

Course Additions, Combinations and Eliminations Policy

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Administering Entities: The Curriculum Subcommittee of the International Professional Education Committee (IPEC) and IRWA Staff

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Responsibility for Review: The International Governing Council (IGC)

Purpose

The purpose of this policy is to ensure that IRWA courses¹ are being added, combined, or eliminated in an effective and transparent manner. The IRWA must continually improve and update its course curriculum to ensure that courses are current, impactful, and relevant. A proactively and comprehensively managed curriculum contributes to student learning and retention. Periodic course additions, combinations and eliminations are necessary to ensure that the curriculum meets the needs of IRWA members who are working in the right of way and infrastructure professions.

Background

Historically, IRWA course additions, combinations, and eliminations were decided on a case-by-case basis without any formal process or procedures, which resulted in inconsistencies and delays in curriculum enhancements.

In 2020, IRWA staff developed a comprehensive course database to track instructor and participant feedback to inform the need for curriculum improvement. Also, IRWA staff and the IPEC Curriculum Subcommittee determined it was vital that IRWA establish clear processes and procedures to support its educational goals. Consequently, the Course Updates Policy and the Course Rewrites Policy were developed by the IPEC Curriculum Subcommittee and approved by the IGC. The guidance provided herein supports effective and equitable management of courses, regardless of whether a course needs to be added, eliminated, or multiple courses need to be combined.

Course Additions Processes and Procedures

The IPEC will ensure new course additions occur in the most efficient, effective, and equitable manner. Furthermore, IPEC will ensure that responsible communication practices are being employed with relevant stakeholders based on the following processes and procedures.

- I. Determine Course Addition is Necessary
 - A. The one method used to determine that a course addition is necessary is:
 1. An individual or group (containing at least one current IRWA-approved instructor) determines that a course needs to be added.
 - a. In such a situation, the individual or group will submit a course addition request to the IPEC Chair.

¹ In-Person courses are the primary focus of this policy.

II. Assess Course Addition Requests

- A. The course addition request must include the following three (3) components:
 1. Rationale for a course addition, instead of a course update, rewrite, or combination.
 2. Benefit to members from a course addition.
 3. Optimal duration (number of days) of the new course.
- B. The IPEC Chair will send the course addition request to all IPEC members (including all subcommittees), and work with IRWA education staff to schedule a full committee meeting.
- C. When the subcommittee receives a course addition request, IRWA education staff will supply the subcommittee with any necessary and relevant data.
- D. The IPEC will review all course addition requests in a timely manner and notify appropriate parties about decisions.
- E. If approved, the IPEC Credentialing Subcommittee will analyze how the new course will be incorporated into existing credentialing requirements and submit a recommendation to the IGC, through the IPEC Chair, for final review and approval.
- F. Once a course addition request has been submitted, no other similar submissions (of the same subject matter) will be considered while the first course addition request is pending approval.

III. Solicit New Course Development Proposals

- A. Once a course addition request has been approved by the IPEC Curriculum Subcommittee and the IGC, a request for proposal (RFP) will be distributed to IRWA members.
- B. The RFP will contain a detailed explanation on how the course development proposal should be structured, including: New Course Development Team requirements and how proposals will be scored. Please refer to Appendix A: RFP Template and Appendix B: Proposal Scoring Sheet for further details.

IV. Establish the New Course Development Team

- A. New Course Development Teams must have at least three (3) individuals and include at least one (1) of each of the following:
 1. A current IRWA member approved to teach a course in the same course series discipline that is being added.
 2. A current IRWA member (not required to be an approved instructor) who has, or has had, the topic of the course as a key professional responsibility for no less than five (5) years.
 3. An individual (not required to be a current IRWA member) who can be established as a subject matter expert (SME) in the primary course topic who has, or has had, the topic of the course as a key professional responsibility for no less than five (5) years.

V. Review and Selection Process

- A. The IPEC Curriculum Subcommittee will review the RFP submissions based on the following six (6) criteria using the scoring sheet provided in Appendix B:
 1. Proposal Quality and Accuracy (10%)
 2. Qualifications of the Development Team (20%)
 3. Methodology and Approach (30%)
 4. Timeline of Deliverables (25%)
 5. Linkage to IRWA Credentials (5%)
 6. Project Budget (10%)
- B. Proposals will be submitted to IRWA's Education and Instructional Development Manager, who will work with education staff to determine which proposals have all the required elements outlined in the RFP.

1. All proposals that meet the minimum requirements will be distributed to the IPEC Curriculum Subcommittee members, along with a link to scoring sheets for each proposal.
 2. Any proposals that do not meet the minimum requirements will not be considered.
- C. Proposals will be individually evaluated and scored by IPEC Curriculum Subcommittee members. After individual evaluations and scores are returned to IRWA education staff:
1. IRWA education staff will inform the IPEC Curriculum Subcommittee members of the top proposals (no more than two) that received the highest scores based on the proposal evaluation criteria.
 2. The top proposal(s) will then be discussed at the next scheduled subcommittee meeting, and the best proposal will be selected.
 3. The IPEC Curriculum Subcommittee will provide everyone who submitted a proposal with its decision and a copy of their Scoring Sheet.
 4. The IPEC Curriculum Subcommittee’s decision will also be posted as a separate landing page on the Education tab of the IRWA website.
- D. Once the IPEC Curriculum Subcommittee has selected a course addition proposal and the new course development team has agreed to move forward with the project, IRWA’s General Counsel will prepare a new course development contract. The contract must be signed by all development team members and returned to IRWA’s General Counsel before any additional work can commence.
- E. The Education and Instructional Development Manager will contact the new course development team members and schedule a first meeting to discuss the course development process and supply any necessary data and materials.
- F. The IPEC Curriculum Subcommittee reserves the right to accept or reject all course addition proposals. If the subcommittee determines not to select any of the submitted new course development proposals, the subcommittee will determine the timing, and need, for reissuing the RFP.

VI. Complete Scope of Work and Deliverables (for Inclusion in the RFP)

- A. The selected New Course Development Team will develop and deliver the following documents, based on the contract scope and timeline, which comply with the applicable laws, regulations, and guidance materials:
1. Instructor Materials (if applicable)
 2. Participant Materials and/or Learning Guide
 3. Presentation Materials
 4. Supplemental Materials (if applicable)
- B. All materials will be provided in accordance with Appendix C: Course Materials Guidelines.

VII. Establish Compensation and Schedule

- A. When a course addition proposal has been reviewed and approved, the following course development compensation schedule² will be employed:

One-Day Course	Two-Day Course	Three-Day Course	Four-Day Course
\$20,000	\$30,000	\$40,000	\$50,000

² The number indicates the maximum compensation (in U.S. dollars or equivalent)

- B. The IPEC Curriculum Subcommittee and IRWA education staff will work together to determine the optimal funding source for approved course addition proposals, including possible funding from the Right of Way International Education Foundation (RWIEF) and the Canadian Right of Way Education Foundation (CRWEF). Any formal requests for funding from the RWIEF or CRWEF will be submitted through the International Executive Committee (IEC).
- C. Based on the milestones outlined in the approved course addition proposal, the course addition lead will be paid at 25%, 50%, 75%, and 100% intervals. All payments will be made after approved deliverables have been formally accepted³ by the IPEC Curriculum Subcommittee and IRWA education staff.
- D. If a new course development team does not meet a deliverable by the approved submission deadline, the IPEC Curriculum Subcommittee may use its discretion to grant extensions. Failure to meet deadlines could also result in compensation penalties, and any such provision will be clearly outlined in the new course development RFP and contract.
- E. Final compensation will not be distributed until the IPEC Curriculum Subcommittee and IRWA education staff ensures that the course materials are compliant with the Course Materials Guidelines and formally approves the following:
 - 1. Instructor Materials (if applicable)
 - 2. Participant Materials and/or Learning Guide
 - 3. Presentation Materials
 - 4. Supplemental Materials (if applicable)
- F. If an approved new course development team does not meet the deadline for submitting the first deliverable and is unable to complete the project, the IPEC Curriculum Subcommittee will:
 - 1. Offer the project to the new course development team that ranked second upon initial review (if applicable) or
 - 2. Issue a new course addition RFP.

VIII. Incorporate the New Course

- A. Once a new course has been approved by the IPEC Curriculum Subcommittee, the IPEC Chair will notify the IPEC Credentialing and Instructor Development Subcommittees.
- B. The IPEC Credentialing Subcommittee will then develop a proposal outlining how the new course will be incorporated into the existing credentialing requirements.

IX. Finalize the Course Addition

- A. The IPEC Chair will seek final approval from the IGC on:
 - 1. The addition of the new course.
 - 2. The revised IRWA credentialing requirements that include the new course.

X. Implement the New Course

- A. After the new course has been approved by the IGC, the IPEC Instructor Development Subcommittee will develop specific qualifications that IRWA-approved instructors must meet to be invited to attend a pilot of the new course.
- B. Once those qualifications have been developed, the IPEC Instructor Development Subcommittee will notify all IRWA instructors, who will be asked to submit their resumes and any other applicable documentation, so that their qualifications to teach the course can be verified.

³ Formal acceptance, resulting in compensation, will entail the IPEC Curriculum Subcommittee and IRWA education staff agreeing that what has been delivered corresponds to what was committed to being delivered in the approved course addition proposal.

- C. Once the instructors' qualifications have been verified by the IPEC Instructor Development Subcommittee, they will be invited to attend a pilot of the new course.
- D. Upon completion of that new course pilot, all instructors who attended the course will be approved to teach the course going forward.

Course Combinations Processes and Procedures

The IPEC will ensure that combining of two or more approved IRWA courses occurs in the most efficient, effective, and equitable manner, and that responsible communication practices will be employed with relevant stakeholders.

- I. Determine Course Combination is Necessary
 - A. The two methods used to determine that a course combination is necessary are:
 - 1. An approved course update team identifies that a course combination is necessary.
 - a. In such a situation, the course update team will develop a course combination request for the IPEC Curriculum Subcommittee.
 - 2. An individual or group (containing at least one current IRWA member) identifies that a course combination is necessary.
 - a. In such a situation, the individual or group will submit a course combination request to the IPEC Chair.
- II. Assess Course Combination Requests
 - A. The course combination request must include the following three (3) components:
 - 1. Rationale supporting the need for a course combination, instead of a course update, rewrite, or addition.
 - 2. Benefit to members from a course combination.
 - 3. Optimal duration (number of days) of the proposed course.
 - B. The IPEC Chair will send the course combination request to all IPEC members (including all subcommittees), and work with IRWA education staff to schedule a full committee meeting.
 - C. When the subcommittee receives a course combination request, IRWA education staff will supply the subcommittee with any necessary and relevant data.
 - D. The IPEC will review all course combination requests in a timely manner and will notify appropriate parties about decisions.
 - E. If approved, the IPEC Credentialing Subcommittee will:
 - 1. Analyze how the combined course will be incorporated into existing credentialing requirements
 - 2. Minimize the impacts of the curriculum change on current members
 - 3. Submit a recommendation to the IGC, through the IPEC Chair, for final review and approval.
 - F. Once a course combination request has been submitted, no other similar submissions (of the same subject matter) will be considered pending the approval of the first course combination request.
- III. Solicit Course Combination Proposals
 - A. Once a course combination request has been approved by the IPEC Curriculum Subcommittee and the IGC, a request for proposal (RFP) will be distributed to IRWA members.
 - B. The RFP will include a detailed explanation on how the course combination proposal should be structured, including New Course Combination Team requirements and how proposals will be

scored. Please refer to Appendix A: RFP Template and Appendix B: Proposal Scoring Sheet for further details.

- IV. Establish Minimum Criteria for Course Combination Team Members
 - A. Course Combination Teams must have at least three (3) individuals and include at least one (1) of each of the following:
 - 1. A current IRWA member approved to teach all the courses that are being combined.
 - 2. A current IRWA member (not required to be an approved instructor) who has, or has had, the topic of one of the courses as a key professional responsibility for no less than five (5) years.
 - 3. An individual (not required to be a current IRWA member) who can be established as a subject matter expert (SME) in the primary course topic who has, or has had, the topic of the course as a key professional responsibility for no less than five (5) years

- V. Review and Selection Process
 - A. The IPEC Curriculum Subcommittee will review submissions based on the following six (6) criteria using the scoring sheet in the attached Appendix B:
 - 1. Proposal Quality and Accuracy (10%)
 - 2. Qualifications of the Combination Team (20%)
 - 3. Methodology and Approach (30%)
 - 4. Timeline of Deliverables (25%)
 - 5. Linkage to IRWA Credentials (5%)
 - 6. Project Budget (10%)
 - B. Proposals will be submitted to IRWA's Education and Instructional Development Manager, who will work with education staff to determine which proposals have all the required elements outlined in the RFP. All proposals that meet the minimum requirements will be distributed to the IPEC Curriculum Subcommittee members, along with a link to scoring sheets for each proposal. Any proposals that do not meet the minimum requirements will not be considered.
 - C. Proposals will be individually evaluated and scored by IPEC Curriculum Subcommittee members. After individual evaluations and scores are returned to IRWA education staff:
 - 1. IRWA education staff will inform the IPEC Curriculum Subcommittee members of the top proposals (no more than two) that received the highest scores based on the Scoring Sheet.
 - 2. The top proposal(s) will then be discussed at the next scheduled subcommittee meeting, and the best proposal will be selected.
 - 3. The IPEC Curriculum Subcommittee will provide everyone who submitted a proposal with its decision and a copy of their Scoring Sheet.
 - 4. The IPEC Curriculum Subcommittee's decision will also be posted as a separate landing page on the Education tab of the IRWA website.
 - D. Once a course combination proposal has been selected by the IPEC Curriculum Subcommittee, and that combination team has agreed to move forward with the course combination project, IRWA's General Counsel will prepare a course combination contract. That contract must be signed by all combination team members and returned to IRWA's General Counsel before any combination work can commence.
 - E. The Education and Instructional Development Manager will contact the course combination team members and schedule a first meeting to discuss the course combination process and supply any necessary data and materials.

- F. The IPEC Curriculum Subcommittee reserves the right to accept or reject all course combination proposals. If the subcommittee determines not to select any of the submitted course combination proposals, the subcommittee will determine the timing, and need, for reissuing the RFP.

VI. Complete Scope of Work and Deliverables (for Inclusion in the RFP)

- A. The selected Course Combination Team will develop and deliver the following documents, based on the contract scope and timeline, which comply with the applicable laws, regulations and guidance materials.
 - 1. Instructor Materials (if applicable)
 - 2. Participant Materials and/or Learning Guide
 - 3. Presentation Materials
 - 4. Supplemental Materials (if applicable)
- B. All materials will be provided in accordance with the established Course Materials Guidelines found in Appendix C.

VII. Establish Compensation and Schedule

- A. When a course combination proposal has been reviewed and approved, the following combination compensation schedule⁴ will be employed:

One-Day Course	Two-Day Course	Three-Day Course	Four-Day Course
\$15,000	\$25,000	\$35,000	\$45,000

- B. The IPEC Curriculum Subcommittee and IRWA education staff will work together to determine the optimal funding source for approved course combination proposals, including possible funding from the Right of Way International Education Foundation (RWIEF) and the Canadian Right of Way Education Foundation (CRWEF). Any formal requests for funding from the RWIEF or CRWEF will be submitted through the International Executive Committee (IEC).
- C. Based on the milestones outlined in the approved combination proposal, the course combination lead will be paid at 25%, 50%, 75%, and 100% intervals. All payments will be made after approved deliverables have been formally accepted⁵ by the IPEC Curriculum Subcommittee and IRWA education staff.
- D. If a course combination team does not meet a deliverable by the approved submission deadline, the IPEC Curriculum Subcommittee may use its discretion to grant extensions. Failure to meet deadlines could also result in compensation penalties, and any such provision will be clearly outlined in the course combination RFP and contract.
- E. Final compensation will not be distributed until the IPEC Curriculum Subcommittee and IRWA education staff ensures that the course materials are compliant with the Course Materials Guidelines and formally approves the following:
 - 1. Instructor Materials (if applicable)
 - 2. Participant Materials and/or Learning Guide
 - 3. Presentation Materials

⁴ The number indicates the maximum compensation (in U.S. dollars or equivalent)

⁵ Formal acceptance, resulting in compensation, will entail the IPEC Curriculum subcommittee and IRWA education staff agreeing that what has been delivered corresponds to what was committed to being delivered in the approved course combination proposal.

4. Supplemental Materials (if applicable)
 - F. If an approved course combination team does not meet the deadline for submitting the first deliverable and is unable to complete the project, the IPEC Curriculum Subcommittee will:
 1. Offer the project to the new course combination team that ranked second upon initial review (if applicable) or
 2. Issue a new course addition RFP.
- VIII. Incorporate Newly Combined Course
- A. Once a newly combined course has been approved by the IPEC Curriculum Subcommittee, the IPEC Chair will notify the IPEC Credentialing and Instructor Development Subcommittees.
 - B. The IPEC Credentialing Subcommittee will finalize their plan for how to incorporate the newly combined course into existing credentialing requirements, and attend to the removal of the combined courses, and submit that plan to the IPEC Chair.
- IX. Finalize Newly Combined Course Addition
- A. The IPEC Chair will seek final approval from the IGC on:
 1. The addition of the newly combined course.
 2. The revised IRWA credentialing requirements that include the newly combined course.
- X. Implement Newly Combined Course
- A. After the newly combined course has been approved by the IGC, the IPEC Instructor Development Subcommittee will invite all approved instructors from the previously separate courses to attend a pilot of the newly combined course.
 - B. Upon completion of that pilot, all instructors who attended will be approved to teach the course going forward.

Course Eliminations Processes and Procedures

The IPEC will ensure course eliminations occur in the most efficient, effective, and equitable manner, and mitigate any potential negative impacts from course eliminations. The IPEC will employ responsible communication practices with relevant stakeholders based on the following processes and procedures.

- I. Determine Course Elimination is Necessary
 - A. The two methods used to determine a course elimination is required are:
 1. An approved course update team determines that a course elimination is necessary.
 - a. In such a situation, the course update review team will develop a course elimination request for the IPEC Curriculum Subcommittee.
 2. An individual or group (containing at least one current IRWA member) identifies that a course elimination is necessary.
 - a. In such a situation, the individual or group will submit a course elimination request to the IPEC Chair.
- II. Assess Course Elimination Requests
 - A. The course elimination request must include the following two (2) components:
 1. Rationale for a course elimination, instead of a course update or course rewrite.
 2. Benefit to members from a course elimination.
 - B. The IPEC Chair will send the course elimination request to all IPEC members (including all subcommittees), and work with IRWA education staff to schedule a full committee meeting.

- C. When the subcommittee receives a course elimination request, IRWA education staff will supply the subcommittee with any necessary and relevant data, such as existing instructor and student feedback from the course.
 - D. The IPEC will review all course elimination requests in a timely manner and will notify appropriate parties about decisions.
 - E. If approved, the IPEC Credentialing Subcommittee will develop a plan to best modify existing IRWA credentialing requirements, minimize the impact of the curriculum change on current members and submit that plan to the IPEC Chair.
- III. Finalize Course Elimination
- A. The IPEC Chair will seek IGC's final approval for:
 - 1. Course elimination.
 - 2. Revisions to IRWA credentialing requirements that include a substitute for the course being considered for elimination.
- IV. Implement Course Elimination
- A. After the course elimination has been approved by the IGC, the IPEC Curriculum Subcommittee will work with IRWA education staff to update the curriculum.

Course Additions, Combinations, and Eliminations Communication Procedures

The IPEC will employ the following procedures upon acceptance and approval of the course materials to promptly update members on any course additions, combinations, or eliminations, and how any such changes will impact IRWA credentialing requirements. Given the potential impact on members, it is essential that communication about any such curriculum modifications occurs in a timely and thorough manner.

- I. Course Addition and Course Combination Communication Procedures
 - A. All members will receive an email that provides a link to the following:
 - 1. New course or newly combined course overview
 - 2. List of approved course instructors
 - 3. Detailed summary of impact on IRWA credentialing requirements
- II. Course Elimination Communication Procedures
 - A. When a course has been eliminated, members will receive an email that provides a link to the following:
 - 1. Course elimination overview
 - 2. Detailed Summary of Impact on IRWA credentialing requirements
- III. IPEC Transparency and Member Recognition Procedures
 - A. In addition to the course additions or course combinations email sent to all members, the following will occur to enhance transparency and elevate IRWA members' awareness of the work being conducted by the IPEC, IRWA instructors, and IRWA education staff:
 - 1. The Leader's Edge and each issue of the Right of Way magazine will contain a section that provides the following information:
 - a. Courses that have been added during the current fiscal year.
 - b. Courses that have been combined during the current fiscal year.
 - c. Courses that have been eliminated during the current fiscal year.
 - d. A list of the members who oversaw those projects.

Appendix A RFP Template

Request for Proposals (RFP)

For: [Course Number – Name]

[RFP ID #]

Issued: [Date]

Submission deadline: [Date], no later than [Time]

All questions pertaining to this RFP must be submitted by [Date], no later than [Time]. Questions must be submitted, via email, to:

[IPEC Chair's name and email address]

and

[IRWA Education & Instructional Development Manager's name and email address]

Questions will be answered by the appropriate individuals and answered within two (2) business days via a return reply acknowledging receipt of the question. Questions and answers will be shared with all bidders.

Introduction

On behalf of the International Right of Way Association (IRWA), the International Professional Education Committee (IPEC) invites course addition or combination proposals for [Course Number – Name]. Please review this RFP in its entirety, along with all exhibition items.

RFP Exhibitions

The following is a comprehensive list of all exhibits relevant to this course addition or combination RFP.

1. Course Addition or Combination Proposal
 - a. This course addition or combination proposal was submitted by [Name(s) of Individual(s)] on [Date] and was approved by the IPEC on [Date].
2. Current Course Materials (if the course is a combination)
 - a. Instructor Manual and Participant Manual, or Learning Guide
 - b. Exam
 - c. Presentation Materials
 - d. Supplemental Materials (when available)
3. Instructor Course Feedback from the IRWA Education Database (if the course is a combination)

To access all the above exhibitions, please visit [URL].

Background and Scope of Work

[General overview about the importance of course additions or combinations, as well as any course-specific statements relevant to the RFP.] The course combination or development team is expected to develop the course based on the approved course combination or addition proposal, leveraging resources provided by education staff and the course combination or development team's experiences and expertise. A successfully developed course will include new course materials (participant and instructor manuals, or learning guide,

exam, presentation, and any supplemental materials) and an overview of how and why the course was combined or developed.

The IPEC will approve a maximum allowable project compensation of \$[*compensation ceiling*], based on the Course Additions, Combinations and Eliminations Policy.

Submission Procedure

Proposals conforming to the requirements set out below must be received by the IRWA's Education and Instructional Development Manager by email [EID Manager's email address] no later than the deadline given above. The EID Manager will confirm receipt of each bid within 48 hours. In the event you do not receive a bid receipt, please directly contact the EID Manager at [Business Phone Number]. Proposals must include language stating that they are valid for a period of at least ninety (90) days from the closing deadline.

The RFP ID# must be inserted in the Header of each page of the proposal.

The IRWA reserves the right to waive irregularities and to reject any or all bids. The IRWA may consider and reject any bid not prepared and/or not submitted in accordance with the provisions and may also waive any informalities or reject all bids.

Any bid may be withdrawn prior to the scheduled time for the opening of bids or authorized postponement. Any bid received after the time and date specified shall not be considered. No bidder may withdraw a bid within sixty (60) days after the actual date of the opening of bids.

The IRWA also reserves the right to negotiate with the selected bidder if the price exceeds available funds.

Proposal Contents

Proposals, together with letters of transmittal, should include the bidder's description of the work to be performed and include the following information:

- Course Combinations or Development Team
 - The team of people who would execute the work, with descriptions of the experiences (professional and instructional) and skills of each, and his/her/their role in the project.
 - Examples from past projects that reflect the deliverables and scope that are listed in the scope of work.
 - The name of the person on the course development team who would be the primary contact person or "Course Combination or Development Team Lead" for any contractual and project-related matters.
- Methodology and Approach
 - A detailed overview of how the course will be developed, based on the IPEC-approved course combination or addition proposal, existing course materials (if the course is a combination), and instructor feedback (if the course is a combination).
 - A management plan for the work, including how project responsibilities will be divided among team members.
- Project Schedule
 - A schedule for the work, including the range of start dates to which your team is prepared to commit, and anticipated completion dates. This schedule should work within the timeframes

outlined by the IRWA in this RFP. Any conflict in the two should be described. The schedule should include a list of all anticipated meetings with IRWA education staff.

- Project Budget
 - A budget, which aligns with the maximum allowable project compensation figure provided in the Background and Scope of Work section of this RFP. That budget should include details about how compensation will be divided among the Course Development/Combination Team Lead and the Course Development/Combination Team Members.

Modification of Bids

Modifications to bids already submitted will be allowed if submitted in writing prior to the time fixed in the Request for Proposals. Modifications shall be submitted, as such, and shall not reveal the total amount of either the original or revised bids.

Opening, Evaluation and Contracting

Proposals may be opened by the IRWA at any time after the submission deadline. All proposals satisfying the requirements of this Request for Proposals will be evaluated to establish which RFP best fulfills the needs of the IRWA and this project.

Proposals will be individually scored based on the following six (6) criteria and associated weights:

1. Proposal Quality and Accuracy (10%)
2. Qualifications of the Development Team (20%)
3. Methodology and Approach (30%)
4. Timeline of Deliverables (25%)
5. Linkage to IRWA Credentials (5%)
6. Project Budget (10%)

The IRWA anticipates entering into a contract with the successful bidder to execute the proposed work. However, this Request for Proposals does not commit the IRWA to award a contract, to pay any costs incurred in the preparation of a proposal, or to contract for the goods and/or services offered. The IRWA reserves the right to accept or reject any or all proposals received because of this request, to negotiate with all qualified offerors or to cancel this Request for Proposals, if it is in the best interests of the IRWA to do so. The decision of the IRWA shall be final.

After the selection of a Contractor, the Project Schedule should include a period of collaboration between the IRWA's education staff, IPEC Curriculum Subcommittee, and the Contractor to better define, elaborate upon and fix the Contractor's exact and final scope of Work (the "Final Scope") starting with the date of this Agreement and extending until [date]. In collaboration with the IRWA, the Final Scope will be fixed no later than [date].

Form of Contract

The IRWA expects to enter into a contract with the successful bidder.

The submission of a proposal implies an acceptance of determining final scope amounts, and general acceptance on the part of the bidder of the terms of this form of contract, and especially of those parts establishing guarantees and the IRWA's rights to intellectual property. In addition, all aspects of the proposed work must comply with the IRWA's Course Materials Guidelines and the IRWA's Liquidated Damages policy (reference below).

Liquidated Damages

[Insert IRWA's Liquidated Damages policy]

Project Completion

The Project is to be completed on or before *[date]*.

Notification of Decision

Once the IPEC Curriculum Subcommittee has selected a winning bid, all bidders will be notified and provided with a copy of their Proposal Scoring Sheets, and a decision message will be posted on a separate landing page that can be found on the Education tab of the IRWA's website.

Appendix B Proposal Scoring Sheet

Course Additions/Combinations Proposals Scorecard					
CRITERIA CHECKLIST					
Scores Available from 1-5 (1=low & 5=high)					
1. Proposal Quality and Accuracy		Proposal 1	Proposal 2	Proposal 3	BASIS FOR SCORE
Completeness		0	0	0	
Alignment with RFP		0	0	0	
Overall Response (Professionalism & Quality)		0	0	0	
Average Score		0	0	0	
2. Rewrite Team Qualifications		Proposal 1	Proposal 2	Proposal 3	BASIS FOR SCORE
Professional Experience with Course Topic(s)		0	0	0	
Course-Related Experience		0	0	0	
Experience with Similar Projects		0	0	0	
Overall Quality of Team		0	0	0	
Average Score		0	0	0	
3. Methodology & Approach		Proposal 1	Proposal 2	Proposal 3	BASIS FOR SCORE
Alignment with Course Addition/Combination Needs		0	0	0	
Clarity of Methodology and Approach		0	0	0	
Alignment with Timeline of Deliverables		0	0	0	
Average Score		0	0	0	
4. Timeline of Deliverables		Proposal 1	Proposal 2	Proposal 3	BASIS FOR SCORE
Viability of Timeline		0	0	0	
Expected Completion Date		0	0	0	
Alignment with Methodology and Approach		0	0	0	
Average Score		0	0	0	
5. Linkage to Credential(s)		Proposal 1	Proposal 2	Proposal 3	BASIS FOR SCORE
Justification		0	0	0	
Detailed Explanation		0	0	0	
Average Score		0	0	0	
6. Project Budget		Proposal 1	Proposal 2	Proposal 3	BASIS FOR SCORE
Justification		0	0	0	
Detailed Explanation		0	0	0	
Alignment with Timeline of Deliverables		0	0	0	
Average Score		0	0	0	
1. Proposal Quality and Accuracy	0.10	0.00	0.00	0.00	
2. Rewrite Team Qualifications	0.20	0.00	0.00	0.00	
3. Methodology & Approach	0.30	0.00	0.00	0.00	
4. Timeline of Deliverables	0.25	0.00	0.00	0.00	
5. Linkage to Credential(s)	0.05	0.00	0.00	0.00	
6. Project Budget	0.10	0.00	0.00	0.00	
Total Score	1.00	0.00	0.00	0.00	

Appendix C

Course Materials Guidelines

The following course materials must be developed to meet the RFP requirements. Failure to submit all the following course materials could result in compensation delays or penalties, which is outlined in the contract.

First Meeting with IPEC Chair and Education Staff

During this initial meeting, Education Staff will provide the Course Combination Team with a link to download all existing course materials⁶. At a minimum, the course materials will include a course learning guide or a participant and an instructor manual, final exam, and presentation slides.

In-Process

During the process of developing a new course or combining existing courses, Course Development and Course Combination Team members will work with IRWA Education Staff to ensure that course materials are being developed in accordance with the IPEC expectations and the provisions of the Course Additions, Combinations, and Elimination Policy.

Final Deliverables

The following materials must be submitted to and approved by the IPEC Curriculum Subcommittee and IRWA education staff, for the final payments (or scheduled payments based on the approved proposal) to be processed:

1. Course Learning Guide
 - a. Front Matter
 - i. Course Schedule
 - ii. Course Purpose
 - iii. Target Audience
 - iv. Course Learning Objectives
 - v. Ice Breaker
 - vi. KWL (What do you know? What do you want to know? What have you learned?)
Exercise
 - b. Body/Core Course Content (sections that align with Course Schedule)
 - i. Narrative Content (more detailed than presentation)
 - ii. Visual Content (or ideas for visuals that education staff can retrieve)
 - c. Conclusion/Wrap-Up
 - d. Exercises
 - i. Content
 - ii. Answers
 - e. Instructor-Focused Content (optional)
 - i. In the event the Course Combination or Development Team determines that there needs to be content that enables course instructors to effectively instruct, that content should be developed in a separate document.
2. Course Content Presentation
 - a. A focused version of the content that was developed for the Instructor and Participant Manuals or Learning Guide.
3. Course Exam
 - a. Questions
 - b. Answers

⁶ Existing course materials will be provided in an editable format to the Course Combination Team.