to *Section 11, page 11* and *Addendum No. 1, Exhibit A*.

Exhibit A

Police
330 Sterrett Drive
Public Safety Building, Suite 280
Blacksburg, Virginia 24061
P: (540) 231-6411 F: (540) 951-2803
police.vt.edu

CRIMINAL CONVICTION CHECKS Contractor Checklist

Please review and complete the following in order to request approval of an alternate background check vendor.

Dr. Edward L. Wiggins

Contractor

Orbis Novitas Solutions, Inc.

Background Check Vendor Name

Business Address: 4410 Brookfield Corporate Dr., Suite # 223001

Chantilly, VA 20151

Phone: 571.206.1870

Website: https://orbisnovitas.com/

Service Plan name/level: _____

All criminal conviction checks must be concluded before the Contractor's employees gaining access to the Virginia Tech Campus. 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 background checks will include a review of the individual's records to include:

1. Search of primary name and any alias - _____
2. Social Security Number Search - _____
3. Credit Report (if related to potential job duties) - _____
4. 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 - _____
5. the National Sex Offender Registry - _____
6. the Global Watch list (maintained by the Office of Foreign Assets Control of The US Department of Treasury) - _____

(Initial next to each bullet that requirement has been verified with background check vendor or "N/A" if not applicable)

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

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An equal opportunity, affirmative action institution

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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.

I am requesting approval to use a background check vendor other than a vendor that is currently approved by Virginia Tech.

Contractor: (print) _Dr. Edward L. Wiggins_   (Signature) Dr. Edward L. Wiggins _____

Digitally signed by Dr.
Edward L. Wiggins
Date: 2024.11.18
07:48:27 -05'00'

I approve _____/ do not approve _____ the use of this background check vendor.

Date: _____   (Signature) _____
                                 William M. Babb, Chief of Police:

September 2023

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Leadership Coaching,
Screening/Negotiation Questions and Case Study,
Virginia Polytechnic Institute and State University (Virginia Tech) Solicitation No. 71412503

Submitted To	Submitted By
Virginia Tech	**Orbis Novitas Solutions, Inc.**
300 Turner Street, NW	4410 Brookfield Corporate Dr. #223001
Blacksburg, VA 24061	Chantilly, VA 20151
Attn: Angela Caldwell	***Attn***: Dr. Edward Wiggins, President & CEO
Email: acaldwell@vt.edu	***Email***: ewiggins@orbisnovitas.com
Phone: ██████████	***Phone***: 571.206.8683
	UEI: ████████████

The enclosed documents are submitted as a part of Orbis Novitas Solutions, Inc.'s *Screening/Negotiation Questions and Case Study Response*.

Date Submitted: April 9, 2025

Dr. Edward Wiggins

Digitally signed by Dr. Edward Wiggins
Date: 2025.04.09 16:14:20 -04'00'

Authorizing Official:

Dr. Edward Wiggins
Orbis Novitas Solutions Inc. (ONSI),
Chief Executive Officer (CEO)

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I. Vendor Screening

1.0 COMPANY BACKGROUND & EXPERIENCE

1.1 Industries

Orbis Novitas Solutions, Inc. (ONSI) specializes in providing leadership coaching and training across a diverse range of industries, with an emphasis on *sectors where strategic leadership, complex organizational dynamics, and transformational change* are paramount. Our coaching methodologies are designed to be adaptable, evidence-based, and industry-informed, ensuring that we deliver value-driven development experiences aligned with *sector-specific and cross-sector leadership competencies*.

A. *Higher Education and Academia*

ONSI has extensive experience partnering with institutions of higher learning, including recent engagements with the University of Virginia (VA) and other academic entities. Our work in this space focuses on developing faculty leaders, administrative executives, and emerging academic professionals by enhancing their strategic thinking, emotional intelligence, and change leadership. We *understand the shared governance structures, mission-driven cultures, and stakeholder complexities that define the higher education environment*.

B. *Public Sector and Government Agencies*

As a trusted provider to state and federal entities, including the Department of Defense (DoD), the Region One Education Service Center in Texas, and the University of Virginia (UVA). ONSI has honed a deep understanding of the unique leadership challenges facing public sector leaders. Our coaching engagements help government professionals *navigate regulatory frameworks, drive efficiency, and align leadership behaviors* with public service missions.

C. *Healthcare and Human Services*

We support leadership development within healthcare systems and human services organizations by *focusing on collaborative decision-making, emotional resilience, and high-performance team dynamics*. Our approach integrates best practices in patient-centered leadership and addresses the demands of regulatory compliance, resource management, and cross-functional coordination.

D. *Corporate and Commercial Sectors*

Our leadership coaching programs extend into the private sector, where we support companies in technology, finance, manufacturing, and consulting. Our coaching model fosters innovation, succession planning, and executive presence, preparing leaders to respond to market shifts and drive sustainable growth. We *emphasize agile thinking, stakeholder communication, and leadership branding* in these fast-paced environments.

E. *Nonprofit and Community-Based Organizations*

ONSI provides leadership development that *empowers individuals to lead with purpose, mobilize communities, and strengthen organizational impact for mission-driven and grassroots organizations*. We support nonprofits in building leadership capacity that aligns with their strategic missions, resource constraints, and community engagement

goals.

ONSI brings a unique ability to contextualize leadership development, ensuring our coaching engagements are relevant, scalable, and effective, regardless of industry, through our experience across these varied sectors. *Our interdisciplinary perspective enriches our coaching practice and enhances the value we deliver to institutions like Virginia Tech*.

1.2 Testimonials and Feedback

An impactful coaching engagement involved a government client's Program Executive Office (PEO) tasked with developing the classified portion of a complex financial system. The PEO initially struggled with stakeholder alignment, emotional intelligence issues, and interagency coordination in a highly sensitive environment. ONSI implemented a coaching program focused on leadership communication, decision traceability, and strategic planning. The process led to the early completion (i.e., six months ahead of schedule) of the requirements development phase and secured multi-agency buy-in and funding approval. This measurable outcome improved project execution and enhanced inter-organizational trust and collaboration.

Additionally, through ONSI's engagements with the Defense Acquisition University (DAU) and Federal Acquisition Institute (FAI), our leadership program deliveries have consistently received high praise for boosting participants' leadership confidence, emotional intelligence, and strategic communication. Our approach is deeply rooted in experiential learning and systems-based leadership, making our services a strong match for institutions seeking sustainable leadership transformation with tangible results. A few of the participants' reviews are shown in Table 1.

Table 1: Participants' Feedback

Participants Feedback from 2024 Training		
...wonderfully engaged with the students…For sure, I would definitely take another course under his direction	The instructor's personal knowledge and experience. This sort of knowledge is more valuable and makes the training material more understandable.	I would highly recommend him as an instructor to anyone, and would honestly consider taking a course if I saw he was the instructor.
...really help bring the training to life and made sure that everyone no matter what level was keeping up with the course	Fantastic teacher, his knowledge, expertise, and presentation were the most valuable parts of this course.	...instructor was able to hold my attention, which is the number 1, 2, and 3 most important part of any course
...brought a lot to the course beyond the material	hire more Dr. Wiggins	I have decided that any course Dr. Wiggins teaches I will seek to be apart of!

1.3 Leadership Trends and Best Practices

Our coaching methodology is rooted in a commitment to continuous learning, professional development, and academic-practitioner integration. We ensure our coaches remain at the forefront of leadership trends and best practices through a multi-tiered approach that includes formal certifications, ongoing research, professional network engagement, and contributions to thought leadership.

ONSI coaches are required to maintain active participation in industry-recognized leadership development programs, such as those offered by the International Coaching Federation (ICF), the Center for Creative Leadership (CCL), and academic institutions that specialize in executive

education. These platforms provide access to evolving frameworks in adaptive leadership, systems thinking, psychological safety, inclusive leadership, and other competencies that are critical to modern leadership demands.

In addition to formal credentials, our coaches regularly attend conferences, webinars, and think tank forums with professional associations, including the Academy of Management (AOM), the Society for Human Resource Management (SHRM), and the Institute for Defense and Business (IDB). These engagements allow our team to benchmark our methodologies against the latest research, integrate the best global practices, and respond to emerging challenges in organizational leadership, particularly within the higher education, government, and defense sectors.

ONSI promotes a culture of scholarship and inquiry. Our lead coaches are experienced researchers and practitioners who contribute to academic publications, facilitate peer-reviewed studies, and collaborate with other thought leaders on cutting-edge leadership topics. This research-practice blend enables our coaching staff to deliver evidence-based guidance grounded in theory and field-tested applications.

Our internal professional development model includes quarterly knowledge-sharing sessions, where coaches review recent case studies, analyze new leadership frameworks, and assess how evolving social, technological, and organizational trends can be translated into value-added coaching practices. This approach ensures that our clients benefit from coaching strategies that are current and strategically aligned with organizational and industry-specific leadership challenges.

2.0 COACHING APPROACH & METHODOLOGY

Orbis Novitas Solutions, Inc. (ONSI) inherently utilizes the ***Systems Thinking Model (STM)*** as the foundational methodology for training, business operation, and innovative decision-making. Systems thinking takes on a holistic approach to investigating factors and interactions, which yield positively impacting results. It is a proven solution-orientated model used in many capacities (e.g., training, assessments, leadership) and industries (e.g., technical procedures, process improvement, research). *System thinking is simplistically structured and easily understood/executed at the lowest level in an organization.* The Systems Thinking Model is our foundational approach because it develops an end-to-end view, which involves the following phases: *(a)* **Input**, *(b)* **Process**, *(c)* **Output**, *and (d)* **Feedback** *being the critical revolving step to encourage transformation for viable solutions*. The most effective approach to improve performance output proficiency is influencing measurable change during the Input and Process phases. This is achieved through progressive elaboration discovered during the Feedback phase from previous performance results.

The Systems Thinking Model (STM) always resonates in the professional environment. ***The modular application of STM is easily interwoven with other methodologies (e.g., professional development, organization development, strategic planning, compliance) and business processes.*** STM reduces cognitive overload, helps leaders and professionals correlate abstract ideas from operational duties into a palatable format, and concretely organizes information into an executable plan.

2.1 Methodologies and Approaches

ONSI *employs a multifaceted and evidence-based coaching methodology tailored to each client's unique leadership context, developmental needs, and organizational goals*. Central to our approach is the use of the International Coaching Federation (ICF)-aligned principles, which emphasize active listening, powerful questioning, goal setting, and sustained behavioral change. Our coaching methodology integrates *transformational leadership theory*, the *GROW model*, and *emotional intelligence frameworks*, enabling leaders to develop greater self-awareness, strengthen interpersonal effectiveness, and lead with agility in complex environments.

Our coaching engagements commence with a *comprehensive discovery process*, which encompasses stakeholder interviews, assessments (e.g., feedback, personality & strength, etc.), and alignment with organizational objectives. This allows us to co-create personalized coaching goals that align individual growth with institutional success. We apply *systems thinking* to ensure that each leader's development considers the broader organizational ecosystem, reinforcing sustainable leadership behaviors throughout the coaching journey.

ONSI coaches serve as strategic thought partners - encouraging reflection, identifying blind spots, and fostering accountability. We incorporate *solution-focused coaching*, where the emphasis is on building strengths, exploring possibilities, and achieving measurable outcomes. We adapt our methods to address stage-specific challenges while reinforcing continuous growth and resilience for leaders at various levels (i.e., emerging, mid-level, and senior).

Our methodology is not static; it is enhanced through data-informed feedback loops and tailored to ensure consideration of other principles that are embedded throughout the coaching relationship. Ultimately, ONSI's coaching methodology cultivates leaders who are self-aware, empathetic, innovative, and prepared to navigate dynamic institutional landscapes.

2.2 Coaching Framework

ONSI offers a structured coaching framework that provides a consistent, research-based foundation while remaining *flexible and customizable* to meet the distinct needs of each client. Our coaching process follows a phased and goal-oriented structure beginning with an initial discovery and intake phase, followed by assessment, coaching goal development, implementation, and ongoing evaluation. This structured model ensures a reliable experience across engagements while allowing for the unique challenges, leadership roles, and organizational dynamics of each client to shape the direction and depth of the coaching relationship.

We begin by establishing a strong foundation of trust and confidentiality, aligning expectations between the coach, client, and organizational stakeholders when applicable. During the *discovery and assessment phase*, we often administer tools such as the Goal-Setting Frameworks, Situational Awareness, or emotional intelligence assessments. These instruments are selected based on the client's objectives and role, ensuring the coaching experience is highly relevant and personalized.

Our approach is *never one-size-fits-all*, while the framework offers structure and coherence. Each engagement is uniquely tailored to the client's goals, leadership context, and developmental stage. Our coaches remain adaptive, drawing from multiple coaching modalities such as transformational coaching, emotional intelligence development, and behavioral coaching. This

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balance of structure and customization ensures that every client benefits from a proven process while engaging in a journey that is uniquely their own.

2.3 Organizational Goals and Culture Alignment

Effective coaching must be deeply rooted in the organizational context in which leaders operate. Our methodology is intentionally designed to be strategic and adaptive, ensuring each coaching engagement is aligned with the organization's mission, strategic objectives, leadership competencies, and cultural values. We *begin this alignment by engaging key stakeholders to clarify desired outcomes and performance expectations*, allowing us to co-create coaching goals that are meaningful at the individual and organizational levels.

ONSI *performs an initial intake and contextual analysis that includes reviewing the organization's strategic plan, leadership philosophy, core values, and behavioral expectations* to ensure cultural alignment. We incorporate stakeholder interviews or pulse surveys where applicable to gain insight into how the culture is perceived and practiced within the workplace. This approach allows us to modify the coaching process within the unique dynamics, language, and values of the organization rather than applying a generic model.

Our coaches are trained to *integrate organizational metrics and feedback systems into the coaching process*. This may include aligning development goals with organizational competencies, performance indicators, or succession planning initiatives. ONSI facilitates a feedback loop that ensures coaching progress is visible, measurable, and in service to the broader mission of the organization throughout the engagement. This customized alignment fosters individual growth and promotes sustainable leadership behaviors that reinforce the organization's desired culture and long-term success.

2.4 Coaching Program Measures of Success

The success of our *coaching programs is measured through a combination of qualitative and quantitative methods* that are embedded throughout the coaching engagement. Our comprehensive evaluation strategy ensures that coaching outcomes align with individual goals, institutional values, and Virginia Tech's broader leadership development objectives. ONSI ensures our coaching programs deliver measurable and meaningful results by embedding clear success indicators, engaging stakeholders, and aligning coaching efforts with Virginia Tech's leadership goals. Our approach reinforces the university's commitment to developing dynamic, emotionally intelligent, and strategic leaders capable of guiding the institution forward.

A. *Goal Setting and Baseline Assessment*

The foundation of our success measurement begins with a thorough intake and discovery process, during which each coaching participant, whether in one-on-one or group settings, establishes specific, measurable, and time-bound development goals. We use validated assessments such as the EQ-i 2.0 (Emotional Intelligence), Everything DiSC®, and 360-degree feedback tools to establish a clear baseline of competencies and leadership behaviors at the outset.

B. *Progress Monitoring and Midpoint Reviews*

We implement regular check-ins to assess progress toward established goals throughout the engagement. These may include self-assessments, coach observations, and optional

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stakeholder feedback. In long-term engagements, we conduct a formal midpoint review that allows participants to recalibrate goals or reinforce strategies that are working effectively. This iterative feedback process ensures that the coaching remains responsive and aligned with real-time challenges.

C. *Post-Coaching Evaluation and Stakeholder Feedback*

The participants revisit their initial assessments and goals to reflect on growth and areas for continued development upon completion of the coaching engagement. We offer debrief sessions that include the participant's perspective and high-level observations from the coach, maintaining confidentiality as appropriate in cases where sponsors or supervisors are involved (e.g., department chairs or program leads). This ensures alignment between individual development and organizational needs.

D. *Outcomes and Long-Term Impact*

Our success metrics include longitudinal impact assessments when available. For example, Virginia Tech may observe increased leadership effectiveness, improved team dynamics, or higher retention and promotion rates among coached individuals. ONSI offers aggregate reporting (with anonymized data) highlighting trends, progress, and overall coaching outcomes across participants or departments to support institutional evaluation.

2.5 One-on-One and Group Coaching

ONSI provides one-on-one and group coaching solutions as part of our holistic leadership development services, tailored to meet the diverse leadership development needs of higher education institutions such as Virginia Tech. Our dual approach allows for personalized growth experiences while fostering collective learning and collaboration among leaders within the organization. ONSI delivers a flexible, scalable coaching solution that meets the unique needs of academic and administrative leaders at all levels of the institution by offering one-on-one and group coaching.

2.5.1 One-on-One Coaching

Our individual coaching engagements are designed to support leaders in navigating specific challenges, enhancing their leadership effectiveness, and accelerating their personal and professional growth. One-on-one coaching provides a confidential space for self-reflection, skill development, and behavioral change. Each engagement begins with a comprehensive intake session, followed by targeted assessments such as the EQ-i 2.0 or Everything DiSC®, which inform a personalized Leadership Development Action Plan (LDAP). Our coaches guide clients through a structured yet flexible process that supports emotional intelligence, strategic thinking, and authentic leadership aligned with Virginia Tech's institutional values and goals.

2.5.2 Group Coaching

ONSI offers group coaching that encourages shared learning, accountability, and peer-to-peer support. Our group coaching sessions are highly interactive and designed around themes such as leading through change, managing cross-functional teams, and cultivating inclusive leadership. These sessions are facilitated by experienced coaches who ensure that each participant contributes and benefits from the collective wisdom of the group. Group coaching is particularly effective for departments or leadership cohorts seeking to build alignment, develop a shared language around

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leadership, and address organizational challenges collaboratively.

Our coaching model is built on a systems thinking framework, allowing both individual and group coaching engagements to be fully integrated with broader organizational development efforts. Whether coaching a single executive or a leadership team, we ensure that all sessions are goal-oriented, outcomes-driven, and aligned with Virginia Tech's strategic priorities.

2.6 Assessment Tools

Our coaching methodology is rooted in a systems thinking approach, which allows us to view each client within the broader context of their organizational ecosystem. This holistic perspective shapes our use of assessments and tools to enhance self-awareness, increase emotional intelligence, identify leadership strengths and development areas, and align personal leadership styles with organizational goals.

We incorporate a suite of evidence-based assessments and tools tailored to the unique needs of each coaching engagement. One of our foundational tools is the EQ-i 2.0 Emotional Intelligence Assessment, which provides comprehensive insights into a leader's emotional and social functioning. This tool helps participants understand how their emotional intelligence impacts workplace relationships, decision-making, and performance. We find this assessment especially useful in enhancing interpersonal effectiveness and resilience in dynamic academic and administrative environments such as Virginia Tech.

ONSI utilizes the Everything DiSC® Workplace assessment. This tool supports clients in recognizing behavioral tendencies and communication styles of their own and those of others. Leaders develop skills to more effectively collaborate, manage conflict, and influence cross-functional teams, which are critical in diverse university ecosystems through DiSC.

Feedback tools are also integral to our coaching methodology. We use structured 360-degree feedback instruments that gather input from supervisors, peers, and direct reports. This comprehensive feedback helps clients gain clarity about how they are perceived by others and identify blind spots that may be impeding growth. We ensure feedback is delivered in a psychologically safe environment, and we coach leaders through interpreting and integrating this feedback into actionable development goals.

ONSI employs the Leadership Circle Profile™ and the CliftonStrengths® assessment where appropriate throughout the coaching engagement. The Leadership Circle Profile™ bridges the gap between leadership competency and underlying behaviors, while Clifton Strengths® empowers leaders to build on their natural talents rather than focusing solely on weaknesses.

All assessments are debriefed during dedicated coaching sessions, and findings are incorporated into personalized Leadership Development Action Plans (LDAPs). Our coaches collaborate with clients to interpret results, identify priority development areas, and set SMART goals. These plans are regularly revisited and refined throughout the coaching process to ensure continued alignment with individual aspirations and organizational objectives.

ONSI's use of assessments is intentional and individualized, providing the foundation for self-awareness, transformation, and sustained leadership growth. We help leaders at Virginia Tech unlock their full potential in service to the university's strategic mission by aligning tools with the client's context and goals.

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3.0 CUSTOMIZATION & FLEXIBILITY

3.1 Tailored Coaching Programs

ONSI believes that Leadership coaching is *most effective when it is deeply personalized and contextually aligned with the unique objectives of the individual leader and the organization*. Our tailored coaching approach begins with a discovery phase that includes stakeholder interviews, leadership alignment discussions, and an in-depth assessment of organizational priorities and culture. This ensures that our coaching framework is customized to the individual's professional growth goals and strategically aligned with the broader mission and values of the institution.

ONSI uses a combination of qualitative and quantitative assessments to understand individual leadership styles, emotional intelligence, behavioral tendencies, and competency gaps. We utilize emotional intelligence, personality profiling, and feedback tools to allow us to co-create a coaching roadmap that is data-informed and results-focused. These assessments provide a foundation for the creation of individualized development plans that outline specific goals, milestones, and behavioral change strategies.

We work closely with Human Resources, Talent Development, and key executive sponsors to ensure our coaching engagements support broader leadership pipelines, succession strategies, and cultural transformation initiatives. For example, *our coaching delivery is intentionally structured to complement existing leadership development programs while elevating capabilities in the strategic influence, change navigation, and interpersonal communication areas*.

Our certified coaches remain responsive to evolving priorities and challenges throughout the coaching engagement. We incorporate real-time feedback and leverage reflective learning techniques to keep coaching dynamic, relevant, and flexible. This adaptive approach ensures that the participants and the organization see measurable progress, enhanced leadership effectiveness, and long-term impact.

ONSI's strength lies in our ability to tailor every coaching engagement with intentionality rooted in evidence-based practice and guided by a collaborative, system-oriented mindset. This ensures that each coaching relationship is not only a journey of individual transformation but also a driver of organizational excellence.

3.2 Leadership Levels

ONSI recognizes that effective leadership coaching requires a nuanced understanding of the specific challenges, expectations, and growth trajectories associated with different leadership levels. Our coaching approach is tiered and tailored to meet the developmental needs of executives, mid-level managers, and emerging leaders while aligning with organizational goals and culture.

A. *Executive Leaders*

Our coaching engagements focus on strategic influence, organizational visioning, executive presence, and leading through complexity. These sessions are *designed to support high-stakes decision-making, stakeholder engagement, succession planning, and long-term transformation initiatives*. We often integrate advanced assessments (e.g., 360-degree executive reviews, Hogan Assessments, and board-level feedback) and facilitate confidential

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strategy labs or leadership retreats that provide a platform for reflective thought partnership and innovation.

B. *Mid-Level*

Coaching emphasizes operational leadership, cross-functional collaboration, and team performance. We assist leaders with managing change, enhancing emotional intelligence, navigating matrixed environments, and refining communication and delegation skills. Our approach equips mid-level managers to serve as the bridge between strategic direction and frontline execution. We *incorporate assessment and StrengthsFinder tools to increase self-awareness and develop practical leadership capabilities*.

C. *Emerging Leaders*

ONSI focuses on foundational leadership competencies such as leading without authority, time management, self-leadership, and influencing upward. Our coaches use structured development plans combined with mentoring-style coaching to build confidence and readiness for future leadership roles. *Interactive learning modules and goal-setting frameworks help these rising professionals accelerate their growth in alignment with institutional priorities*.

Our *Systems Thinking Model (STM)* is used to ensure that coaching is integrated with the organizational ecosystem across all leadership levels. We engage stakeholders to align expectations and ensure coaching is not siloed but instead supports team dynamics, cultural norms, and performance benchmarks. This tiered, scalable approach enables ONSI to deliver high-impact coaching that respects each leader's context while reinforcing a shared language of leadership across the institution.

3.3 Additional Coaching Resources and Support

ONSI believes that impactful coaching extends beyond the scheduled one-on-one or group sessions. We provide a range of supplemental resources and touchpoints between coaching engagements to ensure continuous growth and reinforcement of development objectives. These support mechanisms are designed to sustain momentum, encourage reflection, and reinforce accountability.

A. *Customized Development Tools*

The participants *receive curated readings, podcasts, leadership frameworks, self-assessment instruments, and reflective exercises between sessions*. These materials are tailored to the participant's goals and coaching plan, allowing for focused practice and reinforcement in real time. For example, a participant working on improving strategic communication might receive case-based scenarios, TED Talks, or articles addressing executive presence and influence.

B. *Coaching Support*

We also offer *ongoing access to coaching support via email or virtual office hours*, where participants can seek clarification, share updates, or address emerging challenges. This just-in-time coaching model allows us to remain agile in addressing critical leadership moments as they arise between sessions. We may also provide check-ins via brief asynchronous video messages or secure messaging platforms, depending on the coaching tier and organizational preferences.

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C. *Progress Tools*

ONSI *incorporates digital coaching journals and goal-tracking tools to monitor progress*. These digital tools are integrated into our Systems Thinking Model (STM) to ensure that everyone's leadership journey aligns with the broader organizational system and outcomes. Participants are encouraged to document insights, track milestones, and reflect on the application of learning in the workplace. Coaches review this input to inform and customize subsequent sessions.

D. *Other Resources and Support*

We collaborate with client stakeholders to ensure the coaching experience is embedded within the organization's leadership development ecosystem. *Where applicable, we may recommend peer coaching groups, micro-learning videos, or alignment with organizational training offerings to further reinforce individual growth and institutional objectives*.

ONSI provides this wraparound support service to ensure that coaching is not an episodic experience. Instead, the participants can have a continuous leadership development journey supported by actionable tools and timely guidance.

4.0 COACH SELECTION & MATCHING PROCESS

4.1 Aligning Coaches with Clients

ONSI knows that the success of a coaching engagement is significantly influenced by the compatibility between the coach and the client. Therefore, our coach-client matching process is personalized, designed to align each participant with a coach whose background, coaching style, and expertise best support the client's unique goals, leadership level, and developmental areas.

A. *Discovery and Intake Phase*

Our match-making process opens with a discovery and intake phase, where we collect key information about the individual's role, leadership challenges, professional background, preferred learning style, and desired coaching outcomes. This is often done through a combination of structured intake forms, brief interviews, and consultation with the sponsoring organization or HR leadership team.

B. *Diverse Network of Experienced Coaches*

ONSI maintains a diverse network of experienced coaches with expertise across industries, leadership levels, and coaching methodologies. Each coach in our network has been carefully vetted and selected based on their certification credentials, coaching experience, and ability to integrate ONSI's Systems Thinking Model (STM) into their practice. This framework ensures a systemic and organizationally aligned coaching experience, which is especially valuable in higher education and public sector environments like Virginia Tech.

C. *Chemistry Calls*

We use the data from the intake process to identify one or more coach options who are well-suited to support the individual's growth. ONSI can facilitate "chemistry calls" or coach introductions, allowing the client to meet and select the coach they feel most comfortable working with, depending on client preference. This step helps establish an initial rapport and ensures psychological safety, which is a critical component of a successful coaching

relationship.

ONSI ensures that every coaching partnership is well-positioned to deliver meaningful and measurable outcomes by integrating a human-centered match-making approach with data-informed processes and stakeholder collaboration. We monitor the coaching dynamic and offer support as needed throughout the engagement, including the option to revisit the match if objectives shift or if the needs evolve. Our goal is always to ensure alignment between the coach's strengths and the client's developmental priorities, promoting optimal engagement and sustainable growth.

4.2 Choosing or Switching Coaches

ONSI maintains a flexible approach to coach assignments. If at any point during the coaching engagement a client feels that the current coach may not be the best match for their needs, we provide a structured and respectful pathway for re-evaluation. Our coaching coordinators will engage with the clients to understand their concerns and identify another coach within our network who may be better suited to support the individual's objectives. This process is handled with discretion, professionalism, and a focus on maintaining trust and momentum in the coaching engagement.

ONSI fosters an environment of trust, accountability, and optimal outcomes for individuals and organizations by offering clients the ability to switch coaches when appropriate. This flexibility is part of ONSI's broader commitment to client-centered service delivery, psychological safety, and continuous improvement. *Personal and professional growth often requires adaptability, and our ability to adjust coaching relationships as needed ensures that each client remains engaged, confident, and focused on their leadership development*.

4.3 Coaching Experience

The caliber and expertise of our coaching team form the cornerstone of our leadership development programs. *Our coaches are seasoned professionals with an average of 10 to 20 years of leadership, coaching, or executive-level experience*, bringing a wealth of real-world knowledge, academic training, and industry-specific insight to each engagement. Their backgrounds span various sectors, including higher education, government, healthcare, corporate enterprise, military, and nonprofit organizations, enabling us to pair clients with coaches who truly understand their unique organizational contexts.

Each coach on the ONSI team possesses formal credentials from recognized coaching institutions such as the International Coaching Federation (ICF), Center for Creative Leadership (CCL), or similar programs, and many holds advanced degrees in business, psychology, organizational development, or related disciplines. In addition to their academic and professional qualifications, ONSI's coaches are deeply committed to lifelong learning and continuous improvement. They regularly engage in professional development, peer learning, and reflective practice to ensure that their coaching methods remain evidence-based, inclusive, and effective.

Our coaches bring a diverse array of specialized skills in areas such as emotional intelligence, conflict resolution, strategic leadership, and change management. This depth of experience allows us to support clients across the leadership continuum, from emerging leaders to senior executives, with coaching engagements that are strategic and personally meaningful.

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ONSI ensures that all coaching professionals maintain the highest standards of practice, align with our Systems Thinking Model (STM), and are equipped to deliver measurable impact through our rigorous selection, onboarding, and evaluation process for individuals and organizations alike.

4.4 Higher Education Coaching Experience

Our leadership coaches bring direct and extensive experience coaching leaders within higher education environments. Our coaching team has worked with university executives, department chairs, deans, faculty leaders, administrative staff, and emerging leaders across various higher education institutions. This experience has equipped our coaches with a deep understanding of the unique leadership dynamics, governance structures, and cultural nuances that characterize colleges and universities.

Coaching within higher education requires a specialized approach, one that respects the collaborative decision-making culture, values academic freedom, and effectively navigates complex stakeholder relationships. Our coaches are skilled in addressing challenges related to shared governance, faculty development, student-centered leadership, cross-functional collaboration, and leading through institutional change. They support leaders in aligning personal leadership styles with institutional goals while enhancing communication, emotional intelligence, and inclusive leadership practices.

ONSI's Leadership Coaching Framework integrates evidence-based methodologies and is anchored in our Systems Thinking Model (STM). Our coaches are adept at guiding higher education leaders through personalized development journeys. These journeys are grounded in the realities of academic settings by balancing strategic leadership, operational excellence, and mission-driven service.

Our experience in higher education allows us to provide coaching that is contextually relevant and impactful in advancing leadership capacity, organizational alignment, and long-term institutional success.

4.5 Coaching Conflict Management

ONSI recognizes that the foundation of effective coaching lies in the strength of the coaching relationship. Trust, rapport, and alignment between the coach and the client are essential to achieving meaningful outcomes. However, we also understand that not every coaching relationship is a perfect fit, and we are committed to proactively addressing situations where the coaching dynamic may not be working as intended.

Our approach begins with a structured intake and matching process, where both coach and client are introduced through a preliminary meeting to establish expectations, confirm alignment, and ensure mutual understanding of coaching goals. This initial conversation is designed to minimize mismatches and create a shared sense of purpose.

We provide clear protocols for addressing concerns that may arise during the coaching engagement. Our coaches are trained to recognize signs of misalignment and are encouraged to facilitate open, honest dialogue with the client to surface and resolve any disconnects. ONSI offers a no-fault option to reassess the coaching assignment if the issue persists or the client expresses discomfort or dissatisfaction. *We will work collaboratively with the client and the organizational sponsor to rematch the client with another coach from our qualified bench, ensuring that*

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coaching continuity and confidentiality are maintained.

We also provide regular check-ins with coaching participants and program stakeholders to monitor progress and satisfaction. Feedback loops are built into the coaching framework to allow for mid-course adjustments and ensure alignment with the client's evolving needs.

Ultimately, *our goal is to preserve the integrity of the coaching experience and empower the client to take full ownership of their development journey*. ONSI ensures that every coaching relationship has the support it needs to succeed or be respectfully transitioned, if necessary, by prioritizing flexibility, responsiveness, and transparency.

5.0 LOGISTICS & PRICING

5.1 Logistics

ONSI tailors each coaching engagement to meet the specific development goals, organizational context, and leadership level of the client while maintaining a flexible yet structured approach. The combination of a structured timeline and regular, impactful sessions enables ONSI to support sustained leadership development and build long-term capacity aligned with each client's strategic role and organizational objectives.

A. *Coaching Duration*

The typical duration of a coaching engagement ranges from *six (6) months to one (1) year*, with the option to extend based on individual or organizational needs. This *time frame allows for the development of trust, the implementation of actionable insights, and the observation of measurable growth in leadership capacity*.

B. *Coaching Sessions*

Coaching sessions are generally scheduled on a *bi-weekly basis*, offering clients the space to reflect on insights, practice new behaviors, and apply strategies in real-time between sessions. ONSI *can increase the session frequency to a weekly schedule for a defined period* for clients who prefer or require a more accelerated cadence, particularly during leadership transitions or in response to critical business changes.

Each session typically lasts *60 to 90 minutes*, depending on the client's availability and the complexity of the developmental goals. Coaches remain accessible between sessions for brief check-ins or support via email or phone, ensuring a continuum of guidance and reinforcement throughout the engagement.

5.2 Pricing

Orbis Novitas Solutions, Inc. (ONSI) is pleased to present our pricing for leadership coaching, development programs, and assessment services tailored to the needs of Virginia Tech. Our proposal is structured to clarify the costs associated with individual coaching, group coaching sessions, workshops, assessments, and ongoing support. Each service is priced with a focus on delivering high-quality, customized support to enhance leadership capabilities across the university.

Our proposed rates reflect a competitive pricing approach, ensuring Virginia Tech receives exceptional value and impactful results. We have defined a maximum participant limit to optimize engagement and effectiveness, aligning with best practices in leadership development for group

sessions and workshops. Additionally, each component in the proposal has been crafted to offer flexible, responsive solutions that support Virginia Tech's strategic objectives in building robust leadership capacity across all levels of the organization.

5.2.1 Pricing Model

ONSI offers a flexible pricing structure in Table 2, aligned with the specific needs and scale of each client's engagement. Our primary pricing models include per-session rates, retainer-based agreements, and project-based packages, depending on the scope, duration, and intensity of the coaching services requested.

A. *Per-Session Model*

Our per-session model is for individualized coaching engagements that are billed based on the number of sessions delivered to clients seeking a straightforward and scalable option. This approach is particularly *effective for short-term or targeted coaching goals*.

B. *Retainer Model*

Our retainer model is ideal for organizations that require continuous coaching support across a defined period. This model *allows multiple leaders to access coaching within a bundled service arrangement and ensures cost predictability*.

C. *Project-Based Pricing*

Our project-based pricing is structured around a defined coaching initiative, such as a *leadership development program or institution-wide coaching rollout*, with clear deliverables and timelines.

ONSI offers leadership coaching services to Virginia Tech using a *fixed-fee pricing model*, ensuring cost predictability, transparency, and alignment with institutional procurement policies. This model provides clearly defined fees for coaching services based on the agreed-upon scope of work, number of participants, and desired deliverables. The fixed-fee approach eliminates the variability of hourly or commission-based billing and supports streamlined budgeting for departments and units engaging in coaching services.

While our pricing is structured as fixed fees, ONSI is pleased to offer volume pricing, multi-coach team arrangements, and discounts for long-term engagements upon request. These options enable Virginia Tech to scale coaching services efficiently across leadership levels and departments while maximizing value and impact.

Final pricing is dependent on the specifics of each engagement, including session frequency, assessment usage, coaching intensity, and follow-up activities. This will be finalized collaboratively with Virginia Tech stakeholders to ensure the fee structure supports the university's strategic leadership development goals. We are committed to delivering high-quality coaching that aligns with institutional priorities while remaining cost-effective and results-driven.

5.2.1 Additional Costs

ONSI strives to maintain transparency and clarity in all aspects of our engagements regarding additional costs. While many of our services are inclusive, *specialized assessment tools may carry additional fees* (e.g., EQ-i 2.0, DISC, MBTI, Clifton Strengths, etc.) if requested or recommended as part of a personalized coaching plan. These costs are communicated in advance

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and are typically passed through at cost with no markup. Any required **materials** (e.g., development workbooks or proprietary resources) are either included or itemized in the proposal, ensuring full visibility for the client.

ONSI's pricing philosophy emphasizes value, clarity, and alignment with client goals, ensuring that every coaching engagement delivers a measurable return on investment while remaining budget-conscious.

Table 2: Pricing

Service Category	Description	Proposed Labor Rate
Individual Coaching		
One-on-One Leadership Coaching	Personalized one-on-one coaching sessions (*per hour*)	$350/hr
Coaching Plan Development	Development of a customized coaching plan (*per individual*)	$500 per plan
Group Coaching		
Group Coaching Sessions	Coaching for leadership teams or emerging leaders (*up to 8 participants; 90-minute virtual or in-person session*)	$750 per session
Collaborative Leadership Program	Development of team-based coaching materials (*flat rate*)	$2,500
Workshop, Project-Based, & Retainer		
Leadership Workshops	Single-topic workshops (e.g., executive presence, conflict resolution) for up to 20 participants	$3,000 per workshop
Executive Coaching Package	Includes 12 sessions, initial intake, assessments, and follow-up.	Starting at $3,000
Organizational Leadership Program	Multi-coach, multi-month engagement with reporting and integrated tools.	Custom Quote
Leadership Development Retainer	Ongoing support for teams or departments, scalable for organizational needs including 10 sessions/month, strategy calls, and documentation.	Starting at $6,000/month
Assessments		
EQ-i 2.0 or Similar Assessment	Emotional Intelligence or other validated leadership assessments includes report and debriefing (*per participant*)	$125 - $175 (based on the assessment type)
CliftonStrengths, DISC, MBTI, etc.	Based on selected tool; includes interpretation and development report (*per participant*)	$120 - $250 (based on the assessment type)
Ongoing Support & Accountability		
Continuous Progress Check-Ins	Monthly follow-up and support sessions	$500/month
Development Plan Tracking & Reporting	Regular tracking of individual progress and reporting (*per participant*)	$1,000
Coaching Materials & Workbooks	Most digital materials included; print materials billed at cost, if applicable.	Included or $25 per unit

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6.0 RESULTS & ROI MEASUREMENT

6.1 Progress Tracking and Reporting

ONSI employs a structured, transparent, and collaborative approach to tracking and reporting progress for individuals and organizations engaged in our leadership coaching programs. We use a combination of qualitative and quantitative measures aligned with our methodology outlined in the Leadership Coaching Proposal for Virginia Tech. This ensures that progress is clear, actionable, and aligned with personal development goals and institutional objectives.

A. *Individual Coaching Engagements*

We begin by establishing baseline data through a discovery process that may include 360-degree feedback, personality assessments (e.g., DISC, MBTI, or EQ-i 2.0), and goal-setting exercises. These assessments inform the development of a tailored coaching plan, which outlines key milestones and competencies to be developed over the course of the engagement. Progress is tracked through regular coaching sessions, where *coaches assess advancement toward the established goals using session summaries, self-reflection exercises, and developmental check-ins*. Individuals are encouraged to document insights, behavioral changes, and feedback from peers or supervisors, which adds depth to the progress reporting.

B. *Organizational Engagements*

ONSI *provides periodic updates that capture aggregated trends without compromising individual confidentiality*. These reports include anonymized data on goal progression, common themes across cohorts, engagement metrics, and areas of opportunity aligned with Virginia Tech's leadership development strategy. When appropriate, we also offer mid-engagement and post-engagement summaries that highlight outcomes and provide recommendations for sustaining development and reinforcing a culture of continuous learning.

Our tracking and reporting approach supports alignment between individual growth and organizational leadership objectives. It ensures that coaching investments yield measurable results and empowers Virginia Tech to refine its leadership pipeline with evidence-based insights.

6.2 Measurable Improvement Examples

ONSI's leadership coaching approach is grounded in real-world application, measurable impact, and scalable results. We take a blended methodology that combines kinesthetic training exercises, systems thinking, and ongoing coaching engagements tailored to the specific challenges faced by leadership teams. This integrated model ensures that our coaching is not only transformative but also aligned with operational goals and organizational strategy.

A prime example of measurable improvement was demonstrated during a leadership development engagement for Program Managers (PMs) and Contracting Officer Representatives (CORs) under a federal agency's Office of the Chief Information Officer (OCIO) directorate. ONSI facilitated targeted training sessions followed by one-on-one and group coaching. The kinesthetic exercises, when reinforced through post-training coaching, directly contributed to an increase in on-time contract delivery performance within the agency's Procurement Administrative Lead Time (PALT). As a result, the directorate's ability to execute on deliverables improved so significantly that the training demand organically shifted from a "push" strategy to a "pull" model, where other

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directorates began requesting the program independently. The training coordinator affirmed ONSI's impact, stating that Dr. Wiggins "*rated the highest of all the survey responses. Outstanding!*" This speaks to ONSI's ability to create ripple effects across the leadership and workforce.

6.3 Coaching Feedback Role

Feedback is the critical revolving step in ONSI's coaching process that encourages transformation and empowers progressive elaboration toward viable, sustainable solutions. As a pillar in our foundational methodology, the Systems Thinking Model (STM). Feedback is deeply embedded into how we approach leadership development, business operations, and innovative decision-making. STM applies a holistic lens to investigate the interconnected factors and dynamic interactions within an organization, with *feedback serving as the primary mechanism that informs course corrections, deepens awareness, and amplifies impact*.

In the context of leadership coaching, feedback is introduced at multiple stages to reinforce continuous learning and guide decision-making. At the outset, structured feedback tools (e.g., 360-degree assessments, emotional intelligence evaluations, and stakeholder interviews) *help establish a baseline understanding of individual behaviors and organizational expectations*. This information is used collaboratively to develop personalized coaching plans that are directly responsive to real-time organizational needs.

Feedback continues to play a formative role throughout the coaching engagement. It is *used to monitor behavioral change, evaluate strategy effectiveness, and encourage reflection*. The feedback loop allows the coaching process to remain agile and responsive, whether gathered formally through follow-up assessments or informally through client observations and team input. Coaches also gather feedback from clients to ensure the relationship is supportive, impactful, and tailored to the evolving needs of the leader.

ONSI's feedback-driven coaching process helps leaders at Virginia Tech and similar institutions evolve with clarity, agility, and accountability, which is in alignment with our STM framework. It transforms insight into action and allows the systems in which these leaders operate to function with greater alignment and effectiveness.

6.4 Development Support and Follow-ups

ONSI provides post-coaching follow-ups and ongoing development support as an integral part of our holistic coaching methodology. In alignment with our Systems Thinking Model (STM), which prioritizes sustainability and systemic reinforcement, we recognize that leadership growth continues well beyond the final coaching session. We design every coaching engagement with a long-term view, ensuring that leaders have the tools, frameworks, and continued access to support needed to sustain and deepen their transformation.

Post-coaching follow-ups typically include scheduled check-ins at 30-, 60-, or 90-day intervals, depending on the client's preference and the nature of the engagement. These follow-ups allow us to revisit established goals, assess continued progress, reinforce key behaviors, and address new challenges or opportunities that may have emerged in the leader's environment. Our coaches use these sessions to help maintain momentum and accountability while ensuring alignment with evolving organizational priorities.

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We offer a range of ongoing development support options, including access to learning modules, customized leadership resources, self-assessment tools, peer learning groups, and optional booster sessions. These resources empower clients to apply lessons learned in real time and build internal capability for continuous leadership growth.

For Virginia Tech, ONSI is prepared to tailor follow-up and extended support structures to meet the unique needs of academic leaders and their respective organizational contexts. We remain committed to supporting the full arc of leadership development and organizational alignment long after the formal coaching program concludes, whether through quarterly touchpoints, targeted workshops, or strategic advisory check-ins. ONSI is pleased to offer follow-up and extended leadership coaching support. We can provide pricing upon request.

II. Case Study

7.0 SCENERIO

<u>**Leadership Development for Academic Department Chairs**</u>

Client: Mid-Sized University – Department of Sociology

Background: Dr. Alex Carter, an experienced faculty member, was recently appointed as the Chair of the Department of Sociology. Despite their academic expertise, they had no prior formal leadership experience. Faced with the challenges of managing faculty, overseeing budgets, resolving conflicts, and representing the department in university-wide initiatives, Dr. Carter sought leadership coaching to develop essential skills and confidence in their new role.

Challenges Identified:

A. Lack of prior leadership experience leading to uncertainty in decision-making.
B. Difficulty in faculty engagement and team building.
C. Inefficiencies in time management and delegation.
D. Limited experience in strategic planning and conflict resolution.
E. Need to foster a cohesive and positive departmental culture.
F. Please provide a plan for resolving the challenges identified above along with lump sum pricing for this endeavor.

7.1 ONSI Case Study Response

ONSI proposes a targeted coaching and training strategy tailored to address the specific challenges identified in the case study to support the professional growth and leadership effectiveness of Virginia Tech's Academic Department Chairs. Each challenge will be met with a structured, evidence-based solution designed to build leadership capacity, improve decision-making, and enhance departmental cohesion. The following section outlines our resolution plan for each challenge, accompanied by a fixed lump sum cost for full transparency and alignment with the university's strategic objectives.

A. *Lack of Prior Leadership Experience Leading to Uncertainty in Decision-Making*

1. *Resolution Plan* **-** ONSI will deploy individualized coaching engagements focusing on developing confidence, critical thinking, and decision-making frameworks. We will introduce the ***GROW (Goals, Reality, Options, and Will) Model and decision trees*** to help chairs navigate complex academic scenarios with clarity and purpose through *one-on-one coaching sessions*. Personalized coaching plans will include experiential leadership simulations and reflective practices to reinforce empirically sound judgment.

2. *Justification* - ONSI firmly believes effective leadership begins with self-awareness and the establishment of core leadership attributes. Uncertainty in decision-making often stems from a lack of clarity about their leadership identity and decision-making style for individuals with limited prior leadership experience. Emerging leaders gain the tools to make confident, informed decisions by focusing on developing measurable benchmarks, enhancing communication competence, and embedding robust reporting and feedback protocols. This foundation of self-knowledge allows emerging leaders

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to better assess situations, anticipate outcomes, and lead with intention, which are key elements of the resolution plan designed to transform uncertainty into strategic leadership action.

3. *Cost Component*

   a) 6 individual coaching sessions per chair × 4 chairs = 24 sessions
   b) Coaching Rate: $350/session
   c) Subtotal: $8,400

B. ***Difficulty in Faculty Engagement and Team Building***

1. *Resolution Plan* - ONSI will deliver a half-day ***Team Dynamics and Collaboration Workshop*** focused on *faculty engagement, trust-building, and inclusive decision-making*. Activities include conflict style assessments (TKI), group role-play, and leadership simulations to foster a cohesive, communicative academic environment.

2. *Justification* - Addressing faculty engagement and team building begins with a leader's ability to establish a clear and inclusive foundation that fosters trust, accountability, and collaboration. ONSI's approach emphasizes the fundamental protocol for effective team leadership by defining expectations, clarifying roles and responsibilities, and outlining lines of authority. The ground rules and team norms are equally critical for diverse faculty engagement because they promote open communication and psychological safety. Leaders can create a cohesive environment where faculty feel heard, valued, and motivated to contribute by introducing structured decision-making processes and proactive conflict resolution steps. This structured foundation strengthens team dynamics and enhances the department's overall performance and culture.

3. *Cost Component*

   a) One-Day Workshop (up to 20 participants)
   b) Workshop Rate: $3,000
   c) Subtotal: $3,000

C. ***Inefficiencies in Time Management and Delegation***

1. *Resolution Plan* - We will introduce ***time-blocking techniques, Eisenhower matrices, and prioritization tools*** during *one-on-one coaching sessions*. Department chairs will gain actionable insights into aligning tasks with their strategic priorities and learning how to delegate effectively.

2. *Justification* - ONSI lives by the principle that "anything lost can be found again except for lost time," and this belief drives our commitment to helping leaders master time management and effective delegation. Inefficiencies in these areas often result not from a lack of effort but from the absence of a disciplined process and strategic prioritization. Our coaching resolution empowers the department chair to adopt proven frameworks, such as the Eisenhower Matrix and time-blocking techniques, while learning to delegate based on strengths and workload alignment. Leaders can reclaim time, reduce stress, and focus on high-impact priorities that advance their departments

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and institutional goals by establishing intentional routines and clearer delegation protocols.

3. *Cost Component*

   a) Additional 2 coaching sessions focused on time management and delegation
   b) Coaching Rate: $350/session × 2 sessions × 4 chairs = $2,800
   c) Subtotal: $2,800

D. ***Limited Experience in Strategic Planning and Conflict Resolution***

1. *Resolution Plan* - ONSI will conduct a **Strategic Thinking and Conflict Resolution Workshop** that includes scenario-based exercises and strategic foresight models. We will *utilize SWOT (Strengths, Weaknesses, Opportunities, Threats) and SOAR (Strengths, Opportunities, Aspirations, Results)* analyses as applied learning tools for practical academic planning. Conflict resolution will leverage Emotional Intelligence (EQ-i 2.0) principles.

2. *Justification* - Benjamin Franklin's timeless wisdom, "If you fail to plan, you are planning to fail," underscores the critical importance of strategic planning in leadership. ONSI's resolution plan provides structured guidance in breaking down institutional goals into executable, measurable steps for a department chair with limited experience in this area. The chair gains the ability to anticipate challenges, manage risk, and navigate interpersonal conflicts proactively by integrating the SWOT and SOAR analyses tools alongside conflict resolution frameworks grounded in Emotional Intelligence (EQ). Strategic planning, paired with conflict resolution, equips leaders to align their departmental goals with broader university objectives and builds resilience and cohesion across teams.

3. *Cost Component*

   a) One-Day Workshop (strategic & conflict resolution)
   b) Workshop Rate: $3,000
   c) Subtotal: $3,000

E. ***Need to Foster a Cohesive and Positive Departmental Culture***

1. *Resolution Plan* - ONSI will facilitate a **Coaching Circle Session** where academic leaders *collaboratively define shared values and behavioral norms* to promote a strong departmental culture. ONSI will provide a values alignment toolkit and a follow-up virtual session to reinforce commitments as a post-workshop action.

2. *Justification* - It is a leader's responsibility to breathe life into the culture they lead, which begins with a deep sense of self-awareness and a strong foundation of core leadership values. What resides within a leader inevitably reveals itself, especially in moments of conflict and stress, making personal integrity and emotional intelligence essential to fostering a cohesive and positive departmental culture. The department chair is equipped to embody and model these values and is trained to mentor and coach their faculty through real-time experiences. This lived demonstration of leadership becomes the on-the-job training their teams receive every day, shaping a supportive

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environment rooted in trust, accountability, and shared purpose. Leaders reinforce the values necessary for long-term departmental success by intentionally cultivating a culture of collaboration and psychological safety.

3. *Cost Component*

   a) Group Coaching Circle + 1 Follow-Up (*Note*: can be accomplished virtually)
   b) Rate: $800
   c) Subtotal: $800

F. **Case Study Pricing**

This cost includes all coaching, workshops, materials, assessments (as needed), and virtual support sessions. ONSI's experienced coaches and facilitators will provide tailored, measurable development experiences aligned with Virginia Tech's mission. Our ***Total Lump Sum Price is $18,000***, based on the criteria presented in the case study.

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III. Procurement Standard Negotiation Questions

8.0 PROCUREMENT STANDARD NEGOTIATION QUESTIONS & RESPONSE

1. Virginia Tech Question: 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.

Orbis Novitas Solutions, Inc. – A redacted copy of ONSI's proposal is attached, titled "*Leadership Coaching-71412503_ONSI-Redacted Signed*".

2. Virginia Tech Question: 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.

Orbis Novitas Solutions, Inc. - We fully support and embrace the importance of a cooperative and professional transition process at the end of any contract period. We understand that continuity of services is vital to ensuring the university's ongoing leadership development initiatives are not disrupted. ONSI is fully committed to actively participating in a structured and transparent service transition process in collaboration with Virginia Tech and any incoming service provider.

ONSI requires no special or restrictive conditions to prepare for a transition. We will designate a transition lead from our team who will work directly with the university's designated point of contact and the new provider to coordinate activities, share historical data, transfer documentation, and participate in knowledge exchange sessions. We are willing to establish and implement a formal transition plan, which may include briefings, debriefs, delivery of status summaries, and secure transfer of non-proprietary data related to coaching plans, metrics, progress summaries, and session outcomes subject to privacy and confidentiality guidelines. Our goal is to ensure the new provider is well-informed and equipped to continue service without interruption to leadership development or participant experience.

3. Virginia Tech Question: 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.

Orbis Novitas Solutions, Inc. – We were able to appropriately align our services offerings and pricing based on the additional Leadership Coaching's Questions and Case Study. These inquiries provide greater granularity on the specific needs of Virginia Tech. The following table presents ONSI's best and final pricing for consideration.

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Service Category	Description	Proposed Labor Rate
Individual Coaching		
One-on-One Leadership Coaching	Personalized one-on-one coaching sessions (**_per hour_**)	$350/hr
Coaching Plan Development	Development of a customized coaching plan (**_per individual_**)	$500 per plan
Group Coaching		
Group Coaching Sessions	Coaching for leadership teams or emerging leaders (**_up to 8 participants; 90-minute virtual or in-person session_**)	$750 per session
Collaborative Leadership Program	Development of team-based coaching materials (**_flat rate_**)	$2,500
Workshop, Project-Based, & Retainer		
Leadership Workshops	Single-topic workshops (e.g., executive presence, conflict resolution) for up to 20 participants	$3,000 per workshop
Executive Coaching Package	Includes 12 sessions, initial intake, assessments, and follow-up.	Starting at $3,000
Organizational Leadership Program	Multi-coach, multi-month engagement with reporting and integrated tools.	Custom Quote
Leadership Development Retainer	Ongoing support for teams or departments, scalable for organizational needs including 10 sessions/month, strategy calls, and documentation.	Starting at $6,000/month
Assessments		
EQ-i 2.0 or Similar Assessment	Emotional Intelligence or other validated leadership assessments includes report and debriefing (**_per participant_**)	$125 - $175 (based on the assessment type)
CliftonStrengths, DISC, MBTI, etc.	Based on selected tool; includes interpretation and development report (**_per participant_**)	$120 - $250 (based on the assessment type)
Ongoing Support & Accountability		
Continuous Progress Check-Ins	Monthly follow-up and support sessions	$500/month
Development Plan Tracking & Reporting	Regular tracking of individual progress and reporting (**_per participant_**)	$1,000
Coaching Materials & Workbooks	Most digital materials included; print materials billed at cost, if applicable.	Included or $25 per unit

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4. Virginia Tech Question: Does your company agree to provide monthly invoices with payment due thirty (30) days after receipt of invoice or goods/services, whichever is later?

Orbis Novitas Solutions, Inc. - Yes

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

Orbis Novitas Solutions, Inc. - Yes

6. Virginia Tech Question: If awarded a contract, are you willing to hold prices firm for the initial contract period?

Orbis Novitas Solutions, Inc. - Yes

7. Virginia Tech Question: Are you registered with and willing to participate in the eVA internet procurement solution described in the terms and conditions of the RFP?

Orbis Novitas Solutions, Inc. - We are registered with eVA for Virginia's eProcurement Portal.

8. Virginia Tech Question: Are the prices for all goods/services listed in your proposal inclusive of all applicable eVA system transaction fees?

Orbis Novitas Solutions, Inc. - Yes

9. Virginia Tech Question: Will your company agree to participate in the Wells One AP Control Payment System?

Orbis Novitas Solutions, Inc. - Yes

10. Virginia Tech Question: Do you agree that the initial contract period shall be 1 year?

Orbis Novitas Solutions, Inc. - Yes

11. Virginia Tech Question: Upon completion of the initial contract period, does your company agree that the contract may be renewed by Virginia Tech upon written agreement of both parties for (4) four one-year periods, under the terms of the current contract?

Orbis Novitas Solutions, Inc. – Yes

12. Virginia Tech Question: Prior to renewal does your company agree to revaluated pricing to be sure Virginia Tech is receiving the best possible discount or rate structure your company can provide?

Orbis Novitas Solutions, Inc. - Yes

13. Virginia Tech Question: How soon after contract award can you begin providing services?

Orbis Novitas Solutions, Inc. – We can begin as early as 15 days after contract award.

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14. Virginia Tech Question: 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?

Orbis Novitas Solutions, Inc. - Yes

15. Virginia Tech Question: Does the vendor acknowledge, agree, and understand that the terms and conditions of the RFP # 71412503 shall govern the contract if a contract is awarded to your company?

Orbis Novitas Solutions, Inc. - Yes

16. Virginia Tech Question: Do you agree to become a certified SWaM vendor with the Virginia Department of Small Business and Supplier Diversity and maintain that certification throughout the term of this contract?

Orbis Novitas Solutions, Inc. – Yes, ONSI is already SWaM certified through the Virginia Department of Small Business and Supplier Diversity, and we will maintain our certification throughout the term of this contract.

17. Virginia Tech Question: 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.

Orbis Novitas Solutions, Inc. – A W-9 is attached for ONSI, and we will submit our Certificate of Insurance that meets the requirements after the official contract award.