



2445 M Street NW | Washington DC 20037
P 202.266.5600 | F 202.266.5700 | eab.com

June 4, 2018

Joseph Pettibon
VP for Enrollment and Academic Services
Texas A&M University
1248 TAMU
College Station, TX 77843

Re: Extension of Membership – Academic Performance Solutions

Dear Joseph Pettibon:

Thank you for your participation in the Academic Performance Solutions membership (the “**Membership**”) of EAB Global, Inc. (“**EAB**” or “**we**”). The Membership ends on November 29, 2018, unless otherwise extended, and we are hopeful that you will elect to continue your Membership by returning a signed copy of this amendment (this “**Amendment**”) to your Letter of Agreement–Academic Performance Solutions – Early Advisor Membership entered into by Texas A&M University (“**Member**” or “**you**”) dated November 9, 2015 (as may be previously supplemented and/or amended, the “**LOA**”). As such, this Amendment amends and supplements the LOA as set forth below.

I. Terms of Enrollment

Member agrees to extend its membership in the Membership for an additional two (2) years to end on November 29, 2020 (the “**Extended Term**,” and together with the original membership term, the “**Membership Term**,” and each year therein a “**Year**”) with the services as detailed in the attached Scope of Services. The Membership covers only the following educational facilities:

Texas A&M University

Financial Terms

You agree to pay the preferred fees described below through the Extended Term.

Annual Membership Fee

Membership	Year 1 Membership Fee
Academic Performance Solutions	\$179,432

Upon execution of this Amendment, you will make an initial payment of \$179,432, which represents the one-time Membership fees and the Year 1 annual Membership fees. The subsequent annual Membership fees will be billed in advance in twelve-month increments. The annual Membership fee for each year beyond Year 1 of the Extended Term will increase by 5%. We will also invoice an additional \$4,500 in each Year of the Extended Term to offset our travel and other similar administrative expenses.



II. Extension of Membership

The parties agree that the terms and conditions of the Standard Terms of Membership previously entered into by them regarding Member's membership in the Student Success Collaborative – Campus membership pursuant to the Letter of Agreement – EAB Student Success Collaborative – Campus dated May 25, 2016 (the "Standard Terms") are hereby incorporated as additional terms and conditions of Member's membership in the Membership which shall amend and supersede the existing Standard Terms of Membership under the LOA in their entirety. As such, with respect to this Amendment and the LOA, references in the Standard Terms to: (a) the LOA shall mean this LOA and Amendment as applicable; (b) the Student Success Collaborative – Campus membership shall mean the Membership, where applicable; and, (c) references to The Advisory Board Company and/or Education Advisory Board shall mean EAB Global, Inc.

To extend the Membership under the terms of this Amendment, please return a complete, signed copy of this Amendment. If you do not return a signed copy of this Amendment to Michelle Bailey at mmelton@eab.com by **June 29, 2018**, the fees set forth above are subject to change.

EAB Global, Inc.:

Signature: _____
Name: Jessica Harris
Title: Vice President, Accounting
Date: 6/5/2018

Texas A&M University:

Signature: _____
Name: Dr. Carol A. Fierke
Title: Provost and Executive Vice President
Date: 6/15/18



Scope of Services

Academic Performance Solutions

EAB is a membership of over 1,200 of the country's largest and most progressive universities, colleges, and community colleges. Gathering data across and beyond the membership, EAB publishes dozens of major studies every year helping universities tackle their toughest challenges. In general, the research focuses on the best (and worst) demonstrated practices, helping member institutions benefit from one another's learning curves.

Overview

Academic Performance Solutions ("APS") is a membership service EAB provides to institutions on an annual basis in response to challenges members face in accessing key performance indicators at a department level to make optimal resource allocation decisions. Through the service, EAB extracts, validates, and re-aggregates data from Member's ERP and related systems to construct a series of department-level analytical reports on critical capacity, student-outcomes, cost, and enrollment metrics. EAB will also provide benchmarks across peer institutions to help Chief Business Officers, Provosts, and other senior leaders contextualize investment decisions.

I. Scope of Services

APS will support members across a range of critical challenges, including, but not limited to:

- Identifying outlier departments and colleges
- Linking resource allocation decisions with institutional strategy
- Infusing Program Review with related analytics
- Escalating the impact of resource-tradeoff conversations between central administration and academic leaders
- Helping to create a culture of data-informed decision making
- Enabling year-over-year comparisons against internal and external benchmarks

a. APS Analytics Platform

- *Leadership Dashboards:* Dashboards designed for key leadership across the institution (Provost, Deans, Chairs) to provide insight into key metrics and trends most relevant to their sphere of responsibility. Filters and drill-downs contained within each dashboard enable easy review of root cause analysis and data-driven decision-making.
- *Dynamic Access to Unit-Level Drill-Downs:* After relevant data are extracted, validated, and configured, EAB will load the resulting APS analyses onto a member-accessible, dynamic, online platform structured to provide opportunity identification and root-cause analysis across enrollment, capacity, cost, and outcome metrics at the institution, college, and department levels.
- *Controlled Provisioning:* EAB will restrict access to the APS Analytics Portal to those users the Member specifically designates. Member may update Provisioned User List quarterly.
- *Export Functionality:* The APS Analytics Platform enables provisioned users to export analytics to various file formats including PDF and Excel.



b. APS Benchmarks

- APS Benchmarks is a technology providing benchmarks at the college and department level to help elevate academic decision-making. EAB extracts, validates, and re-aggregates data from their ERP and related systems to provide comparison to peer benchmarks for critical capacity, student-outcomes, costs, and enrollment metrics.
- APS Benchmarks will provide peer benchmarks to better enable senior leaders at the member institution to contextualize their institution's performance and gain insight into the types of investments and improvements their peers are making.
 - Web-based, dynamic benchmarking dashboard comparing own data to peer cohort
 - Benchmarking insight reports and webinars based on research and analyses from across the cohort

c. Ongoing, In-Depth Research and Support

- *Onsite Presentations:* During the first year, EAB's consultants will travel to the Member's campus two to three times during the implementation period to support rollout of services, including platform training and opportunity identification. In following years, the consultant will travel to the Member's campus once per year to facilitate a dialog stemming from key takeaways and insights in the APS Platform.
- *Cohort Benchmarking :* EAB will produce peer benchmarks to better enable academic leaders at the member institution to contextualize their institution's performance and gain insight into the types of investments and improvements their peers are making.
- *Web Conferences:* Delivering in-the-moment updates on top research topics, and facilitating direct peer-to-peer interaction on cohort-specific challenges.
- *Annual Summit:* Members are invited to send two academic leaders employed by Member to an EAB-hosted Annual Summit to gain exposure to best practices discovered by EAB consultants through the benchmarking process as well as in-depth peer networking.
- *Research briefs and toolkits:* EAB will publish, at least annually, research briefings and guides highlighting some of the most innovative ways in which members have a) leveraged the APS benchmarks to improve performance; and b) improved key performance indicators noticeably and sustainably year-over-year.
- *Peer Networking:* Through the Annual Summit, Webinars, and one-on-one connections, EAB will make available its membership network to APS members as a resource to learn from peer successes and failures.
- *On-Call Expertise from Dedicated Consultant:* Academic Performance Solutions dedicated consultants are available for consultation with member organizations on their custom reports or on the benchmarks/trends in general.

II. Configuration and Specifications

a. Data Integration and Validation



Member is responsible for assisting the EAB Development team in developing and transmitting a set of data files to EAB. Both historical data (up to five years) as well as current data is required. Data from the following systems are expected to be extracted and transmitted:

- Student Information System (SIS)
- Any distinct finance and human resources systems required to fulfill the APS data specifications

b. Member Responsibilities

- Identify executive level sponsor and technical lead at the start of the Membership Term who will participate in the Welcome Call
- Identify project team within the first week of the Membership Term

III. Data Integration

EAB Data Integration services (“DIS”) are a set of highly recommended yet optional delivery services provided to generate necessary data from requisite University Systems, SIS, Human Resources and Finance to populate APS. This service is available during Membership implementation for following source systems: Banner, Peoplesoft, Colleague (SQL), Jenzabar CX, Jenzabar EX. If you have a relational-based source system that is not on this list, EAB will conduct a feasibility assessment to determine if EAB can provide DIS for your source system.

a. Implementation Support: In providing DIS, EAB shall do the following, where possible:

- Outline source data fields required for implementation of APS in consultation with EAB staff and Member subject matter experts;
- Create SQL queries to extract data or code in the Query Environment specified above to output data files for implementation of APS;
- Develop query logic and/or code to generate regular updates of the output data files on a frequency needed by APS; and
- Work with Member’s staff to integrate DIS queries or code into the production environment.

b. Institution Support Requirements: EAB is pleased to provide Member with DIS at no additional cost. Shortly after joining the program, Member and an assigned team of EAB employees will participate in a technical planning call to discuss project implementation and utilization of DIS and will provide a Statement of Work. Member is required to provide access to the applications named above within two weeks of the technical planning call. In the event Member does not provide access to the required applications within two weeks of the technical planning call, EAB reserves the right to charge an additional fee.

c. Post-Implementation Support: DIS support beyond Membership implementation is available and will be assessed upon request based on EAB’s hourly rate of \$175 per hour.

d. Data Access Permissions: The Member will coordinate the delivery to EAB of any and all confidentiality agreements, data use agreements, or similar agreements required by the Member’s SIS vendor in order to permit EAB access to interact with the Member’s SIS and deliver appropriate data feeds to the program. All such documentation shall be delivered to EAB prior one week post the technical planning call.

