Request for Proposal

Wayne State University

Federal Relations Lobbying and Consulting Services

May 10, 2013

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From the quality of our legal advice and business insight to the efficiency of our legal teams, we believe that when it comes to the way we serve and interact with our clients, everything matters.

DLA PIPER OVERVIEW

DLA Piper is a large, global firm with over 4,200 attorneys in more than 30 countries. In the U.S., we represent many of the world's leading companies across industries, as well as emerging businesses, financial institutions, and professional firms. We offer legal counsel on a wide range of issues in every major business, financial, and technology center in the U.S., where our lawyers have both local and national experience. The size and reach of our firm enables us to draw from a variety of sources to address legal issues that may arise, to engage in state outreach on our clients' behalf, and even to develop and execute global strategies. At the same time, our focus on deep substantive expertise, integrated teams, and close collaboration with our clients ensures that we offer the same level of service as a boutique firm.

Our nationally recognized Government Affairs practice, centered in Washington, D.C., includes attorneys and non-lawyer consultants who have expertise on a wide range of advocacy, policy, regulatory, and legal issues. We are extremely fortunate to count former elected officials as part of our team, including Jim Blanchard (D-MI), former Michigan Governor, Member of Congress, and Ambassador to Canada. Our team also includes three other former Members of Congress: former Congressman and Governor Mike Castle (R-DE) and two former Senate Majority Leaders: Senator Tom Daschle (D-SD) and former U.S. Special Envoy for Middle East Peace Senator George Mitchell (D-ME), who also serves as Chairman Emeritus and as an ex officio member on the firm's Global Board. These distinguished former officials enable us to bring a range of expertise, strategy, and visibility to the issues that matter to our clients.

Members of our team have served in senior elected, appointed, and staff positions in Congress, various Administrations, and state governments. Our team members have served in key staff positions for members of the Michigan delegation, the Senate Finance Committee, and the Chairman of the Senate Labor-HHS-Education Appropriations Subcommittee. We have deep and wide-ranging experience working with policymakers and thought leaders on both sides of the aisle to solve problems in a wide range of issue areas that may impact Wayne State, including education, appropriations, health care, tax, financial services, and defense.

Our team is unique in Washington for several reasons:

- *We know policy.* Most firms in Washington have professionals who are generalists and lack substantive expertise. We believe that in order to be effective advocates, substantive expertise is necessary. Our team includes subject-matter experts on a wide array of issues impacting educational institutions, as well as nationally recognized attorneys focusing on government contracting and technology transfer. Our knowledge of both the political environment and policy, coupled with deep, longstanding and trusted relationships with key policymakers and thought leaders, enables us to provide more robust, strategic, and comprehensive services to our clients.

- *We work as an integrated team.* We believe it is extremely important to work as an integrated team that shares information, communicates, and brings all of our talents and resources to each and every client. While we will assign a small core team that will be ultimately accountable to you, it is important that every client has access to all of our resources. We work across disciplines, allowing us to quickly deploy subject-matter experts to help evaluate and respond to opportunities and threats across the policy and regulatory spectrum. We believe that our ability to understand and assess the overall political landscape allows us to help our clients weigh many competing priorities and formulate the best strategy to accomplish their goals. Many firms do not have an incentive to work together, share information, or assign integrated teams to each client. We believe the quality of our work together depends on it.

- *We operate as your partners.* We approach our clients as if we are "in-house" members of the team, and therefore, want to get to know you, your team, your organization, and your long-term objectives. Although this requires an investment from our team and yours, we view our clients as long-term partners and believe this enables us to be more effective advisors and advocates on your behalf – for example, allowing us to help you evaluate and prioritize competing objectives and ensuring that we can quickly recognize and react to opportunities and threats.

- *We are proactive and accessible.* As you know, threats and opportunities can arise on a daily basis in Washington. We believe in having open lines of communication with you so that we can address those threats and take advantage of opportunities in real-time. Furthermore, our goal is always to approach you proactively with issues, rather than being reactive and awaiting your call.

CONTACT

Mary Langowski will serve as the project representative for this RFP. Her contact information is as follows:

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mary.langowski@dlapiper.com
Phone: 202-799-4362
Fax: 202-799-5362

EXPERIENCE

"One of the most high powered and high-profile lobbying shops in the nation's capital." *The National Law Journal*

Our Government Affairs team has extensive experience representing clients across the educational sector, including non-profit and for-profit universities, primary and secondary school systems, and non-profit organizations in the education sector. These representations are cross-disciplinary, allowing us to draw on team members' expertise on a wide variety of issue areas. For example:

- Our team has worked extensively on federal education issues, ranging from developing strategies to overcome regulatory hurdles to navigating clients through administrative proceedings, program reviews, investigations, and congressional inquiries.

- Our team members have extensive experience working with medical schools, research universities, and other non-profit organizations across the health care sector on a variety of complex regulatory and policy issues, including grants and appropriations, government contracts, demonstration programs, Affordable Care Act (ACA) implementation, legislative initiatives, entitlement program reform, and other health care-related objectives.

- We have also worked with local municipalities, territories, and community-based organizations seeking to develop and implement creative strategies to secure funding streams in a difficult fiscal environment.

Our team regularly works to help large institutional clients prioritize competing objectives, based on their organizational missions and the overall political landscape; to develop and implement funding strategies, including grants, appropriations, demonstration projects, and public-private partnerships; and to develop and execute strategic plans to raise their visibility in D.C. We also work with clients to develop and help direct complex public policy campaigns that include coordinated government affairs, media, grassroots, and third-party outreach efforts. Our nationally recognized experts also advise clients on government contracting issues and technology transfer.

Our team is bipartisan and bicameral, and maintains strong working relationships with key congressional and administration policymakers. Our strong working relationships include:

- The congressional committees of jurisdiction on education and health policy matters, including the members of the Senate HELP and Finance Committees, the senior leadership of the House Energy & Commerce, Ways & Means, and Education & Workforce Committees, and the appropriations subcommittees in both houses of Congress;

- The Democratic and Republican congressional leadership;

- The Congressional Black Caucus and Congressional Hispanic Caucus, which are interested in ensuring that traditionally underserved populations have access to affordable, high-quality higher education and health care;

- Senior Administration policymakers, including White House officials; key officials in the Department of Education, the Department of Health and Human Services, and Centers for Medicare and Medicaid Services; and leadership at the Office of Management and Budget (which works with the agencies to craft regulations); and

- Influential think tanks in Washington that provide forums for discussion and third-party validation on education and health policy issues, including the Aspen Institute, the Bipartisan Policy Center, and the Center for American Progress.

Beyond government affairs, the firm's Education Group combines deep knowledge and broad experience in all aspects of the education industry, including regulatory, transactional, litigation, and real estate matters, to provide industry participants with the full complement of legal services necessary to invest in, operate, and expand educational institutions and related businesses in a highly complex and often highly regulated environment.

Representative engagements include:

WAYNE STATE UNIVERSITY, PERINATOLOGY RESEARCH BRANCH

DLA Piper advised the Perinatology Research Branch (PRB) team on its latest National Institutes of Health (NIH) contract award, including strategic counsel on Hill and Administration outreach, legal advice on government contracting rules, and advice on negotiations with NIH. When the contract was awarded, DLA Piper helped the University team strategize how best to leverage the award to raise the PRB's profile with key policymakers, including the location and timing of public affairs events and key outreach contacts.

GRAND CANYON UNIVERSITY

DLA Piper provides strategic legislative, regulatory, and policy advice for Grand Canyon University (GCU) on a host of issues. In this capacity, DLA has worked with GCU to develop a strategy and outreach plan focused on educating policymakers and decisionmakers about GCU and cultivating relationships and opportunities with key Administration officials and Member of Congress. This strategy has included organizing staff briefings and quarterly visits to D.C. by GCU officials; arranging for key policymakers to tour GCU; identifying opportunities for GCU to partner with third-party organizations with complementary objectives, including participating in policy events and forums; identifying opportunities for GCU officials to testify before congressional committees; and helping GCU navigate legislative and regulatory developments.

DES MOINES UNIVERSITY

DLA Piper represented Des Moines University (DMU), the largest medical school in Iowa and the second oldest osteopathic school in the country. DLA Piper served as DMU's representatives in Washington D.C., and assisted the school in developing, prioritizing, and implementing key objectives on the Hill and with the Administration. DLA Piper assisted DMU in identifying and taking advantage of grant and appropriations opportunities and worked with the Iowa congressional delegation to support the school's applications, culminating in the successful award of millions of dollars in federal funding. Additionally, DLA Piper helped DMU identify and respond to emerging threats and opportunities in the legislative and regulatory arenas.

UNIVERSITY OF MICHIGAN

DLA Piper assisted the University of Michigan's Medical Center in raising the Center's profile in Washington, D.C. among federal agencies and key policymakers. In this capacity, DLA Piper helped the Center to secure grants, appropriations, and funding for special projects. DLA Piper also developed and implemented a strategy to work closely with the Michigan delegation to increase Medicare funding levels for doctors and hospitals, as well as other activities related to the functioning of the medical school. Finally, DLA Piper worked with several additional federal agencies, including the

Department of Defense and the Department of Health & Human Services, to raise the University's visibility.

WESTERN MICHIGAN UNIVERSITY

DLA Piper assisted Western Michigan University in securing $6 million for the new School of Aviation Sciences.

UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL

DLA Piper worked with the University of North Carolina at Chapel Hill in an effort to secure additional funding for several key programs, including working with the North Carolina delegation and Department of Defense officials; holding briefings underscoring the importance of the funding to the University; and securing meetings with key officials. DLA Piper's efforts succeeded in securing several million dollars for the University.

TOWSON UNIVERSITY

DLA Piper represented Towson University on federal government affairs matters. Working closely with the University's president, DLA Piper sought to identify and advocate for policies and programs that would benefit the University, its students, and its community. This included working closely with Members of Congress representing Towson's home state of Maryland as well as key policymakers on education issues from around the country. DLA Piper's lawyers and lobbyists were involved in a variety of diverse projects for Towson, including environmental restoration, emergency response and mapping, and forensic chemistry, among other topics.

NATIONAL ASSOCIATION OF COMMUNITY HEALTH CENTERS (NACHC)

DLA Piper serves as strategic policy advisors to NACHC as well as legal counsel on related issues. DLA's representation focuses primarily on funding issues, such as the appropriations "cliff" facing the ACA-authorized trust fund, as well as issues related to federal health programs and initiatives. For example, members of the DLA Piper team team worked with NACHC to secure legislation to establish a Medicare PPS for federally qualified health centers (FQHCs), to ensure network adequacy for safety net providers in federal exchanges, to increase the amount of the annual federal appropriation to FQHCs, and to address proposals to fill the trust fund "gap" created by the ACA and subsequent fiscal deals enacted by Congress. Additionally, DLA Piper serves as political advisors on member activity and engagement and assists with relationship-building with key members of the Administration and Congress.

GOVERNMENT OF PUERTO RICO

From early 2009 to early 2013, DLA Piper represented the Puerto Rico Federal Affairs Administration (PRFAA), providing strategic advice and counsel and representing the interests of Governor Luis Fortuno in Washington D.C. As part of our representation, we negotiated with federal policymakers on Capitol Hill and in the Administration to help achieve parity for Puerto Rico in federal health care programs, culminating in a historic $5.5 billion boost in the Island's Medicaid funding between FY2011 and FY2019 through a special provision of the ACA and another $925 million that could be used toward Medicaid or a state Exchange. DLA Piper worked with policymakers in subsequent years to ensure that they understood the importance of this funding separate and apart from the controversy surrounding other parts of the ACA, and assisted the government of Puerto Rico with its ultimately successful application for a federal Exchange grant. Our team also provided legal advice and advocacy on a wide variety of other issues, including tax credits and other initiatives to spur economic growth, funding for public health initiatives, support for local infrastructure projects, and consultation with various federal agencies over federal assets on the Island.

TEAM BIOGRAPHIES

As discussed above, members of our team have served in senior elected, appointed, and staff positions in Congress, various Administrations, and state governments. Our team includes attorneys and non-lawyers with expertise on a wide range of advocacy, policy, regulatory, and legal issues. We are bipartisan and bicameral and have worked for the Administration and members of Congress on key committees of jurisdiction.

We believe it is extremely important to work as an integrated team that shares information, communicates, and brings all of our talents and resources to each and every client. While we will assign team members to be ultimately accountable to you, we believe it is important that every client has access to all of our resources. Many firms do not have an incentive to work together, share information, or assign integrated teams to each client. We believe the quality of our work together depends on it.

Following please find brief biographies for key members of our team that we anticipate would work with WSU.

JAMES BLANCHARD – Served as United States ambassador to Canada from May 1993 to April 1996. In recognition of Governor Blanchard's outstanding performance, Secretary of State Warren Christopher presented him with the Foreign Affairs Award for Public Service in a ceremony at the Department of State, making him one of only a handful of ambassadors to receive this prestigious award. Governor Blanchard served two terms as governor of Michigan (1983-1991) and four terms as a member of the United States Congress (1975-1983). In 1992, he chaired President Clinton's successful campaign in Michigan. Governor Blanchard is also former chairman of the Democratic Governors Association and the National Democratic Platform Committee, as well as a former member of the National Governors Association's Executive Committee.

MARY LANGOWSKI – Chair of the firm's Health Care Policy and Regulatory group, with extensive experience helping companies navigate and strategically respond to global and domestic policy and marketplace trends through effective government relations strategies, communications and public affairs campaigns, and pursuing business development opportunities. Ms. Langowski has worked with for-profit and nonprofit organizations, as well as both federal and state governments. Prior to joining DLA Piper, Ms. Langowski served as a managing director at a global AmLaw 100 firm and operated her own consulting firm. In addition to her consulting experience, Ms. Langowski has served as a senior policy advisor to Senator Tom Harkin and as the chief policy advisor at the Iowa Department of Public Health under Governor Tom Vilsack.

THOMAS A. DASCHLE – Provides clients with strategic public policy advice on a wide range of international and economic issues. Senator Daschle has participated in the development and debate of almost every major public policy issue of the last three decades. In 1978, he was elected to the U.S. House of Representatives, where he served for eight years. In 1986, he was elected to the U.S. Senate and was chosen as Senate Democratic Leader in 1994. Senator Daschle is one of the longest serving Senate Democratic leaders in history and the only one to serve twice as both Majority and Minority Leader. Since leaving the Senate, Senator Daschle has remained an active and learned voice among policymakers on areas ranging from health care, climate change and renewable energy policy, financial services reform, telecommunication issues, and international trade and tax developments.

MICHAEL CASTLE – Served as Governor of the State of Delaware for two terms, as U.S. Congressman for nine terms, as Lieutenant Governor, Deputy Attorney General, and State Senator. Governor Castle has always held a deep interest in financial services, health care, and energy policy, and throughout his public life has worked across party lines, building bridges and forming coalitions to find pragmatic, bipartisan solutions to some of the most pressing problems facing the country. His extensive state and federal experience provides a unique understanding on a wide array of issues faced by businesses that are dealing with federal laws and regulations.

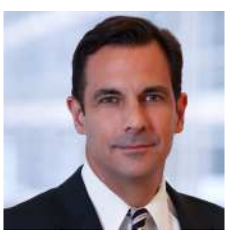
NICOLE CARELLI -- Handles a diverse range of legislative, administrative, and policy issues in the health care sector, helping clients understand the current landscape and representing their interests before Congress and the Executive Branch. Her clients have included state governments, health insurers, providers, drug and device manufacturers, and universities. She counsels clients on developing and implementing comprehensive government affairs strategies on a variety of issues. Ms. Carelli also advises clients on a range of domestic policy issues, including appropriations and federal laws governing lobbying and ethics.

ILIA RODRIGUEZ – Provides strategic public policy counsel to clients on issues before Congress and the executive branch involving education, immigration, health care, and energy. Prior to joining DLA Piper, Ms. Rodriguez was Vice President of Government Affairs at the Center for American Progress in charge of the overall legislative agenda and outreach efforts, with a specific focus in education, energy, national security, and immigration policy. Ms. Rodriguez was also Associate Director for the Democratic Steering and Coordination Committee of the U.S. Senate under the Leadership of Senator Tom Daschle and served as Associate Director in the White House Office of Public Liaison.

DENNIS CARIELLO – Chair of the Regulatory Compliance and Strategies section of DLA Piper's Education and Education Services industry sector group. Mr. Cariello focuses his practice on the regulatory concerns of institutions of higher education, student lenders, and higher education service providers. He currently represents parties before the U.S. Department of Education and before congressional committees, assists schools in navigating regulatory compliance matters, and advises private equity firms and global investment funds in executing transactions in the post-secondary education sector.

STEVE PHILLIPS – Co-Chair of the firm's Federal Law and Policy group. Mr. Phillips served as legislative director and counsel to Senator Jesse Helms, chairman of the Foreign Relations Committee. During his ten years in Congress, Mr. Phillips developed and implemented the Senator's legislative strategy, managed the legislative staff, and served as the senior policy advisor to the Senator on a broad range of issues. Mr. Phillips focuses his practice on the representation of corporations, associations, and foreign governments before Congress, the Administration, and federal agencies with a concentration on trade, tax, communications, defense, homeland security, insurance, banking, environment, and energy. He also advises clients on congressional strategies, the legislative process, and the regulatory process.

EVAN MIGDAIL – Represents clients before Congress, the Administration, and federal agencies with a concentration on tax, trade, government ethics, and matters affecting international law and commerce. Mr. Migdail previously served as an assistant to a United States senator, assistant legislative director for a national trade association, and as an attorney/advisor to an independent federal government agency. Mr. Migdail's expertise in tax law is both in the legislative area and in substantive representation of clients in controversies before the Internal Revenue Service, working from the state level to the highest policymaking levels at the Department of the Treasury.



MARK PAOLETTA – Focuses his work on government investigations, with an emphasis on congressional investigations and hearings. Mr. Paoletta counsels and represents clients in all facets of government and congressional investigations, including developing goals and strategies, writing testimony, preparing witnesses, implementing crisis management, and conducting internal corporate investigations. Mr. Paoletta served for a decade as Chief Counsel for Oversight and Investigations for the U.S. House Committee on Energy and Commerce.

LARRY PURPURO – Focuses on providing strategic counsel to companies, business associations, and nonprofits seeking to affect public policy. Mr. Purpuro is a 30-year veteran of American political campaigns, and has worked on over 100 House and Senate races. Mr. Purpuro's professional career includes senior staff positions at the Republican National Committee, the National Republican Congressional Committee, the U.S. House of Representatives, and the U.S. Senate, including, most recently, as Chief of Staff to Rep. Benishek (R-MI). Mr. Purpuro has extensive experience in the public advocacy arena representing some of America's largest trade associations, interest groups, and public corporations.

APPROACH/SCHEDULE

As you know, the 113th Congress presents many challenges. Although many hoped that the 2012 elections would restore a sense of normalcy, thus far, policymakers remain locked in partisan gridlock with a number of critical issues unresolved, including the FY2014 budget, the shape and scope of deficit reduction measures, and big-ticket legislative items like tax reform and immigration reform. While some veteran policymakers like Sen. Schumer (D-NY) and Sen. McCain (R-AZ) have expressed hope that the coming months will usher in a return to thoughtful deliberation and regular order, these hopes have not yet materialized, with key decisions still being made behind closed doors by small groups of policymakers.

In this uncertain environment, opportunities and risks can emerge quickly. Recognizing and responding to these events – and more importantly, prioritizing these reactions – can be challenging. Moreover, given the continuing preoccupation with fiscal austerity, institutions seeking funding must develop creative and comprehensive strategies that combine substantive expertise, an understanding of where the policy and regulatory environment is headed, and an ability to think beyond the old world of earmarks and appropriations. Federal and state funding sources are more competitive than ever, requiring applicants to think strategically about how to brand and position their organization with key policymakers. Further, any funding strategy must consider potential private sources of funds, such as public-private partnerships and corporate investments. We believe our team is uniquely situated to assist Wayne State University in crafting and implementing a thoughtful strategy to defend your priorities and capitalize on opportunities presented in the coming months.

Below, we provide a brief summary of the areas in which we envision assisting WSU.

- *Strategy.* As a first step, our team will spend time with your team to better understand WSU and your objectives in Washington. We will work with you to assess and prioritize goals and opportunities in D.C. against the current political landscape and congressional and regulatory calendar. Together, we will develop a comprehensive long-term strategy that includes congressional, agency, third-party thought leader, and public affairs components. This strategy will:

- Identify and prioritize key regulatory and policy objectives;
- Set forth a strategy to help WSU achieve these objectives, including ways to leverage WSU's existing relationships with key policymakers while identifying outreach targets on the Hill, in the Administration, and with influential third-party organizations that will help WSU accomplish its goals;
- Outline a strategy to help raise the University's visibility with key policymakers;
- Assess how to thoughtfully and strategically deploy key University officials and faculty members and leverage WSU alumni;
- Set forth a plan to help identify and capitalize on funding opportunities, including opportunities in the private sector;
- Establish clear guideposts and delineate responsibilities between our team and your team to ensure coordination, efficiency, and accountability; and
- Incorporate ongoing legislative and regulatory counsel on matters impacting WSU.

This strategy would be continually reassessed against changes in WSU's priorities and shifts in the political landscape. Additionally, we would formally reassess the strategy, at minimum, at the start of each year of the engagement.

- *Lobbying and Advocacy.* We will use our relationships and experience to help WSU accomplish its objectives on the Hill and with federal agencies, including helping you expand your presence among key policymakers in the Administration and on the Hill. As you know, the Michigan delegation is unusually well-positioned to help WSU achieve its objectives; however, a number of other members may serve as key allies to the University on a variety of issues. We will provide strategic advice and assistance in developing champions supportive of your positions on key issues. Additionally, we will help build WSU's relationships with key policymakers in the White House and in critical agencies.

- *Funding Opportunities.* Oftentimes large organizations struggle to assess competing priorities and consequently do not have a clearly defined "brand" with policymakers on the Hill, in the Administration, and in federal agencies. We find that organizations are often more successful at obtaining funding if they foster key niche areas of focus and work to increase their visibility in these areas with key policymakers and other thought leaders. We will work with your team to assess and prioritize target areas for funding based on the University's resources and objectives and the overall political landscape. Based on this understanding of the University's funding needs and priorities, we will work to identify potential grant opportunities to support WSU's activities. We will also assist WSU in developing and fostering relationships with key officials and help your team review grant and contract proposals. Additionally, we will help identify areas of potential partnership and participation in funded demonstrations and pilot projects with various federal agencies. We will also work with you to help strategize potential private sources of funding, including public-private partnerships, and if possible, facilitate introductory conversations.

- *Political Intelligence.* Our team's experience in politics and policy allows us to provide real-time information and updates on key issues. We know that significant House, Senate, and Administration activity can occur unexpectedly, and constantly have our ears to the ground for potential legislative and regulatory pitfalls for our clients. Moreover, we will not only help you identify potential legislative and regulatory threats and opportunities, but assist in developing and implementing an appropriate response.

- *Regulatory Advice and Counsel.* Many firms in Washington focus on advocacy and access. Our team's skills allow us to not only be effective advocates for our clients on the Hill but to also serve as strategic regulatory advisors on critical rules and regulations. Our team will assist you in monitoring regulatory developments of consequence and identifying potential opportunities – and pitfalls – of rules and regulations. Additionally, we can help you maintain and improve relationships with relevant regulatory agency leadership and staff. As you know, building these relationships can be critical to shaping future agency action.

- *Messaging.* We often act as translators between various stakeholders and policymakers. Effectively translating the benefits and drawbacks of policy proposals and making the message relevant to policymakers can often be difficult. We will work with you to craft the most effective message for each target audience. This will include preparing backgrounders and talking points for meetings with policymakers, preparing Congressional testimony, as needed, and briefing and preparing University officials for meetings with key policymakers and testimony before Congressional Committees. We will also assist with a communications strategy to help raise the University's profile on Capitol Hill and leverage the assistance of WSU alumni.

- *Third-Party Allies.* As you know, policy in DC is driven not just by members of Congress and the Administration, but by influential third-party think tanks and stakeholder organizations. We maintain close relationships with many of these groups, and can help connect the University with organizations seeking to accomplish complementary objectives, including through events and forums hosted by our firm. We can also work with you on strategically placed and authored opinion editorials, white papers, and other thought leadership materials.

W/MBE COMMITMENT

At this time, DLA Piper does not have a diversity supplier program; however, we would certainly consider W/MBE businesses in support of this engagement should the need arise to retain subcontractor(s).

DLA Piper also has a larger commitment to diversity and inclusion. We are committed to creating a culture that is inclusive of all people, where everyone has an opportunity to succeed and pathways to success are transparent. DLA Piper's Diversity and Inclusion (D&I) mission is to increase the diversity of people, perspectives, and experiences represented at all levels of the firm and to nurture an increasingly inclusive culture where that diversity is valued, embraced, and leveraged for the benefit of our people and our clients.

Below are a few highlights that demonstrate the strength and momentum of our D&I strategic plan:

- DLA Piper recently named Stasia Kelly to the position of U.S. Co-Managing Partner. Within the past six months, five diverse lawyers have been named Office Managing Partner or Co-Office Managing Partners.
- 42% of our 2013 class of partner promotions are diverse. This includes women, people of color and LGBT.
- In 2012 DLA Piper received the Gold Standard Certification from the Women in Law Empowerment Forum (WILEF).
- The Human Rights Council named DLA Piper as one of the 2013 Best Places to Work for LGBT Equality. This is our fifth consecutive year to achieve this distinction.

LEADERSHIP

DLA Piper's D&I Program is led by a full-time national director, supported by two partner co-chairs and a national committee, whose members include the firm's global chair and COO. The firm's D&I strategic plan calls for leadership from other department heads as well as practice group leaders and office managing partners, among others. Through this integrated approach, we work to accomplish our goals of recruiting, retaining, developing, and promoting more diverse lawyers as well as raising the awareness of D&I related issues.

PROPOSED FEES

We approach each of our client engagements as a long-term partnership and try to adjust the scope of our representation according to budget constraints. We typically charge a flat monthly fee, which we believe is the most effective and efficient fee structure for this type of engagement.

We believe in the mission of WSU and are excited about partnering with you as your counsel. We also recognize your position as a public university in a difficult fiscal environment. As such, while our typical fee for this type of engagement would be in the range of $30,000 per month, we would like to propose a discounted monthly fee of $20,000 in consideration of the above factors. We are excited about the opportunity to work with your organization and hope that this cost range is able to satisfy both our needs.

ALTERNATIVE PROPOSALS

N/A

ATTACHMENTS

Schedule A – Proposal Certification, Non-Collusion Affidavit, VENDOR Acknowledgments

Schedule B – Insurance Requirements

Schedule C – Cost of Services

Schedule D – Summary of Questionnaire

ATTACHMENTS NOT INCLUDED

Exhibit 1 – Restricted Services (not applicable)

Exhibit 2 – Profile/Experience (see DLA Piper Overview, Experience, Team Biographies, and Approach/Schedule, above)

Exhibit 3 – VENDOR Service Plan (see DLA Piper Overview, Experience, Team Biographies, and Approach/Schedule, above)

Exhibit 4 – Sample of Standard Activity Reports (available on request)

Schedule A

RESPONSE TO WAYNE STATE UNIVERSITY
REQUEST FOR PROPOSAL
RFP: Federal relations lobbying and consulting services
AND TO ANY AMENDMENTS, THERETO

DATED: April 16, 2013

PROPOSAL CERTIFICATION, ACKNOWLEDGEMENTS, and NON_COLLUSION AFFIDAVIT

VENDOR is to certify its proposal as to its compliance with the Request for Proposal specifications using the language as stated hereon.

ACKNOWLEDGEMENTS

By virtue of submittal of a Proposal, VENDOR acknowledges and agrees that:

- All of the requirements in the Scope of Work of this RFP have been read, understood and accepted.
- The University's General Requirements and Guidelines have been read, understood and accepted.
- Compliance with the Requirements and/or Specifications, General Requirements and Guidelines, and any applicable Supplemental Terms and Conditions will be assumed acceptable to the VENDOR if not otherwise noted in the submittal in an Exhibit I, Restricted Services.
- The Supplier is presently not debarred, suspended, proposed for debarment, declared ineligible, nor voluntarily excluded from covered transactions by any Federal or State of Michigan department or agency.
- Wayne State University is a constitutionally autonomous public university within Michigan's system of public colleges and universities, and as such, is subject to the State of Michigan Freedom of Information Act 442 of 1976. Any Responses Proposals, materials, correspondence, or documents provided to the University are subject to the State of Michigan Freedom of Information Act, and may be released to third parties in compliance with that Act, regardless of notations in the VENDOR's Proposal to the contrary.
- All of the Terms and Conditions of this RFP and Vendor's Response Proposal become part of any ensuing agreement.
- The individual signing below has authority to make these commitments on behalf of Supplier.
- This proposal remains in effect for **[120]** days.

VENDOR, through the signature of its agent below, hereby offers to provide the requested products/services at the prices specified, and under the terms and conditions stated and incorporated into this RFP.

PROPOSAL CERTIFICATION

The undersigned, duly authorized to represent the persons, firms and corporations joining and participating in the submission of this Proposal states that the Proposal contained herein is complete and is in strict compliance with the requirements of the subject Request for Proposal dated **April 16, 2013,** except as noted in Exhibit 1, the "**Restricted Services/Exceptions to RFP**" section of the Proposal. If there are no modifications, deviations or exceptions, indicate "None" in the box below:

[X] **NONE** – There are no exceptions to the University's requirements or terms

[ ] **YES** – Exceptions exist as shown in Exhibit 1, Restricted Services.

NON-COLLUSION AFFIDAVIT

The undersigned, duly authorized to represent the persons, firms and corporations joining and participating in the submission of the foregoing Proposal, 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 VENDORS, or with any official of the UNIVERSITY or any employee thereof, or any person, firm or corporation under contract with the UNIVERSITY whereby the VENDOR, in order to induce acceptance of the foregoing Proposal by said

UNIVERSITY, has paid or is to pay to any other VENDOR or to any of the aforementioned persons anything of value whatever, and that the VENDOR has not, directly or indirectly entered into any arrangement or agreement with any other VENDOR or VENDORS which tends to or does lessen or destroy free competition in the letting of the contract sought for by the foregoing Proposal.

The VENDOR 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 proposer, potential proposer, 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 proposers or potential proposers, or to obtain through any unlawful act an advantage over other proposers or the college.

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

CONFLICT OF INTEREST

The undersigned proposer and each person signing on behalf of the proposer 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 the UNIVERSITY, nor any employee, or person, whose salary is payable in whole or in part by the UNIVERSITY, 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.

Any notice required under the Agreement shall be personally delivered or mailed by first class or certified mail, with proper postage, prepaid, to the Subject VENDOR at the following address:

Company Name: ____DLA Piper____________________

Address: ____500 8th Street, NW ____________________

_____Washington, DC 20004 ____________________

Telephone: (__202__________)_799-4362 ____________________

Fax: (__202__________)_799-5362 ____________________

ATTN: ___Mary Langowski ____________________

Tax Payer ID: ___52-0616490 ____________________

Submitted by: ____Mary Langowski____________________

Signature Mary Langowski ____________________

Typed Name ___Mary Langowski____________________

___Partner ____________________ ___5/9/13 ___________
(Title) (Date)

The Internal Revenue Code requires recipients of payments which must be reported on Form 1099 to provide their taxpayer identification number (TIN).
T.I.N. (Taxpayer Identification Number, Federal Identification Number, or Social Security Number).

Schedule B - INSURANCE REQUIREMENTS *(Revised 3-12-2012)*

____DLA Piper______________________________, at its sole expense, shall cause to be issued and maintained in full effect for the term of this agreement, insurance as set forth hereunder:

General Requirements

	Type of Insurance		Minimum Requirement
1.	Comprehensive General Liability	Bodily Injury	$ 500,000 each person $1,000,000 aggregate
		Property Damage	$ 500,000 each occurrence $1,000,000 aggregate or $2,000,000 Combined Single Limit (CSL)
2.	Comprehensive Automobile Liability (including hired and non-owned vehicles)	Bodily Injury	$ 500,000 each person $1,000,000 each accident
		Property Damage	$ 500,000 each accident or $2,000,000 Combined Single Limit (CSL)
3.	Workers' Compensation (Employers' Liability)	Statutory-Michigan	$ 100,000

Maximum Acceptable Deductibles

Type of Insurance	Deductible
Comprehensive General Liability	$5,000
Comprehensive Automobile Liability	0
Workers' Compensation	0

Coverage

1. All liability policies must be written on an occurrence form of coverage.
2. Comprehensive general liability includes, but is not limited to: consumption or use of products, existence of equipment or machines on location, and contractual obligations to customers.
3. The Board of Governors, Wayne State University, shall be named as an additional insured, but only with respect to accidents arising out of the performance of said contract.

Certificates of Insurance

1. Certificates of Insurance naming Wayne State University / Office of Risk Management as the certificate holder and stating the minimum required coverage must be forwarded to the Office of Risk Management to be verified and authenticated with the agent and/or insurance company.
2. Certificates shall contain a statement from the insurer that, for this contract, the care, custody or control exclusion is waived.
3. Certificates shall be issued on a ACORD form or one containing the equivalent wording, and require giving WSU a thirty (30) day written notice of cancellation or material change prior to the normal expiration of coverage.
4. Insurance must be issued by a bond/insurance company with an "A rating as denoted in the AM Best Key Rating Guide"
5. Revised certificates must be forwarded to the Office of Risk Management thirty (30) days prior to the expiration of any insurance coverage listed on the original certificate, as follows:

Wayne State University
Office of Risk Management
5700 Cass Avenue, Suite 4622 AAB
Detroit, MI 48202

WAYNE STATE

Cost of Services - (SCHEDULE C)
Reply to Wayne State University Request for Proposal
For Federal Relations Lobbyist And Consulting Services - 2013

Level of Effort Work Plan

TASK *(Please Describe)*	PERSON RESPONSIBLE	RATE @
Please see Team Biographies and Approach/Schedule Proposed Fee Structure based on a retainer agreement		
		$
		$
Other Costs (Describe)		$
Reimbursable Expenses (if any)		$

Grand Total		$ 20,000 per month retainer

Maximum Annual Increases (Consultants are to indicate the Maximum PERCENTAGE Increases or any Decreases for each year)

Year 2 through 9-30-2015		Year 3 through 9-30-2016	
Zero Increase	***or*** Maximum Increase %	Zero Increase	***or*** Maximum Increase %
	%		%

Company Name: DLA Piper

Submitted by: Mary Langowski

Signature [signature]

Typed Name Mary Langowski (Title) 5/9/13 (Date)

Phone (202-) 799-4362 fax (202) 799-5392

SCHEDULE D - SUMMARY QUESTIONNAIRE

		YES	ALTERNATIVE
1.	Can your company **commence on October 01, 2013 and be completed by September 30, 2014**?	X	
2.	Does your company agree to provide a minimum of **3 references** to the University **upon request**, with specific contact names and phone numbers?	X	
3.	Did you attend **the mandatory Pre-Proposal** meeting **on April 24, 2013?**	X	
4.	Did your company provide a certificate of insurance to meet or exceed all our minimum requirements?		**For confidentiality reasons we do not provide certificates of insurance to third parties but we have an insurance program that includes CGL, Auto, Workers' Comp and professional liability in amounts commensurate with a law firm of this size.**
5.	Did your company provide the required Proposal Certification, Non- Collusion Affidavit and Vendor Acknowledgement**, Schedule A?**	X	
6.	Did your company complete and provide the Summary **Price Schedule C**, and submit it electronically to **rfp@wayne.edu?**	X	
7.	Did your company agree to guarantee to maintain a top priority for the UNIVERSITY?	X	
8.	Please complete the following questions:		
	Total number of employees in your company	**9021, including 2859 in the US**	
	Total years in business with this company name	**8 years**	
9.	Does your company agree to provide financial reports to the University **upon request?**	X	

10.	Does your company agree to allow the UNIVERSITY to audit your books pertaining to the UNIVERSITY account?	_______	**DLA Piper is audited annually by a national CPA firm, but as a private company we do not normally allow open access to our books. Should the situation arise where the university has a concern about our finances we would work with you to address the situation in a mutually agreeable manner.**
11.	Are there any conflicts of interest in doing business with the University?	___ **Yes** _X__ **No**	
12.	Did your company provide a "Restricted Services" exhibit, EXHIBIT 1?	___ **Yes** _X__ **No**	
13.	Did your company provide a list of **lost accounts** in excess **of $25,000?**	_______	**Upon Request**
14.	Did your company quote services at **prevailing wage rates** where applicable and clearly indicate such in your proposal?	____	**N/A**