

MSA 1 – Mgmt. and Strategic Consulting | E&I Service Area to A&M Service Description* Mapping

Master Agreement # CR001409, Effective August 1, 2025 (5-Year Term)

Operational Excellence

1. Operational & Organizational Assessment

- a. **Diagnostic Analysis:** Comprehensive evaluation of operations, organizational structures, and workflows, addressing trends like hybrid learning and digital reliance
- b. **Benchmarking:** Comparing institutional performance against industry standards and peers, incorporating innovations like AI and sustainability practices
- c. **Stakeholder Engagement:** In-depth collaboration with faculty, staff, and students to ensure findings reflect diverse institutional perspectives
- d. **Actionable Recommendations:** Providing practical strategies to enhance operational effectiveness and align with modern education demands

2. Policy Assessment and Enhancement

- a. **Policy Review:** Identifying gaps and improving alignment with regulatory requirements and strategic goals
- b. **Best Practices:** Including embedding DEI initiatives into policy recommendations
- c. **Implementation Support:** Supporting seamless integration of new policies into existing frameworks

3. Value Creation

- a. **Strategic Planning:** Developing adaptive, innovation-focused strategic plans aligned with institutional goals
- b. **Revenue Enhancement:** Exploring revenue streams like online programs and industry partnerships
- c. **Service / Program Design:** Working to identify new services or service improvements to deliver user value
- d. **Performance Metrics:** Establishing KPIs to measure and track value-driven initiatives

4. Process Redesign / Efficiency

- a. **Process Mapping:** Identifying inefficiencies and leveraging technology to streamline workflows
- b. **Lean Methodologies:** Applying principles to maximize efficiency and eliminate waste
- c. **Technology Integration:** Automating processes and using data analytics for decision-making

5. Cost Containment

- a. **Cost Analysis:** Uncovering opportunities for savings, such as energy efficiency and strategic sourcing
- b. **Budget Optimization:** Aligning budgets with strategic priorities for financial sustainability
- c. **Vendor Management:** Negotiating favorable terms and leveraging partnerships to reduce costs

6. Transformation

- a. **Change Management:** Facilitating transitions with stakeholder training and communication strategies
- b. **Cultural Alignment:** Aligning institutional culture with strategic objectives to foster innovation
- c. **Sustainability:** Integrating ESG best practices to ensure long-term, meaningful transformation

* Reflects service descriptions provided within A&M's RFP submission which illustrate one aspect of the suite of services A&M provides to clients relative to in-scope E&I Service Areas within the MSA. services A&M provides to clients relative to in-scope E&I Service Areas within the MSA.

MSA 1 – Mgmt. and Strategic Consulting | E&I Service Area to A&M Service Description* Mapping

Master Agreement # CR001409, Effective August 1, 2025 (5-Year Term)

Benchmarking

1. Financial Health

- a. **Financial Analysis:** Evaluating financial standing and trends, including alternative revenue streams and impacts of enrollment shifts
- b. **Peer Comparison:** Identifying strengths and areas for improvement through data-driven comparisons with peers
- c. **Strategic Recommendations:** Offering strategies for growth, including endowment management and cost optimization

2. Student Experience and Outcomes

- a. **Survey Analysis:** Analyzing student satisfaction surveys to identify areas for improvement in support services like mental health and career resources
- b. **Outcome Metrics:** Benchmarking graduation rates, employment outcomes, and academic performance against peers to highlight success factors
- c. **Improvement Strategies:** Developing initiatives to enhance student engagement, satisfaction, and retention based on benchmarking results

3. Market Trends and Comparison of Peer Institutions

- a. **Market Analysis:** Identifying opportunities and threats, such as demand for online education and lifelong learning initiatives
- b. **Peer Comparison:** Evaluating institutional performance and strategic positioning against peers to uncover advantages and areas for development
- c. **Strategic Insights:** Providing actionable strategies for differentiation and market expansion

4. Public and Social Impact

- a. **Impact Assessment:** Measuring broader contributions in areas like community engagement, research, and social responsibility
- b. **Benchmarking:** Comparing public and social impact against peers and industry standards to identify best practices
- c. **Enhancement Strategies:** Developing initiatives to strengthen public impact, including DEI programs and environmental sustainability

* Reflects service descriptions provided within A&M's RFP submission which illustrate one aspect of the suite of services A&M provides to clients relative to in-scope E&I Service Areas within the MSA.

MSA 1 – Mgmt. and Strategic Consulting | E&I Service Area to A&M Service Description* Mapping

Master Agreement # CR001409, Effective August 1, 2025 (5-Year Term)

Strategy

1. Strategic Planning

- a. **Environmental Scanning:** Comprehensive analysis of internal and external environments to identify opportunities, threats, and trends such as technological advancements and demographic shifts
- b. **SWOT Analysis:** Assessing institutional strengths, weaknesses, opportunities, and threats to highlight areas for growth
- c. **Goal Setting:** Establishing realistic and mission-aligned strategic goals
- d. **Action Plans:** Developing detailed plans with timelines, responsibilities, and performance metrics to ensure effective implementation

2. Stakeholder Engagement

- a. **Stakeholder Mapping:** Identifying key stakeholders, including students, faculty, staff, alumni, and partners, ensuring all voices are considered.
- b. **Engagement Strategies:** Tailoring strategies to foster meaningful participation and stakeholder buy-in
- c. **Communication Plans:** Maintaining transparency through communication plans and feedback mechanisms for continuous improvement

3. Current and Future State Opportunities

- a. **Current State Assessment:** Analyzing academic programs, operations, and financial health to identify strengths and improvement areas
- b. **Future State Visioning:** Facilitating visioning sessions to align long-term goals with emerging trends and market demands
- c. **Gap Analysis:** Identifying differences between the current and desired states to develop actionable roadmaps
- d. **Opportunity Identification:** Highlighting growth, innovation, and improvement opportunities to ensure institutional competitiveness

4. Economic and Labor Market Assessment

- a. **Economic Analysis:** Evaluating economic trends and their impact on institutional funding and operations
- b. **Labor Market Trends:** Assessing workforce needs and emerging skills to align academic programs with job market demands
- c. **Workforce Planning:** Supporting faculty recruitment and development to meet future labor market needs
- d. **Strategic Recommendations:** Providing actionable insights to enhance institutional competitiveness and sustainability

* Reflects service descriptions provided within A&M's RFP submission which illustrate one aspect of the suite of services A&M provides to clients relative to in-scope E&I Service Areas within the MSA.

MSA 1 – Mgmt. and Strategic Consulting | E&I Service Area to A&M Service Description* Mapping

Master Agreement # CR001409, Effective August 1, 2025 (5-Year Term)

Partnerships

- 1. Assessment of Potential Partnerships that Align with an Institution’s Goals**
- a. Strategic Alignment:** Evaluating how potential partnerships align with the institution’s mission, vision, and strategic objectives to prioritize initiatives that support institutional priorities
 - b. Due Diligence:** Conducting in-depth assessments of partnership viability, including financial health, strategic fit, and cultural compatibility
 - c. Stakeholder Engagement:** Collaborating with faculty, staff, students, and other stakeholders to incorporate diverse perspectives and build consensus around potential partnerships
 - d. Implementation Support:** Supporting the negotiation and operationalization of partnerships, including contract management, performance tracking, and relationship oversight to achieve impactful outcomes

** Reflects service descriptions provided within A&M's RFP submission which illustrate one aspect of the suite of services A&M provides to clients relative to in-scope E&I Service Areas within the MSA.*

MSA 1 – Mgmt. and Strategic Consulting | E&I Service Area to A&M Service Description* Mapping

Master Agreement # CR001409, Effective August 1, 2025 (5-Year Term)

Student Experience & Enrollment

1. Assessment of Student Services

- a. **Service Evaluation:** Reviewing the efficiency and effectiveness of services like counseling, career services, and health programs and other services to support student success for target populations
- b. **Student Feedback:** Collecting and analyzing feedback to identify improvement areas
- c. **Best Practices:** Benchmarking against industry standards to recommend service enhancements
- d. **Implementation Support:** Assisting in improving student services to enhance overall experiences

2. Assessment of Academic Programs

- a. **Program Review:** Conducting detailed reviews of academic programs to assess relevance, quality, and outcomes
- b. **Market Alignment:** Evaluating how programs meet current and future labor market needs
- c. **Curriculum Enhancement:** Providing recommendations for curriculum updates to improve student outcomes
- d. **Accreditation Support:** Assisting in accreditation preparation and compliance with standards

3. Optimization of Student Enrollment and Retention

- a. **Enrollment Analysis:** Analyzing trends, challenges, and opportunities in enrollment data
- b. **Retention Strategies:** Developing strategies to improve retention, including early intervention programs and tailored support services
- c. **Predictive Analytics:** Using analytics to identify at-risk students and tailor support initiatives
- d. **Continuous Improvement:** Establishing metrics to monitor and enhance enrollment and retention efforts

4. Recruitment Strategy

- a. **Market Research:** Identifying target demographics and recruitment regions through in-depth research
- b. **Brand Positioning:** Crafting strategies to differentiate institutions in the market
- c. **Marketing Campaigns:** Designing and executing campaigns to attract prospective students
- d. **Admissions Optimization:** Streamlining the admissions process to improve applicant experiences and conversion rates

* Reflects service descriptions provided within A&M's RFP submission which illustrate one aspect of the suite of services A&M provides to clients relative to in-scope E&I Service Areas within the MSA.

MSA 1 – Mgmt. and Strategic Consulting | E&I Service Area to A&M Service Description* Mapping

Master Agreement # CR001409, Effective August 1, 2025 (5-Year Term)

Economic Development

1. Growth Strategies

- a. **Strategic Planning:** Developing actionable plans to achieve growth objectives
- b. **Market Analysis:** Identifying opportunities and emerging trends through in-depth research
- c. **Innovation and Entrepreneurship:** Supporting programs that encourage entrepreneurial initiatives
- d. **Public-Private Partnerships:** Building collaborations to leverage resources and expertise for economic growth

2. Job Creation

- a. **Workforce Development:** Designing programs that align with current and future industry needs
- b. **Business Attraction and Retention:** Crafting strategies to draw new businesses and retain existing ones, generating job opportunities
- c. **Incentive Programs:** Developing and administering incentives to encourage investment and job creation
- d. **Economic Impact Analysis:** Measuring the effectiveness of initiatives to guide ongoing efforts

3. Federal Grants and Stimulus Fund Optimization

- a. **Grant Identification and Application:** Identifying and securing federal grants for economic development projects
- b. **Fund Management:** Providing services to manage funds effectively while maintaining compliance with federal regulations
- c. **Performance Monitoring:** Establishing metrics to track the outcomes of funded initiatives
- d. **Reporting and Accountability:** Preparing reports and maintaining accountability to funding agencies

* Reflects service descriptions provided within A&M's RFP submission which illustrate one aspect of the suite of services A&M provides to clients relative to in-scope E&I Service Areas within the MSA.

MSA 1 – Mgmt. and Strategic Consulting | E&I Service Area to A&M Service Description* Mapping

Master Agreement # CR001409, Effective August 1, 2025 (5-Year Term)

Capital Planning & Management

1. Risk-Return Analysis

- a. **Portfolio Analysis:** Evaluating investment portfolios using efficient frontier models to find the optimal balance of risk and return
- b. **Risk Assessment:** Identifying risks such as market, credit, and operational risks associated with investment options
- c. **Scenario Planning:** Analyzing potential outcomes of investment strategies under varying market conditions
- d. **Performance Metrics:** Establishing KPIs to measure the success of investments and their alignment with financial goals

2. Project Lifecycle Management

- a. **Project Planning:** Defining scope, objectives, and deliverables during initial project stages
- b. **Risk Management:** Embedding risk mitigation practices throughout the project lifecycle
- c. **Governance and Oversight:** Developing governance frameworks, including project management offices (PMOs) and committees, to guide projects effectively
- d. **Execution and Monitoring:** Supporting project execution through management, resource allocation, and performance tracking.
- e. **Objective Completion:** Finalizing projects to confirm all goals are met
- f. **Post-Project Evaluations:** Conducting reviews to capture lessons learned and improve future initiatives

* Reflects service descriptions provided within A&M's RFP submission which illustrate one aspect of the suite of services A&M provides to clients relative to in-scope E&I Service Areas within the MSA.

MSA 1 – Mgmt. and Strategic Consulting | E&I Service Area to A&M Service Description* Mapping

Master Agreement # CR001409, Effective August 1, 2025 (5-Year Term)

Executive Management Mentoring / Coaching

1. Identification and Optimization of Strengths and Weaknesses (Self-Awareness)

- a. Use self-assessment tools (e.g., 360-degree feedback, personality assessments, emotional intelligence evaluations)
- b. Develop personalized coaching plans tailored to leadership goals
- c. Optimize core strengths to enhance leadership effectiveness
- d. Mitigate weaknesses through skill-building, behavior adjustments, and leadership style modifications
- e. Provide regular feedback sessions to track progress and support sustained development
- f. Emphasize emotional intelligence, including self-awareness, self-regulation, motivation, empathy, and social skills
- g. Enhance communication, decision-making, conflict resolution, and strategic thinking skills

2. Emerging Opportunities

- a. Analyze trends and technologies to identify growth opportunities
- b. Guide strategic investments in emerging sectors for economic development
- c. Establish innovation hubs and incubators to foster business growth and technological advancements

3. Leadership and Management in Resource Allocation, Budgeting, Fundraising, Technology, Organizational Design, Governance, and Human Resources

- a. Develop resource allocation strategies to maximize impact
- b. Create and manage sustainable financial budgets
- c. Provide fundraising support, including grant writing and donor engagement strategies
- d. Advise on technology investments to improve operational efficiency
- e. Design organizational structures aligned with strategic goals
- f. Establish governance frameworks for accountability and decision-making
- g. Support talent acquisition, development, and retention strategies

4. Navigating Relationships with Governing Boards, Other Leaders, and Academic and Administrative Units

- a. Develop stakeholder engagement strategies to align institutional goals
- b. Provide conflict resolution support to address and resolve disputes
- c. Deliver leadership development programs to enhance leadership capabilities
- d. Create communication strategies to foster collaboration and effective information sharing

* Reflects service descriptions provided within A&M's RFP submission which illustrate one aspect of the suite of services A&M provides to clients relative to in-scope E&I Service Areas within the MSA.

MSA 2 – Financial Consulting & Advisory | E&I Service Area to A&M Service Description* Mapping

Master Agreement # CR001411; Effective September 1, 2025 (5-Year Term)

Corporate Financial Consulting

Financial Analysis and Planning

1. Financial Statement Analysis

- a. Assessing overall financial health and identifying key risk areas in the organization

2. Forecasting

- a. Creating dynamic and automated models that incorporate key drivers and enable scenario planning

Performance Improvement

1. Operational Efficiency Analysis

- a. Identifying key drivers impacting performance
- b. Setting measurable improvement targets
- c. Improving visibility and accountability to allow execution of improvement strategies

2. Cost Reduction Strategies

- a. Identifying areas of overspend and quantify reasonable targets for cost reduction
- b. Developing comparable organization analyses to benchmark reasonable cost targets
- c. Outlining a timeline and prioritization of cost reduction targets to facilitate responsible execution

Capital Structure Advisory

1. Debt vs Equity Strategies

- a. Facilitating debtor in possession and other special situations financing, revolver/term loans, subordinated debt, mezzanine debt, and equity financing

2. Optimal Capital Structure

- a. Understanding our client's specific capital needs, business dynamics and prospects
- b. Identifying and presenting potential capital sources to optimize structure

3. Financing Advisory

- a. Developing marketing materials
- b. Negotiating key terms, pricing, structure and covenants with capital providers
- c. Managing the full financing process from commencement to closing

* Reflects service descriptions provided within A&M's RFP submission which illustrate one aspect of the suite of services A&M provides to clients relative to in-scope E&I Service Areas within the MSA.

MSA 2 – Financial Consulting & Advisory | E&I Service Area to A&M Service Description* Mapping

Master Agreement # CR001411; Effective September 1, 2025 (5-Year Term)

Corporate Financial Consulting, Cont.

Mergers and Acquisitions

1. M&A Strategy, Due Diligence and Valuation Services

- a. Advising on the formulation of merger, acquisition and divestiture strategies
- b. Identifying potential buyers, acquisition targets, investors and JV partners
- c. Identifying targets' strategic fit, value drivers, and synergy opportunities conducting comprehensive due diligence
- d. Identifying regulatory requirements to assess overall objectives and risk
- e. Quantifying and vetting deal assumptions to maximize confidence
- f. Preparing marketing materials, structuring transactions and negotiating with counterparties
- g. Managing the full deal process from commencement to closing

2. Post-merger Integration Planning and Execution

- a. Facilitate strategic planning to prioritize and sequence quick win synergies and stabilize and integrate organizations, functions, services, process and technology to capture synergy savings and preserve value
- b. Accelerating growth / cost control plans
- c. Measuring and reporting value capture and cultural acceptance

Fund Allocation and Budgeting

1. Budget Model Development

- a. Recommending changes to increase budget process efficiency; enabling processes to facilitate cost control efforts while maintaining or improving performance

2. Process Redesign

- a. Analyzing end-to-end budget process to help results align with the organization's goals
- b. Recommending and implementing process improvements to reduce administrative burden

Due-Diligence Advisory

1. Facilitate Accuracy and Compliance

- a. Analyzing all aspects of the organization or potential transactions to enable compliance with rules and regulations, legal requirements and accounting standards

* Reflects service descriptions provided within A&M's RFP submission which illustrate one aspect of the suite of services A&M provides to clients relative to in-scope E&I Service Areas within the MSA.

MSA 2 – Financial Consulting & Advisory | E&I Service Area to A&M Service Description* Mapping

Master Agreement # CR001411; Effective September 1, 2025 (5-Year Term)

Tax Consulting

1. Tax Compliance Reporting

- a. **Facilitate Compliance with Tax Laws:** Our seasoned experts offer planning and solutions for efficient tax compliance
- b. **Tax Reporting:** A&M offers reporting of Internal Revenue Service revenue agent reports
- c. **Risk Mitigation:** Identifying, escalating and developing strategies to assist clients to mitigate and manage tax risk

2. Tax Strategy Development

- a. **Structuring of Tax-exempt Organizations:** The tax implications of your organizational structure, business transactions and mergers and acquisitions
- b. **Tax Department Performance Optimization:** As part of a comprehensive tax strategy, develop an overall plan to meet tax obligations efficiently; provide assistance to develop and document a tax structure for transactions

- c. **University Endowments:** Analyze and strategize tax implications for university endowments, acknowledging the different implications for state and private universities and therefore the different investment strategies required

3. Tax Controversy & Resolution

- a. **Independent Representation in IRS Audits:** Since we are not an audit firm, we can independently advise the client in all areas of their business, assisting executives and mid-management in ways that the Big Four cannot

Audit Consulting

1. Financial, Forensic, and Cyber Investigations

- a. Financial reporting, funds tracing, and forensic accounting
- b. Embezzlement, corruption, conflicts of interest, ethics, and fraud
- c. eDiscovery and forensic technology
- d. Cyber risk and incident response

2. Regulatory, Legal, and Compliance Investigations

- a. Government, regulator, and accreditor inquiries
- b. Borrower Student Defense Repayment investigations
- c. False Claims Act
- d. Employment and Title IX investigations
- e. Research compliance and misconduct

* Reflects service descriptions provided within A&M's RFP submission which illustrate one aspect of the suite of services A&M provides to clients relative to in-scope E&I Service Areas within the MSA.

MSA 2 – Financial Consulting & Advisory | E&I Service Area to A&M Service Description* Mapping

Master Agreement # CR001411; Effective September 1, 2025 (5-Year Term)

Risk Management Consulting

1. Enterprise Risk Management

- a. Assessing exiting risk mgmt. capabilities
- b. Identifying and prioritizing key enterprise risks
- c. Developing tailored risk mgmt. frameworks including developing the processes and organizational structures necessary for a robust and sustainable risk mgmt. program
- d. Implementing mitigation strategies
- e. Establishing tools for monitoring and reporting risks
- f. Providing regulatory compliance, crisis mgmt. advisory, and integrating risk considerations into strategic planning

2. Internal Controls Assessment

- a. Assessing the efficiency and effectiveness of existing operating procedures and internal controls
- b. Creating tailored and actionable recommendations to strengthen internal controls, address inefficiencies, mitigate risks, and optimize operational effectiveness and compliance

3. Regulatory Compliance

- a. Evaluating clients' adherence to applicable laws, regulations, standards, and internal policies and procedures
- b. Defining the scope, understanding applicable regulations, collecting data, assessing risks, testing controls, and reporting findings and recommendations for corrective actions

4. Forensic Audits

- a. Bringing forensic accountants, technologists, former education leaders, regulators, and law enforcement experts to our investigations and compliance matters
- b. Blending forensic techniques, including accounting, data analytics, interviewing, and document review to surface key risks and produce a fact-based analysis of the relevant activity
- c. Helping clients identify the root-cause breakdowns that allowed misconduct to occur and develop actionable steps to mitigate risk and operationalize recommendations to promote effective and efficient compliance and remediation

5. Performance Audit, Construction Audit

- a. Performance Audits: Services cover a broad range of operational areas from assessing how resources are utilized to adherence to regulations, policies and procedures covering grading, graduation, and attendance
- b. Construction Audits: Services include reviewing contract compliance, verifying cost accuracy, monitoring schedules for delays, meeting quality standards, and detecting potential fraud or waste

6. Insurance Advisory

- a. Functional and Insurance Program oversight, interim mgmt. and project/change mgmt., buildouts, carveout standups, integrations and transformations
- b. Situational Leadership and Support in deals, disruption and distress
- c. Independent and integrated diligence focused upon corporate insurance, captives and/or surety for both buy-side and sell-side
- d. Post-diligence support of deal teams and project mgmt. offices on transactions with iRM complexities throughout the transaction and beyond
- e. Functional standup of risk, insurance & employee benefits programs and related corporate functions to support carve-out divestitures/acquisitions.

** Reflects service descriptions provided within A&M's RFP submission which illustrate one aspect of the suite of services A&M provides to clients relative to in-scope E&I Service Areas within the MSA.*

MSA 2 – Financial Consulting & Advisory | E&I Service Area to A&M Service Description* Mapping

Master Agreement # CR001411; Effective September 1, 2025 (5-Year Term)

Business Valuation

1. Valuation and Financial Reporting

- a. **Financial & Tax Reporting:** Independent valuations that help clients navigate regulatory compliance and risk mitigation
- b. **Structured Finance & Capital Equipment Valuations:** Specialized services in valuations specific to equipment and facilities
- c. **Valuation Model Diagnostic:** Evaluation of client-generated valuation models for accuracy, efficiency, and comprehensiveness
- d. **Valuation Outsourcing:** A&M clients use our proprietary valuation technology to generate complex valuation solutions
- e. **Portfolio Evaluation & Advisory Services:** A tested, technical valuation methodology that we employ across enterprises and asset types

2. Transaction and Strategic Advisory

- a. **Transaction Due Diligence:** Services to explore all available M&A alternatives and transaction options. We have recently performed transaction due diligence for higher education clients leading to recent mergers within the industry
- b. **Integration Due Diligence:** Support for full scope of transaction lifecycle, including post-transaction integration execution
- c. **Divestiture Services:** Services to maximize value of exit strategies

3. Litigation and Business Analytics

- a. **Business Modeling & Analytics:** Tools and techniques that deliver predictive and prescriptive analytics and user-friendly models that enable management teams to assess both business risks and strategic opportunities
- b. **Litigation & Dispute Valuation:** Analysis and testimony services for dispute resolution

* Reflects service descriptions provided within A&M's RFP submission which illustrate one aspect of the suite of services A&M provides to clients relative to in-scope E&I Service Areas within the MSA.

MSA 2 – Financial Consulting & Advisory | E&I Service Area to A&M Service Description* Mapping

Master Agreement # CR001411; Effective September 1, 2025 (5-Year Term)

Grant Management & Compliance

1. Grant Management Services

- a. **Improve Pre- and Post-Award Administration:** Streamline pre- and post-award activities, including proposal development and submission, award setup, expense charging, invoicing, financial reporting, and closeout using integrated tools and workflows; Incorporate management of braided/blended funding streams to maximize the impact of diverse funding sources and enable effective resource allocation.
- b. **Enhance Award and Portfolio Mgmt.:** Equip investigator-facing administrators with proven tools and processes to effectively manage awards and portfolios; Apply A&M's portfolio weighting methodologies to prioritize resources, monitor performance, and align with institutional objectives; Integrate grantee performance management processes to enable compliance with grant reporting and deliverable requirements.
- c. **Optimize Grant Lifecycle Processes:** Introduce scalable workflows for improved coordination during pre- and post-award phases; Leverage advanced technology to automate financial tracking, compliance reporting, and award monitoring, enabling adherence to grantor requirements.

2. Compliance Services

- a. **Regulatory Compliance Assessment and Ongoing Governance:** Evaluate existing programs to identify gaps and provide actionable recommendations to align with laws, regulations, and grant requirements; Reframe monitoring and auditing as a core component of operationalizing ongoing governance processes, allowing for sustained compliance with regulations and grantee deliverables.
- b. **Policy and Procedure Development:** Develop and implement robust compliance policies tailored to organizational needs, with an emphasis on integrated governance frameworks.
- c. **Training and Education:** Educate staff on compliance requirements, braided/blended funding practices, and best practices to foster a culture of accountability and adherence to regulations.
- d. **Proactive Monitoring and Risk Mitigation:** Implement proactive monitoring systems to track compliance with grant requirements, operational governance, and financial reporting; Conduct focused audits to address compliance issues, mitigate risks, and support continuous improvement.

* Reflects service descriptions provided within A&M's RFP submission which illustrate one aspect of the suite of services A&M provides to clients relative to in-scope E&I Service Areas within the MSA.

MSA 2 – Financial Consulting & Advisory | E&I Service Area to A&M Service Description* Mapping

Master Agreement # CR001411; Effective September 1, 2025 (5-Year Term)

Value Added Services

1. Financial Crisis Management Planning

- a. **Assess liquidity position:** Determine baseline liquidity and ability to meet short-term obligations
- b. **Cash flow analysis:** Detailed analysis of cash flows for forecasting
- c. **Identify root cause:** Assess factors causing liquidity issues and triage response
- d. **Improve preparedness:** Cross-functional engagement with forecasts and create scenarios to account for “what-if” situations; “Stress-test” the status quo
- e. **Inform decision-making:** Align cash flow forecast with budgeting to avoid liquidity reversion
- f. **Implement a cash culture:** Prioritize cash mgmt. across all functions of the enterprise by establishing policies, procedures, and KPIs to track financial health
- g. **Identify & release “Trapped Cash”:** Optimize working capital to maximize cash flow
- h. **Improve accuracy:** Use technology to minimize errors, accelerate decision-making, and streamline processes

2. Market Insights and Research Updates

- a. **Market Insights:** Leveraging a wide array of research subscriptions and third-party providers, the Insight Center creates resources tailored to fill knowledge gaps and strength strategies
- b. **Research Updates:** A&M's Insight Center uses internal and external resources to accomplish our client's goals and most often employs hypothesis-based research methods when conducting primary research with the objective to prove or disprove an underlying theory or explain, forecast or predict a marketplace phenomenon

3. Scenario Planning and Stress Testing

- a. **Enhance Clarity & Accountability:** Conduct internal due diligence to allow for realistic and achievable budgets and existing forecasts
- b. **Build Baseline Financial Forecast:** Develop baseline forecast to provide end-to-end visibility across the organization's P&L and enable targeted adjustments
- c. **Identify Key Drivers:** Pinpoint primary business drivers impacting performance
- d. **Dynamic Models:** Build forecast models that incorporate key drivers and enable scenario planning
- e. **Contingency Planning:** Assess and mitigate several “what if” scenarios
- f. **Develop & Execute Action Plan:** Create metrics, validate methods, set measurable targets, and establish monitoring cadence to implement mitigation strategies proactively

4. Implementation of New Accounting Standards

- a. **Initial Assessment:** Clearly and concisely compare current state with best practices
- b. **Unbiased Review:** Independent review of Finance & Accounting organization, policies, procedures and capabilities
- c. **Promote Compliance:** Monitor adherence to accounting standards and reduce risk of fraud and errors
- d. **Financial & Accounting Handbook:** Develop handbooks to standardize new financial and accounting processes across the organization

* Reflects service descriptions provided within A&M's RFP submission which illustrate one aspect of the suite of services A&M provides to clients relative to in-scope E&I Service Areas within the MSA.