

Exhibit 23

FIRM	Fixed Costs	Points	SWaM		Points	Total Points
			Utilization	Points		
Center for Applied Innovation	?	0	100%	20	20	20
CIDIS	7,817,277.00	0.19	100%	20	20.2	20.2
CK Business Strategy	596,750.00	2.50	100%	20	22.5	22.5
CTW LLC	472,340.00	3.15	100%	20	23.15	23.15
FIG Strategy	490,000.00	3.04	100%	20	23.04	23.04
iPondr	331,100.00	4.50	0%	0	4.5	4.5
Mayadan Consulting Assoc.	450,000.00	3.31	2%	0.4	3.71	3.71
NewPoint Strategies	99,504.00	14.97	100%	20	34.97	34.97
Racial Equity Group	135,000.00	11.04	0%	0	11.04	11.04
TMI Consulting	1,288,216.00	1.16	100%	20	21.16	21.16
Veritas Academy	99,325.00	15.00	100%	20	35	35
WGU Labs	176,500.00	8.44	0%	0	8.44	8.44

DEI Consultation and Training - Scores based on qualifications

RFP #V211-22-054

FIRM:									AVG
CK Business Strategy	61	35	60	61	64	56.2			
Racial Equity Group	52	60	50	52	57	54.2			
NewPoint Strategies	47	65	43	46	55	51.2			
FIG Strategy	55	35	51	55	58	50.8			
TMI Consulting	43	65	44	43	49	48.8			
CIDIS	44	65	44	44	46	48.6			
Veritas Academy	47	55	47	46	44	47.8			
Center for Applied Innovation	45	65	44	44	37	47			
WGU Labs	42	55	41	40	54	46.4			
CTW LLC	48	39	44	47	48	45.2			
iPondr	39	40	42	38	40	39.8			
Mayadan Consulting Assoc.	40	35	40	40	38	38.6			

RFP SCORES INCLUDING PRICE AND SWAM

FIRM:										AVG	SWAM	LOCATION
NewPoint Strategies	81.97	99.97	77.97	80.97	89.97					86.17	S	VA
Veritas Academy	82	90	82	81	79					82.8	S	VA
CK Business Strategy	83.5	57.5	82.5	83.5	86.5					78.7	S	VA
HIG Strategy	78.04	58.04	74.04	78.04	81.04					73.84	S	NV
TMI Consulting	64.16	86.16	65.16	64.16	70.16					69.96	S	VA
CIDIS	64.19	85.2	64.19	64.19	66.19					68.792	S	VA
CTW LLC	71.15	62.15	67.15	70.15	71.15					68.35	S	VA
Center for Applied Innovation	65	85	64	64	57					67	S	VA
Racial Equity Group	63.04	71.04	61.04	63.04	68.04					65.24		TX
WGU Labs	50.44	63.44	49.44	48.44	62.44					54.84		UT
iPondr	43.5	44.5	46.5	42.5	44.5					44.3		MN
Mayadan Consulting Assoc.	43.71	38.71	43.71	43.71	41.71					42.31		VA

Vendor Name	eVA Registered	Reason for Disqualification
BCT Partners (in partnership with The Dialogue Company and Fairwater Associates)	N/A	Responding Vendor is not eVA registered. Fairwater Associates is eVA registered and SWaM certified
ChoicePoints Learning	N/A	Houston, TX - not eVA registered or SWaM in Virginia
Gold Enterprises LLC (GELLC)	N/A	Not eVA registered - did not return all required materials and signed documents
JJI Impact, Inc.	N/A	Not eVA registered
Mckensie Mack Group (MMG)	N/A	Not eVA registered
The Performance Principles LLC & High Street Consulting	N/A	Responding vendor is not eVA registered. High Street Consulting is eVA registered and holds the SWaM certification

FIRM	Fixed Costs
Veritas Academy	99,325.00
NewPoint Strategies	99,504.00
CK Business Strategy	596,750.00

Diversity, Equity, and Inclusion (DEI) Consultation and Training

Company	eVA Registered	SWaM Certified	SWaM Type
CTW LLC dba Collaboration That Works	VS0000264958	809509	O,S,M,W
Center for Applied Innovation	VS0000074665	692830	O, S, SDV
CIDIS LLC	VS0000209297	804715	O,S,W
CK Business Strategies (Corrin & King)	VS0000251733	806471	O,S,M,W
FIG Strategy	VS0000340316		
iPondr	VS0000332654		
Mayadan Consulting Associates LLC	VS0000327348	Pending	Pending
NewPoint Strategies, LLC	VS0000046233	675342	O, S, W
Racial Equity Group 391	VS0000327260		
TMI Consulting, Inc.	VS0000102993	687835	S, WO
Veritas Academy	VS0000324487	819239	S, M
WGU Labs	VS0000335726		
BCT Partners (in partnership with The Dialogue Company and Fairwater Associates)	No		
ChoicePoints Learning	No		
Gold Enterprises LLC (GELLC)	No		
JJI Impact, Inc.	No		
Mckenzie Mack Group (MMG)	No		
The Performance Principles LLC & High Street Consulting	No		

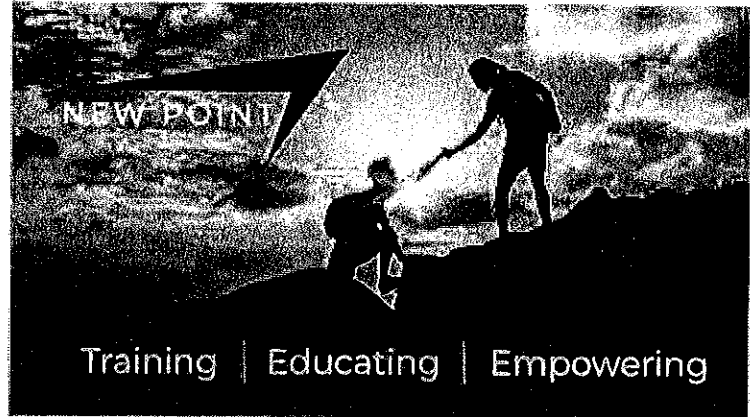
Responding Vendor is not eVA registered. Fairwater Associates is eVA registered and SWaM certified

Houston, TX - not eVA registered or SWaM in Virginia

Towson, MD

Responding vendor is not eVA registered. High Street Consulting is eVA registered and holds the SWaM certification

Exhibit 24



Virginia Military Institute

Diversity, Equity, and Inclusion (DEI) Consultation and Training RFP #V211-22-054

SUBMITTED BY NEWPOINT STRATEGIES LLC



CREATING SAFE SPACES AT WORK

December 12, 2021

Business Name: NewPoint Strategies, LLC

Lynne Revo-Cohen, Partner-in-Charge

lrevocohen@newpoint.biz

(703) 405-7133

Federal Tax ID: 200052536

GSA Schedule: GS02F0183P, SIN 595-25

GSA Schedule No: 738 PART X

DUNS#: 13720084+0626

Registered and compliant with SAM,

ORCAWOSB certified CAGE: 3QX56

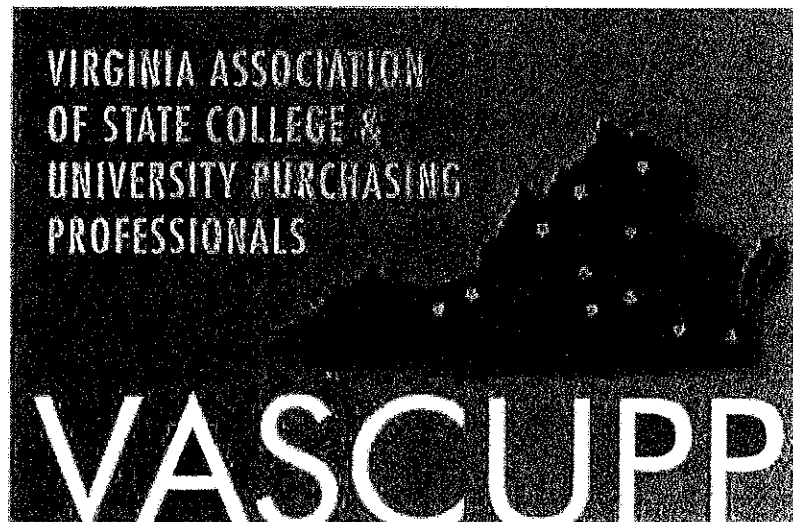
NAICS codes 541611, 561611, 611430, 711510

Business Size/Capacity: Women-Owned Small Business



REQUEST FOR PROPOSALS
PROJECT #V211-22-054

Diversity, Equity, and Inclusion (DEI) Consultation and Training
30 November 2021



Virginia Military Institute
Lexington, Virginia 24450-0304

REQUEST FOR PROPOSALS

RFP# V211-22-054

Issue Date: 30 November 2021
Title: Diversity, Equity, and Inclusion (DEI) Consultation and Training
Pre-Proposal Conference Date: There will be no pre-proposal conference
Due Date: 14 December, 2021 at 2:00 PM EST

Issuing Agency: Virginia Military Institute
Procurement Services
330 Parade Avenue, 314 Smith Hall
Lexington, VA 24450

Period of Contract: Date of Award through 30 June 2023 (Annually Renewable Thereafter for four (4) successive one-year renewals.

IDENTIFICATION OF BID ENVELOPE: The signed price list should be returned in a separate envelope or package, sealed and identified as instructed in Section IX, paragraph H. The envelope should be addressed as directed in the heading of this Page of the solicitation. No other correspondence or other bids should be placed in the envelope.

PRE-PROPOSAL CONFERENCE: There is NO PRE-PROPOSAL CONFERENCE.

All Inquiries for Information Should Be Directed To: MAJ Lynn W. Carmack, VMI Procurement Services at carmacklw@vmi.edu. Use of the Understanding of Requirement Form (Attachment A) must be submitted for questions concerning specifications or statement of needs.

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/Services In Accordance With The Attached Signed Proposal Or As Mutually Agreed Upon By Subsequent Negotiation.

Name and Address Of Firm:

NewPoint Strategies LLC

Date: 12/12/2021

1350 Beverly Rd

By: Lynne Revo-Cohen

Ste, 115-164

(Signature In Ink)

Name: Lynne Revo-Cohen

McLean, VA Zip Code: 22101

(Please Print)

Title: Founding Partner

EVA Vendor ID or DUNS number: VS0000046233

Phone: 703-405-7133

E-mail: lrevocohen@newpoint.biz

Fax: (703) 898-7076

Note: This public body does not discriminate against faith-based organizations in accordance with the *Code of Virginia*, § 2.2-4343.1 or against a bidder or offeror because of race, religion, color, sex, national origin, age, disability, sexual orientation, gender identity, political affiliation, or veteran status or any other basis prohibited by state law relating to discrimination in employment. Faith based organizations may request that the issuing agency not include subparagraph 1.f in General Terms and Condition C. Such a request shall be made in writing and explain why an exception should be made in that invitation to bid or request for proposal.

NEW POINT

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NEW POINT

SECTION I – PLAN FOR PROVIDING DEI TRAINING

Organization Requirements and Description of Services

A. DEI Training to be Delivered to the VMI Community

1. Approach to Providing Services

NewPoint’s training program is a multi-stepped process. It is imperative that we define anticipated outcomes for the training, so that we can be sure that our training design reflects the goals of the Virginia Military Institute (“VMI”).

NewPoint Strategies will follow the steps below and incorporate any changes requested:

1. Follow-up Meetings with VMI Chief Diversity Officer (CDO) or other key personnel and others to discuss:
 - a) Outcomes expected from training
 - b) Draft training design;
 - c) Incorporate any changes and get sign-off on design, and use of data provided in survey;
 - d) Determine types and examples of small group case study scenarios;
 - e) Develop a communication plan to include kickoff, leadership introduction and involvement;
 - f) Daily Schedule for training roll-out during training period (TBD);
 - g) Determine process for sign-up;
 - h) Determine process for evaluations;
 - i) Final approval for manual, PPT, videos, production, and digital distribution of materials; manual will be crafted for download for each participant to fill in on-line, or print out and fill in.
2. Continuous reporting of class evaluations, any modifications required, issues that emerge, etc.
3. How and when to use NewPoint digital tools: *Quick Points, Who Does That* for continuous messaging to keep training relevant and current with issues of the day if requested (with an additional cost).

2. What/When/How Services Will Be Provided

Leadership Session: NewPoint will provide a roll-out that begins with one (1) Facilitator-led 3.0-hour session for leaders at the VMI. We understand the 16-member Board of Visitors, the supervisory board of VMI as well as the Administration (Superintendent, Dean, Commandant of Cadets, Deputy Superintendent for FAS, and Chief Diversity Officer) will be included in the leadership session.

Managers’ Sessions: NewPoint will provide “Facilitator-led” 3.0-hour sessions for the Managers at the VMI. These groups will be selected and scheduled by the Leadership of the VMI.

Employees’ Sessions: We will provide ten (10) “Facilitator-led” 3.0-hour sessions for all 750 VMI employees. NewPoint understands that each of these groups will include approximately 50 employees per session, to be selected and scheduled by the Leadership of the VMI. *QuickPoints* may be the best post-training option for employees, which can be used for ongoing strategic planning implementation

Uniquely, there are 1,600 students (cadets) enrolled at the VMI. It is likely the most effective training opportunity for the students will be the post-DEI webinars and online self-paced training (including Edutainment videos). The NewPoint DEI Team Lead will discuss options with VMI leadership or point of contact, MAJ Carmack or COL Tomlin to determine how best to implement training for VMI cadets.

Post-Training Option:

- a) Digital training for all employees (QuickPoints and/or Who Does That?)
- b) These short digital trainings would be launched via email on a once per month basis
- c) NewPoint will work with the leadership at VMI to determine the applicability of the digital training package. Costs for this training will be based on NewPoint’s GSA schedule rates.

Sessions for Leaders and Managers/Supervisors will include a discussion of management skills, responsibilities and accountabilities that are necessary for creating and maintaining a Culture of Respect. In the Employee sessions, all employees will gain understanding and skills in order to handle difficult conversations and the understanding to become an “Upstander”, to foster respectful behavior. NewPoint’s initial assessment is designed to assess the existing diversity and inclusion climate. The initial assessment also provides insight into employee experiences and overall culture, which will help NewPoint consultants advise VMI leaders on how to obtain the desired diversity, equity, and inclusion culture.

The initial assessment includes:

- 1. Confidential survey.
- 2. Interviews with senior staff and selected managers and employees.
- 3. Focus groups with all levels of employees; and
- 4. Report to leadership on results and recommendations, all of which, are requested in the statement of work specific task.

3. Timeframe for Implementation and Completion

Duration, Locations and Dates of Training

Duration of each Training Session:	3.0 Hours, each session, for each employee level
Dates of Training:	TBD (To Be Decided)
Location (Leadership Team)	<u>Meetings:</u> Onsite at VMI
	<u>Workshop/Presentations:</u> Onsite at VMI
Location (Managers, & Employees)	<u>Workshop/Presentations:</u> Onsite at VMI

Training Elements Included in All Sessions

Welcome, Introduction and Historical Perspective	15 minutes
Diversity:	45 minutes, including Q&A (in person sessions)
Equity:	45 minutes, including Q&A (in person sessions)
Inclusion:	45 minutes, including Q&A (in person sessions)
Recap, Emphasis on Continuing Program of Awareness	30 minutes, including Comments/Questions

Potential Number of Sessions:

<u>21 Members-EXECUTIVE LEADERSHIP</u>	Training
	Hours/Days
21 Executive Leadership Attendees per Session = 1.0 Session times 3 hours (.5 Day) = 3 hrs.	3 0.5

RECOMMENDATION: 1 Session, all Leadership at once

MANAGERS (Non-Leadership)

	Training
	Hours/Days
30 Managers per Session = Sessions times 3 hours (.5 Day) = 3 hrs.	3 0.5
35 Managers per Session = Sessions times 3 hours (.5 Day) = 3 hrs.	TBD
40 Managers per Session = Sessions times 3 hours (.5 Day) = 3 hrs.	TBD
45 Managers per Session = Sessions times 3 hours (.5 Day) = 3 hrs.	TBD

RECOMMENDATION: TBD Sessions, 30 Managers per session

NewPoint could not provide an estimate for training managers because the number of managers is unknown. The VMI point of contact can provide this information and a time/cost estimate can be provided during negotiations.

750 TOTAL EMPLOYEES

	Training	
	Hours	Days
750/30 Employees per Session = 25.0 Sessions times 3 hours (.5 Day) = 75.0 hrs.	75.0	12.5
750/35 Employees per Session = 21.4 Sessions times 3 hours (.5 Day) = 64.2 hrs.	64.3	10.7
750/40 Employees per Session = 18.75 Sessions times 3 hours (.5 Day) = 56.25 hrs.	56.25	9.4
750/45 Employees per Session = 16.6 Sessions times 3 hours (.5 Day) = 50.0 hrs.	50.0	8.3
750/50 Employees per Session = 15.0 Sessions times 3 hours (.5 Day) = 45.0 hrs.	45.0	7.5
750/55 Employees per Session = 13.6 Sessions times 3 hours (.5 Day) = 40.9 hrs.	40.9	6.81
750/60 Employees per Session = 12.5 Sessions times 3 hours (.5 Day) = 37.5 hrs.	37.5	6.25

RECOMMENDATION: 15 Sessions, 50 Employees per session
7.5 days of two ½ day Training (3 hrs. each) Total 15

TRAINING OUTCOMES

Session 1: Leadership (One Session)

Outcomes for the **Leadership session** will include the following:

- An understanding of the “business case” for Diversity/Equity/Inclusion/Unconscious Bias within the VMI.
- An understanding of “a lack of inclusion and the presence of unconscious bias” in leadership decisions.
- Leadership’s role in “messaging” both the business case for this training and how to reinforce that this training is taken seriously - that managers and supervisors will be held accountable.
- Their roles as “upstanders” in their responsibility “to recognize and respond to” those engaged in inappropriate behavior.
- Develop “Skill building” techniques in order to engage in difficult conversations concerning issues of Diversity/Equity/Inclusion/Unconscious Bias in the workplace.
- Understanding how to incorporate the lessons of Diversity/Equity/Inclusion/Unconscious Bias Training and the awareness of these issues in the key processes of recruitment, hiring, assignments, evaluations, promotions, and public relations.
- Engender a Personal commitment to use this knowledge and skill to create a culture of respect.

Sessions # TBA: All Managers (TBA # of Sessions)

Outcomes for the **Manager sessions** will include the following:

- An understanding of “lack of inclusion and the presence of unconscious bias” in managers’ decisions.
- Manager’s role in “messaging” both the business case for this training and how to reinforce that this training is taken seriously - that managers will be held accountable.
- Manager’s roles as “upstanders” in their responsibility “to recognize and respond to” those engaged in inappropriate behavior.
- Develop “Skill building” techniques in order to engage in difficult conversations concerning issues of Diversity/Equity/Inclusion/Unconscious Bias in the workplace.
- Understanding how to incorporate the lessons of Diversity, Equity, Inclusion/Unconscious Bias/Inclusion Training, and the awareness of these issues in the key processes of recruitment, hiring, assignments, evaluations, promotions, and public relations.
- Engender a Personal commitment to use this knowledge and skill to create a culture of respect.

Sessions # TBA: All Employees (TBA # of Sessions)

Outcomes for **All- Employee sessions** will include the following:

- An understanding of “unconscious bias” that exists in the workplace.
- Their roles as “upstanders” in their responsibility “to stand up to” those engaged in inappropriate behavior.
- Develop “Skill building” techniques in order to engage in difficult conversations regarding Unconscious Bias/Inclusion issues.

- Understanding how to incorporate the lessons of Diversity/Equity/Inclusion/Unconscious Bias Training and the awareness of these issues when communicating with other employees in the workplace.
- Engender a Personal commitment to use this knowledge and skill to create a culture of respect.

TRAINING CONTENT

Sessions for Leadership and Managers will include a discussion of management skills, responsibilities, and accountabilities for creating and maintaining a Culture of Respect.

In the Employee sessions, all employees will gain understanding and skills in how to handle difficult conversations and how to be an “Upstander” to foster respectful behavior.

This is the list of Training Modules, to be presented within each session.

Leadership Session (One/3.0 Hour session)

- Module 1: Opening and Introductions
- Module 2: Business Case for Diversity, Equity, Inclusion and Unconscious Bias – group discussion
- Module 3a: **Diversity/Unconscious Bias** – How it impacts our work and critical decisions in recruitment, hiring, assignments, teaming, promotion, etc.
- Module 3b: Plus Q&A/Discussion from the group
- Module 4a: **Equity/** How it impacts our work and critical decisions in assignments, teaming, promotion, etc.
- Module 4b: Small Group Case Study exercise with group feedback/ Plus Q&A/Discussion from the group
- Module 4c: Breakout -Plus Q&A - Breakout in groups with team leaders
- Module 5a: **Inclusion and Unconscious Bias/** Determine Bias by Polling opinions/ Results- Q&A
- Module 5b: Personal Commitment: Messaging, Setting the tone, Holding self and others accountable

Manager Sessions (Four/3.0 Hour sessions)

- Module 1: Opening, Ground rules and Introductions
- Module 2: Business Case for Diversity, Equity, Inclusion and Unconscious Bias – group discussion
- Module 3a: **Diversity/Unconscious Bias** – How it impacts our work and critical decisions in recruitment, hiring, assignments, teaming, promotion, etc.
- Module 3b: Plus Q&A/Discussion from the group
- Module 4a: **Equity/** How it impacts our work and critical decisions in assignments, teaming, promotion, etc.
- Module 4b: Small Group Case Study exercise with group feedback/ Plus Q&A/Discussion from the group
- Module 4c: Breakout -Plus Q&A - Breakout in groups with team leaders
- Module 5a: **Inclusion and Unconscious Bias/** Determine Bias by Polling opinions/ Results- Q&A
- Module 5b: Personal Commitment: Messaging, Setting the tone, Holding self and others accountable

Employee Sessions (Ten/3.0 Hour sessions)

- Module 1: Opening, Ground rules and Introductions
- Module 2: Awareness of Diversity, Equity, Inclusion and Unconscious Bias – group discussion
- Module 3a: **Diversity/Unconscious Bias** – How it impacts our work and the daily interactions at work
- Module 3b: Plus Q&A/Discussion from the group
- Module 4a: **Equity/** How it impacts our work and critical decisions in assignments, teaming, promotion, etc.
- Module 4b: Small Group Case Study exercise with group feedback/ Plus Q&A/Discussion from the group
- Module 4c: Breakout -Plus Q&A - Breakout in groups with team leaders
- Module 5a: **Inclusion and Unconscious Bias/** Determine Bias by Polling opinions/ Results- Q&A
- Module 5b: Personal Commitment: Messaging, Setting the tone, Holding self and others accountable

PROPOSED SCHEDULE

Per the AWARD OF CONTRACT provision in the RFP, "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 Proposals, including price, if so stated in the Request for Proposals. Negotiations shall 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, the agency shall select the offeror which, in its opinion, has made the best proposal, and shall award the contract to that offeror."

Since the contract term is the from the date of award to June 30, 2023, with four (4) optional one-year renewals, the proposed schedule is a guide but may be revised during the negotiation period as deemed necessary. **NewPoint notes the base year cannot exceed 18 months.** The proposed schedule below is 16 months, which does not exceed the 18 month base year limit.

Activity	Timeframe
Presentation to Leadership (Introductions)	1-month following award March 2022
Assessments/Confidential Surveys	April-June 2022
Analysis and Report of Results of Assessment	July-September 2022
Leadership Training	October 2022
Manager Training	October 2022
Employee Training	November 2022
Cadet (student) Training	January – March 2023
Ongoing Consultation (Incorporation of DEI Principles into the VMI Inclusive Excellence Plan) <ul style="list-style-type: none"> • Will include ongoing work with Leadership, Office of Diversity, Equity, and Inclusion and the Chief Diversity Officer 	April-June 2023

4. VMI's Role & Responsibilities for Implementation/Conversion

VMI leadership will be responsible for providing input for the training of managers, employees, and cadets.

B. Ability to Identify Areas for Organizational in Depth focus through DEI Lens

NewPoint's systematic and methodical approach to DEI assessment, training, consulting, and coaching coupled with nearly 40 years of experiences greatly positions NewPoint Strategies to be able to successfully identify areas for VMI's organizational in-depth focus through the DEI lens. In addition to NewPoint's track record of success, NewPoint consultants have served in a similar capacity in the past for VMI, which reaffirms NewPoint's ability to understand and be able to adequately and successfully help VMI meet its DEI institutional goals.

C. Ability to Understand the Military Underpinnings of VMI

NewPoint Strategies has 38 years of experience in DEI training and has trained extensively with governmental entities and military agencies, including but not limited to the NASA, DOJ, U.S. Navy, the U.S. Coast Guard, and WestPoint. At the U.S. Military Academy at West Point, the NewPoint team provided a thorough assessment of the Academy's Sexual Assault, to include policy review, data analysis, incidence trends and patterns, training, and reporting mechanisms. We then provided a tool kit for the more inclusive policies toward women cadets and improved training modules. Moreover, of the seven (7) highly qualified consultants assigned as DEI experts for the VMI training, some have specific military experience, which greatly bolsters NewPoint's ability to be able to understand the military underpinnings of VMI and its DEI needs. Ms. Stefanie Goebel was among the first class of women to make history as a graduate from the U.S. Naval Academy in 1980. She served for over twelve years as a General Unrestricted Line Officer filling a variety of leadership positions ashore. In the late 90's Ms. Goebel created a small e-mentoring program that paired women cadets at the Virginia Military Institute and the Citadel with women graduates of U.S.N.A. and West Point. Ms. Goebel has over 20 years of experience in the field of gender equity work. A full bio of Ms. Goebel is in Section II. C of this proposal. Dr. Kilmartin, who is a licensed clinical psychologist who has a great deal of experience consulting with clients at government agencies, the military, universities, and corporations. Dr. Kilmartin also served as a consultant to the Virginia Military Institute, where he made several site visits over two academic years to advise and train on the process of integrating women into the Corps of Cadets. A full bio for Dr. Kilmartin can also be found in Section II.C of this proposal. Dr. Karen M. Walker, LtCol (USMC, Ret.) is an industrial/organizational psychologist and lead Psychometrician for NewPoint Strategies where she has served as a behavioral expert at all levels of government, private, commercial, academia and non-profit sectors.

D. Determination of a Clear Roadmap for Training, Consulting, and Coaching

Determining the approach to effective training at VMI requires a total commitment to Best Practices in the field. Training must be highly interactive, relevant to the existing issues of the organization, and multi-dimensional to accommodate learner preferences, availability of time and technology, and tools for sustaining effective skills and learning. NewPoint Best Practices include three (3) training options:

- 1) Facilitator-Led Training (in-person).
- 2) Live Webcasts and QuickPoints, which is live virtual training with highly interactive breakout rooms and polling.
- 3) Webinars and Online Self-Paced Training (including Edutainment videos). NewPoint will customize a plan that works best for VMI.

Based on NewPoint's prior training experience involving Unconscious Bias, we believe the NewPoint Training design must meet the following requirements:

1. Understanding the Business Case for the identification of Unconscious Bias at the VMI
 - a. To focus on creating a Culture of Respect built on a shared understanding that a diverse and respectful workplace includes everyone.
 - b. To include issues of hiring, key assignments, team capabilities and competence, promotion, working with diverse cultures, and leadership.
2. Understanding the concept of "Unconscious Bias" (or "implicit Bias") and how it influences each of us in the work we do and the decisions we make.
3. Open discussion format to give participants the opportunity to discuss sensitive Unconscious Bias & Inclusion issues and to discuss the resulting effect on the participants, even in a safe place.
 - a. To include main issues in survey data – gender, other diversity issues, relationship of "unconscious bias" to the mission of VMI, and skepticism regarding leadership commitment.
 - b. To include issues that have impacted leadership effectiveness.
4. Skill building exercises to give participants the language, empathy, and practice they need to feel empowered to do and say the right thing in the moment, or at a later time.
 - a. To include small group activities using case studies.
 - b. To include feedback to the larger group.
5. A personal commitment to create a Culture of Respect to embrace an awareness of Unconscious Bias and Inclusion as basic principles of interaction.

Modules:

1 Welcome, Introduction and Historical Perspective	15 min
2 Diversity:	45 min, including Q&A (in person sessions)
3 Equity:	45 min, including Q&A (in person sessions)
4 Inclusion:	45 min, including Q&A (in person sessions)
5 Recap, Emphasis on Continuing Program of Awareness	30 min, including Comments/Questions

E. Support of VMI's Effort to Make Institutional Decisions and Strategic Plans

If selected, NewPoint will discuss and confirm a specific timeframe for the organization-wide review of VMI policies and procedures, including the policies of the Human Resources department, and conduct on-site interviews with all levels of employees. Following this overview and analysis, recommendations will be presented, with a written Report with an Action Plan and milestones to track progress.

As noted in the RFP V211-22-054 "Responses to Questions," NewPoint acknowledges and understands the importance of incorporating the DEI training with the VMI Inclusive Excellence Plan, which will support VMI's effort to make institutional decisions and strategic plans. Assessments and training will be developed to ask questions and develop content to incorporate the Inclusive Excellence Plan goals: *Access and Success; Climate and Intergroup Relations; Education and Scholarship; Organizational Culture and Accountability; and Community Engagement.*

F. Support for Daily Strategic Work of the Chief Diversity Officer ("CDO") and Office of DEI

If selected, NewPoint will schedule an initial interview with VMI Leadership, followed by an agreed and approved site-visit to perform a comprehensive Organization-wide review of all policies, practices, and procedures applicable to the goals of Diversity, Equity, Inclusion, and removal of Unconscious Bias from the workplace.

Following this overview, additional data will be gathered, including interviews, focus groups and survey. The analysis and recommendations will be presented with a written Report containing an Action Plan and milestones to track progress, on an ongoing basis.

Upon approval by the Leadership of VMI, a formal training Plan for the current training, as specified in the RFP v211-22-054 with specifications and recommendations, will be provided for individual training periods at the designated VMI facility and recommendations concerning the most efficient number of attendees per session, within each group of employees, and students as applicable.

Following the completion of the Training, a Summary Report will be provided and an Action Plan for the ongoing maintenance of an awareness and focus/fostering of Diversity, Equity, Inclusion, and removal of Unconscious Bias in the workplace.

Subject to the request of the Leadership of the VMI, subsequent site visits and resulting evaluations of continued progress will be performed by NewPoint Strategies LLC.

Post-Training Options: (additional, optional training available from NewPoint)

Digital training for all employees (*QuickPoints* and/or *Who Does That?*)

- These short digital trainings would be launched via email on a once-per-month basis.

NewPoint will work with POC at the VMI to determine the applicability of the Digital Training package.

- Prices for Digital products is based on NewPoint's GSA schedule.

SECTION II – QUALIFICATIONS AND EXPERIENCE

A. NewPoint Strategies Overall Experience

NewPoint Strategies has more than 38 years of experience providing DEI consulting services ranging from establishing DEI councils, to designing DEI training programs to assessing specific DEI cultural attributes and discrepancies within agencies, to designing Blueprints for DEI Implementation to many federal agencies, states and municipalities, non-profits and many private sector clients including but not limited to:

- Department of Defense
- Department of Justice
- Department of State
- FDIC
- The Department of Commerce
- USGS
- US Congressional Budget Office
- NASA,
- West Point
- U.S. Navy
- U.S. Army
- U.S. Coast Guard, and
- GSA
- Architect of the Capitol

NewPoint's former company provided the seminal DEI consulting work for the Library of Congress (LOC) by establishing the Diversity Council, then executing 'deep cultural dives' into black/white issues in several departments, plus conduct DEI training for all employees. The engagement spanned a ten-year period in the 1990's. For The Metropolitan Museum of Art (MET) NewPoint also worked to develop and maintain the DEI Council, conduct department assessments including surveys, focus groups and ultimately train all employees in DEI at all MET locations. The engagement spanned a four-year timeframe. NewPoint consultants have also provided DEI training and assessment for many private corporations including Ford, Monsanto, Cingular Wireless, Merrill Lynch, GE Capitol, Bell Canada, Deloitte, and many others.

NewPoint has highly qualified consultants with strong credentials and an impressive track record in the areas of Diversity, Equity, Inclusion, and Accessibility (DEIA); Implicit Bias; Discrimination based on Race, Color, Age, Gender, Religion, Disability, Sexual Identity, and Other EEO-Protected Classes; Microaggressions and Micro-Inequities; LGBTQIA+; Sexual Harassment/Assault Prevention; Suicide Prevention; DEIA in Police Reform; Racial Equity/Social Justice; and Culture Change. NewPoint's six (6) phase consulting services includes:

- 1) Initial assessment.
- 2) Senior leadership briefing and plan for action.
- 3) Senior level training/coaching.
- 4) Manager/supervisor training.
- 5) All-staff training.
- 6) Training evaluations and measurement of outcomes.

NewPoint's DEI training strategy will be customized to meet the needs of the Virginia Military Institute ("VMI").

SECTION II – QUALIFICATIONS AND EXPERIENCE

B. Names, Qualifications and Experience of Personnel Assigned to Project

C.

LYNNE REVO-COHEN, Partner in Charge



Lynne Revo-Cohen is a founding partner of NewPoint Strategies. She has a thirty-year track record providing management consulting to organizations throughout the U.S. and abroad. Ms. Revo-Cohen directs NewPoint Strategies' strategic development in the areas of client services and products, marketing, business development, financial management, and public relations.

She directs NewPoint's consulting practice for Diversity/Equity/Inclusion, Sexual Harassment and Assault Prevention, Pay Equity, LGBTQIA+, Suicide Prevention, Police Social Justice Reform, Employee Relations, Conflict Management, Cross-Cultural Training, and Organizational Change in the workplace. She designed and

directed the firm's management consulting expansion into the international arena. She leads the firm's practice in consulting and training for government, corporations, U.S. military, nonprofit organizations, unions, colleges, and universities.

Ms. Revo-Cohen led NewPoint's growth into virtual and digital training as an adjunct to the firm's consulting services. She is the chief architect of NewPoint's innovative Next Gen mobile training tools, "QuickPoints," "Who Does That?" "Consent Rewind," "Just Say More," and "JustSay STOP," which provide engaging, short, relevant digital animations to supplement facilitator-led training.

Prior to founding NewPoint Strategies, she led a predecessor company, Hubbard & Revo-Cohen, Inc. She directed major projects for the Equal Pay practice in Ontario and Quebec, as well as those in the U.S. She also directed the firm's entree into the Japanese market in cultural diversity and harassment prevention training for executives in global Japanese companies.

Ms. Revo-Cohen is a recognized expert, speaker, and author on gender and diversity-related workplace issues. She speaks frequently on Next Generation Learning Strategies with a focus on how to reach the emerging Millennials and Gen Z workforce with digital mobile training products that make learning short, engaging, relevant, and interactive.

Ms. Revo-Cohen serves on several boards and committees and served for four years on the Board of Directors of the Fairfax County Chamber of Commerce. She has been active in the National Association of Women Business Owners, Women in Technology, and the Northern Virginia Technology Council. Ms. Revo-Cohen is a founding member of the National Committee on Pay Equity. She has a BA from the State University of New York at Buffalo and an MA from the University of Maryland.

D. Resumes of Consultants Assigned to Project

The following seven (7) consultants have been assigned to provide DEI services for VMI:



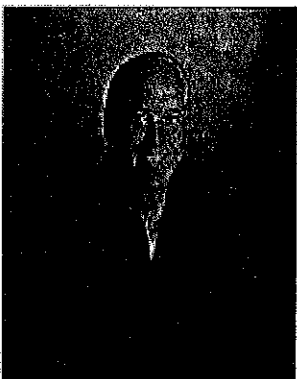
STEFANIE GOEBEL
Senior Advisor, NewPoint Strategies LLC

Stefanie Goebel is a pioneer as she was among the first class of women to make history as graduates from the U.S. Naval Academy in 1980. She served for over twelve years as a General Unrestricted Line Officer filling a variety of leadership positions ashore.

Ms. Goebel has over 20 years of experience in the field of gender equity work. Her focus has been developing and implementing leadership and mentoring programs for girls and women in both government and non-profit organizations. While on active duty, she led the tri-service Women Officer's Professional Association (WOPA) while stationed at Pearl Harbor. In the mid-90's she helped implement several leadership and networking workshops for high school girls through the American Association of University Women (AAUW) including a high school wide sexual harassment training. In the late-90's she created a small e-mentoring program that paired women cadets at The Virginia Military Institute and The Citadel with women graduates of U.S.N.A. and West Point. From 2002 to 2006 Ms. Goebel served as the program manager for the development of a leadership and mentoring program for high school girls with disabilities funded by the U.S. Department of Education. Most recently, Ms. Goebel served as the Director of the Academy Women eMentor Leadership Program from 2007 until 2016.

Academy Women is a networking and professional development organization for former and current military women officers and was later extended to men and spouses. Ms. Goebel continues to serve on Academy Women's Board assisting with the planning/publicizing of the organization's annual symposium. Ms. Goebel is also the Western Region Chair and the Chair of the Policy & Issues Committee for the newly formed U.S. Naval Academy Women's Shared Interest Group (SIG) of the U.S.N.A. Alumni Association. The Women's SIG provides both local and global networking and mentorship opportunities for women Naval Academy graduates through virtual events and the creation of local SIG's in locations worldwide. In these roles, Ms. Goebel helps to stand up local SIG's and support their programming, highlighting, and making progress on issues of concern to women graduates such as sexual assault.

In addition to her BS from U.S.N.A., Ms. Goebel holds an MA in National Security Affairs from the U.S. Naval Postgraduate School and an MA in Women's Studies from the University of Arizona.



Christopher Kilmartin, Ph.D.
Senior Consultant and Trainer, NewPoint Strategies LLC

Dr. Christopher Kilmartin holds a Ph.D. in Counseling Psychology from Virginia Commonwealth University and is a licensed clinical psychologist who has a great deal of experience consulting with clients at government agencies, the military, universities, and corporations. He has over 10 years' experience in sexual assault prevention for various Military branches and Academies. In fact, from 1998-99, Dr. Kilmartin served as a consultant to the Virginia Military Institute, where he made several site visits over two academic years to advise and train on the process of integrating women into the Corps of Cadets. Dr. Kilmartin has provided extensive consulting and training of DEI and Sexual Harassment/Assault for NewPoint to DoD, Navy SAPRO, and James Madison University.

College prof - ref. 6 yrs

Dr. Kilmartin is an internationally recognized expert on gender, violence prevention, diversity, equity, and inclusion. He was named to the United States Peace Corps Sexual Assault Advisory Board in 2021. He was a Distinguished Visiting Professor in the at the United States Air Force Academy in 2013-14, as well as the Fulbright Distinguished Chair in Gender Studies at the University of Klagenfurt, Austria. He is also a Fellow in the American Psychological Association.

Dr. Kilmartin delivered the Keynote address at the NCAA Violence Prevention Summit in 2011 and has also consulted with the U. S. Department of Education, the U.S. Army and Air Force, and the international Democratic Control of the Armed Forces. He consulted on sexual harassment and assault prevention for 3 years with the U.S. Naval Academy and was a scriptwriter for an Army training film on the same topic. He conducted a presentation on Gendered Fictions and sexual assault for Navy SAPRO officers in Arlington, VA. He has been a featured presenter at the National Psychotherapy with Men Conferences. His major scholarly work is *The Masculine Self* (6th edition, 2019). He has also co-authored *Men's Violence Against Women: Theory, Research, and Activism, Overcoming Masculine Depression: The Pain behind the Mask*: (2nd edition, 2013), and *Sexual Assault in Context: Teaching College Men about Gender* (2005). His latest book is *The Fictions that Shape Men's Lives* (2021).



Ziz Abdur-Ra'oof
NewPoint Strategies Senior Presenter/Trainer

Ziz Abdur-Ra'oof is a Senior Presenter, Consultant and Trainer for NewPoint Strategies LLC. Ziz is the NewPoint lead on training for Racial Equity and Social Justice projects. He is currently the lead trainer for NewPoint at the Suffolk County Water Authority. Ziz speaks with passion to NewPoint clients on what it takes to achieve racial healing. He is a former NFL Wide Receiver for the Kansas City Chiefs turned Entrepreneur (4-3 Forty, LLC), guiding Industry leaders and educators to achieve peak performance in the 21st century. Author of "Accelerate, A guided Playbook for Young Dreamers, Scholars, Artists & Athletes", he uses his Performance Coaching Skills to shift thinking, reframe leadership concepts and increase performance levels by playing to win. As a former pro athlete with three decades of performance coaching experience, Ziz serves as an Outside Consultant to Anne Arundel County Public Schools (AACPS) in their office of Equity. He works with students, teachers and various sports teams in team building, culture, diversity, and inclusion work. From 2017 to present, Ziz has been intricately involved with school administration, teachers, parents, and key stakeholders in dealing with specific issues such as race and implicit bias at various middle and high schools in the AACPS school system. He has been involved in panel discussions as well as book studies on White Fragility. His specific areas of focus include: Performance Coach, Speaker and Facilitator. In 1987, he received a Bachelor of Arts Degree in Speech Communication from the University of Maryland, College Park, Maryland. In 2001, Ziz completed his training from The Coaches Training Institute and is a Certified Coach through International Coach Federation.



Dr. Karen M. Walker, LTCOL (USMC, RET.)
Organizational Psychologist & Lead Psychometrician Consultant, NewPoint Strategies LLC

Dr. Karen M. Walker, LtCol (USMC, Ret.) is an Industrial/Organizational psychologist and Lead Psychometrician for NewPoint Strategies where she has served as a behavioral expert at all levels of government, private, commercial, academia and non-profit sectors.

Dr. Walker served three deployments in support of Operation Iraqi Freedom and retired from the United States Marine Corps as a well decorated Lieutenant Colonel. LtCol Walker served as a Command and Control Officer, Training Officer, Equal Opportunity Representative, Victim Witness Advocate, Sexual Assault Prevention Response Victim Advocate, Diversity Recruitment and Retention, Public Affairs, Congressional Affairs liaison working with the Assistant Commandant of the Marine Corps for Task Force Respect and several other designated programs for enhanced diversity, equity, and inclusion that were mission essential within the Department of Defense.

Dr. Walker has an extensive background in government and corporate industries, academia, as well as being an entrepreneur herself. Her experiences range from the Department of Defense, U.S. Secret Service, Federal Aviation Administration, Department of Housing and Urban Development, Department of Justice, Drug Enforcement Agency, Synergy Learning Institute, Final Notice Investigative Services Group, University of New Mexico, Ashford University, KW Productions.

Her specific areas of expertise include:

- Policy and Curriculum Development
- Cultural Diversity and Individual Differences
- Gender Stereotyping
- Personnel Psychology
- Group Work and Cohesion
- Conflict Management and Interpersonal Communications
- Executive Coaching
- Leading Organizational Change
- Psychometrics: Assessment and Measurements, Surveys, Applied Behavioral Science, and Statistical Analysis

Dr. Walker has co-authored one of Inc. Magazine's Top 60 Leadership books for women: "Leading by My Ponytail..."



MAJOR BEN BROOKS
Senior Diversity Inclusion Expert

Benjamin F. Brooks is a Senior Consultant and Trainer for NewPoint Strategies LLC. He served on the NewPoint team for the NY/NJ Port Authority to provide training in Harassment Prevention and Diversity to 2500 police. He is currently the lead on police training for "de-escalation" in minority communities. He is a retired Major of the Pennsylvania State Police, Management Consultant, and Founder of Major Ben's Consulting Agency, specializing in providing assistance to companies to more effectively implement their Cultural Diversity programs.

His specific areas of expertise include: A Unique approach to Understanding, Valuing and Managing Diversity. Dealing with Difficult People, Policing Your Image, Preventing Sexual Harassment in the Workplace, Stress Management, and Workplace Violence. As a former licensed Private Investigator, with three decades of experience, he has a keen awareness of sensitive workplace issues. In 1979, he received a Bachelor of Arts Degree in Sociology from Kutztown University, Kutztown, Pennsylvania. He completed the Commonwealth of Pennsylvania's Management Training Program for Senior Managers, the FBI National Academy, Pennsylvania State University Police Supervisor In-service Training, and Police Executive Development Program. He is certified by the

U.S. Department of Justice for Diversity Training. Brooks' yearning for social justice led him to enlist in the Pennsylvania State Police in 1961. He was one of the first African-Americans in the history of the State Police. Ben rose through the ranks to become the first African-American Captain/Troop Commander.

In 1987, Brooks became the first enlisted member of the Pennsylvania State Police to head the Affirmative Action/Contract Compliance Division. In that capacity, he developed the State Police's Sexual Harassment policy and training program, and redefined the concept of Affirmative Action, and its relationship to cultural diversity. He joined a multi-agency task force which was responsible for training Police and Corrections Departments throughout Pennsylvania in the Ethnic Intimidation laws relating to hate crimes. Brooks has appeared on "About the Law," a program at WHAG-TV an NBC affiliate, Hagerstown, Maryland on "Affirmative Action In Law Enforcement," and "Sexual Harassment in the Workplace." Brooks is a member of the National Speakers Association, American Seminar Leaders Association, Dale Carnegie Group, and the National Organization of Black Law Enforcement Executives. (NOBLE). He is a published author (Human Resources strategies that work).



L. Gordon Sumner, Jr., PhD
Senior Consultant, NewPoint Strategies LLC

L. Gordon Sumner, Jr., PhD, is a Senior Consultant for NewPoint Strategies LLC. Dr. Sumner is on the NewPoint team for sexual assault prevention services. He provides direction and leadership to the team to ensure NewPoint's service offerings are consistent with DoD core principles and procedures.

Dr. Sumner is also the founder of Gordon Sumner Consulting, a Service-Disabled Veteran Owned Small Business and Native American Small Business providing professional consulting services focusing on developing sound business strategies for firms with a focus on Federal government actions, increasing the firms' visibility to the Federal, state, and local governments, large and small businesses, and associations. He provides project support for veteran businesses, Guard and Reserve components, and family and employer support programs.

Prior to establishing Gordon Sumner Consulting, Dr. Sumner served as the Executive Director for the National Committee for Employer Support of the Guard and Reserve (ESGR). As a presidential appointee and member of the Senior Executive Service he provided executive leadership to the largest volunteer organization within the Department of Defense promoting cooperation and understanding between Reserve Component Service members and their civilian employers and assisted in the resolution of conflicts arising from an employee's military commitment. He was a leader in ensuring the principles of Diversity and Inclusion were adhered to in the makeup of personnel for key committees in the organization. Since 2012 he provides support to the Unicorn Group who is committed to delivering effective business development solutions for our clients by tapping executive relationships.

After retiring from the US Army as a Colonel select in 1997, Gordon served as a Project Manager, Program Manager, Director and Managing Director, SYColeman, formally SY Technology, a wholly-owned subsidiary of L3 Communications, as a consultant to the Chief of Staff, Army and establishing the Active Component / Reserve Component Integration Directorate as well as delivering state-of-the-art solutions to customers, expanded leading market positions to deliver value to all of our stakeholders, and provided innovative solutions to a broad base of customers, from the U.S. government and its allies to the world's most prestigious corporations. He then served as the VP, Government Services Division with Peduzzi Associates, LTD, providing talent, knowledge, and experience to commercial and government clients in Washington, D.C. and around the world via two areas of concentration — Business Development and Services for small start-ups and large established businesses.

He holds a Doctor of Philosophy in Adult Education from Madison University, a Master of Business Administration (Summa Cum Laude) from Auburn University, a Master of Education (with Honors) from Boston University and a BS, Music Performance and Music Education, Jacksonville State University. He is also a Graduate at the John F.

Kennedy School of Government, Harvard University.

Gordon currently serves as a Senior Fellow and Affiliate Faculty, George Mason University; Council Member, Graduate Education Development Council, Auburn University; Scholar, Washington Scholars Program, The Admiral Carey Foundation; Board of Advisors, Office of Military Services, George Mason University. He served on the Board of Governors, Jacksonville State University. He is the Secretary, Board of Directors, Veterans Moving Forward, a nonprofit whose mission is to provide service dogs to veterans with physical and mental health challenges.

Gordon is a member of a variety of veteran service organizations, associations, and business groups where he has served in many leadership positions at the local and national levels.



GWEN CRIDER

Senior Consultant and Trainer, NewPoint Strategies LLC

Gwen Crider is a Senior Consultant with NewPoint Strategies. She works with NewPoint clients on a range of issues covering Diversity and Inclusion, Harassment Prevention, and Conflict Management. Currently, she leads the training team for NewPoint's major clients, the State Department, Foreign Service Institute, Department of Commerce, Architect of the Capitol, and Loudoun County, Albemarle County, and James Madison University, where we have provided training for over 3000 employees, supervisors, and managers. Gwen also designed and developed several online training programs for NewPoint's clients in the corporate and not-for-profit sector.

Gwen Crider is an organization effectiveness consultant with expertise in strategic planning, leadership development, diversity and inclusion, and team performance. Her 20 years of experience includes leadership and consulting roles with organizations in the private, non-profit, government, and education sectors.

Her clients have included the Association of Science Technology Centers; Intersections International; KEO Marketing; Southern Baptist Church; the National Park Service/National Capital Region; the International City Management Association, the National Multicultural Institute, Cook Ross Inc., Diversity Best Practices, Campaign Consultation, and others.

Gwen served as Executive Director of Diversity Best Practices where she provided strategic direction and oversight to the delivery of services and resources, including educational programs and publications, to support its 160 corporate members including Colgate-Palmolive, Chevron Corporation, IBM, Eastman Kodak, Motorola, Cisco Systems, and many others.

Gwen also served as Executive Director of the National Multi-Cultural Institute (NMCI) where, in addition to her leadership responsibilities, she planned and executed professional development conferences, conducted diversity climate assessments, and focus groups, and facilitated professional development and strategic planning sessions. In this role, she worked with clients such as the International Monetary Fund, Gallaudet University, the U.S. Department of Health and Human Services, HIV/AIDS Bureau, and Arlington County (VA) Public Schools.

As an adjunct professor at George Mason University (VA), Gwen teaches "Diversity in Organizations" to 3rd and 4th year management students. She is the author of numerous articles and a frequent speaker on subjects related to leadership, diversity & inclusion, strategic partnering, and workforce development. She holds a Bachelor of Science Degree from the University of Connecticut and a Master of Public Administration degree from The George Washington University.



CONNIE J. KIRKLAND, M.A.
Senior Consultant, NewPoint Strategies LLC

Connie J. Kirkland, M.A. is a senior consultant for NewPoint Strategies and serves as a leading expert on the issue of sexual assault prevention. She was a key advisor for the NewPoint team project at West Point on sexual assault prevention. She assists in the design, protocol and delivery for the methodologies and training utilized in sexual assault prevention engagements.

As Founder and Director of the Office of Student Mental health and Behavior at the Northern Virginia Community College, Connie provides behavioral intervention and response services for Sexual Assault to a community of over 80,000.

Connie has worked for over 27 years in crime victim advocacy, as a college instructor, and as a criminal justice researcher and trainer. She is an ATSS Certified Trauma Specialist (CTS), a National Certified Counselor (NCC), and a Certified Law Enforcement Instructor. She has authored legislative bills, training manuals, and materials related to crime victim issues, specializing in violence against women.

In 2003, Ms. Kirkland partnered with the US Department of Justice National Drug Intelligence Center to co-produce a manual designed for law enforcement and medical investigators, titled "Drug-Facilitated Sexual Assault Resource Guide." She was recognized in 2002 in several ways for her expertise in sexual assault and stalking. She was appointed by the Virginia Attorney General to his Advisory Council on Domestic Violence and Sexual Assault. She was also appointed to the Virginia Statewide Sexual Violence Strategic Planning Team. In addition she authored "Campus Stalking," a bulletin for the US Department of Justice Violence Against Women Office. She was also the Consulting Editor of *Campus Safety & Security: Forms, Checklists & Guidelines (2nd Edition) (2002)*. The recent release of *Net Crimes and Misdemeanors (2002)*, a book on cyberstalking by J. A. Hitchcock featured the advocacy of Ms. Kirkland with victims of campus cyberstalking.

Connie served as Chair of the Northern Virginia Turn Off the Violence Coalition, a major community violence prevention initiative from 1993 through 2001. Connie's sexual assault research and innovative programming has been recognized by the U.S. Department of Justice, Violence Against Women Office and the National Crime Prevention Council as a Promising Practices resource. She has also been recognized by the U.S. Department of Justice for her work in the area of sexual assault and stalking protocols, serving as expert resource, national speaker, and federal grant peer reviewer. She is also a consultant specializing in crisis management following workplace violence, campus security initiatives, and public policy development. Gwen Crider is a Senior Consultant with NewPoint Strategies. She works with NewPoint clients on a range of issues covering Diversity and Inclusion, Harassment Prevention, and Conflict Management. Currently, she leads the training team for NewPoint's major clients, the State Department, Foreign Service Institute, Department of Commerce, Architect of the Capitol, and Loudoun County, Albemarle County, and James Madison University, where we have provided training for over 3000 employees, supervisors, and managers. Gwen also designed and developed several online training programs for NewPoint's clients in the corporate and not-for-profit sector.



UDALL SIRAJ

Senior Consultant, Trainer and Coach, NewPoint Strategies LLC

Udall Siraj is a Senior Consultant for NewPoint Strategies LLC. She is an expert in training and consulting on Diversity and Inclusion, Implicit Bias, EEO, Sexual Harassment Prevention, Emotional Competence, Leadership/Team Development and Conflict Management. She is a Master Certified Trainer for the Department of Labor and highly skilled as an instructional system designer, in-person and virtual facilitator and trainer.


For NewPoint Strategies, Udall served as lead designer and one of the lead trainers for the Office of the Architect of the Capitol. She has developed, designed, managed, facilitated and assessed diversity/inclusion programs for such clients as the New York/New Jersey Port Authority, District of Columbia Metropolitan Police Department, Potomac Electric Power Company, Kilpatrick Stockton, UAW/Ford, U.S. Census Bureau, U.S. Library of Congress, U.S. Department of Education, U.S. Department of Labor (Mining and Safety Administration), Arlington County Government, Lockheed Martin, MCI, Watson Wyatt and Abbott Pharmaceuticals. Udall has also developed, designed and facilitated Sexual Harassment Prevention Training for such organizations as Potomac Electric Power Company, Howard County Government, Howard County Emergency Response Units, National Security Administration and the International Brotherhood of Teamsters.

Formerly, Udall served as a Professor for the University of Phoenix facilitating on-line Cultural Diversity courses. Also, she served as an Adjunct Professor teaching Managing Diversity for the Human Resource Management Masters Program at The American University.

Udall is a certified Executive Somatic Coach and Group/Facilitator Coach. She specializes in the administration of and coaching for multi-rater assessments as developmental tools for supervisors, managers and executives. She has vast experience coaching mid and senior level leaders in the public and private sectors. Her coaching experience also includes group coaching with intact work teams with whom she effectively worked to move them to a level of high functionality.

Prior to working as an external Organization Development Consultant, Udall worked as an internal Organization Development/Change Management and Executive Development Consultant to Fannie Mae, EDS, MCI, Potomac Electric Power Company, and the George Washington University.

Udall received her Bachelor of Arts in Sociology and Rhetoric and Communication Studies from the University of Virginia. She holds a Masters of Arts in Education and Human Development (concentration in multicultural issues, adult education and training) from the George Washington University and a Masters of Arts in Human Development (concentration Somatics Phenomenology and Communicative Leadership) from Fielding Graduate University.



NEW POINT

SECTION III – PROJECT COST (PRICE)

NewPoint Strategies, LLC – Project Cost

Please refer to separately sealed envelope for pricing.

From The RFP

PRICING SCHEDULE

The contractor shall provide pricing for all products and services included in proposal indicating one-time and on-going costs

This Q&A is from the Addendum #2

Q. Should course pricing be provided?

A. No, course pricing isn't needed for the RFP review.

Q. What pricing structure are you looking for in the price schedule (e.g., FFP, LS, T&M etc.)?

A. VMI isn't requiring a specific price structure. The vendor should submit pricing according to the structure that best fits their methodology to provide the requested services.

Q: Will all of the Attachments/Forms need to be provided in separate documents. We understand the pricing document needs separate. **A: The price proposal is the only document that needs to be submitted separately. All others should be included in the proposal packet.**



NEW POINT

SECTION IV – IMPLEMENTATION, PLANNING AND SERVICES

Typical engagement also includes strategies for leadership on the following:

- 1) Appropriate messaging on DEI
- 2) Role-modeling respectful DEI behavior
- 3) Holding people accountable
- 4) Improving DEI recruitment strategies to include institutions such as Historically Black Colleges and Universities (HBCUs) and Hispanic-Serving Institutions (HSIs)

NewPoint's six (6) phase consulting services includes:

- 1) Initial assessment. (including interviews, focus groups and survey)
- 2) Senior leadership briefing and plan for action.
- 3) Senior level training/coaching.
- 4) Manager/supervisor training.
- 5) All-staff training.
- 6) Training evaluations and measurement of outcomes.

NewPoint's DEI training strategy will be customized to meet the needs of the Virginia Military Institute ("VMI").

The NewPoint Team will:

- ✓ Implement organizational interviews/assessments/diagnostics/analyses to identify areas of focus for the NewPoint team and the Leadership team of VMI;
- ✓ Provide a critical review of the VMI policies, human resources practices, leadership and employee interviews and evaluations/assessments;
- ✓ Assemble, prepare, and propose a learning curriculum(s) specific to the topics of Diversity, Equity, and Inclusion.
- ✓ Prepare and provide relevant learning materials including books, articles, and PODCASTS, video casts, and *Quick Points* (i.e., short, reinforcing scenarios with training content);
- ✓ Finalize and Implement/Present a Training Curriculum that will address a multidisciplinary audience of the Leadership team and the unionized/non-union employees, in various positions and organizational roles;
- ✓ Prepare and Provide an Ongoing Awareness and Learning Program for employees, which will build upon the identified needs and feedback of the VMI staff, developed during interviews;
- ✓ Deliver a 3-hour (1/2 Day) Leadership Awareness/Training workshop designed for the senior leadership level regarding the historical aspect and current workplace impact of unconscious bias and the lack of diversity, equity, and inclusion within the VMI working environment.
- ✓ Deliver individual training sessions of 3 hours each, for all of the 750 employees, concerning the awareness/mitigation/action plan to address the lack of diversity (45 min.), equity (45 min.) or inclusion (45 min.), and the strategies that are required to offset these situations relating to unconscious bias in the work environment;
- ✓ Provide Initial Training, to be conducted in- person, at the specified location as designated by the VMI;
- ✓ Provide Progress and Performance measurements that will be identified and implemented; and, class evaluations will be provided and tallied;

- ✓ Provide an organization-wide awareness/training program, specific for the VMI, which will be created and provided, for presentation internally by the VMI to the employees, as an ongoing program of awareness for Diversity, Equity and Inclusion;

NEW POINT

SECTION V – REFERENCES OF SIMILAR GOODS AND/OR SERVICES PROVIDED

You are in good company.
We love doing great things with our clients and building relationships along the way!
Here are a few organizations with whom we have enjoyed partnering:





NEW POINT

SECTION VI – APPENDICES OF REQUIRED ATTACHMENTS

- Attachment B – Conflict of Interest Statement
- Attachment C – Contract Data Sheet
- Attachment D – References
- Attachment E – SWaM (Small, Woman-and/or MOB Certification)
- Attachment F – Small Business Subcontracting Plan
- Attachment G – State Corporation Commission (SCC) Form

CONFLICT OF INTEREST STATEMENT

Ensure that the solicitation is thoroughly read and completed. Complete, sign and return the information requested below with your proposal. FAILURE TO FURNISH THIS DATA MAY RESULT IN REJECTING YOUR PROPOSAL.

NAME: Lynne Revo-Cohen NewPoint Strategies LLC

ADDRESS: 1350 Beverly Rd, Ste 115-164

CITY/STATE: McLean, VA 22101

TELEPHONE NUMBER: 703-405-7133

FEDERAL ID NUMBER (FIN): 200052536

THE ABOVE FIRM IS A: (CHECK, AS APPLICABLE)

- SMALL BUSINESS
- WOMAN-OWNED BUSINESS
- MINORITY-OWNED BUSINESS
- SHELTERED WORKSHOP
- INDIVIDUAL BUSINESS
- SOLE PROPRIETORSHIP
- PARTNERSHIP LLC
- CORPORATION

RELATIONSHIP WITH THE COLLEGE OF VIRGINIA:

IS ANY MEMBER OF THE FIRM AN EMPLOYEE OF THE COMMONWEALTH OF VIRGINIA WHO HAS A PERSONAL INTEREST IN THIS CONTRACT PURSUANT TO THE CODE OF VIRGINIA, SECTION 2.1-639.1-639.24? YES NO

IF YES, EXPLAIN:

Lynne Revo-Cohen

SIGNATURE OF OFFEROR

12/12/21
DATE

Please tell us how you received this solicitation:

- It was mailed to you directly.
- You requested a copy through the Virginia Business Opportunities.
- You obtained a copy from the Virginia Department of Minority Business Enterprise.
- Other (please specify) on-line rfp eVA _____.

RETURN OF THIS PAGE IS REQUIRED

CONTRACTOR DATA SHEET

QUALIFICATIONS OF OFFEROR: Offerors must have the capability and capacity in all respects to fully satisfy the contractual requirement.

Indicate the length of time you have been in business providing this type of service. 38 Years _____ Months

Provide a list of current references, either college, Educational Institutions, and/or other companies that your firm is servicing. Include the length of service, dollar volume, year contract was entered into, and the name and address of the person the State has your permission to contact. Such listing shall be comprehensive of your firm's customer base and can be formatted as follows:

CURRENT ACCOUNTS:

Account Name, Address & Phone #	Length of Service	\$ Volume/Year
<u>Dept of State & FSI</u>	<u>10 years</u>	<u>\$ 800,000</u>
<u>U.S. Navy</u>	<u>7 years</u>	<u>\$ 510,000</u>
<u>NOAA</u>	<u>4 years</u>	<u>\$ 460,000</u>
<u>Suffolk County Water Authority</u>	<u>2 years</u>	<u>\$ 110,000</u>
<u>Albemarle County Emergency Call Center</u>	<u>2 years</u>	<u>\$49,120</u>
<u>Educare DC</u>	<u>2 years</u>	<u>\$40,000</u>
<u>IFPTE union</u>	<u>1 year</u>	<u>\$ 35,000</u>
_____	_____	_____
_____	_____	_____

LOST ACCOUNTS:

Account Name, Address & Phone #	Length of Service	\$ Volume/Year
<u>N/A</u>	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

REFERENCES

Please list at least three references for whom you have performed each applicable category of service specified herein and within the past five years.

CLIENT: FASTC (Foreign Affairs Security Training Center)

ADDRESS: Blackstone, VA

CONTACT
PERSON/PHONE#: Mark Haucke (434) 298-3893 hauckemh@state.gov

APPROXIMATE DOLLAR VOLUME PER YEAR: _____

PROJECTS/DATES/DESCRIPTION: Implicit bias training to all employees February 2021 to present.

CLIENT: Loudoun County

ADDRESS: Loudoun County, VA

CONTACT
PERSON/PHONE#: Geneva Douglas (703) 777-0509 geneva.douglas@loudoun.gov

APPROXIMATE DOLLAR VOLUME PER YEAR: _____

PROJECTS/DATES/DESCRIPTION: Trained all employees on Sexual Harassment Prevention, including LGBTQIA and Implicit Bias issues May 2019-Jan. 2020

CLIENT: Foreign Service Institute

ADDRESS: _____

CONTACT
PERSON/PHONE#: Maggy Reddy (703) 302-6767 reddym@state.gov

APPROXIMATE DOLLAR VOLUME PER YEAR: _____

PROJECTS/DATES/DESCRIPTION: DEI/EEO training 2011-2020

Please use a separate sheet of paper for additional references.

CLIENT: Navy USPACFLT

ADDRESS: _____

CONTACT

PERSON/PHONE#: John Croce (CIV) US Pacific Fleet, N17 Fleet Personal and Family Readiness, Equal Opportunity, & Commercial Services Management(808) 471-3981; DSN: (315) 471-3981
Cell: (808) 372-2178 (Not available in office.); Fax: (808) 471-5868
NIPR: john.croce@navy.mil; SIPR: john.croce@navy.smil.mil

APPROXIMATE DOLLAR VOLUME PER YEAR: _____

PROJECTS/DATES/DESCRIPTION: Suicide Prevention Resilience Training for COMPACFLT to conduct Suicide Prevention throughout the Pacific Fleet; trained Command Leaders, Supervisors, Program Managers, Ombudsman, Fleet Readiness Group Leaders. COMPACFLT Hawaii, several locations throughout the Fleet, US, Japan, Guam Jan – Aug 2015

ATTACHEMENT E:
SWaM (Small, Woman- and/or Minority-Owned Business Certification)

Small Business: "Small business " means an independently owned and operated business which, together with affiliates, has 250 or fewer employees, or average annual gross receipts of \$10 million or less averaged over the previous three years. Note: This shall not exclude SBSB-certified women- and minority-owned businesses when they have received SBSB small business certification.

Women-Owned Business: Women-owned business means a business concern that is at least 51% owned by one or more women who are citizens of the United States or non-citizens who are in full compliance with United States immigration law, or in the case of a corporation, partnership or limited liability company or other entity, at least 51% of the equity ownership interest is owned by one or more women who are citizens of the United States or non-citizens who are in full compliance with United States immigration law, and both the management and daily business operations are controlled by one or more women who are citizens of the United States or non-citizens who are in full compliance with the United States immigration law.

Minority-Owned Business: Minority-owned business means a business concern that is at least 51% owned by one or more minority individuals or in the case of a corporation, partnership or limited liability company or other entity, at least 51% of the equity ownership interest in the corporation, partnership, or limited liability company or other entity is owned by one or more minority individuals and both the management and daily business operations are controlled by one or more minority individuals.

All small businesses must be certified by the Commonwealth of Virginia Department of Small Business and Supplier Diversity (SBSB) by the due date of the solicitation to participate in the SWaM program. Certification applications are available online at www.sbsd.virginia.gov.

Offeror Name: Lynne Revo-Cohen, NewPoint Strategies LLC

Preparer Name: Daisy Lung Date: 12/12/21

Instructions

- A. Businesses certified by the Department of Small Business and Supplier Diversity (SBSB) as a small business must complete Section A of this form.

Section A

CERTIFICATION TYPE (check only one below):

- Small Business
- Small and Women-owned Business
- Small and Minority-owned Business

Certification number: 675345 Certification Date: 4/7/2020

Expiration Date: 4/7/2025

NOTE: It is your responsibility to ensure that your certification is renewed and does not lapse. Should your certification expire, you will no longer be eligible to receive awards under this contract.

ATTACHMENT F
Small Business Subcontracting Plan

Definitions

Small Business: "Small business " means an independently owned and operated business which, together with affiliates, has 250 or fewer employees, or average annual gross receipts of \$10 million or less averaged over the previous three years. Note: This shall not exclude SBSB-certified women- and minority-owned businesses when they have received SBSB small business certification.

Women-Owned Business: Women-owned business means a business concern that is at least 51% owned by one or more women who are citizens of the United States or non-citizens who are in full compliance with United States immigration law, or in the case of a corporation, partnership or limited liability company or other entity, at least 51% of the equity ownership interest is owned by one or more women who are citizens of the United States or non-citizens who are in full compliance with United States immigration law, and both the management and daily business operations are controlled by one or more women who are citizens of the United States or non-citizens who are in full compliance with the United States immigration law.

Minority-Owned Business: Minority-owned business means a business concern that is at least 51% owned by one or more minority individuals or in the case of a corporation, partnership or limited liability company or other entity, at least 51% of the equity ownership interest in the corporation, partnership, or limited liability company or other entity is owned by one or more minority individuals and both the management and daily business operations are controlled by one or more minority individuals.

All small businesses must be certified by the Commonwealth of Virginia, Department of Small Business and Supplier Diversity (SBSB) by the due date of the solicitation to participate in the SWAM program.

Certification applications are available through SBSB online at www.sbsb.virginia.gov (Certification Division).

Offeror Name: Lynne Revo-Cohen _____

Preparer Name: Daisy Lung _____ **Date:** 12/12/2021 _____

Instructions

- A. If you are certified by the Department of Small Business and Supplier Diversity (SBSB) as a small business, complete only Section A of this form. This shall not exclude SBSB-certified women-owned and minority-owned businesses when they have received SBSB small business certification.
- B. If you are not a SBSB-certified small business, complete Section B of this form. For the offeror to receive credit for the small business subcontracting plan evaluation criteria, the offeror shall identify the portions of the contract that will be subcontracted to SBSB-certified small business in this section. Points will be assigned based on each offeror's proposed subcontracting expenditures with SBSB-certified small businesses for the initial contract period as indicated in Section B in relation to the offeror's total price.

Section A

If your firm is certified by the Department of Small Business and Supplier Diversity (SBSB) check which certification below and provide your certification number and date received:

- Small Business
- Small and Women-owned Business
- Small and Minority-owned Business

Certification number: 675345 _____ Certification Date: 4/7/2020 _____

Section B

Populate the table below to show your firm's plans for utilization of SBSB-certified small businesses in the performance of this contract. This shall not exclude SBSB-certified women-owned and minority-owned businesses when they have received the SBSB small business certification. Include plans to utilize small businesses as part of joint ventures, partnerships, subcontractors, suppliers, etc.

B. Plans for Utilization of SBSB-Certified Small Businesses for this Procurement

Small Business Name & Address SBSB Certificate #	Status if Small Business is also: Women (W), Minority (M)	Contact Person, Telephone & Email	Type of Goods and/or Services	Planned Involvement During Initial Period of the Contract	Planned Contract Dollars During Initial Period of the Contract
675345	Small (S) Woman (W)	Lynne Revo-Cohen (703) 405-7133 lrevocohen@newpoint.biz	DEI Training & Education Services		
Totals \$					

ATTACHMENT G
Annex 6-J
State Corporation Commission Form

Virginia State Corporation Commission (SCC) registration information. The bidder:

is a corporation or other business entity with the following SCC identification number: **VA: S101098-4-OR-**

is not a corporation, limited liability company, limited partnership, registered limited liability partnership, or business trust **-OR-**

is an out-of-state business entity that does not regularly and continuously maintain as part of its ordinary and customary business any employees, agents, offices, facilities, or inventories in Virginia (not counting any employees or agents in Virginia who merely solicit orders that require acceptance outside Virginia before they become contracts, and not counting any incidental presence of the bidder in Virginia that is needed in order to assemble, maintain, and repair goods in accordance with the contracts by which such goods were sold and shipped into Virginia from bidder's out-of-state location) **-OR-**

is an out-of-state business entity that is including with this bid an opinion of legal counsel which accurately and completely discloses the undersigned bidder's current contacts with Virginia and describes why those contacts do not constitute the transaction of business in Virginia within the meaning of § 13.1-757 or other similar provisions in Titles 13.1 or 50 of the Code of Virginia.

****NOTE**** >> Check the following box if you have not completed any of the foregoing options but currently have pending before the SCC an application for authority to transact business in the Commonwealth of Virginia and wish to be considered for a waiver to allow you to submit the SCC identification number after the due date for bids (the Commonwealth reserves the right to determine in its sole discretion whether to allow such waiver):

SECTION III – PROJECT COST (PRICE)

Consulting Activity	Cost
Initial Assessment <ul style="list-style-type: none"> • Confidential Survey: \$25,000 • Interviews with senior staff and selected managers and employees: \$5,000 • Focus groups with all levels of employees: \$9,542 • Report to leadership on results and recommendations: \$9,050 	\$ 48,592
Review Policies and Procedures and Provide Feedback for revisions/improvements	\$ 2,944
Senior Leadership Briefing and Plan of Action	\$ 5,888
Senior Level Training/Coaching (\$2,262/half day) 1 session	\$ 2,262
All-staff Training (\$2,262/half day) 15 Sessions (750 people total)	\$ 33,930
Training Evaluations and Measurement of Outcomes	\$ 5,888
Total based on known parameters provided in RFP	\$ 99,504
Manager/Supervisor Training (Number of participants is not specified in RFP) \$2,262/half day	TBD
Optional	
Teachable Moments (Digital Teaching Tools) for sustaining learning	\$17.80 pp/scenario

Typical engagement also includes strategies for leadership on the following:

- 1) Appropriate messaging on DEIA
- 2) Role-modeling respectful DEIA behavior
- 3) Holding people accountable
- 4) Improving DEIA recruitment strategies to include institutions such as Historically Black Colleges and Universities (HBCUs) and Hispanic-Serving Institutions (HSIs)

Name and Address Of Firm:

NewPoint Strategies LLC

1350 Beverly Rd

Ste. 115-164

McLean, VA Zip Code: 22101

EVA Vendor ID or DUNS number: VS0000046233

E-mail: lrevocohen@newpoint.biz

Date: 12/12/2021

By: Lynne Revo-Cohen
(Signature In Ink)

Name: Lynne Revo-Cohen
(Please Print)

Title: Founding Partner

Phone: 703-405-7133

Fax: (703) 898-7076



VMI: Diversity, Equity, and Inclusion (DEI) Consultation and Training RFP

#V211-22-054

Proposal Presentation

February 4, 2022





Agenda

- Intro to NewPoint
- Project-Management Team
- Subject-Matter Experts
- Understanding VMI Through an Experienced DEI Lens
- Understanding the Military Underpinnings of VMI
- Six-Phase Consulting Services
- Process Overview: How Projects Are Managed
- Data Collection & Assessment
- Target Training Audience
- Training Design
- Training Approach
- Program Management
- Proposed Rollout
- Questions & Discussion



Intro to NewPoint

NewPoint Strategies has more than 38 years of experience providing a variety of DEI consulting services for more than 250 federal agencies, states and municipalities, nonprofits, and private-sector clients. NewPoint has highly qualified consultants with strong credentials and an impressive track record in the following areas:

Diversity, Equity, and Inclusion (DEI)

Equal Employment Opportunity

Microaggressions and Micro-Inequities

Sexual Harassment/Assault Prevention

Implicit Bias

Suicide Prevention

LGBTQIA+

Culture Change





Project-Management Team



Lynne Revo-Cohen
Founding Partner

Lynne Revo-Cohen, founding partner of NewPoint Strategies, has a **thirty-year track record** providing management consulting to organizations throughout the US and abroad. She directs strategic development in the areas of **client services and products, marketing, business development, financial management, and public relations.** An internationally known business leader, she is also an accomplished author, lecturer, and consultant.



Dr. Estelle-Marie Montgomery
Vice President

Dr. Montgomery, in her almost 25 years of experience, has garnered executive-level expertise in **strategic business operations, corporate training in cross-cultural effectiveness & global leadership, and content strategy/creation.** Her passion for storytelling underlies her professional approach and output, including as a lecturer and writer. Her focus has always been in leading transformative, innovative, and process-optimization programs in various private and public sectors.



Karettta Hubbard
Founding Partner

Karettta Hubbard, founding partner of NewPoint Strategies, directs the firm's strategic development in the areas of **client services and products, marketing, financial management, and public relations.** She has more than **thirty years of experience** in strategic management and organizational change. She focuses on innovative approaches to "shared cultural wisdom" in organizations.



Stefanie Goebel (USNA 1980)
Special Advisor

Stefanie Goebel is a pioneer, as she was among the first class of **women to make history as graduates from the U.S. Naval Academy in 1980.** She served for over twelve years as a General Unrestricted Line Officer, filling a variety of leadership positions ashore. Ms. Goebel has over **20 years of experience in the field of gender equity work.** Her focus has been developing and implementing leadership and mentoring programs for girls and women in both government and nonprofit organizations.

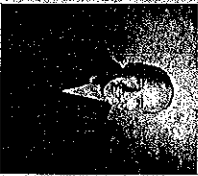


Subject-Matter Experts

Dr. Chris Kilmartin, PhD

Senior Consultant & Trainer

Dr. Christopher Kilmartin has extensive experience teaching **diversity and inclusion with military personnel**, including an extensive consultation with VMI in its first years of admitting women. He did a three-year consultation with the **U.S. Naval Academy** as one of the major architects of its sexual harassment and assault prevention (SHAPE) curriculum. As Distinguished Visiting Professor at the **U.S. Air Force Academy** in 2013-14, he taught a full-semester graduate course in diversity and inclusion for officers at the ranks of Major and Lieutenant Colonel.



Dr. Karen Walker, LtCol (USMC, Ret.)

Organizational Psychologist and Lead Psychometrician

Dr. Karen M. Walker is a well-decorated retired **Marine Corps Lieutenant Colonel** with 3 successful combat deployments in support of Operation Iraqi Freedom. She has a distinguished career in the federal and commercial sector as an industrial/organizational psychologist establishing the highest standards for selection and classification along the HR pipeline. She has been recognized as an industry expert for **diversity and inclusion, leadership development, culture assessment, and personnel psychology metrics.**



Gwen Crider

Senior Consultant & Trainer

Gwen Crider has a proven 20-year track record of leading, designing, and facilitating innovative services in areas that include **diversity, equity, and inclusion; cultural competency; dynamics of power and privilege; implicit bias; and micro-messages**, among others. Formerly, Gwen served as Executive Director of Diversity Best Practices, The National Multicultural Institute, and as an Adjunct Professor at George Mason University's School of Management. She earned a Master of Public Administration degree from The George Washington University and a Bachelor of Science degree from the University of Connecticut.



Ziz Abdur-Ra'ouf

Senior Consultant & Trainer

Ziz Abdur-Ra'ouf is a Senior Presenter, Consultant, and Trainer who specializes in **Racial Equity and Social Justice**. He is currently the lead trainer for Newport at the Suffolk County Water Authority. Ziz speaks with passion to Newport clients on what it takes to **achieve racial healing**. He is a former NFL wide receiver for the Kansas City Chiefs turned entrepreneur (4-3 Forty, LLC), guiding industry leaders and educators to achieve peak performance in the 21st century. Author of *Accelerate: A Guided Playbook for Young Dreamers, Scholars, Artists & Athletes*, he uses his performance coaching skills to **shift thinking, reframe leadership concepts, and increase performance levels.**





Understanding VMI Through an Experienced DEI Lens

NewPoint's holistic approach to DEI assessment, training, consulting, and coaching coupled with nearly 40 years of experience greatly positions NewPoint Strategies to be able to successfully identify areas for VMI's organizational in-depth focus through the DEI lens.

NewPoint's track record of success, deep expertise in DEI, and consultants who have served in a similar capacity in the past for VMI and for most branches of the military reaffirm NewPoint's ability to understand and successfully help VMI meet its DEI institutional goals.





Understanding The Military Underpinnings of VMI

NewPoint's clients include:

- U.S. Navy
- U.S. Army
- U.S. Coast Guard
- U.S. Military Academy West Point
- Department of Defense
- Department of Justice
- Department of State
- Federal Deposit Insurance Corporation
- The Department of Commerce
- United States Geological Survey
- U.S. Congressional Budget Office
- NASA
- General Services Administration
- Architect of the Capitol
- James Madison University





Six-Phase Consulting Services

1. Initial assessment
2. Senior leadership briefing and plan for action
3. Senior level training/coaching
4. Manager/supervisor training
5. All-staff training
6. Training evaluations and measurement of outcomes

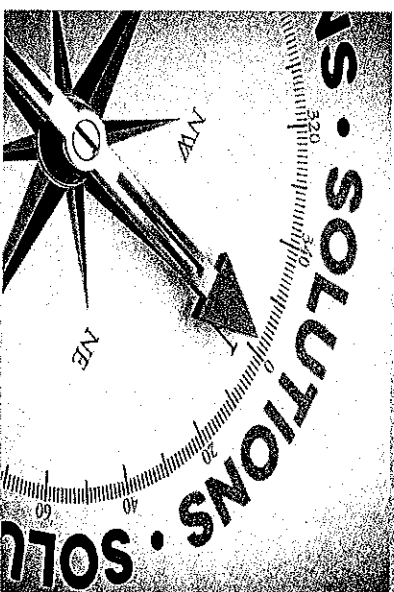


Process Overview: How Projects Are Managed

- **Kickoff Meeting with Management**
 - Context of assignment
 - Finalize scope of services (changes since RFP)
 - Address organizational communication needs
 - Rollout plan approval
 - Agree on next steps and POCs
- **Key Steps**
 - Create a representative focus group
 - Collaborative data collection & training design
 - Structured delivery: According to agreed planning
 - Post-delivery debrief and follow-up needs
- **Involvement of Stakeholder(s) – CDO**

Data Collection & Assessment

- Work Collaboratively to Collect Data
 - Site visit
 - Discussions with key stakeholders
 - Policy review
 - Employee procedures & demographics
 - Focus group discussion
- Data Assessment
 - Output from policy review, map against best practices
 - Output from survey, stakeholder discussions, and focus group discussion informs training design
 - Written report





Target Training Audience

- **Leadership Session**
One (1) facilitator-led 3.0-hour session for Board of Visitors and the Administration (Superintendent, Dean, Commandant of Cadets, Deputy Superintendent for FAS, and Chief Diversity Officer)
- **Post-Training Option**
 - Digital training for all employees (*QuickPoints* and/or *Who Does That?*)
 - These short digital trainings would be launched via email on a once-per-month basis.
 - NewPoint will work with the leadership at VMI to determine the applicability of the digital training package. Costs for this training will be based on NewPoint's GSA schedule rates.
- **Managers' Sessions**
Facilitator-led 3.0-hour sessions for the Managers selected and scheduled by the leadership of the VMI.
- **Employee Sessions**
Ten (10) Facilitator-led 3.0-hour sessions for all 750 VMI employees (approximately 50 employees per session) selected and scheduled by the leadership of the VMI.
- Opportunity for training 1,600 cadets



Training Design

Design Input

Output from stakeholder and focus-group discussions and identification of gaps inform training design.

Targeted Topics for VMI

The Business Case for Incorporating DEIA at the VMI

- Creating a Culture of Respect
- People management issues (e.g. hiring, assignments, team capabilities and competence, promotion)
- Working with diverse cultures
- Inclusive leadership practices

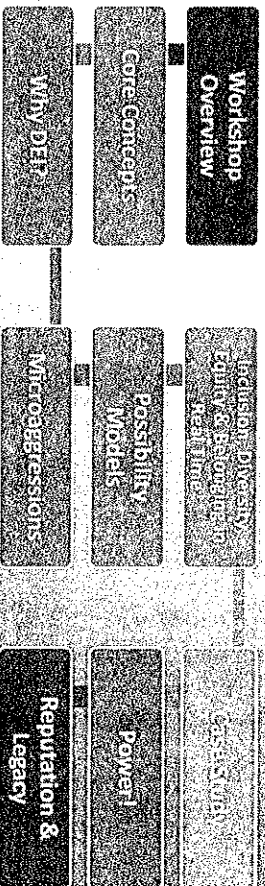
Unconscious (or Implicit) Bias

- Impact of unconscious bias on the participants
- Relationship to VMI mission
- Issues identified in survey data regarding gender & diversity
- Skepticism regarding leadership commitment
- Issues that have impacted leadership effectiveness

- Skill-Building Exercises: Language, Empathy, and Practice for Challenging Conversations
- Small-group activities using case studies
- Open-format discussions

Commitment to a *Culture of Respect* as basic foundation for interaction

Sample Curriculum



Training Approach

Holistic Training Approach

- Follow adult learning principles
- Engaging/interactive/content-rich
- Breakout sessions/role-play/group exercises/simulations
- Practice skills/feedback/coaching
- Guidance for continuous learning



Embedding DEI Principles at All Levels in the Organization

- Role of leadership
- Cascading DEI principles
- Accountability
- Messaging



Program Management

Proactive Tracking

- Progress
- Coordination
- Deliverables
- Quality
- Planning
- Satisfaction



Proposed Rollout

Per RFP The contract term is from the date of the award to June 30, 2023, with four (4) optional one-year renewals. The proposed schedule is a guide but may be revised during the negotiation period as deemed necessary. **NewPoint notes the base year cannot exceed 18 months.** The proposed schedule below is 16 months, which does not exceed the 18-month base year limit.

Activity	Time Frame
Project Kick-Off Presentation to Leadership (Introductions, Scope, RR, Rollout)	March 2022 (One Month Following Award)
Assessment (Confidential Survey, Focus Groups, Policy Reviews)	April 2022 – June 2022
Analysis and Report of Results of Assessment	July 2022 – September 2022
Leadership Training	October 2022
Manager Training	October 2022
Employee Training	November 2022
Ongoing Consultation (Incorporation of DEI Principles into the VMI Inclusive Excellence Plan. Will include ongoing work with Leadership; Office of Diversity, Equity, and Inclusion; and the Chief Diversity Officer	April 2022 – June 2023
Cadet (student) Training (OPTIONAL)	January 2023 – March 2023



Questions & Discussion

