

**THE TEXAS A&M UNIVERSITY SYSTEM
OFFICE of HUB & PROCUREMENT PROGRAMS**

**REQUEST FOR PROPOSAL
COMPREHENSIVE ADMINISTRATIVE
REVIEW for AGENCIES**

RFP NUMBER RFP01 CHAN-13-006

**PROPOSAL MUST BE RECEIVED BEFORE:
2:00 P.M. Central Time on April 26, 2013**

**MAIL, HAND DELIVER, AND /OR
EXPRESS MAIL PROPOSAL TO:**

**The Texas A&M University System
The Texas A&M University System Building
System Office of HUB & Procurement Programs
301 Tarrow 3rd Floor
College Station, TX 77840
Attn: Don Barwick**

Show RFP Number, Opening Date and Time on Response Envelope

**NOTE: PROPOSAL must be time stamped at The Texas A&M University System
Office of HUB Programs before the hour and date specified for receipt of proposal.**

Pursuant to the Provisions of Texas Government Code Title 10, Chapter 2156.121-2156.127, sealed proposals will be received until the date and time established for receipt. After receipt, only the names of Respondents will be made public. Prices and other proposal details will only be divulged after the award, if one is made.

REFER INQUIRIES TO:

**Don Barwick, Manager
The Texas A&M University System
HUB & Procurement Programs
979-458-6410
email: dbarwick@tamus.edu**

All proposals shall become the property of the State of Texas upon receipt. Proposals may be subject to public review after contracts have been awarded. VENDORS responding to this proposal are cautioned not to include any proprietary information as part of their proposal unless such proprietary information is carefully identified as such in writing, and the SYSTEM accepts, in writing, the information as proprietary. Notwithstanding the foregoing, the SYSTEM is subject to the Texas Public Information Act.

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SECTION 1 – INTRODUCTION

1.1 SCOPE

The Texas A&M University System (TAMUS or A&M System) is seeking services of a firm(s) to conduct a comprehensive review and analysis of administrative structures, services, processes, practices and costs at the seven state agencies that are members of the Texas A&M University System – Texas A&M AgriLife Extension Service, Texas A&M AgriLife Research, Texas A&M Forest Service, Texas A&M Veterinary Medical Diagnostic Laboratory, Texas A&M Engineering Experiment Station, Texas A&M Engineering Extension Service and Texas A&M Transportation Institute, as well as the Office of Sponsored Research Services, an administrative service unit of Texas A&M University System Offices.

One purpose of this review is to identify recommendations that would enhance administrative efficiency, effectiveness, and execution at all levels of the organization. In particular, the review should identify functions and services that may be unnecessarily duplicated within and among A&M System members, as well as any organizational layers that create inefficiencies and complicate decision making and positive organizational change.

Another purpose of the review is to identify cost savings that can be redirected away from administration and into the System's core agency functions of research, extension, and service. While the fiscal climate for higher education in the State of Texas at the advent of the 2013 legislative session is not as bleak as comparable times in 2009 and 2011, it remains critically important for the A&M System to operate as cost-effectively as possible, and to maximize the resources provided by the State of Texas, constituents, and other stakeholders.

To illustrate that point, please consider a hypothetical example of an agency's unit that the study determines has \$100,000 in excess administrative costs on an annual basis. The goal of this study is to identify an appropriate and effective mechanism to have the agency redirect that \$100,000 of potential savings to researchers or extension/field agents. Those savings would now better further the agency's statewide mission.

The issue of administrative inefficiency is not unique to the A&M System. The A&M System is confident the agencies of the A&M System and our other members are more efficient than other comparable agencies. The A&M System, however, cannot be satisfied with that standard and must work to further enhance the efficiency of our operations. Through this process, the A&M System seeks to develop an organizational structure and processes that are even more efficient to enhance our ability to further our teaching, research, extension, and service missions in the face of the today's economic realities.

By submitting responses, each RESPONDENT certifies that it understands this RFP and has full knowledge of the scope, nature, quality, and quantity of the work to be performed, the detailed requirements of the services to be provided, and the conditions under which the services are to be performed. Each RESPONDENT also certifies that it understands that all costs relating to preparing and responding to this RFP will be the sole responsibility of the RESPONDENT.

1.2 Background

TAMUS is one of the largest systems of higher education in the nation, with a statewide network of eleven universities, seven state agencies and a comprehensive health science center.

TAMUS members educate more than 123,000 students and reach another 22 million people through extension and service each year. With more than 28,000 faculty and staff, TAMUS has a physical presence in 250 of the state's 254 counties and a programmatic presence in every one. In 2011, externally funded research expenditures exceeded \$780 million to help drive the state's economy.

TAMUS' first state agency reflects its agricultural heritage and mission. Established by the Texas Legislature in 1887 under the federal Hatch Act, Texas A&M AgriLife Research continues to represent a unique state-federal partnership in agricultural research. Texas A&M AgriLife Extension Service grew out of the agricultural initiatives of Texas A&M University under the provisions of the Smith-Lever Act of 1914, which provided for cooperative agricultural extension work between Texas land-grant colleges and the United States Department of Agriculture. The Texas A&M Forest Service was established in 1915 to develop and protect the forested areas of Texas. The A&M Texas Veterinary Medical Diagnostic Laboratory Texas legislators created TVMDL during the regular session of the 60th Legislature, in 1967; the lab formally opened in College Station in 1969 to serve the animal industries of Texas.

The Texas A&M Engineering Experiment Station was created in 1914 with a research and technology transfer mission for the field of engineering. The Texas A&M Engineering Extension Service was established five years later with a charge to help develop a highly skilled workforce through technical and vocational training. The Texas A&M Transportation Institute, created in 1950, conducts highway safety and other transportation-related research.

Established September 1, 2011, the Office of Sponsored Research Services (OSRS) is a consortium of TAMUS members bringing together resources to administer research. Currently, OSRS is providing administration for sponsored research activity to TAMUS members based in Brazos County, as well as Prairie View A&M, Texas A&M University-Central Texas, Texas A&M University-Corpus Christi, Texas A&M University at Galveston and Texas A&M University at Qatar.

1.3 Priorities/Expectations

RESPONDENTS should note the following priorities/expectations with regard to the possibility of TAMUS establishing a contractual relationship with any RESPONDENT:

- (a) *Ensuring a Quality Level of Service.* This priority encompasses the quality of the level of service that can be provided to TAMUS in a timely, cost effective manner. TAMUS is seeking a RESPONDENT that will ensure the provision of such quality in its delivery of service through proven techniques and established metrics.
- (b) *Level of Experience and Expertise.* RESPONDENT must demonstrate its capabilities in providing the utmost level of experience and expertise to ensure a successful project as determined by TAMUS.
- (c) *Delivery Efficiency as it Relates to Total Costs.* RESPONDENT must demonstrate its ability to deliver the required services in a cost-effective and timely manner while not sacrificing the quality required by a Tier I research system and its member agencies.
- (d) *Financial Stability.* RESPONDENT must demonstrate its financial stability and capabilities in providing the required services. At a minimum, the RESPONDENT shall provide the two most current audited financial statements.

1.4 Additional Resource Materials and Information

The following attachments and or websites are included as additional resource materials and historical data relating to the services requested by the RFP:

Attachments

- I. Texas A&M AgriLife Extension Organizational Chart
- II. Texas A&M AgriLife Research Organizational Chart
- III. Texas A&M Forest Service Organizational Chart
- IV. Texas A&M Veterinary Medical Diagnostic Laboratory Organizational Chart
- V. Texas A&M Engineering Extension Service Organizational Chart
- VI. Texas A&M Engineering Experiment Station Organizational Chart
- VII. Texas A&M Transportation Institute Organizational Chart
- VIII. Texas A&M Office of Sponsored Research Services Organizational Chart

1.5 Performance Period

Should TAMUS, in its sole discretion, enter into an agreement with the successful RESPONDENT as a result of this RFP, the agreement shall be effective upon execution of an agreement by TAMUS and shall end upon successful completion of work.

SECTION 2- INSTRUCTION FOR RESPONDENTS

TAMUS is soliciting submittals from qualified firms, hereafter referred to as RESPONDENT(s) and/or VENDOR(s), who can provide a comprehensive review and analysis of administrative structures, services, processes, practices and costs at Texas A&M University System member agencies headquartered in Brazos County, Texas.

This RFP outlines requirements as specified in the Section 3. Submittals are to be in accordance with the outline and specifications contained herein, are to remain in effect a minimum of 120 days from the date of submission, and may be subject to further extensions as negotiated. A statement to this effect should be contained in the RESPONDENT's cover letter.

The RESPONDENT selected shall have an excellent track record for providing these services relative to the size and scope of TAMUS and shall agree to provide these services to TAMUS with a top priority commitment. This RFP contains specific requests for information. RESPONDENTS are encouraged to examine all sections of this RFP carefully, in that the degree of interrelationship between sections is critical. In responding to this RFP, vendors are encouraged to provide any additional information they believe relevant.

Clause headings appearing in this RFP have been inserted for convenience and ready reference. They do not purport to define, limit or extend the scope of intent of the respective clauses. Whenever the terms "must", "shall", "will", "is required", or "are required" are used in the RFP, the subject being referred to is to be a required feature of this RFP and critical to the resulting submittal.

In those cases where mandatory requirements are stated, material failure to meet those requirements could result in disqualification of the RESPONDENT's response. Any deviation or exception from RFP specifications must be clearly identified by the RESPONDENT in its submittal.

Expenses for developing and presenting submittals shall be the entire responsibility of the RESPONDENT and shall not be chargeable to TAMUS. All supporting documentation and manuals submitted with this submittal will become the property of TAMUS unless otherwise requested by the RESPONDENT, in writing, at the time of submission, and agreed to, in writing, by TAMUS.

All technical questions concerning this RFP are to be directed to Don Barwick, Manager, HUB & Procurement, in writing, at dbarwick@tamus.edu. RESPONDENT may not contact other individuals at TAMUS to discuss any aspect of this RFP, unless expressly authorized by the Procurement Office to do so. Questions regarding the RFP, including questions for more data or information beyond that included in this RFP and attachment, should be presented in writing. **Deadline for submission of questions is April 9, 2013.** TAMUS will publish all questions with responses according to the schedule in Section 2.1.

A PROPOSERs Conference will be held on **April 5, 2013, at 10:30 AM**, on the Campus of Texas A&M University, at the General Services Complex, Room 101A, in College Station, Texas. The purpose of the conference is to determine if RESPODENTs need supplemental information to that already being provided in the RFP. **Please RSVP to Don Barwick at dbarwick@tamus.edu if attending and indicate how many from the firm will be present. Upon receipt instructions regarding parking and building location will be provided.**

2.1 Calendar of Events *

<u>Activity</u>	<u>Responsibility</u>	<u>Date</u>
Release of Request for Proposal	TAMUS	3-22-2013
Proposers Conference	TAMUS	4-5-2013
Deadline to Submit Questions	Vendor	4-9-2013
Release of Response to Questions	TAMUS	4-12-2013
Responses Due	Vendor	4-26-2013
Evaluation of Submittals	TAMUS	TBD
Selection of Respondent	TAMUS	TBD

* TAMUS will make every effort to adhere to the above schedule. The schedule, however, is subject to change. This may be in the event that further clarification of responses or terms of contract are in the best interest of TAMUS and/or in the event TAMUS requires more time to assure that the selection of the RESPONDENT is in accordance with its policies, rules and regulations, as well as actual timing needs.

2.2 Examination of the Request for Proposal

Before submitting, each RESPONDENT will be held to have examined the TAMUS requirements outlined in Section 3, and satisfied itself as to the existing conditions under which it will be obligated to perform in accordance with specifications of this RFP.

No claim for additional compensation will be allowed due to unfamiliarity with the specifications and/or existing conditions. It shall be understood that the RESPONDENT has full knowledge of all of the existing and/or revised conditions and accepts them "as is."

2.3 Submittal Instructions and Delivery of Submittals

All submittals must be received by TAMUS, no later than **2:00 p.m. Central Time, April 26, 2013**, in a sealed envelope or box marked **"RFP01 CHAN-13-006."**

Submittals are to be submitted to:

**MAIL, HAND DELIVER, AND /OR
EXPRESS MAIL SUBMITTAL TO:
The Texas A&M University System
Office of HUB & Procurement Programs
301 Tarrow, 3rd Floor
College Station, TX 77840
Attn: Don Barwick**

Late submittals will not be considered under any circumstances. Late submittals properly identified will be returned to RESPONDENT unopened.

Telephone and/or facsimile (Fax) submittals are not acceptable under any circumstances.

2.4 Proposal Components

The following documents are to be returned as part of your proposal submittal. Failure to include these documents will be basis for response disqualification.

- ✓ Signed Execution of Offer (Exhibit A)
- ✓ Non-Collusion Affidavit (Exhibit B)
- ✓ HUB Subcontracting Plan (Only If Applicable, See Section 2.7)
- ✓ Proposal Pricing (Exhibit C)
- ✓ Proposed Schedule of Delivery

RESPONDENT shall provide one (1) original copy, and one (1) electronic copy of the complete RFP response as specified above. Note: The electronic copy shall be combined in a single file.

All electronic copies must either be in Microsoft Office software or Adobe Portable Document Format (PDF). All image files must be in one of the following formats: .jpg, .gif, .bmp, or .tif and submitted on a CDROM or thumb drive. We prefer image files to already be inserted as part of a document such as a PDF. Individual image files on the electronic media must be clearly named and referenced in your proposal response.

Please create a text file in your root directory titled "table of contents.txt" that contains a brief explanation of the files and their layout found on the disc. Electronic submittals must indicate the RESPONDENT's company name, the RFP number and opening date.

NOTE: The original signature on the ONE (1) hard copy will serve as the official signature of record for all electronic copies. The proposal must be manually signed by a person with authority to bind the firm under a contract.

Submittals are to be submitted as a booklet or in notebook form with appropriate indices. Each submittal should be prepared simply and economically, providing a straightforward concise description of the RESPONDENT's service, approach and ability to meet TAMUS' needs as stated in this RFF. Schedules and Exhibits must be clearly identify and define.

2.5 Inquiries and Interpretations

Responses to inquiries which directly affect an interpretation or change to this RFP will be issued in writing by addendum/amendment eight (8) day before the due date and posted to the Electronic State Business Daily (ESBD). All such addenda/amendments issued by TAMUS prior to the time that proposals are received shall be considered part of the RFP, and the RESPONDENT shall consider and acknowledge receipt of such in their proposal.

Only those TAMUS replied to inquiries which are made by formal written addenda shall be binding. Oral and other interpretations or clarification will be without legal effect.

2.6 Selection Process

TAMUS will base its choice on demonstrated competence, knowledge, and qualifications and on the reasonableness of the proposed fee for the services; and if other considerations are equal, give preference to a consultant whose principal place of business is in the state or who will manage the

consulting contract wholly from an office in the state.

The RESPONDENT selected will be the one who's experience and qualifications, as presented in response to this RFP, establish them, in the opinion of TAMUS, as well qualified and offering the greatest benefits, experience and value to TAMUS. TAMUS may cancel this RFP or reject proposals at any time prior to an award, and is not required to furnish a statement of the reasons why a particular proposal was not deemed to be the most advantageous. Should TAMUS determine in its sole discretion that only one RESPONDENT is fully qualified, or that one vendor is clearly more highly qualified than the others under consideration, a contract may be negotiated and awarded to that RESPONDENT. The award document will be an agreement incorporating by reference all the requirements, terms and conditions of the solicitation and the RESPONDENT's proposal as negotiated.

Submission of proposals indicates RESPONDENT's acceptance of the evaluation techniques and the recognition that subjective judgments must be made by TAMUS during the evaluation process.

The selection of the successful proposal may be made by TAMUS on the basis of the proposals initially submitted, without discussion, clarification, or modification. In the alternative, selection of the successful proposal may be made by TAMUS on the basis of negotiation with any of the RESPONDENTS. TAMUS shall not disclose any information derived from the proposals submitted by competing RESPONDENTS in conducting such discussions.

All proposals must be complete and convey all of the information requested to be considered responsive. If a proposal fails to conform to the essential requirements of the RFP, TAMUS alone will determine whether the variance is significant enough to consider the proposal susceptible to being made acceptable, and therefore a candidate for further consideration, or not susceptible and therefore not considered for award.

TAMUS reserves the right to check references prior to award. Any negative responses received may be grounds for disqualification of the proposal.

TAMUS reserves the right to accept or reject any, part or all offers, to waive informalities and technicalities, to accept the offer considered most advantageous, award to multiple RESPONDENTS, or to make the award to the most responsive RESPONDENT.

TAMUS reserves the right to select the most qualified RESPONDENTS to present their qualifications during an interview.

2.7 The Texas A&M University System HUB Policy and HUB Subcontracting Requirements

It is the policy of TAMUS to encourage the use of Historically Underutilized Businesses (HUBs) in our prime contracts, subcontractors, and purchasing transactions. The goal of the HUB program is to promote equal access and equal opportunity in TAMUS contracting and purchasing.

2.7.1 HUB Subcontracting Plan (Required if Subcontractors will be used during Services)

Subcontracting opportunities are not anticipated for this RFP; therefore a HUB Subcontracting Plan (HSP) is NOT required. In the event that the RESPONDENT determines a subcontractor(s) will be used, the RESPONDENT WILL BE required to make a good faith effort and complete the State of Texas HUB Subcontracting Plan found at - <http://www.window.state.tx.us/procurement/prog/hub/hub-forms/>

FAILURE TO SUBMIT A COMPREHENSIVE, ACCEPTABLE HUB SUBCONTRACTING PLAN (only if subcontractors will be used by the RESPONDENT for these services) WILL BE CONSIDERED A MATERIAL FAILURE TO COMPLY WITH THE REQUIREMENTS OF THE RFP AND WILL RESULT IN REJECTION OF THE RESPONSE.

Please contact the A&M System's HUB Manager, Mr. Don Barwick, at dbarwick@tamus.edu for assistance with completion of requirements as stated.

SECTION 3 - SCOPE OF WORK

3.1 Introduction (see edits in Sec. 1.1)

The Texas A&M University System (TAMUS or A&M System) is seeking services of a firm(s) to conduct a comprehensive review and analysis of administrative structures, services, processes, practices and costs at the seven state agencies that are members of the Texas A&M University System – Texas A&M AgriLife Extension Service, Texas A&M AgriLife Research, Texas A&M Forest Service, Texas A&M Veterinary Medical Diagnostic Laboratory, Texas A&M Engineering Experiment Station, Texas A&M Engineering Extension Service and Texas A&M Transportation Institute, as well as the Office of Sponsored Research Services, an administrative service unit of Texas A&M University System Offices.

One purpose of this review is to identify recommendations that would enhance administrative efficiency, effectiveness, and execution at all levels of the organization. In particular, the review should identify functions and services that may be unnecessarily duplicated within and among A&M System members, as well as any organizational layers that create inefficiencies and complicate decision making and positive organizational change.

Another purpose of the review is to identify cost savings that can be redirected away from administration and into the System's core agency functions of research, extension, and service. While the fiscal climate for higher education in the State of Texas at the advent of the 2013 legislative session is not as bleak as comparable times in 2009 and 2011, it remains critically important for the A&M System to operate as cost-effectively as possible, and to maximize the resources provided by the State of Texas, constituents, and other stakeholders.

To illustrate that point, please consider a hypothetical example of an agency's unit that the study determines has \$100,000 in excess administrative costs on an annual basis. The goal of this study is to identify an appropriate and effective mechanism to have the agency redirect that \$100,000 of potential savings to researchers or extension/field agents. Those savings would now better further the agency's statewide mission.

The issue of administrative inefficiency is not unique to the A&M System. The A&M System is confident the agencies of the A&M System and our other members are more efficient than other comparable agencies. The A&M System, however, cannot be satisfied with that standard and must work to further enhance the efficiency of our operations. Through this process, the A&M System seeks to develop an organizational structure and processes that are even more efficient to enhance our ability to further our teaching, research, extension, and service missions in the face of the today's economic realities.

By submitting responses, each RESPONDENT certifies that it understands this RFP and has full knowledge of the scope, nature, quality, and quantity of the work to be performed, the detailed requirements of the services to be provided, and the conditions under which the services are to be performed. Each RESPONDENT also certifies that it understands that all costs relating to preparing and responding to this RFP will be the sole responsibility of the RESPONDENT.

3.2 Requirements

Through the direct review of the agencies' administrative structure, utilizing as a starting place the organizational structures attached to this RFP, RESPONDENT shall:

- 3.2.1 Identify, through appropriate benchmarks, the administrative functions and services that appear to be unnecessarily expensive and could be delivered more cost effectively;
- 3.2.2 Identify unnecessary duplications in functions and services within and across the agencies;
- 3.2.3 Without compromising agency structure, function, and ability to meet its statewide mission, identify opportunities for altering the number of organizational layers that make up the agencies' current organizational design, including positions where the span of control appears to be too narrow;
- 3.2.4 Identify functions or services that are candidates for being delivered more efficiently, without a loss of service quality and without significant negative effect on agency mission, through an outside vendor;
- 3.2.5 Identify process that are not performed using best practices especially those processes that have been identified by faculty, staff, and/or constituents as administratively inefficient or ineffective;
- 3.2.6 Identify potential resources available to assist the TAMUS in implementing the identified opportunities.

3.3 Contract Deliverables

The deliverables provided in response to the scope of services shall include the following and shall be developed after discussions with agency leadership:

- 3.3.1 Detailed recommendations for organization design changes that would enable unnecessary duplicated functions and services to be provided in a more cost-effective manner including alternative delivery options such as shared service operations across multiple units within an agency;
- 3.3.2 Detailed recommendations for organization design changes for reducing the number of organizational layers that make up the agencies' current organizational design including positions where the span of control appears to be too narrow;
- 3.3.3 Detailed recommendations as to how processes that have been identified by faculty, staff, and/or constituents as administratively inefficient or ineffective could be delivered more effectively through process redesign or through improved use of technology;
- 3.3.4 An outline of the most effective administrative structure for the efficient and cost-effective delivery of services and for the provision of adequate oversight to enable the agencies to achieve their mission. The outline should include an analysis of any risks associated with any change in administrative structure, as well as any actions that could be taken to mitigate those risks.
- 3.3.5 An organized and detailed outline of specific, actionable, practicable opportunities for improving administrative efficiency, service delivery and cost-effectiveness, including an estimation of the cost and timeline for implementation of each identified opportunity, associated cost savings by fiscal year, and the resulting return on investment. Each

identified opportunity must be well supported by evidence and data, and include an analysis of any risks associated with execution, as well as any actions that could be taken to mitigate those risks.

3.3.6 A prioritized summary matrix of the recommendations and opportunities identified to include a descriptor, cost of implementation, deadline for implementation, estimated cost savings, and return on investment (all supported by objective and quantifiable metrics). The prioritization should reflect the order of importance in the view of the consultant, which demonstrates the quickest return on investment of those opportunities that are most readily achievable in the current environment.

3.3.7 The recommendations contained in the report must be organized so they can be evaluated and prioritized by the agency administration relative to the benefits and costs associated with implementing the proposed changes. All recommendations must be specific and detailed enough for the agencies to undertake the organization or process changes once a decision has been made.

3.4 Financial Proposal Requirements:

In its response to this RFP, RESPONDENT must submit a Pricing Proposal (See Exhibit C – Pricing Matrix) that clearly identifies all costs, fees and/or charges to TAMUS over the term of the agreement.

In addition this RFP, TAMUS has released RFP01 CHAN-13-005 *Comprehensive Administrative Review for Universities*, which is similar in scope and requirements to this RFP. If RESPONDENT can demonstrate sufficient expertise, capabilities and resources, it may submit a response that proposes to perform the requirements of both RFPs. If RESPONDENT submits a comprehensive proposal that addresses the requirements of both RFPs, it should clearly identify the cost savings to be realized by TAMUS from a comprehensive proposal as well as any impact of a comprehensive proposal (as compared to separate proposals focused on the requirements only on each separate RFP) on the timeline for completing the required services and submitting the required deliverables.

3.5 Statement of Qualifications

All RESPONDENTs must demonstrate their experience with executing successful comprehensive review and analysis of administrative structures, services, processes, practices and costs for higher education systems. RESPONDENT's qualifications will be reviewed based on:

- Degree to which the qualifications of the consultant team are sufficient and the firm has the capacity to conduct the project.
- Understanding of the comprehensive nature of the scope of work.
- Degree of success that members of the consultant team have had with other higher education systems. Please list all team members (including any subcontractors) that will be associated with the project.

3.6 Financial Requirements:

All RESPONDENTs must demonstrate sufficient capital outlay and/or income necessary to complete the required tasks without hindrance, as measured by the published company financial statements, current contracts, and/or corporate documents.

3.7 Schedule Requirements:

All RESPONDENTS must provide a sample Work Progress Schedule (Bar chart acceptable) for all phases of this project including mobilization, onsite visits, draft reports, and other milestones as they may be understood at this time.

3.8 Company References

RESPONDENTS should provide four references, two of which should be for institutions of higher education that similar services have been conducted. References should include contact information, time frame of the assessment, and a brief summary of the assessment. Please use the following template:

Client Reference Number One	
Company Name:	
Contact Person Name and Title:	
Contact Phone Number:	
Contact E-mail:	
Managed Services Provided:	
Length of Relationship:	
Summary of Services Provided	

SECTION 4 - GENERAL TERMS AND CONDITIONS

A. Terms and Conditions

TAMUS reserves the right to accept, reject, modify, and/or negotiate any and all submittals received in conjunction with this RFP. It reserves the right to waive any defect or informality in the submittals on the basis of what it considers to be in its best interests. Any submittal which TAMUS determines to be incomplete, conditional, obscure, or which has irregularities of any kind may be rejected. TAMUS reserves the right to award to the firm, or firms, which in our sole judgment, will best serve our long-term interest.

This RFP in no manner obligates TAMUS to the eventual purchase of any products or services described, implied, or which may be proposed, until confirmed by written agreement, and may be terminated by TAMUS without penalty or obligation at any time prior to the signing of a contract agreement.

The RESPONDENT must include a formal copy of any RESPONDENT terms and conditions applicable to this transaction. Evaluation and acceptance and/or modification of these terms and conditions by the TAMUS Office of General Counsel are essential prior to the award of the contract. In the event the RESPONDENT does not supply terms and conditions with their submittal, the TAMUS terms and conditions will govern this transaction.

B. Payment for Services

Payments will be made monthly upon submittal of RESPONDENT's invoice(s) and approval of the Payment Voucher(s) on State Funds, or of RESPONDENT's invoice(s) on Non-State Funds that is (are) received. TAMUS shall make payment in accordance with Chapter 2251 of the Texas Government Code. It is the policy of the State of Texas to make payment on a properly prepared and submitted invoice within thirty (30) days of the latter of any final acceptance of performance or the receipt of a properly submitted invoice. Generally, payment will be made on the 30th day unless a discount has been arranged for more immediate payment. A single invoicing format may be submitted.

All payments shall be made by electronic direct deposit. The selected RESPONDENT (s) will be required to complete and submit to TAMUS a Direct Deposit Authorization form prior to the first payment request. The form can be accessed at www.window.state.tx.us/taxinfo/taxforms/74-176.pdf.

Reimbursement for business related travel, lodging and meal expense will be done according to the State of Texas rates, rules, and regulations (<http://www.window.state.tx.us/procurement/prog/stmp/>). RESPONDENT is required to submit all travel receipts when requesting reimbursement. Under no circumstance will the RESPONDENT be reimbursed for alcohol purchases. State travel rates are subject to change without notice and will be adjusted accordingly.

C. Governing Law

RESPONDENT agrees that, in the event of a dispute, laws of the State of Texas will prevail.

D. Non-Discrimination

The parties agree that in the performance of any contract they shall not discriminate in any manner on the basis of race, color, national origin, age, religion, sex, genetic information, veteran status or disability protected by law. Such action shall include, but is not limited to the following: employment, upgrading, demotion, transfer, recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation. By submitting a submittal, RESPONDENTs certify that they will conform to the provisions of the federal Civil Rights Act of 1964, as amended.

E. Immigration Reform and Control Act of 1986

By submitting a state of qualification, the RESPONDENTs certify they do not and will not, during the performance of this contract, employ illegal alien workers or otherwise violate the provisions of the federal Immigration Reform and Control Act of 1986, as amended.

F. Debarment Status

By submitting a statement of qualification, RESPONDENTs certify they are not currently debarred from submitting submittals on contracts nor are they an agent of any person or entity that is currently debarred from submitting bids on contracts.

G. Indemnification and Hold Harmless

The RESPONDENT shall defend, indemnify and hold harmless TAMUS, its officers, employees and agents, against any and all liability of whatever nature which may arise directly or indirectly by reason of the RESPONDENT's performance under the contract agreement.

H. RESPONDENT Liability

The RESPONDENT will be liable for any associated costs of repairs for damage to buildings or other TAMUS property caused by the negligence of the RESPONDENT's employees.

I. Early Termination

TAMUS shall have the right to terminate the contract with the RESPONDENT without penalty after a (30) days written notice of termination to the RESPONDENT under the following circumstances:

1. Default of RESPONDENT

It shall be considered a default whenever the RESPONDENT shall:

- a. Disregard or violate material provisions of the contract documents or TAMUS instructions, or fail to execute the work according to the agreed upon schedule of completion and/or time of completion specified, including extensions thereof, or fail to reach agreed upon performance results.
- b. Declare bankruptcy, become insolvent, or assign company assets for the benefit of creditors.

2. Convenience of TAMUS

Termination of the contract services is construed by TAMUS to be in its best interest for serving the community and its faculty and staff.

Note: Any contract cancellation notice shall not relieve the RESPONDENT of the obligation to deliver and/or perform prior to the effective date of cancellation.

J. Cancellation of Contract by RESPONDENT

RESPONDENT must provide a minimum of ninety (90) days written notice of cancellation of contract to the A&M System regardless of the reason for said termination. Such notification must be sent to:

**The Texas A&M University System
Office of HUB & Procurement Programs
301 Tarrow, Ste 3rd Floor
College Station, TX 77840
Attn: Don Barwick**

K. RESPONDENT Payment/Billing Terms

Payment of invoices will be made thirty (30) days after receipt of a correct invoice and approval by the Chancellor's Office.

L. Civil Rights Requirements

All RESPONDENTS must comply with applicable civil rights laws.

M. Non-Collusion Clause

The Non-Collusion Affidavit found in **EXHIBIT B** must be executed as a part of the RESPONDENT's submittal.

N. Entire Agreement

A contract agreement, when fully executed, shall supersede any and all prior and existing agreements, either oral or in writing, and will contain all the covenants and agreements between the parties with respect to the subject matter of the contract agreement. Any amendment or modification to the contract agreement must be in writing and signed by the parties hereto.

O. Severability

It is understood and agreed that if any part, term, or provision of the contract agreement is by the courts held to be illegal or in conflict with any law of the State of Texas, the validity of the remaining portions or provisions shall be construed and enforced as if the contract agreement did not contain the particular part, term, or provision held to be invalid.

P. Modification of Service

TAMUS reserves the right to modify the services during the course of the contract. Any changes in pricing and rates proposed by the RESPONDENT resulting from such changes are subject to acceptance by TAMUS in writing.

In the event prices and rates cannot be negotiated to the satisfaction of both parties, the contract

may be subject to competitive bidding based upon the new specifications.

Q. Publicity

RESPONDENTS must refrain from giving any reference to this project, whether in the form of press releases, brochures, photographic coverage, or verbal announcements, without specific written approval from TAMUS.

Information provided to RESPONDENT by TAMUS, including but not limited to information from the members, officers, agents, or employees of TAMUS or any of its members, and information provided to RESPONDENT by members of the public or any other third party shall belong to TAMUS.

R. Independent Contractor

The successful RESPONDENT agrees that in all respects its relationship with TAMUS will be that of an independent contractor, and that it will not act or represent that it is acting as an agent of the A&M System or incur any obligation on the part of TAMUS without written authority of TAMUS. As an independent contractor, RESPONDENT will be solely responsible for determining the means and methods for performing the services described. RESPONDENT shall observe and abide by all applicable laws and regulations, policies and procedures, including but not limited to, those of TAMUS relative to conduct on its premises.

S. Confidentiality

In accordance with the Texas Public Information Act, Submittals could be subject to public review after the contracts have been executed. RESPONDENTS responding to this submittal are cautioned not to include any proprietary information as part of their submittal unless such proprietary information is carefully identified as such in writing, and TAMUS accepts, in writing, the information as proprietary.

Information created, derived, or otherwise produced by RESPONDENT shall remain the exclusive property of RESPONDENT. RESPONDENT acknowledges any final report or papers will be provided in accordance with this Agreement, and that any information contained in any report or papers, which RESPONDENT believes is confidential under Texas law will be clearly designated as such by RESPONDENT. In the event the A&M System receives a request for public information for any portion of any final report or papers that have been designated by RESPONDENT to be confidential, TAMUS will provide notice to RESPONDENT and RESPONDENT may submit a brief to the Office of the Attorney General, as provided by Chapter 552, Texas Government Code.

T. Ownership of Documents

Upon completion or termination of any contract agreement, all documents prepared by the RESPONDENT for the benefit of TAMUS shall become the property of TAMUS. At TAMUS' option, such documents will be delivered to TAMUS Procurement Office. TAMUS acknowledges that the documents are prepared only for the contracted services specified. Prior to completion of the contracted services, TAMUS shall have a recognized proprietary interest in the work product of the RESPONDENT.

U. INSURANCE

The RESPONDENT shall obtain and maintain, for the duration of this project or longer, the minimum insurance coverage set forth below. With the exception of Professional Liability (E&O), all coverage shall be written on an occurrence basis. All coverage shall be underwritten by companies authorized to do business in the State of Texas and currently rated A- or better by A.M. Best Company or otherwise acceptable to Owner. By requiring such minimum insurance, the Owner shall not be deemed or construed to have assessed the risk that may be applicable to the RESPONDENT under this Agreement. The RESPONDENT shall assess its own risks and if it deems appropriate and/or prudent, maintain higher limits and/or broader coverage. The RESPONDENT is not relieved of any liability or other obligations assumed pursuant to this Agreement by reason of its failure to obtain or maintain insurance in sufficient amounts, duration, or types. Required insurance shall not be cancelable without thirty (30) days' prior written notice to Owner.

Insurance must be carried to at least the following minimum amounts:

<u>Coverages</u>	<u>Limit</u>
A. Worker's Compensation*	
Statutory Benefits (Coverage A)	Statutory
Employer's Liability (Coverage B)	\$500,000 Each Accident \$500,000 Disease/Employee \$500,000 Disease/Policy Limit

** If this coverage is no any reason waived, the contractor, employees thereof, and sub contractors must sign a hold harmless and indemnification agreement.*

B. Automobile Liability	
Owned Vehicles \$1,000,000	\$1,000,000
Non-owned Vehicles	\$1,000,000
Hired Vehicles	\$1,000,000
C. Commercial General Liability	
Aggregate Limit	\$3,000,000
Each Occurrence Limit	\$1,000,000
Products / Operations	\$1,000,000
Personal / Advertising Injury	\$1,000,000
Damage to Premises	\$ 100,000
Medical Payments	\$5,000
D. Professional Liability	\$1,000,000

Additional Endorsements

Auto and Commercial General Liability Policies shall name the Texas A&M University System Board of Regents for and on behalf of The Texas A&M University System as additional insured.

RESPONDENT will provide certificates indicating such insurance is in force and effect within ten (10) working days after full execution of this Agreement, and such certificates must state that

TAMUS will be notified in the event of cancellation of coverage. Failure to maintain insurance coverage as described above will be considered a default under this Agreement.

V. DISPUTE RESOLUTION

The dispute resolution process provided in Chapter 2260, *Texas Government Code*, and the related rules adopted by the Texas Attorney General pursuant to Chapter 2260, shall be used by TAMUS and RESPONDENT to attempt to resolve any claim for breach of contract made by RESPONDENT that cannot be resolved in the ordinary course of business. RESPONDENT shall submit written notice of a claim of breach of contract under this Chapter to the Chief Financial Officer for TAMUS, who shall examine RESPONDENT's claim and any counterclaim and negotiate with RESPONDENT in an effort to resolve the claim.

W. VENUE

Pursuant to Section 85.18, *Texas Education Code*, venue for any suit filed against TAMUS shall be in the county in which the primary office of the chief executive officer of TAMUS is located. At the date of this RFP, such county is Brazos County, Texas.

X. STATE AUDITOR'S OFFICE

RESPONDENT understands that acceptance of funds under this Agreement constitutes acceptance of the authority of the Texas State Auditor's Office, or any successor agency (collectively, "Auditor"), to conduct an audit or investigation in connection with those funds pursuant to Section 51.9335(c), *Texas Education Code*. RESPONDENT agrees to cooperate with the Auditor in the conduct of the audit or investigation, including without limitation, providing all records requested. RESPONDENT will include this provision in all contracts with permitted subcontractors.

Y. RESPONDENT shall neither assign its rights nor delegate its duties under this Agreement without the prior written consent of TAMUS.

EXHIBIT A

EXECUTION OF OFFER

RFP01 CHAN-13-006

DATE: April 26, 2013

In compliance with this RFP, and subject to all the conditions herein, the undersigned offers and agrees to furnish any or all commodities or services at the prices quoted.

A.1 Respondent Affirmation

NOTE TO RESPONDENTS: SUBMIT ENTIRE SECTION WITH RESPONSE.

This execution of offer must be completed, signed, and returned with the respondent's qualifications. Failure to complete, sign and return this execution of offer with the qualifications may result in rejection of the qualifications.

Signing a false statement may void the submitted qualifications or any agreements or other contractual arrangements, which may result from the submission of respondent's qualifications. A false certification shall be deemed a material breach of contract and, at owner's option, may result in termination of any resulting contract or purchase order.

Addenda Acknowledgment

Receipt is hereby acknowledged of the following addenda to this RFP by entering yes or no in space provided and indicating date acquired. Enter "0" if none received.

No. 1 _____ Date _____

No. 2 _____ Date _____

A.2 Signature

By signing below, the Respondent hereby certifies as follows, and acknowledges that such certifications will be included in any resulting contract:

- (i) the Response and all statements and information prepared and submitted in response to this RFP are current, complete, true and correct;
- (ii) it is not given, nor intends to give at any time hereafter, any economic opportunity, future employment, gift, loan, gratuity, special discount trip, favor or service to a public servant in connection with the submitted response or any subsequent proposal. Failure to sign below, or signing a false statement, may void the response or any resulting contracts at TAMUS' option, and the RESPONDENT may be removed from all future proposal lists at this state agency;
- (iii) the individual signing this document and the documents made part of the RFP is authorized to sign such documents on behalf of the RESPONDENT and to bind the Respondent under any contract which may result from the submission of the Response;
- (iv) no relationship, whether as a relative, business associate, by capital funding agreement or by any other such kinship exists between RESPONDENT and an employee of TAMUS;
- (v) Respondent has not been an employee of TAMUS within the immediate twelve (12) months prior to the RFP response;
- (vi) no compensation has been received for participation in the preparation of this RFQ (ref. Section 2155.004 Texas Government Code);
- (vii) all services to be provided in response to this RFP will meet or exceed the safety standards established and promulgated under the Federal Occupational Safety and Health law (Public Law 91-596) and its regulations in effect as of the date of this solicitation;
- (viii) Respondent complies with all federal laws and regulations pertaining to Equal Employment Opportunities and Affirmative Action;
- (ix) to the best of its knowledge, no member of the Board of Regents of The Texas A&M University System, or the Executive Officers of the Texas A&M University System or its member institutions or agencies, has a financial interest, directly or indirectly, in the Project;

- (x) each individual or business entity proposed by RESPONDENT as a member of its team that will engage in the practice of engineering or architecture will be selected based on demonstrated competence and qualifications only;
- (xi) if the RESPONDENT is subject to the Texas franchise tax, it is not currently delinquent in the payment of any franchise tax due under Chapter 171, Texas Tax Code, or is exempt from the payment of such taxes. A false certification may result in the Respondent's disqualification;
- (xii) under Section 231.006, Family Code, the vendor or applicant certifies that the individual or business entity named in this contract, bid, or application is not ineligible to receive the specified grant, loan, or payment and acknowledges that this contract may be terminated and payment may be withheld if this certification is inaccurate; and,
- (xiii) under Section 2155.004, Government Code, the vendor certifies that the individual or business entity named in this bid or contract is not ineligible to receive the specified contract and acknowledges that this contract may be terminated and payment withheld if this certification is inaccurate.

RESPONDENT should give Payee Identification Number (PIN) (Formally Vendor ID), full firm name and address of Vendor (enter in block provided if not shown). Failure to manually sign submittal will disqualify it. The person signing the submittal should show title or authority to bind his/her firm in contract. The Payee Identification Number is the taxpayer number assigned and used by the Comptroller of Public Accounts of Texas. Enter this number in the spaces provided on the Execution of Offer.

Payee Identification Number (PIN): _____

Sole Owner should also enter Social Security Number: _____

Vendor/Company: _____

Signature (INK): _____

Name: _____

Title: _____

Street: _____

City/State/Zip: _____

Telephone No.: _____

Fax No.: _____

E-mail: _____

* By signing this RFQ, RESPONDENT certifies that if a Texas address is shown as the address of the respondent, respondent qualifies as a Texas Resident Bidder as defined in Texas Government Code, § 2252.001(4).

THIS SHEET MUST BE COMPLETED, SIGNED, AND RETURNED WITH RESPONDENT'S SUBMISSION. FAILURE TO SIGN AND RETURN THIS SHEET WILL RESULT IN THE REJECTION OF YOUR SUBMISSION.

EXHIBIT B
NON-COLLUSION AFFIDAVIT

The undersigned, duly authorized to represent the persons, firms and corporations joining and participating in the submission of the foregoing Proposal (such persons, firms and corporations hereinafter being referred to as the "RESPONDENT"), being duly sworn, on his or her oath, states that to the best of his or her belief and knowledge no person, firm or corporation, nor any person duly representing the same joining and participating in the submission of the foregoing Proposal, has directly or indirectly entered into any agreement or arrangement with any other RESPONDENTS, or with any official of TAMUS or any employee thereof, or any person, firm or corporation under contract with TAMUS whereby the RESPONDENT, in order to induce acceptance of the foregoing Proposal by said TAMUS, has paid or is to pay to any other RESPONDENT or to any of the aforementioned persons anything of value whatever, and that the RESPONDENT has not, directly or indirectly entered into any arrangement or agreement with any other RESPONDENT or RESPONDENTS which tends to or does lessen or destroy free competition in the letting of the contract sought for by the foregoing Proposal.

The RESPONDENT hereby certifies that neither it, its officers, partners, owners, providers, representatives, employees and parties in interest, including the affiant, have in any way colluded, conspired, connived or agreed, directly or indirectly, with any other RESPONDENT, potential RESPONDENT, firm or person, in connection with this solicitation, to submit a collusive or sham bid, to refrain from bidding, to manipulate or ascertain the price(s) of other RESPONDENTS or potential RESPONDENTS, or to obtain through any unlawful act an advantage over other RESPONDENTS or TAMUS.

The prices submitted herein have been arrived at in an entirely independent and lawful manner by the RESPONDENT without consultation with other RESPONDENTS or potential RESPONDENTS or foreknowledge of the prices to be submitted in response to this solicitation by other RESPONDENTS or potential RESPONDENTS on the part of the RESPONDENT, its officers, partners, owners, providers, representatives, employees or parties in interest, including the affiant.

CONFLICT OF INTEREST

The undersigned RESPONDENT and each person signing on behalf of the RESPONDENT certifies, and in the case of a sole proprietorship, partnership or corporation, each party thereto certifies as to its own organization, under penalty of perjury, that to the best of their knowledge and belief, no member of TAMUS, nor any employee, or person, whose salary is payable in whole or in part by TAMUS, has a direct or indirect financial interest in the award of this Proposal, or in the services to which this Proposal relates, or in any of the profits, real or potential, thereof, except as noted otherwise herein.

Signature _____

Company Name _____

Date _____

Subscribed and sworn to before me this
_____ day of _____, 2013.

Notary Public in and for the County of _____, State of
_____. My commission expires: _____

**EXHIBIT C
PRICING/PROJECT COMPLETION MATRIX**

A. SYSTEM MEMBERS

Phase I

- 1. Texas A&M AgriLife Extension Service \$ _____
- 2. Texas A&M AgriLife Research \$ _____
- 3. Texas A&M Forest Service \$ _____
- 4. Texas A&M Veterinary Medical Diagnostic Laboratory \$ _____
- 5. Texas A&M Engineering Extension Service \$ _____
- 6. Texas A&M Engineering Experiment Station \$ _____
- 7. Texas A&M Transportation Institute \$ _____
- 8. Texas A&M Office of Sponsored Research Services \$ _____

- TOTAL** \$ _____

B. ITEMIZED PRICING

RESPONDENTS will be required to itemize the cost for providing the RFP services for each System member shown in Section A by each deliverable identified below. **Within sections A & B, the System Offices may independently choose from the identified deliverables.**

- a. Organizational Structure
 - 1. Analysis of current organizational structure \$ _____
 - 2. Alignment of functions and responsibilities \$ _____
 - 3. Span of Control \$ _____

- b. Business Practices
 - 1. Analysis of unit functions \$ _____
 - 2. Staffing requirements \$ _____
 - 3. Budget \$ _____
 - 4. Shared services provided to members \$ _____
 - 5. Member satisfaction of services provided \$ _____

- c. Reimbursable Costs (lodging, travel, meals, etc.) \$ _____

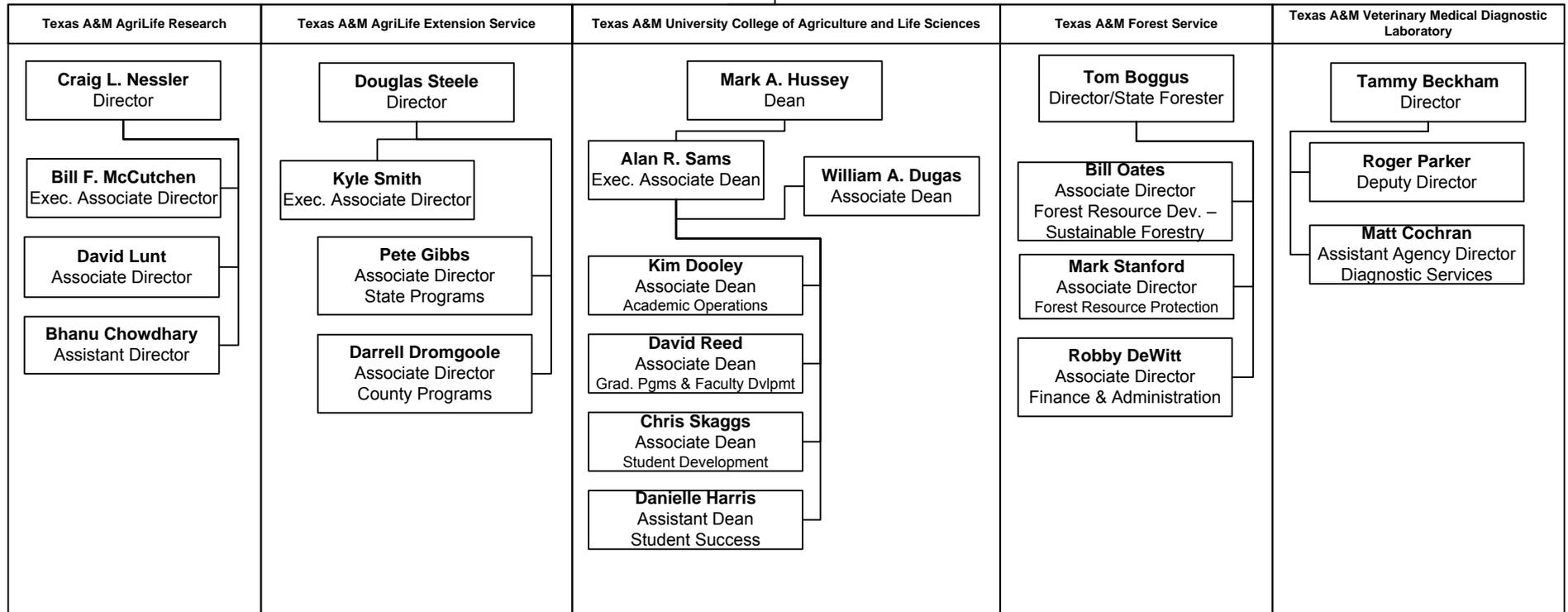
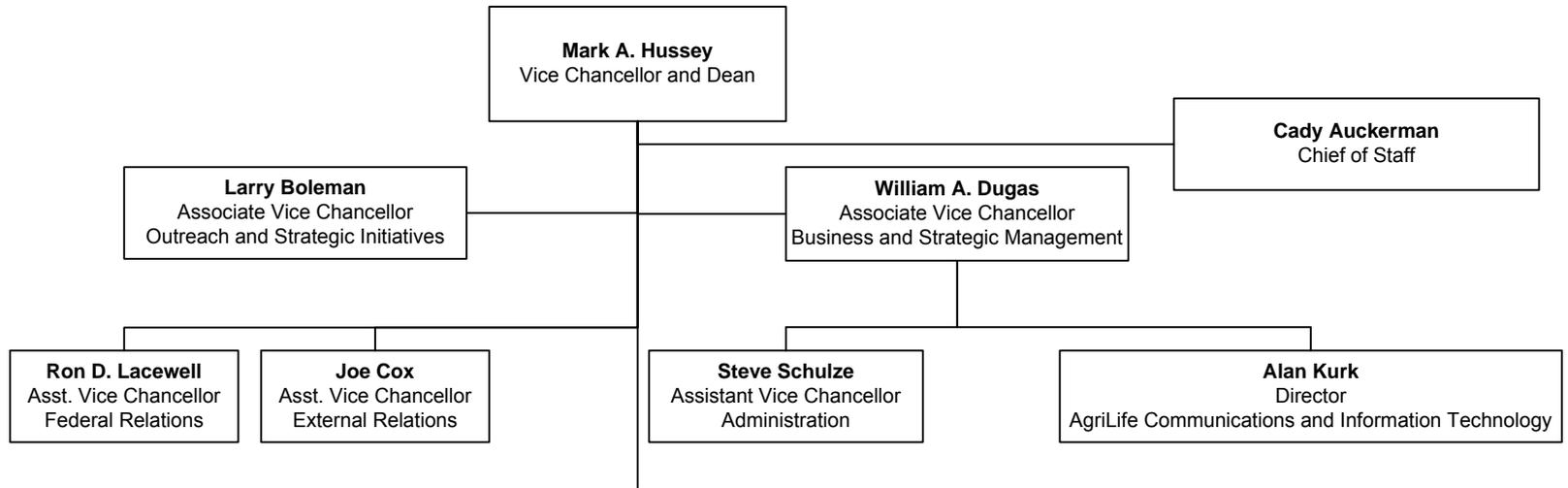
- TOTAL** \$ _____

C. COMPLETION TIME

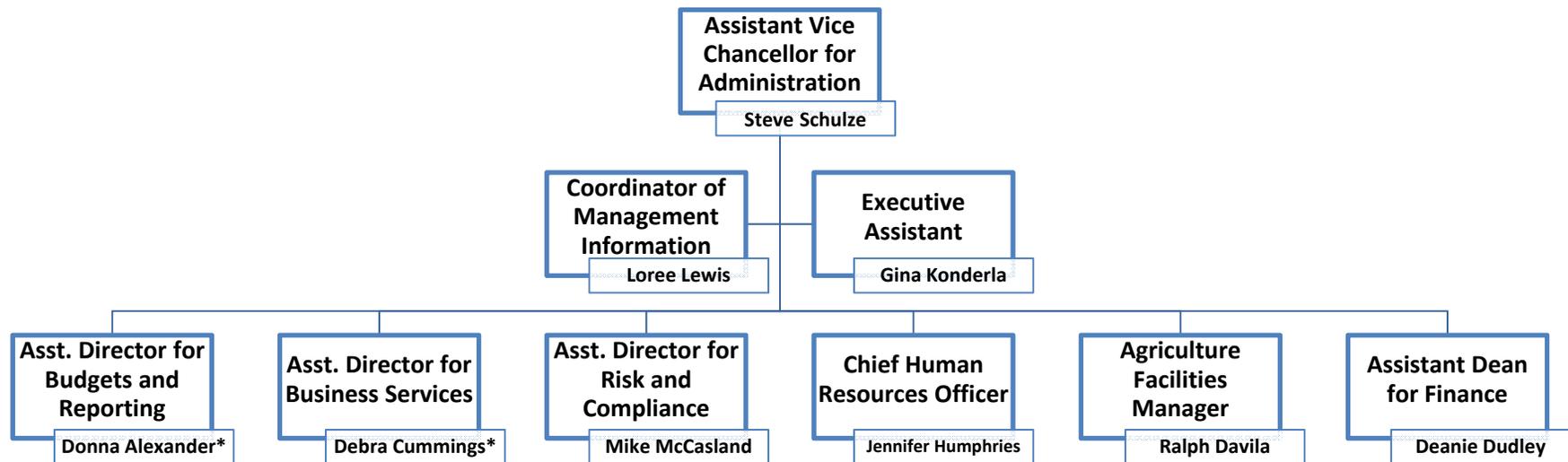
Phase	RESPONDENT Hours	TAMUS Hours	Total Hours	Begin Date*	End Date*
Texas A&M AgriLife Extension Service					
Texas A&M AgriLife Research					
Texas A&M Forest Service					
Texas A&M Vet. Med. Diagnostic Lab					
Texas A&M Engineering Extension Service					
Texas A&M Engineering Experiment Station					
Texas A&M Transportation Institute					
Texas A&M Office of Sponsored Research					
Total					

***NOTE:**

- RESPONDENTS should assume a begin date of June 1, 2013.
- RESPONDENTS may determine that part or all members listed in this RFP can be done currently.
- TAMUS is interested in the shortest time that allows for a comprehensive assessment.
- “End Date” represents the delivery of the final assessment/recommendation document.



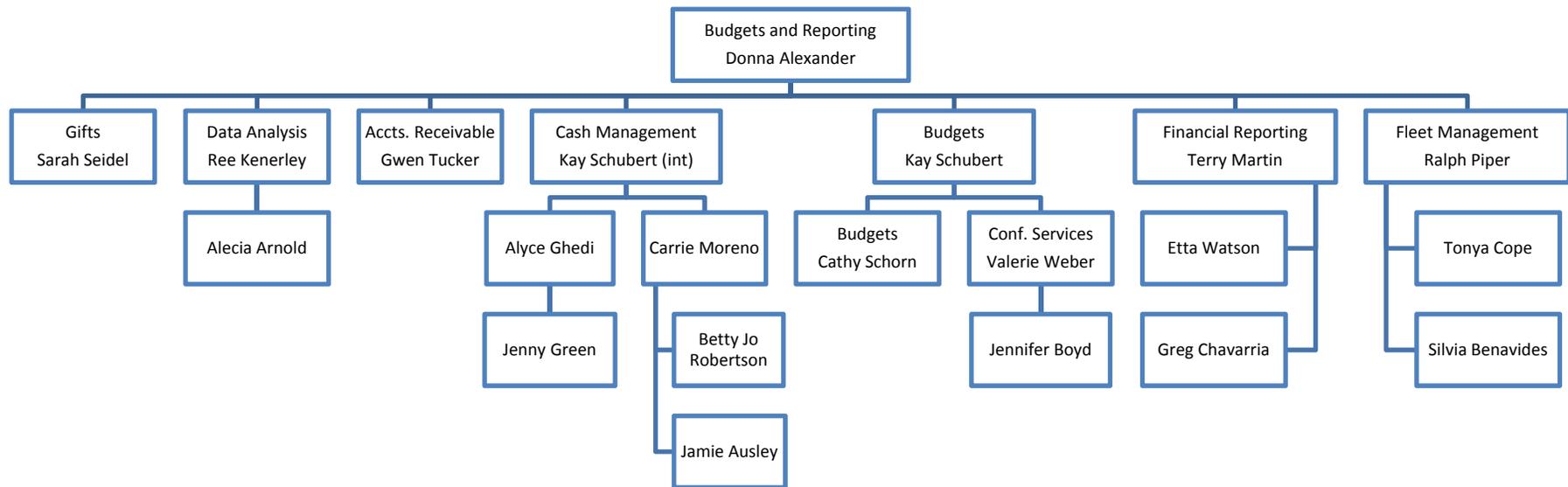
Texas A&M AgriLife Administrative Services Leadership and Management Staff



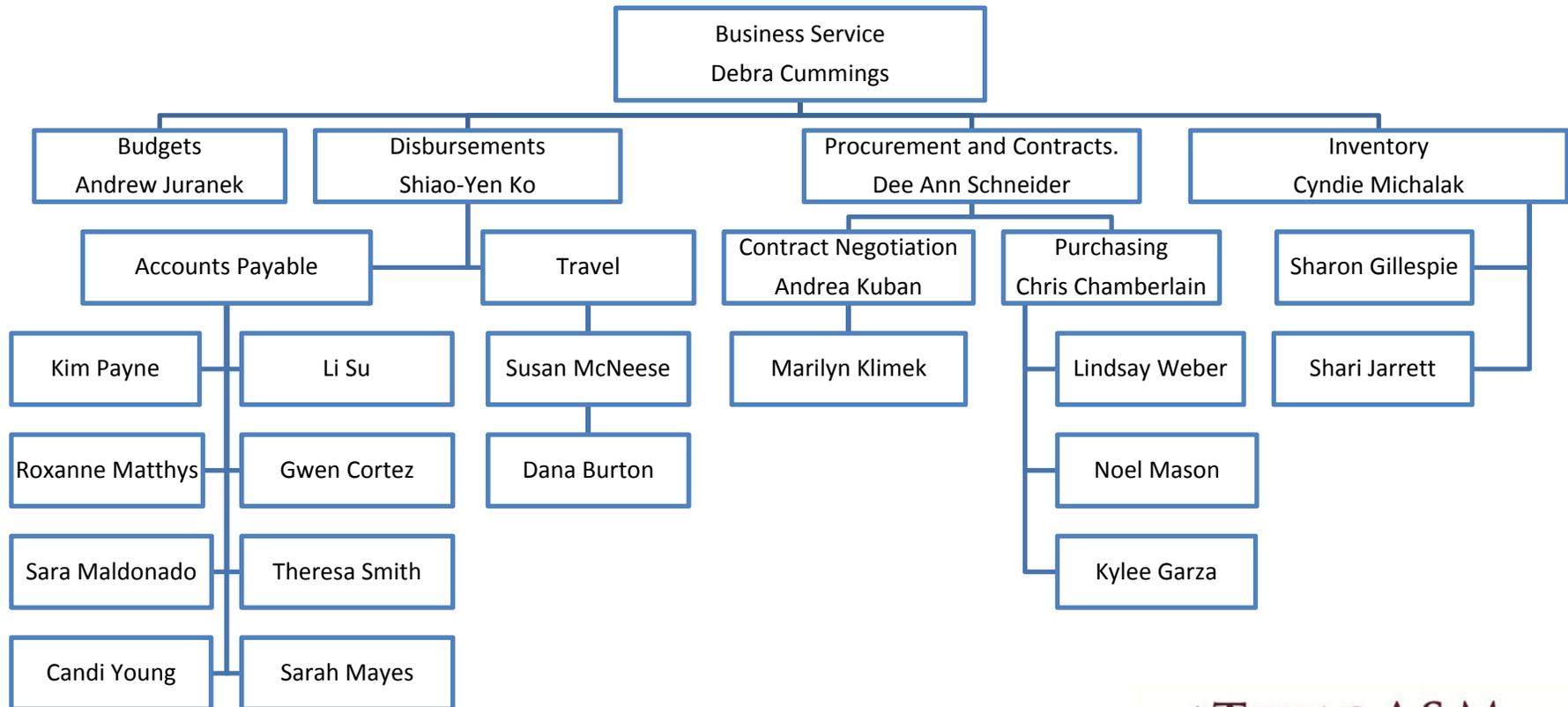
* Denotes Agency CFO



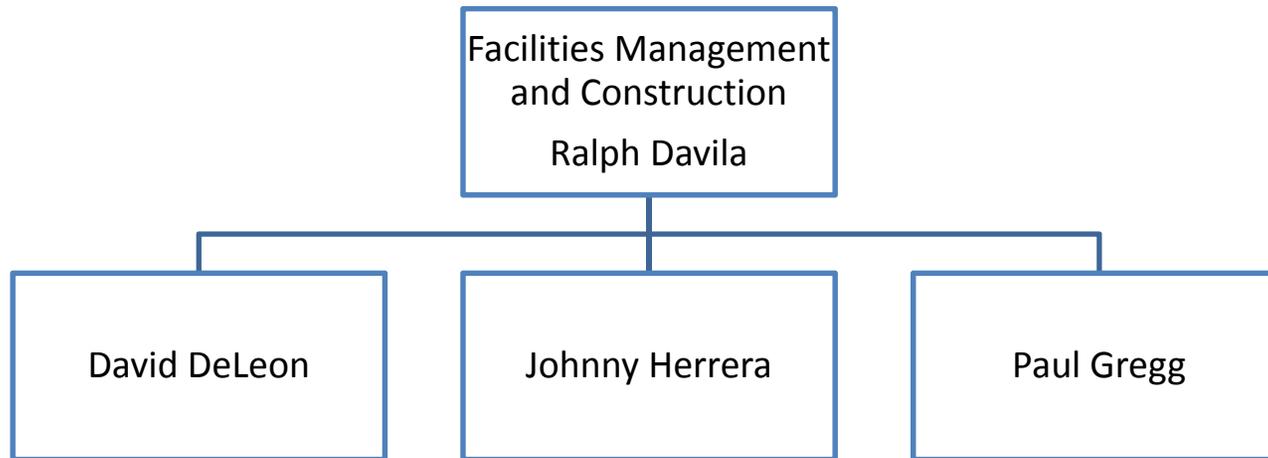
Texas A&M AgriLife Administrative Services Budgets and Reporting



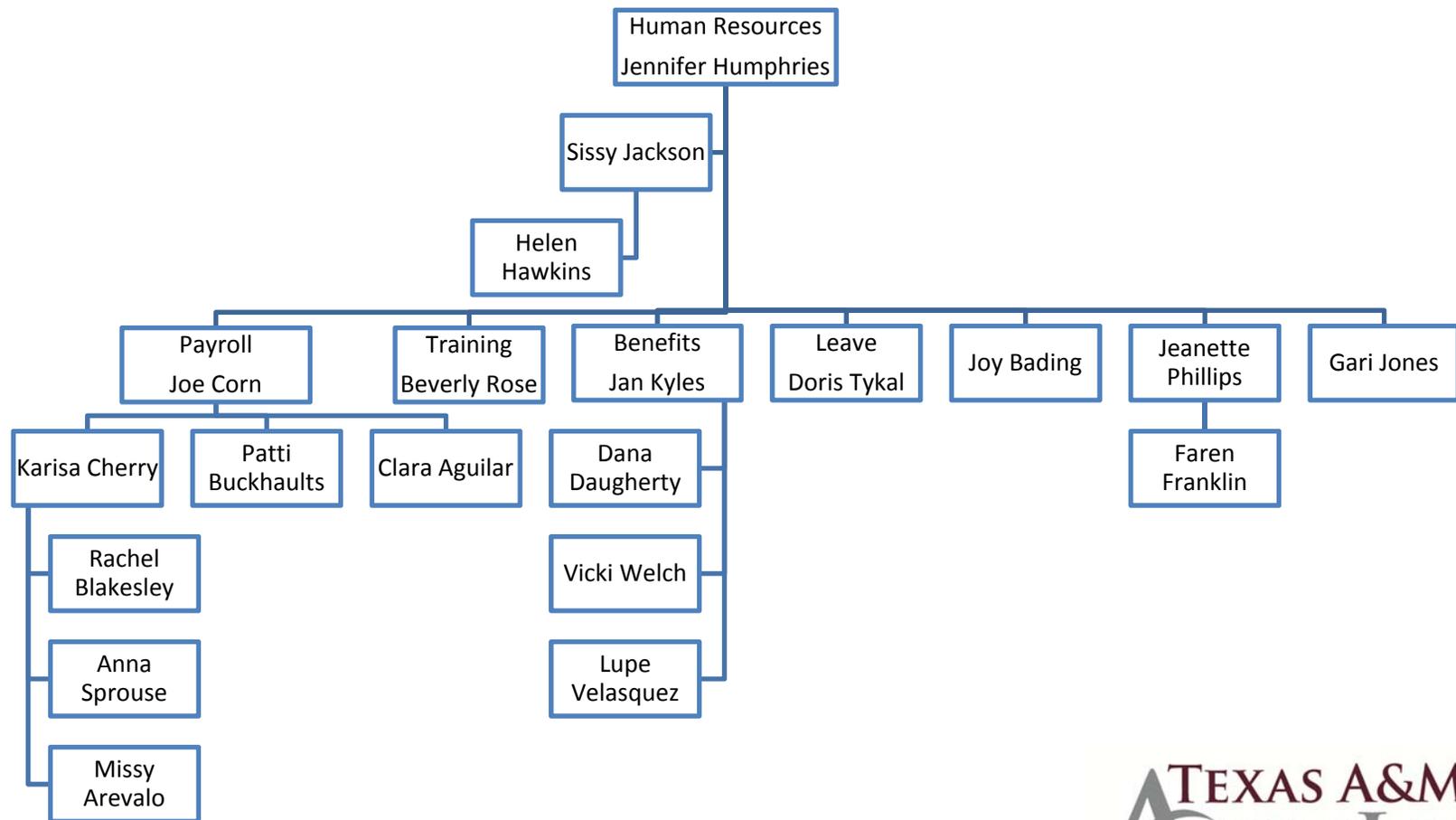
Texas A&M AgriLife Administrative Services Business Services



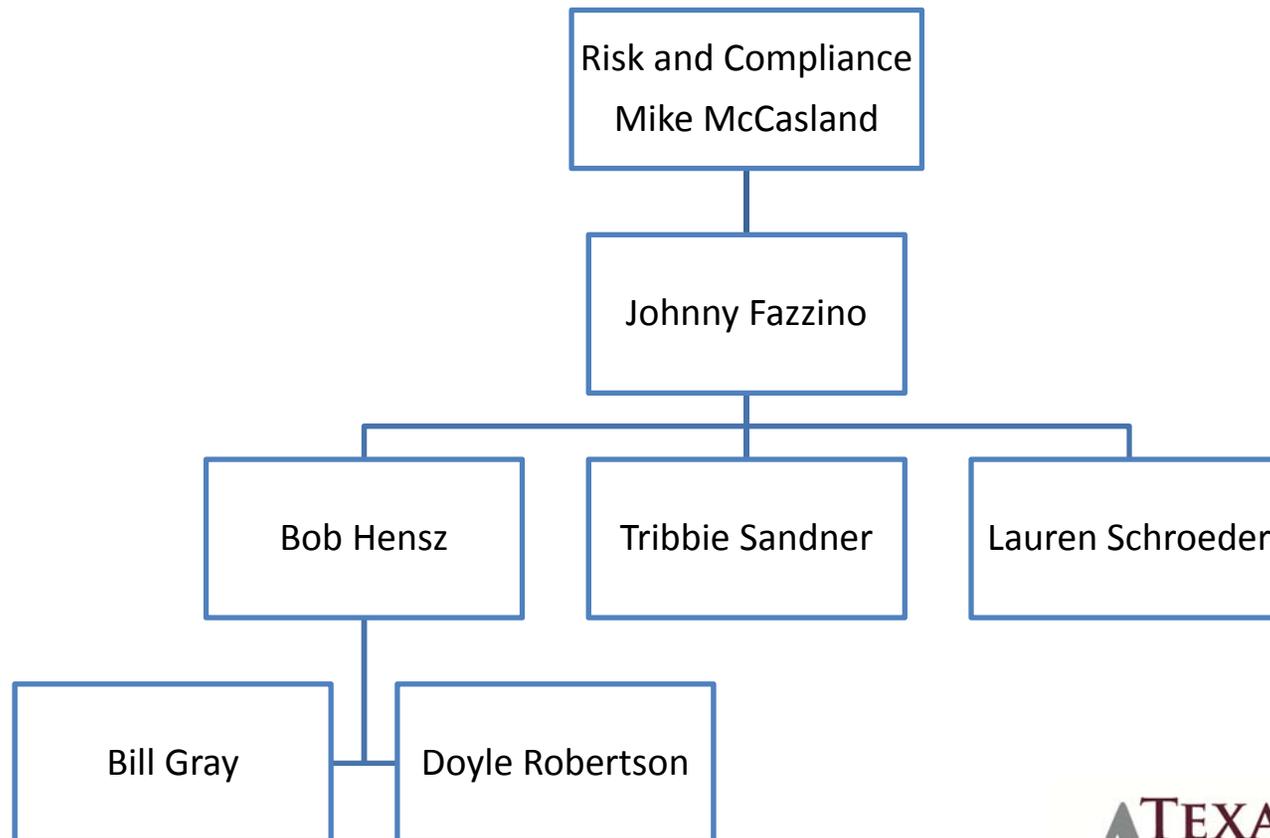
Texas A&M AgriLife Administrative Services Facilities Management and Construction



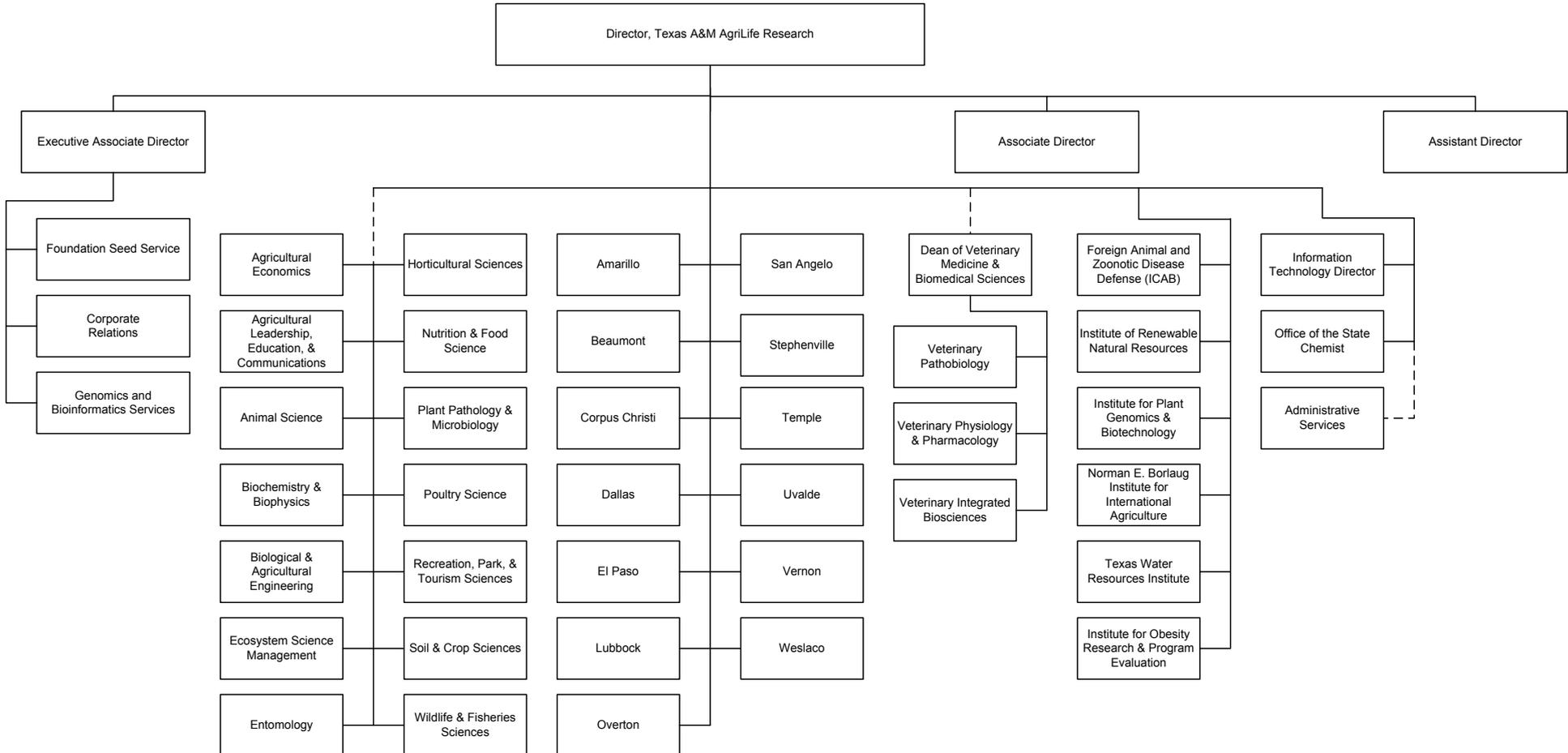
Texas A&M AgriLife Administrative Services Human Resources



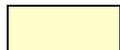
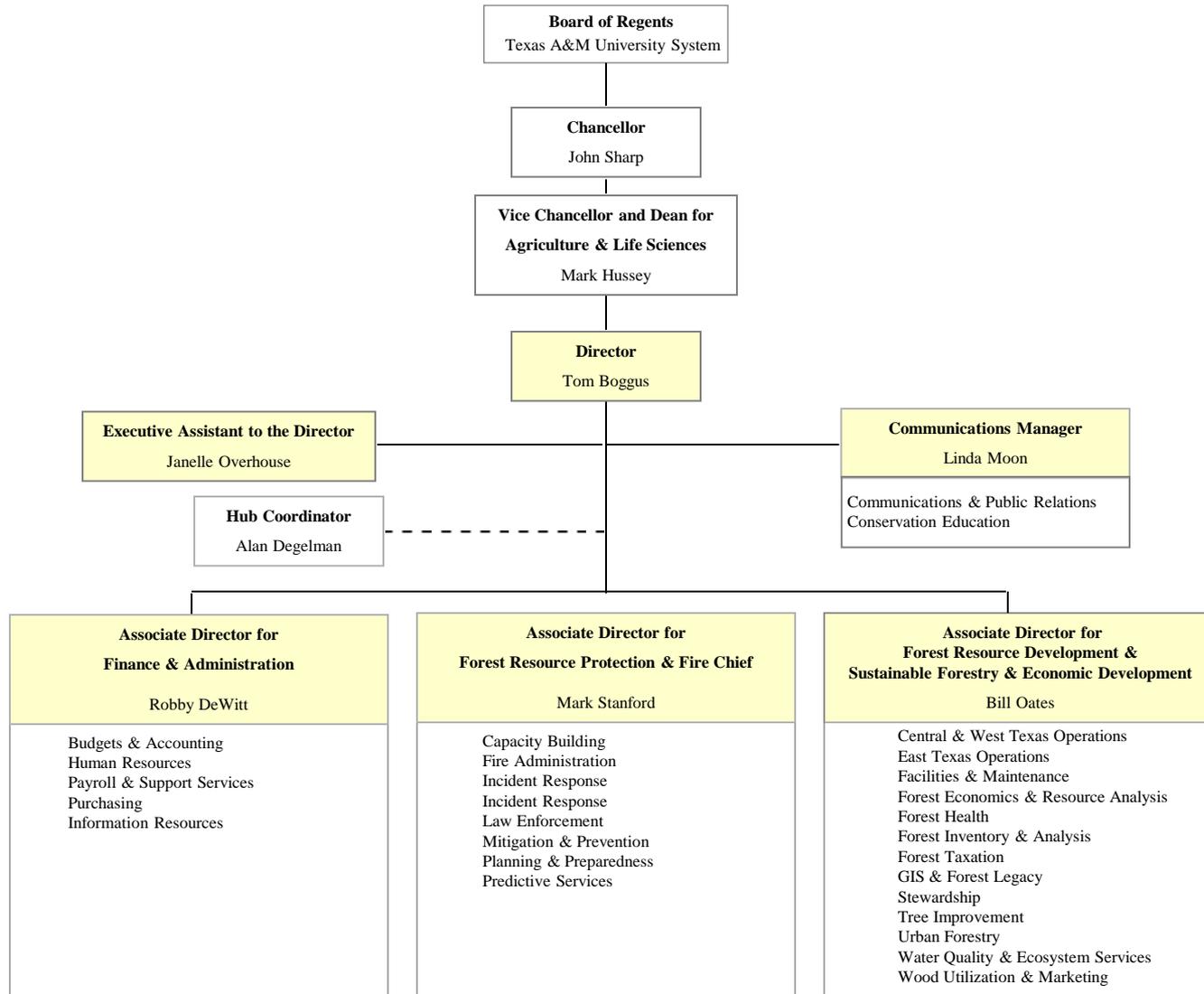
Texas A&M AgriLife Administrative Services Risk and Compliance



TEXAS A&M AGRI LIFE RESEARCH

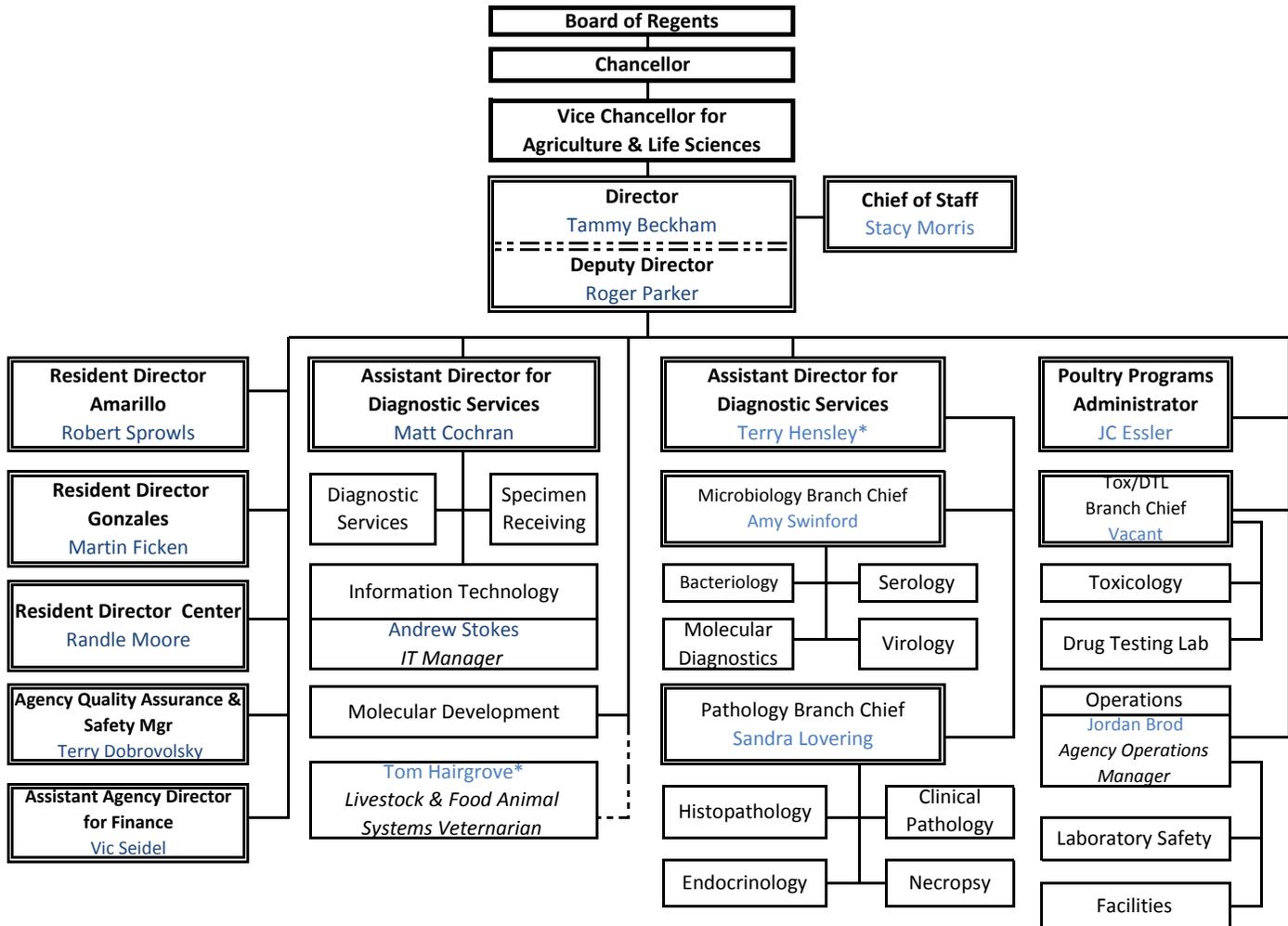


Texas Forest Service Administration Organization Chart





**Texas A&M Veterinary Medical Diagnostic Laboratory
Organizational Chart**



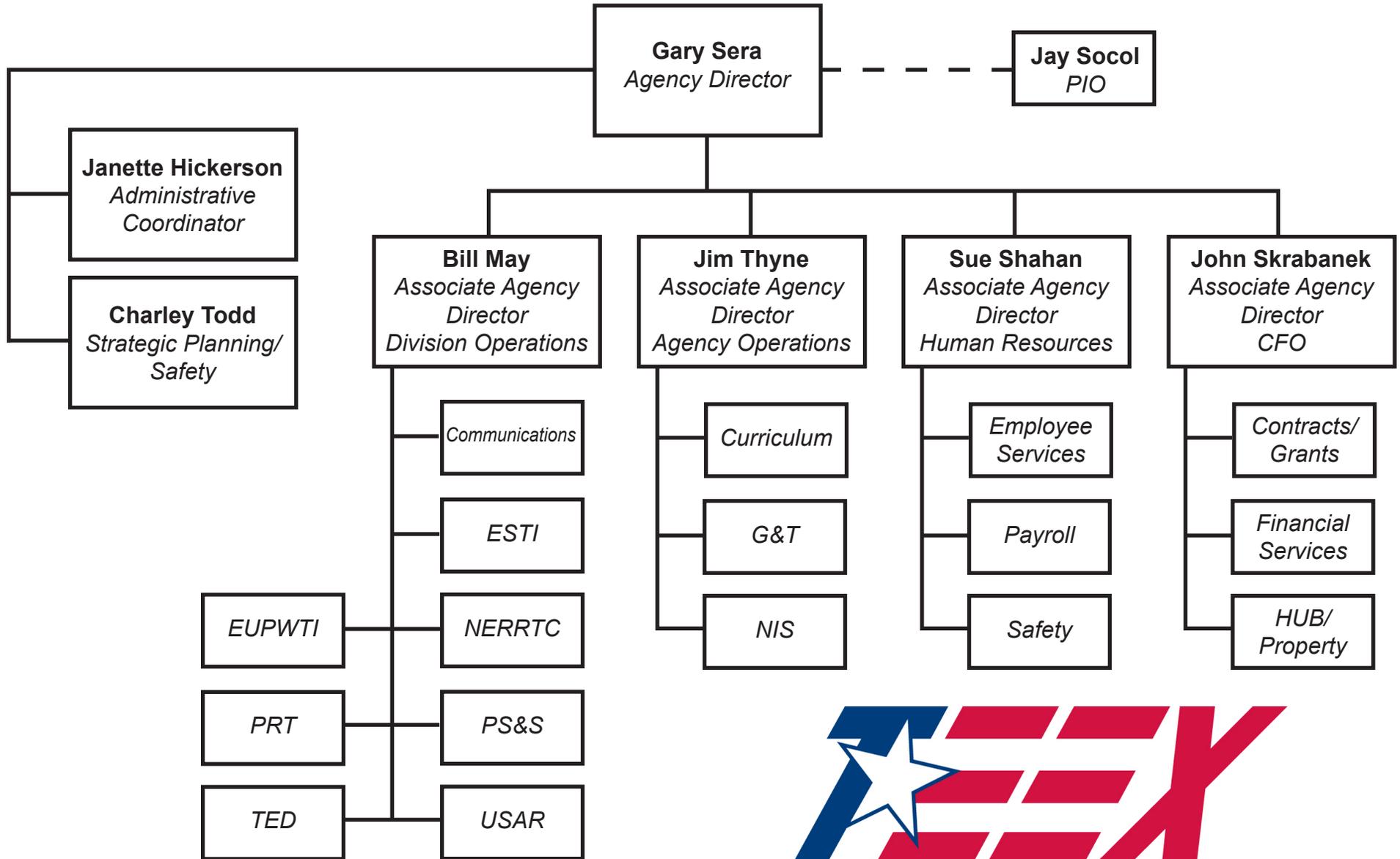
*Joint appointment with the Texas AgriLife Extension Service

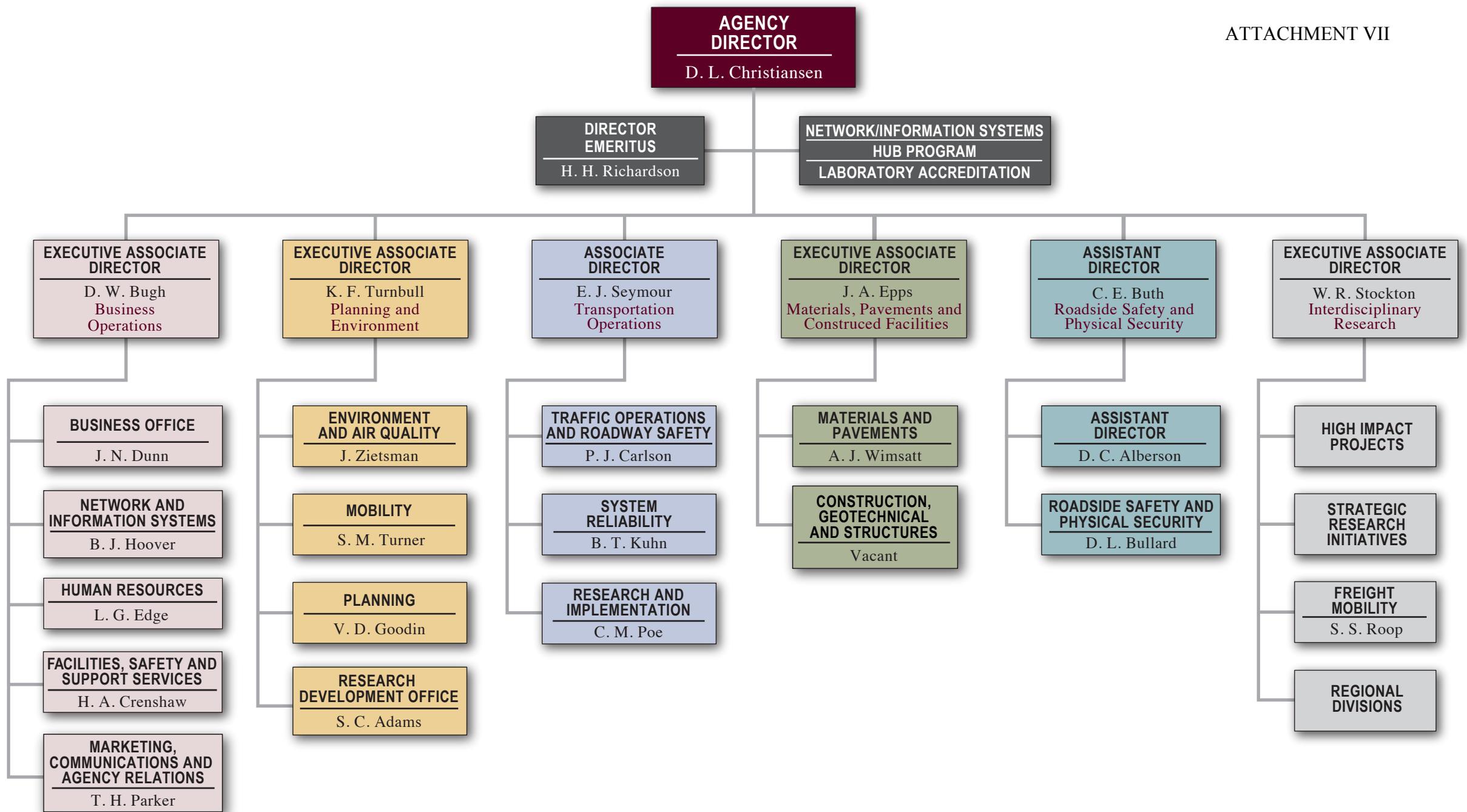
Executive Committee

January 14, 2013

TEXAS ENGINEERING EXTENSION SERVICE

Executive Staff Organizational Chart





CENTERS

Updated 9/24/2012

The following centers are included in the TTI organization.

- Center for Transportation Computational Mechanics
- Center for Railway Research
- Center for Ports and Waterways
- Center for Transportation Safety
- Center for Alcohol and Drug Education Studies
- Center for Strategic Transportation Solutions
- International Intelligent Transportation Research Center
- Southwest Region University Transportation Center
- Transportation Economics Center
- University Transportation Center for Mobility





Office of Sponsored Research Services

THE TEXAS A&M UNIVERSITY SYSTEM

ATTACHMENT VIII

