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Frank Edelblut  
Commissioner

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Deputy Commissioner

STATE OF NEW HAMPSHIRE  
DEPARTMENT OF EDUCATION  
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March 20, 2024

His Excellency, Governor Christopher T. Sununu  
and the Honorable Council  
State House  
Concord, New Hampshire 03301

**REQUESTED ACTION**

Authorize the New Hampshire Department of Education (NHED) to enter into a **sole source** contract with the New Hampshire Learning Initiative, Inc. (VC#299943) Hampton, NH in the amount of \$280,000 to provide professional development in the Ongoing Assessment Program (OGAP) effective upon Governor and Council approval through September 30, 2024. 100% Federal Funds.

Funds are available in the following account for Fiscal Year 2024 as follows:

06-56-56-562010-24370000 ESSER III – ARP 2021

Fiscal Year	Class/Account	Class Title	Total Amount
2024	102-500731	Contracts for Program Services	\$280,000
Total			\$280,000

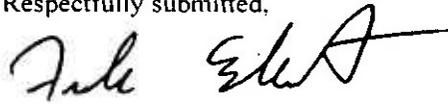
**EXPLANATION**

This is a **sole source** contract because New Hampshire Learning Initiative, Inc. (NHLI) is rooted in New Hampshire and has successfully supported multiple districts over the last few years. They are an educational non-profit dedicated to supporting innovative educational practices in the State of New Hampshire. NHLI is deeply embedded in New Hampshire and supports a network of NH districts. Currently, NHLI staff meet regularly with district leaders (superintendents, assistant superintendents, curriculum directors, school and teacher leaders) to understand the needs of the field and communicate what programs are available to meet those needs.

A Request of Proposals (RFP) was posted for this service in 2022, and NHLI was the only submission. The proposal met the required criteria, and NHLI was recommended. NHED wishes to continue providing professional development through the NHLI to New Hampshire educators through September 30, 2024.

This is a summer professional development program. The OGAP system, through in-depth professional development, supports educators in developing and using a set of tools, practices, and support materials which they can integrate into their existing mathematics classroom and curriculum as a way to support and enhance their students' mathematics learning. This contract will allow the NHED to reach more teachers, in more schools, which will have a greater impact on improving student outcomes.

Respectfully submitted,



Frank Edelblut  
Commissioner of Education

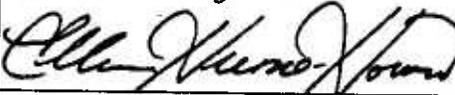
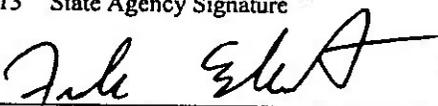
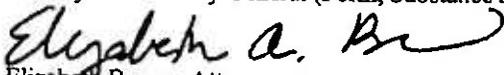
**Notice:** This agreement and all of its attachments shall become public upon submission to Governor and Executive Council for approval. Any information that is private, confidential or proprietary must be clearly identified to the agency and agreed to in writing prior to signing the contract.

**AGREEMENT**

The State of New Hampshire and the Contractor hereby mutually agree as follows:

**GENERAL PROVISIONS**

**1. IDENTIFICATION.**

1.1 State Agency Name  NH Department of Education (NHED)		1.2 State Agency Address  25 Hall Street Concord, NH 03301	
1.3 Contractor Name  New Hampshire Learning Initiative, Inc.		1.4 Contractor Address  One Liberty Lane, Suite 110 Hampton, NH 03842	
1.5 Contractor Phone Number 603-758-1464	1.6 Account Unit and Class See Exhibit C	1.7 Completion Date September 30, 2024	1.8 Price Limitation \$280,000
1.9 Contracting Officer for State Agency Melissa White, Division Director		1.10 State Agency Telephone Number 603-271-3855	
1.11 Contractor Signature   Date: 3.20.24		1.12 Name and Title of Contractor Signatory  Ellen Hume-Howard, Executive Director	
1.13 State Agency Signature   Date: 3-25-24		1.14 Name and Title of State Agency Signatory  Frank Edelblut, Commissioner	
1.15 Approval by the N.H. Department of Administration, Division of Personnel (if applicable)  By: _____ Director, On: _____			
1.16 Approval by the Attorney General (Form, Substance and Execution) (if applicable)  By:  Elizabeth Brown, Attorney On: 04/15/24			
1.17 Approval by the Governor and Executive Council (if applicable)  G&C Item number: _____ G&C Meeting Date: _____			

  
 Contractor Initials \_\_\_\_\_  
 Date 3.20.24

**2. SERVICES TO BE PERFORMED.** The State of New Hampshire, acting through the agency identified in block 1.1 ("State"), engages contractor identified in block 1.3 ("Contractor") to perform, and the Contractor shall perform, the work or sale of goods, or both, identified and more particularly described in the attached EXHIBIT B which is incorporated herein by reference ("Services").

**3. EFFECTIVE DATE/COMPLETION OF SERVICES.**

3.1 Notwithstanding any provision of this Agreement to the contrary, and subject to the approval of the Governor and Executive Council of the State of New Hampshire, if applicable, this Agreement, and all obligations of the parties hereunder, shall become effective on the date the Governor and Executive Council approve this Agreement, unless no such approval is required, in which case the Agreement shall become effective on the date the Agreement is signed by the State Agency as shown in block 1.13 ("Effective Date").

3.2 If the Contractor commences the Services prior to the Effective Date, all Services performed by the Contractor prior to the Effective Date shall be performed at the sole risk of the Contractor, and in the event that this Agreement does not become effective, the State shall have no liability to the Contractor, including without limitation, any obligation to pay the Contractor for any costs incurred or Services performed.

3.3 Contractor must complete all Services by the Completion Date specified in block 1.7.

**4. CONDITIONAL NATURE OF AGREEMENT.**

Notwithstanding any provision of this Agreement to the contrary, all obligations of the State hereunder, including, without limitation, the continuance of payments hereunder, are contingent upon the availability and continued appropriation of funds. In no event shall the State be liable for any payments hereunder in excess of such available appropriated funds. In the event of a reduction or termination of appropriated funds by any state or federal legislative or executive action that reduces, eliminates or otherwise modifies the appropriation or availability of funding for this Agreement and the Scope for Services provided in EXHIBIT B, in whole or in part, the State shall have the right to withhold payment until such funds become available, if ever, and shall have the right to reduce or terminate the Services under this Agreement immediately upon giving the Contractor notice of such reduction or termination. The State shall not be required to transfer funds from any other account or source to the Account identified in block 1.6 in the event funds in that Account are reduced or unavailable.

**5. CONTRACT PRICE/PRICE LIMITATION/ PAYMENT.**

5.1 The contract price, method of payment, and terms of payment are identified and more particularly described in EXHIBIT C which is incorporated herein by reference.

5.2 Notwithstanding any provision in this Agreement to the contrary, and notwithstanding unexpected circumstances, in no event shall the total of all payments authorized, or actually made hereunder, exceed the Price Limitation set forth in block 1.8. The payment by the State of the contract price shall be the only and the complete reimbursement to the Contractor for all expenses, of whatever nature incurred by the Contractor in the performance

hereof, and shall be the only and the complete compensation to the Contractor for the Services.

5.3 The State reserves the right to offset from any amounts otherwise payable to the Contractor under this Agreement those liquidated amounts required or permitted by N.H. RSA 80:7 through RSA 80:7-c or any other provision of law.

5.4 The State's liability under this Agreement shall be limited to monetary damages not to exceed the total fees paid. The Contractor agrees that it has an adequate remedy at law for any breach of this Agreement by the State and hereby waives any right to specific performance or other equitable remedies against the State.

**6. COMPLIANCE BY CONTRACTOR WITH LAWS AND REGULATIONS/EQUAL EMPLOYMENT OPPORTUNITY.**

6.1 In connection with the performance of the Services, the Contractor shall comply with all applicable statutes, laws, regulations, and orders of federal, state, county or municipal authorities which impose any obligation or duty upon the Contractor, including, but not limited to, civil rights and equal employment opportunity laws and the Governor's order on Respect and Civility in the Workplace, Executive order 2020-01. In addition, if this Agreement is funded in any part by monies of the United States, the Contractor shall comply with all federal executive orders, rules, regulations and statutes, and with any rules, regulations and guidelines as the State or the United States issue to implement these regulations. The Contractor shall also comply with all applicable intellectual property laws.

6.2 During the term of this Agreement, the Contractor shall not discriminate against employees or applicants for employment because of age, sex, sexual orientation, race, color, marital status, physical or mental disability, religious creed, national origin, gender identity, or gender expression, and will take affirmative action to prevent such discrimination, unless exempt by state or federal law. The Contractor shall ensure any subcontractors comply with these nondiscrimination requirements.

6.3 No payments or transfers of value by Contractor or its representatives in connection with this Agreement have or shall be made which have the purpose or effect of public or commercial bribery, or acceptance of or acquiescence in extortion, kickbacks, or other unlawful or improper means of obtaining business.

6.4. The Contractor agrees to permit the State or United States access to any of the Contractor's books, records and accounts for the purpose of ascertaining compliance with this Agreement and all rules, regulations and orders pertaining to the covenants, terms and conditions of this Agreement.

**7. PERSONNEL.**

7.1 The Contractor shall at its own expense provide all personnel necessary to perform the Services. The Contractor warrants that all personnel engaged in the Services shall be qualified to perform the Services, and shall be properly licensed and otherwise authorized to do so under all applicable laws.

7.2 The Contracting Officer specified in block 1.9, or any successor, shall be the State's point of contact pertaining to this Agreement.

## 8. EVENT OF DEFAULT/REMEDIES.

8.1 Any one or more of the following acts or omissions of the Contractor shall constitute an event of default hereunder ("Event of Default"):

- 8.1.1 failure to perform the Services satisfactorily or on schedule;
- 8.1.2 failure to submit any report required hereunder; and/or
- 8.1.3 failure to perform any other covenant, term or condition of this Agreement.

8.2 Upon the occurrence of any Event of Default, the State may take any one, or more, or all, of the following actions:

8.2.1 give the Contractor a written notice specifying the Event of Default and requiring it to be remedied within, in the absence of a greater or lesser specification of time, thirty (30) calendar days from the date of the notice; and if the Event of Default is not timely cured, terminate this Agreement, effective two (2) calendar days after giving the Contractor notice of termination;

8.2.2 give the Contractor a written notice specifying the Event of Default and suspending all payments to be made under this Agreement and ordering that the portion of the contract price which would otherwise accrue to the Contractor during the period from the date of such notice until such time as the State determines that the Contractor has cured the Event of Default shall never be paid to the Contractor;

8.2.3 give the Contractor a written notice specifying the Event of Default and set off against any other obligations the State may owe to the Contractor any damages the State suffers by reason of any Event of Default; and/or

8.2.4 give the Contractor a written notice specifying the Event of Default, treat the Agreement as breached, terminate the Agreement and pursue any of its remedies at law or in equity, or both.

## 9. TERMINATION.

9.1 Notwithstanding paragraph 8, the State may, at its sole discretion, terminate the Agreement for any reason, in whole or in part, by thirty (30) calendar days written notice to the Contractor that the State is exercising its option to terminate the Agreement.

9.2 In the event of an early termination of this Agreement for any reason other than the completion of the Services, the Contractor shall, at the State's discretion, deliver to the Contracting Officer, not later than fifteen (15) calendar days after the date of termination, a report ("Termination Report") describing in detail all Services performed, and the contract price earned, to and including the date of termination. In addition, at the State's discretion, the Contractor shall, within fifteen (15) calendar days of notice of early termination, develop and submit to the State a transition plan for Services under the Agreement.

## 10. PROPERTY OWNERSHIP/DISCLOSURE.

10.1 As used in this Agreement, the word "Property" shall mean all data, information and things developed or obtained during the performance of, or acquired or developed by reason of, this Agreement, including, but not limited to, all studies, reports, files, formulae, surveys, maps, charts, sound recordings, video recordings, pictorial reproductions, drawings, analyses, graphic representations, computer programs, computer printouts, notes, letters, memoranda, papers, and documents, all whether finished or unfinished.

10.2 All data and any Property which has been received from the State, or purchased with funds provided for that purpose under this Agreement, shall be the property of the State, and shall be returned to the State upon demand or upon termination of this Agreement for any reason.

10.3 Disclosure of data, information and other records shall be governed by N.H. RSA chapter 91-A and/or other applicable law. Disclosure requires prior written approval of the State.

**11. CONTRACTOR'S RELATION TO THE STATE.** In the performance of this Agreement the Contractor is in all respects an independent contractor, and is neither an agent nor an employee of the State. Neither the Contractor nor any of its officers, employees, agents or members shall have authority to bind the State or receive any benefits, workers' compensation or other emoluments provided by the State to its employees.

## 12. ASSIGNMENT/DELEGATION/SUBCONTRACTS.

12.1 Contractor shall provide the State written notice at least fifteen (15) calendar days before any proposed assignment, delegation, or other transfer of any interest in this Agreement. No such assignment, delegation, or other transfer shall be effective without the written consent of the State.

12.2 For purposes of paragraph 12, a Change of Control shall constitute assignment. "Change of Control" means (a) merger, consolidation, or a transaction or series of related transactions in which a third party, together with its affiliates, becomes the direct or indirect owner of fifty percent (50%) or more of the voting shares or similar equity interests, or combined voting power of the Contractor, or (b) the sale of all or substantially all of the assets of the Contractor.

12.3 None of the Services shall be subcontracted by the Contractor without prior written notice and consent of the State.

12.4 The State is entitled to copies of all subcontracts and assignment agreements and shall not be bound by any provisions contained in a subcontract or an assignment agreement to which it is not a party.

**13. INDEMNIFICATION.** The Contractor shall indemnify, defend, and hold harmless the State, its officers, and employees from and against all actions, claims, damages, demands, judgments, fines, liabilities, losses, and other expenses, including, without limitation, reasonable attorneys' fees, arising out of or relating to this Agreement directly or indirectly arising from death, personal injury, property damage, intellectual property infringement, or other claims asserted against the State, its officers, or employees caused by the acts or omissions of negligence, reckless or willful misconduct, or fraud by the Contractor, its employees, agents, or subcontractors. The State shall not be liable for any costs incurred by the Contractor arising under this paragraph 13. Notwithstanding the foregoing, nothing herein contained shall be deemed to constitute a waiver of the State's sovereign immunity, which immunity is hereby reserved to the State. This covenant in paragraph 13 shall survive the termination of this Agreement.

**14. INSURANCE.**

14.1 The Contractor shall, at its sole expense, obtain and continuously maintain in force, and shall require any subcontractor or assignee to obtain and maintain in force, the following insurance:

14.1.1 commercial general liability insurance against all claims of bodily injury, death or property damage, in amounts of not less than \$1,000,000 per occurrence and \$2,000,000 aggregate or excess; and

14.1.2 special cause of loss coverage form covering all Property subject to subparagraph 10.2 herein, in an amount not less than 80% of the whole replacement value of the Property.

14.2 The policies described in subparagraph 14.1 herein shall be on policy forms and endorsements approved for use in the State of New Hampshire by the N.H. Department of Insurance, and issued by insurers licensed in the State of New Hampshire.

14.3 The Contractor shall furnish to the Contracting Officer identified in block 1.9, or any successor, a certificate(s) of insurance for all insurance required under this Agreement. At the request of the Contracting Officer, or any successor, the Contractor shall provide certificate(s) of insurance for all renewal(s) of insurance required under this Agreement. The certificate(s) of insurance and any renewals thereof shall be attached and are incorporated herein by reference.

**15. WORKERS' COMPENSATION.**

15.1 By signing this agreement, the Contractor agrees, certifies and warrants that the Contractor is in compliance with or exempt from, the requirements of N.H. RSA chapter 281-A. ("Workers' Compensation").

15.2 To the extent the Contractor is subject to the requirements of N.H. RSA chapter 281-A, Contractor shall maintain, and require any subcontractor or assignee to secure and maintain, payment of Workers' Compensation in connection with activities which the person proposes to undertake pursuant to this Agreement. The Contractor shall furnish the Contracting Officer identified in block 1.9, or any successor, proof of Workers' Compensation in the manner described in N.H. RSA chapter 281-A and any applicable renewal(s) thereof, which shall be attached and are incorporated herein by reference. The State shall not be responsible for payment of any Workers' Compensation premiums or for any other claim or benefit for Contractor, or any subcontractor or employee of Contractor, which might arise under applicable State of New Hampshire Workers' Compensation laws in connection with the performance of the Services under this Agreement.

**16. WAIVER OF BREACH.** A State's failure to enforce its rights with respect to any single or continuing breach of this Agreement shall not act as a waiver of the right of the State to later enforce any such rights or to enforce any other or any subsequent breach.

**17. NOTICE.** Any notice by a party hereto to the other party shall be deemed to have been duly delivered or given at the time of mailing by certified mail, postage prepaid, in a United States Post Office addressed to the parties at the addresses given in blocks 1.2 and 1.4, herein.

**18. AMENDMENT.** This Agreement may be amended, waived or discharged only by an instrument in writing signed by the parties hereto and only after approval of such amendment, waiver or discharge by the Governor and Executive Council of the State of New Hampshire unless no such approval is required under the circumstances pursuant to State law, rule or policy.

**19. CHOICE OF LAW AND FORUM.**

19.1 This Agreement shall be governed, interpreted and construed in accordance with the laws of the State of New Hampshire except where the Federal supremacy clause requires otherwise. The wording used in this Agreement is the wording chosen by the parties to express their mutual intent, and no rule of construction shall be applied against or in favor of any party.

19.2 Any actions arising out of this Agreement, including the breach or alleged breach thereof, may not be submitted to binding arbitration, but must, instead, be brought and maintained in the Merrimack County Superior Court of New Hampshire which shall have exclusive jurisdiction thereof.

**20. CONFLICTING TERMS.** In the event of a conflict between the terms of this P-37 form (as modified in EXHIBIT A) and any other portion of this Agreement including any attachments thereto, the terms of the P-37 (as modified in EXHIBIT A) shall control.

**21. THIRD PARTIES.** This Agreement is being entered into for the sole benefit of the parties hereto, and nothing herein, express or implied, is intended to or will confer any legal or equitable right, benefit, or remedy of any nature upon any other person.

**22. HEADINGS.** The headings throughout the Agreement are for reference purposes only, and the words contained therein shall in no way be held to explain, modify, amplify or aid in the interpretation, construction or meaning of the provisions of this Agreement.

**23. SPECIAL PROVISIONS.** Additional or modifying provisions set forth in the attached EXHIBIT A are incorporated herein by reference.

**24. FURTHER ASSURANCES.** The Contractor, along with its agents and affiliates, shall, at its own cost and expense, execute any additional documents and take such further actions as may be reasonably required to carry out the provisions of this Agreement and give effect to the transactions contemplated hereby.

**25. SEVERABILITY.** In the event any of the provisions of this Agreement are held by a court of competent jurisdiction to be contrary to any state or federal law, the remaining provisions of this Agreement will remain in full force and effect.

**26. ENTIRE AGREEMENT.** This Agreement, which may be executed in a number of counterparts, each of which shall be deemed an original, constitutes the entire agreement and understanding between the parties, and supersedes all prior agreements and understandings with respect to the subject matter hereof.

Contractor Initials EMH  
Date 8.20.24

**EXHIBIT A**

**Special Provisions**

Additional Exhibits D-G

**Federal Certification 2 CFR 200.415**

Required certifications include: (a) To assure that expenditures are proper and in accordance with the terms and conditions of the Federal award and approved project budgets, the annual and final fiscal reports or vouchers requesting payment under the agreements must include a certification, signed by an official who is authorized to legally bind the non-Federal entity, which reads as follows:

By signing this report, I certify to the best of my knowledge and belief that the report is true, complete, and accurate, and the expenditures, disbursements and cash receipts are for the purposes and objectives set forth in the terms and conditions of the Federal award. I am aware that any false, fictitious, or fraudulent information, or the omission of any material fact, may subject me to criminal, civil or administrative penalties for fraud, false statements, false claims or otherwise. (U.S. Code Title 18, Section 1001 and Title 31, Sections 3729-3730 and 3801-3812).

Contractor Initials

Date

*EHT*  
*3.20.24*

**EXHIBIT B**

**Scope of Services**

New Hampshire Learning Initiative, Inc. (NHLI) will provide the following services to New Hampshire Department of Education school districts effective upon Governor and Council through September 30, 2024.

Trainings will include the OGAP training books and printed materials, planning and administrative costs, reporting, and follow-up/Virtual Coaching Days.

**OGAP  
On-Going Assessment Program**

ACTIVITY	CONTENT
Planning and Management of 14 Ongoing Assessment Program (OGAP) Trainings.	NHLI will coordinate with OGAP to provide 14 trainings in four content areas, in multiple sites across the state of New Hampshire to take place upon approval of Governor and Council through September 30, 2024. Sites will be strategically selected (hosted by districts) to maximize teacher access to the OGAP training. Training will be cross-district and develop a community of practice for mathematics instruction. NHLI will coordinate all site training logistics including but not limited to, marketing, registration, materials, and workshop set-up. NHLI will contract with OGAP to provide the trainers to execute the training. This is a summer professional development program that will be completed by the contract end date. NHED has offered this programming for the past five years and has always been able to execute the project in the three-month time period. Audience: All K-8 Teachers
OGAP 4 Additive Reasoning Trainings	A Cohort (maximum 22 participants) engages in four days of <b>OGAP Additive Reasoning</b> Professional Development designed for K-2 classroom teachers, special educators, math interventionists and math instructional leaders.
OGAP 4 Multiplicative Reasoning Trainings	A Cohort (maximum 22 participants) engages in four days of <b>OGAP Multiplicative Reasoning</b> Professional Development designed for grades 3-5 classroom teachers, special educators, math interventionists, and math instructional leaders.
OGAP 5 Fractional Reasoning Trainings	A Cohort (maximum 22 participants) engages in four days of <b>OGAP Fractional Reasoning</b> Professional Development designed for grades 3-6 classroom teachers, special educators, math interventionists and math instructional leaders.
OGAP 1 Proportional Reasoning Training	A Cohort (maximum 22 participants) engages in four days of <b>OGAP Proportional Reasoning</b> Professional Development designed for Grades 6-8 classroom teachers, special educators, math interventionists and math instructional leaders.

Contractor Initials EHH  
Date 8.20.24

**EXHIBIT B continued**

<p>Obtaining and Distributing Training Materials</p>	<p align="center"><b>Books</b></p> <ul style="list-style-type: none"> <li>• A Focus on Additive Reasoning: Bringing Mathematics Education Research to the Classroom</li> <li>• A Focus on Multiplication: Bringing Research to the Classroom</li> <li>• A Focus on Fractions: Bringing Research to the Classroom</li> <li>• A Focus on Ratios and Proportions: Bringing Research to the Classroom</li> </ul>
<p>Obtaining and Distributing Training Materials cont.</p>	<p align="center"><b>Student Work Samples</b></p> <ul style="list-style-type: none"> <li>• Teacher Workbooks</li> <li>• Materials specific to Additive training, number line, progressions, manipulatives</li> <li>• Site specific training materials</li> </ul>
<p>Planning and Management of Training</p>	<p align="center"><b>Administration of the training includes</b></p> <ul style="list-style-type: none"> <li>• Marketing materials for workshops</li> <li>• Registration of participants</li> <li>• Communication from registration to final follow-up sessions</li> <li>• Purchase and copy all workshop books and materials</li> <li>• Assemble and distribute workshop materials</li> <li>• Coordination of training site set-up</li> <li>• Invoicing and management of</li> </ul>
<p>Reporting</p>	<p>Reporting of OGAP project including regional participation, teachers, districts, and survey results.</p>

Contractor Initials EHH  
 Date 3.20.24

**EXHIBIT C**

**Method of Payment**

(Budget upon Governor & Council approval through September 30, 2024)

Training/Workshops	Details Per Training	Cost	# of Trainings	Total Cost
Additive Reasoning	4 days	\$20,000	4	\$80,000
Multiplicative Reasoning	4 days	\$20,000	4	\$80,000
Fractional Reasoning	4 days	\$20,000	5	\$100,000
Proportional Reasoning	4 days	\$20,000	1	\$20,000
Total			14	\$280,000

**Limitation on Price:** Upon mutual agreement between the state contracting officer and the contractor, line items in this budget may be adjusted one to another, but in no case shall the total budget exceed the price limitation of \$280,000.

**Funding Source:** Funds are available in the following account for Fiscal Year 2024 as follows:

06-56-56-562010-24370000 ESSER III – ARP 2021

Fiscal Year	Class/Account	Class Title	Total Amount
2024	102-500731	Contracts for Program Services	\$280,000
Total			\$280,000

**Method of Payment:** Payment is to be made monthly on the basis of invoices which are supported by a summary of activities/deliverables that have taken place in accordance with the terms of the contract, along with a detailed listing of expenses incurred. If otherwise correct and acceptable, payment will be made for 100% of the expenditures listed. A final invoice is due within 30 days of the end of the contract. Invoices and reports shall be submitted electronically to:

Anne Wallace  
Academics and Assessment  
NH Department of Education  
Anne.K.Wallace@doe.nh.gov

Contractor Initials EWK  
Date 3.20.24

## EXHIBIT D

### Contractor Obligations

Contracts in excess of the simplified acquisition threshold (currently set at \$250,000) must address **administrative, contractual, or legal remedies** in instances where the contractors violate or breach contract terms, and provide for such sanctions and penalties as appropriate. Reference: 2 C.F.R. § 200.326 and 2 C.F.R. 200, Appendix II, required contract clauses.

The contractor acknowledges that 31 U.S.C. Chap. 38 (Administrative Remedies for False Claims and Statements) applies to the contractor's actions pertaining to this contract.

The Contractor, certifies and affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, the Contractor understands and agrees that the provisions of 31 U.S.C. § 3801 et seq., apply to this certification and disclosure, if any.

#### **Breach**

A breach of the contract clauses above may be grounds for termination of the contract, and for debarment as a contractor and subcontractor as provided in 29 C.F.R. § 5.12.

#### **Fraud and False Statements**

The Contractor understands that, if the project which is the subject of this Contract is financed in whole or in part by federal funds, that if the undersigned, the company that the Contractor represents, or any employee or agent thereof, knowingly makes any false statement, representation, report or claim as to the character, quality, quantity, or cost of material used or to be used, or quantity or quality work performed or to be performed, or makes any false statement or representation of a material fact in any statement, certificate, or report, the Contractor and any company that the Contractor represents may be subject to prosecution under the provision of 18 USC §1001 and §1020.

#### **Environmental Protection**

(This clause is applicable if this Contract exceeds \$150,000. It applies to Federal-aid contracts only.)  
The Contractor is required to comply with all applicable standards, orders or requirements issued under Section 306 of the Clean Air Act (42 U.S.C. 1857 (h)), Section 508 of the Clean Water Act (33 U.S.C. 1368), Executive Order 11738, and Environmental Protection Agency (EPA) regulations (40 CFR Part 15) which prohibit the use under non-exempt Federal contracts, grants or loans of facilities included on the EPA List of Violating Facilities. Violations shall be reported to the FHWA and to the U.S. EPA Assistant Administrator for Enforcement.

#### **Procurement of Recovered Materials**

In accordance with Section 6002 of the Solid Waste Disposal Act (42 U.S.C. § 6962), State agencies and agencies of a political subdivision of a state that are using appropriated Federal funds for procurement must procure items designated in guidelines of the Environmental Protection Agency (EPA) at 40 CFR 247 that contain the highest percentage of recovered materials practicable, consistent with maintaining a satisfactory level of competition, where the purchase price of the item exceeds \$10,000 or the value of the quantity acquired in the preceding fiscal year exceeded \$10,000; must procure solid waste management services in a manner that maximizes energy and resource recovery; and must have established an affirmative procurement program for procurement of recovered materials identified in the EPA guidelines.

Revised June 2022

Contractor Initials EKH  
Date 3.20.24

## Exhibit E

### Federal Debarment and Suspension

- a. By signature on this Contract, the Contractor certifies its compliance, and the compliance of its Sub-Contractors, present or future, by stating that any person associated therewith in the capacity of owner, partner, director, officer, principal investor, project director, manager, auditor, or any position of authority involving federal funds:
1. Is not currently under suspension, debarment, voluntary exclusion, or determination of ineligibility by any Federal Agency;
  2. Does not have a proposed debarment pending;
  3. Has not been suspended, debarred, voluntarily excluded or determined ineligible by any Federal Agency within the past three (3) years; and
  4. Has not been indicted, convicted, or had a civil judgment rendered against the firm by a court of competent jurisdiction in any matter involving fraud or official misconduct within the past three (3) years.
- b. Where the Contractor or its Sub-Contractor is unable to certify to the statement in Section a.1. above, the Contractor or its Sub-Contractor shall be declared ineligible to enter into Contract or participate in the project.
- c. Where the Contractor or Sub-Contractor is unable to certify to any of the statements as listed in Sections a.2., a.3., or a.4., above, the Contractor or its Sub-Contractor shall submit a written explanation to the NHED. The certification or explanation shall be considered in connection with the NHED's determination whether to enter into Contract.
- d. The Contractor shall provide immediate written notice to the NHED if, at any time, the Contractor or its Sub-Contractor, learn that its Debarment and Suspension certification has become erroneous by reason of changed circumstances.

Revised June 2022

Contractor Initials EHH  
Date 3.20.24

## Exhibit F

### Anti-Lobbying

The Contractor agrees to comply with the provisions of Section 319 of Public Law 101-121, Government wide Guidance for New Restrictions on Lobbying, and 31 U.S.C. 1352, and further agrees to have the Contractor's representative, execute the following Certification:

The Contractor certifies, by signing and submitting this contract, to the best of his/her knowledge and belief, that:

- a. No federal appropriated funds have been paid or shall be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence any officer or employee of any State or Federal Agency, a Member of Congress, an officer or employee of Congress, or an employee of a member of Congress in connection with the awarding of any Federal contract, the making of any federal grant, the making of any federal loan, the entering into any cooperative agreement, and the extension, continuation, renewal amendment, or modification of any Federal contract grant, loan, or cooperative agreement.
- b. If any funds other than federally appropriated funds have been paid or shall be paid to any person for influencing or attempting to influence an officer or employee of any Federal Agency, a Member of Congress, and officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit the "Disclosure of Lobbying Activities" form in accordance with its instructions

<https://www.gsa.gov/forms-library/disclosure-lobbying-activities>

- c. This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making and entering into this transaction imposed by Section 1352, Title 31 and U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.
- d. The Contractor also agrees, by signing this contract that it shall require that the language of this certification be included in subcontracts with all Sub-Contractor(s) and lower-tier Sub-Contractors which exceed \$100,000 and that all such Sub-Contractors and lower-tier Sub-Contractors shall certify and disclose accordingly.
- e. The NHED shall keep the firm's certification on file as part of its original contract. The Contractor shall keep individual certifications from all Sub-Contractors and lower-tier Sub-Contractors on file. Certification shall be retained for three (3) years following completion and acceptance of any given project.

Revised June 2022

Contractor Initials

Date

EHH

3.20.24

## Exhibit G

### Rights to Inventions Made Under a Contract, Copy Rights and Confidentiality

#### Rights to Inventions Made Under a Contract or Agreement

Contracts or agreements for the performance of experimental, developmental, or research work shall provide for the rights of the Federal Government and the recipient in any resulting invention in accordance with 37 CFR part 401, "Rights to Inventions Made by Nonprofit Organizations and Small Business Firms Under Government Grants, Contracts and Cooperative Agreements," and any implementing regulations issued by the NHED.

Any discovery or invention that arises during the course of the contract shall be reported to the NHED. The Contractor is required to disclose inventions promptly to the contracting officer (within 2 months) after the inventor discloses it in writing to contractor personnel responsible for patent matters. The awarding agency shall determine how rights in the invention/discovery shall be allocated consistent with "Government Patent Policy" and Title 37 C.F.R. § 401.

#### Confidentiality

All Written and oral information and materials disclosed or provided by the NHED under this agreement constitutes Confidential Information, regardless of whether such information was provided before or after the date on this agreement or how it was provided.

The Contractor and representatives thereof, acknowledge that by making use of, acquiring or adding to information about matters and data related to this agreement, which are confidential to the NHED and its partners, must remain the exclusive property of the NHED.

Confidential information means all data and information related to the business and operation of the NHED, including but not limited to all school and student data contained in NH Title XV, Education, Chapters 186-200.

Confidential information includes but is not limited to, student and school district data, revenue and cost information, the source code for computer software and hardware products owned in part or in whole by the NHED, financial information, partner information (including the identity of NHED partners), Contractor and supplier information, (including the identity of NHED Contractors and suppliers), and any information that has been marked "confidential" or "proprietary", or with the like designation. During the term of this contract the Contractor agrees to abide by such rules as may be adopted from time to time by the NHED to maintain the security of all confidential information. The Contractor further agrees that it will always regard and preserve as confidential information/data received during the performance of this contract. The Contractor will not use, copy, make notes, or use excerpts of any confidential information, nor will it give, disclose, provide access to, or otherwise make available any confidential information to any person not employed or contracted by the NHED or subcontracted with the Contractor.

#### Ownership of Intellectual Property

The NHED shall retain ownership of all source data and other intellectual property of the NHED provided to the Contractor in order to complete the services of this agreement. As well the NHED will retain copyright ownership for any and all materials, patents and intellectual property produced, including, but not limited to, brochures, resource directories, protocols, guidelines, posters, or reports. The Contractor shall not reproduce any materials for purposes other than use for the terms under the contract without prior written approval from the NHED.

*Revised June 2022*

Contractor Initials

Date

*EHK*  
*3.20.24*

**Certificate of Authority**

I, Walter Zanchuk, hereby certify that I am a duly appointed representative of  
(Name of person filling out this form)

New Hampshire Learning Initiative, Inc. I hereby certify that Ellen Hume-Howard, Executive Director, is authorized to execute contracts on behalf of New Hampshire Learning Initiative, Inc. and may bind the organization thereby.

I hereby certify that said authority has not been amended or repealed and remains in full force and effect as of the date of the contract to which this certificate is attached. This authority remains valid for thirty (30) days. I further certify that it is understood that the State of New Hampshire will rely on this certificate as evidence that the person(s) listed above currently occupy the position(s) indicated and that they have full authority to bind the corporation. To the extent that there are any limits on the authority of any listed individual to bind the corporation in contracts with the State of New Hampshire, all such limitations are expressly stated herein.



Dated: 3/15/2024

Attest: Walter Zanchuk, President of the Board of Directors

# State of New Hampshire

## Department of State

### CERTIFICATE

I, David M. Scanlan, Secretary of State of the State of New Hampshire, do hereby certify that NEW HAMPSHIRE LEARNING INITIATIVE, INC. is a New Hampshire Nonprofit Corporation registered to transact business in New Hampshire on May 27, 2015. I further certify that all fees and documents required by the Secretary of State's office have been received and is in good standing as far as this office is concerned.

Business ID: 726744

Certificate Number: 0006576816



IN TESTIMONY WHEREOF,

I hereto set my hand and cause to be affixed  
the Seal of the State of New Hampshire,  
this 16th day of February A.D. 2024.

A handwritten signature in black ink, appearing to read "David M. Scanlan".

David M. Scanlan  
Secretary of State



New Hampshire  
**Learning  
Initiative**

Better Education for All Students

## **NHLI'S MISSION STATEMENT**

Creating and Supporting Meaningful, Enduring Innovation in Education

*As of 2018*

Suzann P. Glidden  
Certified Public Accountant

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February 23, 2024

Ellie Riel  
Learner Support  
NH Department of Education  
25 Hall Street  
Concord, NH 03301-3860

Dear Ellie,

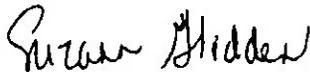
Please accept this letter as notification that New Hampshire Learning Initiative, Inc did not require an audit for 2022. The revenue threshold requirement for Audited Financial Statements increased to \$2 million for charitable organizations with fiscal years ending after August 6, 2022.

Under current law, charitable organizations with revenue, gains, and other support of \$1,000,000 or more are required to file with their annual reports and Forms 990 audited financial statements prepared in accordance with generally accepted accounting principles. During the 2022 session, the New Hampshire Legislature enacted a law that increased the threshold to \$2,000,000, effective August 6, 2022.

As a result, any charitable organization with revenue, gains, and other support of \$2,000,000 or more is required to file with the Charitable Trusts Unit audited financial statements, along with their Form 990 and annual reports. Any charitable organization with revenue, gains, and other support of between \$500,000 and \$1,999,999 must submit with their Forms 990 generally accepted accounting principles financial statements that may or may not be prepared by a certified public accountant.

Please let me know if you require any additional information.

Sincerely,



Suzann Glidden, CPA

**NEW HAMPSHIRE LEARNING INITIATIVE, INC**  
**STATEMENT OF FINANCIAL POSITION**  
**DECEMBER 31, 2022 AND 2021**

<b><u>ASSETS</u></b>	<b><u>2022</u></b>	<b><u>2021</u></b>
	<b><u>(Prepared)</u></b>	<b><u>(Audited)</u></b>
<b>CURRENT ASSET</b>		
Cash	\$ 1,686,347	\$ 2,098,275
Accounts receivable	197,475	233,022
Prepaid expenses	88,691	18,401
Accrued revenue	<u>80,355</u>	<u>-</u>
Total current assets	2,052,868	2,349,698
<b>OTHER CURRENT ASSETS</b>		
Security deposits	<u>3,500</u>	<u>3,500</u>
Total other assets	<u>3,500</u>	<u>3,500</u>
Total assets	<b><u>\$ 2,056,368</u></b>	<b><u>\$ 2,353,198</u></b>
<b><u>LIABILITIES AND NET ASSETS</u></b>		
<b>CURRENT LIABILITIES</b>		
Account payable	\$ 37,534	\$ 24,169
Accrued expenses	45,100	26,316
Accrued payroll & related taxes	23,064	19,863
Deferred revenue	<u>-</u>	<u>19,910</u>
Total current liabilities	<u>105,698</u>	<u>90,258</u>
<b>NET ASSETS</b>		
Without donor restrictions	1,458,623	1,315,308
With donor restriction	<u>492,047</u>	<u>947,632</u>
Total net assets	<u>1,950,670</u>	<u>2,262,940</u>
Total liabilities and net assets	<b><u>\$ 2,056,368</u></b>	<b><u>\$ 2,353,198</u></b>

**NEW HAMPSHIRE LEARNING INITIATIVE, INC**  
**STATEMENT OF ACTIVITIES**  
**FOR THE YEAR ENDED DECEMBER 31, 2022 (PREPARED)**

	<u>Without Donor Restrictions</u>	<u>With Donor Restrictions</u>	<u>Total</u>
<b>PUBLIC SUPPORT AND REVENUE</b>			
Grants	\$ 7,500.00	\$ 340,546	\$ 348,046
Project support	-	894,802	894,802
Professional development	223,177	-	223,177
Conferences	36,270	-	36,270
Graduate partnership programs	122,457	-	122,457
Workshop fees	13,540	-	13,540
Donations	2,825	-	2,825
Interest income	49	-	49
Total public support and revenue	<u>405,818</u>	<u>1,235,348</u>	<u>1,641,166</u>
Net assets released from restrictions	<u>1,690,933</u>	<u>(1,690,933)</u>	<u>-</u>
Total public support and revenue	<u>2,096,751</u>	<u>(455,585)</u>	<u>1,641,166</u>
<b>EXPENSES</b>			
Program service	1,807,198	-	1,807,198
Management & general	146,239	-	146,239
Total expenses	<u>1,953,436</u>	<u>-</u>	<u>1,953,436</u>
<b>NET INCREASE IN NET ASSETS</b>	143,315	(455,585)	(312,270)
<b>NET ASSETS, BEGINNING OF YEAR</b>	<u>1,315,308</u>	<u>947,632</u>	<u>2,262,940</u>
<b>NET ASSETS, END OF YEAR</b>	<u>\$ 1,458,623</u>	<u>\$ 492,047</u>	<u>\$ 1,950,670</u>

**NEW HAMPSHIRE LEARNING INITIATIVE, INC**  
**STATEMENT OF ACTIVITIES**  
**FOR THE YEAR ENDED DECEMBER 31, 2021 (AUDITED)**

	<u>Without Donor Restrictions</u>	<u>With Donor Restrictions</u>	<u>Total</u>
<b>PUBLIC SUPPORT AND REVENUE</b>			
Grants	\$ 137,061	\$ 806,450	\$ 943,511
Project support	7,950	733,342	741,292
Professional development	168,365	-	168,365
Conferences	15,936	-	15,936
Graduate partnership programs	96,879	-	96,879
Workshop fees	28,464	-	28,464
Paycheck Protection Program Grant	97,145	-	97,145
Donations	2,143	-	2,143
Interest income	51	-	51
Total public support and revenue	<u>553,994</u>	<u>1,539,792</u>	<u>2,093,786</u>
Net assets released from restrictions	<u>1,192,837</u>	<u>(1,192,837)</u>	<u>-</u>
Total public support and revenue	<u>1,746,831</u>	<u>346,955</u>	<u>2,093,786</u>
<b>EXPENSES</b>			
Program service	1,162,349	-	1,162,349
Management & general	187,858	-	187,858
Total expenses	<u>1,350,207</u>	<u>-</u>	<u>1,350,207</u>
<b>NET INCREASE IN NET ASSETS</b>	396,624	346,955	743,579
<b>NET ASSETS, BEGINNING OF YEAR</b>	<u>918,684</u>	<u>600,677</u>	<u>1,519,361</u>
<b>NET ASSETS, END OF YEAR</b>	<u>\$ 1,315,308</u>	<u>\$ 947,632</u>	<u>\$ 2,262,940</u>

**NEW HAMPSHIRE LEARNING INITIATIVE, INC.**  
**STATEMENT OF FUNCTIONAL EXPENSES**  
**FOR THE YEAR ENDED DECEMBER 31, 2022 (PREPARED)**

	<u>Program Services</u>	<u>Management and General</u>	<u>Total</u>
Salaries & wages	\$ 631,701	\$ 32,302	\$ 664,003
District grants	374,300	-	374,300
Consultant	449,827	-	449,827
Professional development	31,622	-	31,622
Technology	38,400	951	39,351
Lead team	15,000	-	15,000
Workshops	109,189	-	109,189
Payroll taxes	50,734	2,529	53,263
Rent	-	43,900	43,900
Graduate partnership programs	53,184	-	53,184
Conference & meetings	38,787	1,023	39,810
Professional fees	-	32,273	32,273
Dues & Subscriptions	-	14,694	14,694
Other	-	305	305
Supplies	3,018	-	3,018
Advertising	-	7,405	7,405
Office	-	4,151	4,151
Insurance	-	4,112	4,112
Travel	11,436	554	11,990
Payroll service fees	-	1,677	1,677
Bank fees	-	361	361
<b>Total</b>	<b><u>\$ 1,807,198</u></b>	<b><u>\$ 146,239</u></b>	<b><u>\$ 1,953,436</u></b>

**NEW HAMPSHIRE LEARNING INITIATIVE, INC.**  
**STATEMENT OF FUNCTIONAL EXPENSES**  
**FOR THE YEAR ENDED DECEMBER 31, 2021 (AUDITED)**

	<u>Program Services</u>	<u>Management and General</u>	<u>Total</u>
Salaries & wages	\$ 518,303	\$ 39,497	\$ 557,800
District grants	224,325	-	224,325
Consultant	138,200	-	138,200
Professional development	70,403	-	70,403
Technology	2,681	47,762	50,443
Lead team	48,820	-	48,820
Workshops	48,033	-	48,033
Payroll taxes	41,277	2,755	44,032
Rent	-	42,300	42,300
Graduate partnership programs	31,536	-	31,536
Conference & meetings	28,965	275	29,240
Professional fees	-	27,362	27,362
Dues & Subscriptions	-	11,349	11,349
Other	-	417	417
Supplies	7,055	-	7,055
Advertising	-	6,336	6,336
Office	-	4,430	4,430
Insurance	-	3,589	3,589
Travel	2,751	338	3,089
Payroll service fees	-	1,333	1,333
Bank fees	-	115	115
<b>Total</b>	<b><u>\$ 1,162,349</u></b>	<b><u>\$ 187,858</u></b>	<b><u>\$ 1,350,207</u></b>

**NEW HAMPSHIRE LEARNING INITIATIVE, INC.**  
**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED DECEMBER 31, 2022 AND 2021**

	<u>2022</u> <u>(PREPARED)</u>	<u>2021</u> <u>(AUDITED)</u>
<b>CASH FLOW FROM OPERATING ACTIVITIES</b>		
Change in net assets	\$ (312,270)	743,579
Adjustments to reconcile changes in net asset to net cash provided by (used in) operating activities:		
Decrease ( increase) in assets:		
Accounts receivable	(1,409)	(187,978)
Accrued revenue	(43,399)	-
Prepaid expense	(70,290)	(15,503)
Increase (decrease) in liabilities		
Accounts Payable	13,365	14,401
Deferred Revenue	(19,910)	19,910
Accrued Expense	18,784	4,806
Payroll and related taxes	<u>3,201</u>	<u>11,948</u>
<b>NET CASH PROVIDED BY ( USED IN) OPERATING ACTIVITIES</b>	<u>(99,659)</u>	<u>(152,416)</u>
<b>NET INCREASE (DECREASE) IN CASH</b>	(411,929)	591,163
<b>CASH, BEGINNING OF YEAR</b>	<u>2,098,275</u>	<u>1,507,112</u>
<b>CASH, END OF YEAR</b>	<u>\$ 1,686,346</u>	<u>\$ 2,098,275</u>

## BOARD OF DIRECTORS 2024

### President



**Val Zanchuk** is President of Graphicast, Inc., a Jaffrey based manufacturer of precision-machined zinc alloy castings. Val has been active in STEM education and workforce development issues for almost 20 years. Val is past chair of the Business and Industry Association of New Hampshire, chair of the Manufacturing Strategic Partnership Initiative, and chair of the Governor's Pre-Engineering and Technology Advisory Council. He is also on the board of the New Hampshire Manufacturing Extension Partnership, the Manufacturing Leadership Council, the SEE Science Center, and serves on the State Workforce Innovation Board. Val received his BS and MEng degrees in Metallurgical Engineering from Lehigh University.

### Treasurer



**Dr. Mark Joyce** served as executive director of the New Hampshire School Administrators' Association for 20 years, a private not-for-profit organization that represents all New Hampshire school system administrators and advocates on behalf of all children and public education. Mark advises businesses and organizations regarding education, leadership, and communication. He has taught grades 7-12, as well as at the graduate school level and has served as a school principal and as assistant superintendent of schools in New Hampshire. He has also served as a superintendent of schools in both New Hampshire and Maine.



**Christine Rath** is the former Superintendent of Schools for the Concord, NH School District. She served in Concord for 30 years, as middle school principal, high school principal and Assistant Superintendent before becoming superintendent. Chris is currently an adjunct professor in school administration for the University of New Hampshire and Southern New Hampshire University and a teaching lecturer for Plymouth State University. She serves on the Advisory Committee for NHTI and is a member of the Central NH Regional Advisory Board for New Hampshire Charitable Fund.



**Irv Richardson** is currently the Coordinator for Public Education and School Support at NEA- New Hampshire. In this role, he provides professional learning opportunities for New Hampshire educators. Irv also teaches at Southern New Hampshire University in the Educational Leadership Doctoral Program. He has worked as an elementary classroom teacher, a principal, and as a senior consultant for TBA Consulting Group working extensively with states on projects such as Teacher Quality Enhancement grants, consulting with state department of education (New Hampshire, Connecticut, Rhode Island, South Carolina, and Hawaii), working on educator induction, developing leadership standards, working on the committee to write the 2011 InTASC standards and the InTASC learning progressions. Irv was Maine's Teacher of the Year in 1988 and received a National Educator Award from the Milken Foundation in 1993.



**Will Arvelo** brings over 30 years of leadership experience within higher education and dealing with workforce development issues. A former President of Great Bay Community College, Will worked tirelessly to bridge higher education and business and industry to meet their workforce needs. Will left his position as the Director for the State of New Hampshire Division of Economic Development to become the Executive Director of Cross Roads House in Portsmouth.

**KEY PERSONNEL SHEET**

**NAME**

**% of Salary That  
Will Be Paid from the Grant**

**Debbie Metcalfe Quint  
Business Administrator  
Logistical Support**

**8.8%**



# DEBRA METCALFE QUINT

Business Administrator

## PROFILE

Debbie joined NHLI part-time in 2019 to support the important work being done by NHLI and its outstanding staff. As a result of the growth of the organization, her position became full-time in 2021.

Prior to NHLI, Debbie spent 35 years in alumni and development work for organizations including the Museum of Science - Boston, Lesley University, Tufts University, and the last 18 years at Harvard University.

Debbie graduated from UNH and lives in southern NH with her husband, Ted.

## CONTACT

PHONE:  
603-758-1464

WEBSITE:  
<http://nhlearninginitiative.org>

EMAIL:  
[dmetcalfe@nhlearninginitiative.org](mailto:dmetcalfe@nhlearninginitiative.org)

## EDUCATION

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University of New Hampshire  
BS Degree 1983

## WORK EXPERIENCE

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**New Hampshire Learning Initiative**  
**Business Administrator**  
**November 2019–Present**

Keep things running smoothly through attention to detail, organization, process/system management, and a sense of humor. Specifically, managing the office, invoicing, event logistics, marketing, and administrative work.

**Coco Early & Associates**  
**Realtor®**  
**March 2019–Present**

Part-time passion working with buyers and sellers to find the right property.

**Harvard University**  
**1999-2018**

Harvard Divinity School – Director of Alumni/ae Relations and Annual Giving – 1999-2007

Harvard Kenney School – Director of Alumni Relations – 2007-2009

Harvard Medical School – Director of Alumni Relations – 2009-2018

## INTERESTS

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**GSSBR** – Hospitality Committee Member – 2020-2023

**Quintessential Assist** – Assist with Organization and Clean Outs

**English Conversation** – Weekly conversation with Japanese PhD to strengthen her English conversation skills.