

*Appendix A
2-27-12
Regular Board of Directors
Meeting*

MASTER KEY

CONSULTING

Key Ideas. Key Solutions

PAST PERFORMANCE SUMMARY

for

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Submitted by:

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1.0 INTRODUCTION – ABOUT MASTER KEY CONSULTING



Master Key Consulting is an American Indian Owned company founded in 2001. The company is headquartered in Bethesda, Maryland with offices in Albuquerque, New Mexico and Keshena, Wisconsin. The company employs more than 100 staff in nine states and the District of Columbia. DiversityBusiness.com has recognized Master Key Consulting as one of the largest American Indian Owned Business in Maryland. Additional information can be found on the company's website at <http://www.masterkeyconsulting.com>.

Master Key is a leader in Organizational Development, Management Consulting and Information Technology Consulting Services. Master Key's consultants possess current and highly specialized experience and expertise in providing advanced guidance, support, and mentorship for universities and other public and private sector clients, including Federal agencies, states, local governments, and tribal communities.

Master Key's Quality Management System is ISO 9001:2008 Certified and demonstrates our commitment to quality and customer satisfaction.

Master Key possesses distinctive and highly specialized experience in strategic planning in academic environments that have diverse populations. We have provided innovative and progressive support to various colleges and universities—Grambling State University, College of Menominee Nation, St. Louis University, Indiana University, Northwest—through a comprehensive approach tailored to the challenges of each institution. In addition, we have extensive experience working with diverse and underserved populations, including Native American, African American, and Hispanic communities in education and on behalf of our Federal clients.

The tables on the following pages provide a sample of the projects we have managed or continue to manage for clients. We have categorized these project summaries in the following manner:

1. Workforce Development
2. Sample University/College Projects
3. Sample Tribal Projects
4. Sample Federal Projects Serving Tribal Communities

2.0 WORKFORCE DEVELOPMENT PROJECTS

MASTER KEY CONSULTING WORKFORCE DEVELOPMENT PROJECTS	
Agency/Organization	Project(s) Summary
<p>National Institutes of Health Department of Health and Human Services Bethesda, Maryland</p>	<p>As part of a \$40M contract awarded to Master Key Consulting by the Office of Extramural Research at the National Institutes of Health – Master Key Consulting designed, developed and continues to manage a Workforce Assessment, Workforce Development and Workforce Training Program for the Division of Extramural Activities Support (DEAS). DEAS is a centralized function of the Extramural Research Program at NIH with 650 administrative and scientific support staff.</p> <p>Master Key conducted the program development in five (5) phases:</p> <ol style="list-style-type: none"> 1. Assessment of Baseline <ol style="list-style-type: none"> a. Understanding Desired Measurable Outcomes b. Understanding Competency Models c. Job Description Reviews and Audits d. Understanding of Individual Development Plans e. Conduct Gap Analysis 2. Program Development <ol style="list-style-type: none"> a. Create competency models b. Build and Publish Standards and Procedures c. Build Training Plans d. Develop training courses, materials and curricula 3. Implementation <ol style="list-style-type: none"> a. Conduct Agency Wide Orientation b. Offer courses c. Develop peer to peer training programs d. Evaluate courses e. Monitor Progress 4. Management <ol style="list-style-type: none"> a. Develop and utilize a steering committee made up of stakeholders and experts b. Develop and expand bench of trainers 5. Evaluate and Refine <ol style="list-style-type: none"> a. Measure outcomes b. Analyze outcomes c. Identify future needs and respond d. Refine curricula, training materials, pool of trainers

MASTER KEY CONSULTING WORKFORCE DEVELOPMENT PROJECTS	
Agency/Organization	Project(s) Summary
	<p>Master Key has successfully managed this task for NIH since 2005. A team of six (6) provides:</p> <ul style="list-style-type: none"> • 108 courses across a four session per year curriculum tailored to individual employee position descriptions and performance • Coaching and Counseling Services for employees based upon individually developed performance improvement plans • Annual department wide retreats to establish goals and measure outcomes <p>Master Key's team providing this service has been recognized twice with the prestigious "NIH Director's Award" for the training and workforce development services provided since the programs inception.</p>
<p>InnerSight Greensboro, North Carolina</p>	<p>Master Key Consulting designed, developed, and market tested a proprietary Personal and Professional Development System for organizations and individuals. To do so, Master Key worked cooperatively with CPP, Inc. the publisher of the Myers-Briggs Type Indicator, the Strong Interest Inventory and other world renowned inventories. The result is a <i>personal, professional, and organizational development experience</i> that enables success through a tailored program that facilitates self-discovery and self-knowledge.</p> <p>InnerSight is a network of credentialed professionals in fields such as psychology, education, business, and personal development, who are committed to helping individuals uncover a deeper understanding of their preferences and interests. The InnerSight approach encourages and enables personal and professional success through a tailored program that facilitates self-discovery and self-knowledge.</p> <p>In 2010, Master Key launched InnerSight as a stand alone company.</p> <p><u>INNERSIGHT FOR ORGANIZATIONS:</u> Imagine the benefit of knowing what motivates members of your team to excel at their work. Consider the increased productivity derived from accurately matching the right employee with the right job. InnerSight will allow your organization to look more</p>

MASTER KEY CONSULTING WORKFORCE DEVELOPMENT PROJECTS	
Agency/Organization	Project(s) Summary
	<p>closely at the skills, interests and talents of your employees and managers to help them align for optimal performance and superior productivity.</p> <p>Hiring and training new employees represents one of the largest costs for organizations of all sizes. While money will always be a contributing factor in retaining top talent, the Knowledge Age employee requires more than just adequate financial compensation.</p> <p>Research shows that organizations that create a talent pipeline, effectively aligning their employees with tasks and responsibilities that are best suited to their individual preferences and interests, are the most successful in retaining top talent.</p> <p>InnerSight assists organizations of all shapes and sizes by providing employees and managers with a better understanding of individual employee interests, preferences and talents. Armed with this valuable information, employees can better identify their specific work preferences, and managers can align employees with job responsibilities that reflect their interests and talents.</p> <p>The benefits of the InnerSight experience in the workplace are:</p> <ul style="list-style-type: none"> • Enhanced employee job satisfaction • Increased employee retention • Positive employee morale • Increased productivity and greater profitability <p>If knowledge is power, then InnerSight is one of the most powerful experiences available for retaining top talent and ensuring the support and encouragement of effective, talented and truly passionate employees.</p>

3.0 SAMPLE UNIVERSITY/COLLEGE PROJECTS

MASTER KEY CONSULTING SAMPLE UNIVERSITY/COLLEGE PROJECTS	
University/College	Project(s) Summary
Grambling State University Grambling Louisiana	University Financial Management Consulting Services
	Executive Support and Project Management
	Campus Master Planning
	Executive and Project Management Support
	Student Housing Construction - Tiger Village
	Interactive DVD Development for President's Capital Campaign
	IT Baseline Audit
Saint Louis University St. Louis, Missouri	IT Master Plan Development
	University Website Requirements, Design, and Development
	TIES (Tobacco Initiative Evaluation System)
Indiana University Northwest Gary, Indiana	Development of an Online, Secure Data Collection and Reporting System
	Center for Tobacco Policy Research (CPTR) Evaluation Network Website Design, Development and Maintenance
College of Menominee Nation Keshena, Wisconsin	Executive Coaching and Executive Staff Development Planning and Facilitation
	Cultural Museum Time Line Slider Display Requirements Development
	Student On-line Portfolio System Requirements Development
	Interactive Campus Information System Requirements Development
	Integrated Inter-Campus Kiosk System Development and Maintenance Pilot System
Integrated Services to Prevent Juvenile Delinquency among Native American Youth.	
	Provided evaluation, design, training, reporting, and data analysis for a federally funded grant. A key accomplishment of this project was the establishment of a Department of Justice - approved Institutional Review Board (IRB) at CMN, allowing the College to expand its capacity for behavioral research. The IRB is used by the Menominee Tribe to review all research involving tribal members residing on the reservation. It serves as a model for IRBs at tribal colleges and in other settings.
	Improved Child Welfare and Protective Services for American Indian Families. Developed a competency-based, culturally relevant training program for child welfare and child protective

MASTER KEY CONSULTING SAMPLE UNIVERSITY/COLLEGE PROJECTS	
University/College	Project(s) Summary
	services staff in Tribal and county child welfare agencies and in relevant collaborating agencies.
Montgomery College Rockville, Maryland	Information Technology Consulting Services

4.0 SAMPLE TRIBAL PROJECTS

MASTER KEY CONSULTING SAMPLE TRIBAL PROJECTS	
Tribe/Organization	Project(s) Summary
Menominee Indian Tribe of Wisconsin Keshena, Wisconsin	Community Resource Information System Requirements Development
	Community Resource Information System System Design
	Community Resource Information System. Developed a Custom Software System to collect and report participant information for Tribal TANF and other community resource programs
Aqua Caliente Tribe of Cahuilla Indians Palm Springs, California	Information Technology Mini-Baseline Assessment
	Tribal Government Website Requirements Development
	Tribal Membership Portal Requirements Development
Grand Portage Band of Lake Superior Chippewa Grand Portage, Minnesota	Information Technology Baseline Assessment
	Slot Data Systems and Player Tracking Systems Requirements Development
	Player Tracking System for Tribal Gaming Operations Consulting Services related to Vendor Selection
National American Indian Veterans, Inc. Baton Rouge, Louisiana	Association Membership Campaign Drive Design and Development
	Association Website Requirements Analysis
	Association Website Design and Development

5.0 SAMPLE FEDERAL PROJECTS WORKING WITH TRIBAL COMMUNITIES

MASTER KEY CONSULTING	
SAMPLE FEDERAL PROJECTS WORKING WITH TRIBAL COMMUNITIES	
Federal Agency	Project(s) Summary
Administration for Native Americans (ANA) – Department of Health and Human Services Washington, DC	<ul style="list-style-type: none"> • Developed National Grantee Evaluation System • Conducted an extensive impact evaluation of multi-faceted socioeconomic grant programs in more than 30 field sites; facilitating consultation meetings; providing budgetary analysis and oversight. Protocol developed became basis for agency impact evaluation program • Developed and Managed National Grant Peer Review System • Provided executive support for ANA Commissioner and Federal Grant Program Managers • Developed Desktop Data Management System to provide electronic management of agency’s total grants portfolio • Developed, expanded and managed nationwide network of American Indian consultants to serve as grant reviewers and consultants to agency on program enhancement and development • Developed Web Based system for recruiting, selecting and managing agency certifications and annual updates for grant peer reviewers
Bureau of Indian Affairs Albuquerque, New Mexico	<ul style="list-style-type: none"> • Developed and currently manage a network of IT service providers – both company employees and subcontractors capable of providing a wide array of IT Professional Services for the Bureau of Indian Affairs • Provide on site information technology support to 94 BIA offices around the United States • Conduct Asset Inventory for BIA owned computer hardware and equipment • Conduct baseline IT Assessments at 30 Bureau of Indian Education Schools
U.S. Department of Justice – Office of Justice Programs Washington, DC	<ul style="list-style-type: none"> • Currently provide on site training at tribal locations, conferences and agency events for Tribal Organizations related to the grant programs supported by the Office of Justice’s Bureau and Offices that include: the Office of Tribal Justice, the Office of Juvenile Justice and Delinquency Prevention, the Bureau of Justice Assistance and others
Intrdepartmental Council on Native American Affairs Office of the Secretary of U.S. Department of Health and Human Services Washington, DC	<ul style="list-style-type: none"> • Performed Website Requirements Analysis • Designed, developed and maintained Website • Provided Executive Support Services

6.0 BIOGRAPHIES OF SELECT HIGHER EDUCATION CONSULTANTS AT MASTER KEY

6.1 Dr. Lolita Mancheno-Smoak

Dr. Lolita Mancheno-Smoak most recently was Director Information Services at the Special Inspector General for Iraq Reconstruction and responsible for the CIO services and the production operations of the SIGIR Quarterly & Semi - Annual Reports to Congress. In this particular position she was engaged with a variety of federal agencies, most notably with the Department of Defense, Department of State, the U.S. Agency for International Development, the Government of Iraq, and the U.S. Embassy in Baghdad, in the conduct of research, analysis, and reporting on funding, contracts, and grants for the quarterly reports to Congress.

Prior to joining SIGIR, Lolita held various executive positions at the United States Postal Service throughout nine years, which entailed national policy deployment impacting over 700,000 employees. She was the chief architect of the Postal Service's executive succession planning process, which was recognized as a leading best practice within the federal government by the GAO-05-90 *Leading Diversity Management Practices*.

Before joining the Postal Service, Lolita was partner/Vice President with Six-Sigma-Qualtec , an international training and management consulting firm. Her consulting career included client engagements with organizations such as Ford, Chrysler, GE, Thompson Electric, BBV, and the U.S. Department of Energy, as well as, foreign governments and businesses in Panama, Mexico, and Spain on a diverse portfolio of management consulting services.

Dr. Mancheno-Smoak is currently adjunct faculty at Strayer University and the University of Phoenix teaching graduate business and human resource management programs.

Dr. Mancheno-Smoak holds a B.S. in Engineering from Columbia University, a M.S. in Engineering from the University of Miami, and a doctorate in Business Administration with a Human Resources concentration from the Nova Southeastern University.

6.2 Dr. Mark Perkins

Dr. Perkins has more than 25 years of experience as a University President and Chancellor, Chief Executive Officer, Vice President, and leader in higher education. He developed effective academic leadership teams using a results-oriented approach to achieving strategic goals. His experience includes positioning in competitive markets, recruitment and development of senior leadership teams to realize positioning goals, development of systems to bring data to bear on critical decision making processes, and the development of people to sustain momentum in a changing environment. Dr. Perkins successfully led complex higher education organizations with operating budgets ranging from \$70 million to \$223 million and more than 2,000 employees. His expertise in governmental relations and fund raising has resulted in multimillion-dollar enhancements for the colleges he served. He is now sought as a personal advisor to corporate and higher education presidents on strategic positioning, organizational development, and fund raising.

Dr. Perkins has worked closely with African American and Native American communities at both historically black colleges and universities and tribal colleges located on Indian Reservations, respectively. He has mentored leaders of these organizations to develop and implement evaluation, management, and marketing programs.

6.3 Dr. Sal Rinella

Dr. Rinella has more than 25 years of experience in higher education leadership, including service as a university president. As the leader of STRATUS, he has shaped an enterprise that provides advice and counsel to leaders who want to move their institutions to higher levels of distinction and competitive advantage. Dr. Rinella's areas of expertise include identifying new opportunities; developing unique programs; academic entrepreneurship; creating strategic alliances; and building stronger ties with the community.

6.4 Dr. Peter Facione

Dr. Facione assists senior university leaders with strategic institutional positioning and comprehensive master planning. From 1986-2007 he has served as CEO and Managing Partner of the California Academic Press LLC. Dr. Facione's extensive higher education leadership experience includes serving as Provost of Loyola University Chicago, as Dean of College Arts and Sciences of Santa Clara University, and as Dean of the School of Human Development and Community Service at California State University Fullerton. In 2000, he was a member of the American Council on Education's President's Task Force on Teacher Education. And in 1999 he was the national chairperson of the American Conference of Academic Deans. In 1981-83, he served as the representative of the California State University System on the Commission for Teacher Credentialing of the State of California. Dr. Facione is frequently invited as a keynote speaker.

6.5 John Reeves, Ed.S.

Mr. Reeves is a psychologist and nationally recognized special education expert. He has more than 25 years of experience researching and assisting children and adults in understanding themselves, their capacities, and preferences so they might realize their fullest potential. He advocates a view that we too often leave the person out of the process. His orienting view that life is not an event but a journey of personal, and professional development that should lead to successful life choices has empowered many to reach their fullest potential. He works with clients to develop a framework, vocabulary, and capacity for discussing their preferences and interests. He has held administrative and instructional positions in various levels of the educational system.

6.6 Doug Graham, AIA, CDS

Mr. Graham works with leaders and implementers to develop special capital projects that can bring to life to a distinctive niche or unique program. He ties projects directly to institutional mission and academic plans; helps formulate a compelling project vision; develops innovative revenue sources; and prepares persuasive materials for presentation to donors and funding agencies. Mr. Graham is a facilities strategist who applies 20 years of experience in planning, design, and project management toward developing capital projects that create distinction.

6.7 Jennifer Stripe

Jennifer has extensive experience in comprehensive student development program management including needs assessment, development, maintenance, and analysis. She also has more than nine years of experience producing educational and training programs and courses in areas of leadership, teamwork, diversity, student success, identity exploration, and student development. She also has experience in event planning including budgeting, resource procurement, and evaluation, in addition to experience in managing creation and publication of development materials.