



Course Development, Combination, and Elimination Policy

Document Type: Rule/**Policy**/Plan/Guidelines/**Operating Procedures**

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

Date Approved:

Most Recent Amendment Date: N/A

Approved By: The International Governing Council (IGC)

Mandated Review: Minimum Every Three Years

Responsibility for Review: The International Governing Council (IGC)

A. **Purpose**

The purpose of this policy is to ensure that IRWA courses¹ are being developed, combined, or eliminated in an effective and transparent manner. The IRWA must continually improve 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 creation, combination and elimination are necessary to ensure that the curriculum meets the needs of IRWA members who are working in the right of way and infrastructure professions.

Definitions:

- Develop – Systematic creation of new course curricula with the intent of adding courses to the IRWA curriculum portfolio.
- Combine – Merge multiple courses into one course with the intent of eliminating duplicative information and reduction of unnecessary or outdated information.
- Eliminate – Retirement of courses from the IRWA curriculum portfolio due to diminished industry relevance or other purposes in keeping with the IRWA Strategic Plan.

B. **Background**

Historically, IRWA course developments, 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.

IRWA staff and the Curriculum Subcommittee of the IPEC established and continue to update clear processes and procedures to support IRWA's educational goals. Consequently, the Course Updates Policy and the Course Rewrites Policy were developed by the Curriculum Subcommittee of the IPEC and approved by the IGC. This Policy supports effective and equitable management of courses, regardless of whether a course needs to be created, or eliminated, or multiple courses need to be combined.

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

C. Course Development Processes and Procedures

The IPEC will ensure new course developments occur in the most efficient, effective, and equitable manner. Course developers will be informed that edits and suggestions will be provided starting with initial development until the pilot and corrections are completed and final payment made. Furthermore, IPEC will ensure that responsible communication practices are being employed with relevant stakeholders based on the following processes and procedures.

I. Request for New Course Development

- A. The only method for consideration of new course development is a written request delivered to the IPEC and the IRWA Organizational Learning & Development Manager
- B. An individual or group (preferably containing at least one current IRWA-approved instructor) will submit a course development request to the IPEC Chair.
- C. Requests for new course development are not limited to individual members or member groups. Examples of other groups include the IEC, IGC, International Committees, or IRWA leadership.
- D. The course development request must include the following three (3) components:
 1. Rationale for a new course development, instead of a course update, rewrite, or combination.
 2. Benefit to members from a course development.
 3. Optimal duration (number of days) of the new course.

II. Assess Course Development Requests

- A. The IPEC Chair will send the course development request and other relevant information to all IPEC members (including all subcommittees). Each subcommittee will evaluate the request and report considerations to the IPEC Chair. If the IPEC chair determines a full meeting of IPEC is prudent, the IPEC Chair and IRWA education staff to schedule a full committee meeting.
- B. The IPEC will assess the need for the new course proposed for development. Considerations may include:
 1. Survey of membership interest and need
 2. Consultation with Industry Committees
 3. Consultation with the Executive Director and Chief Financial Officer of the IRWA to assess costs and potential profitability
 4. Consultation with industry professionals and agencies
- C. The IPEC will review all course development requests in a timely manner and notify appropriate parties about decisions.
- D. If approved, the Curriculum Subcommittee of the IPEC will analyze how the new course will be incorporated into existing credentialing requirements and submit a recommendation to the IEC/IGC, through the IPEC Chair, for final review and approval. The recommendation should include a cost estimate for course development, including author compensation, the cost of supplemental resources for the development team, and the costs of a course pilot. The IRWA Chief Financial Officer (CFO) should be consulted during budgeting.
- E. Once a course development request has been submitted, no other similar submissions (of the same subject matter) will be considered while the first course development request is pending approval.
- F. Approval of a course development request does not guarantee a contract to write the course. Standard RFP processes must still be followed.

III. Solicit New Course Development Proposals

- A. Once a course development request has been approved by the Curriculum Subcommittee of the IPEC and the IGC, a request for proposal (RFP) will be distributed to IRWA members.

- B. The RFP will contain a detailed explanation of how the course development proposal should be structured, including 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 should 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.
- B. A proposal that includes a Course Rewrite team with less or more than three members will not be disqualified, but that detail will be considered during the evaluation and scoring process by the IPEC Curriculum Subcommittee of the IPEC.

V. Review and Selection Process

- A. The Curriculum Subcommittee of the IPEC 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%)
 - 7. Weighting is a guide for evaluation only. Significant omissions or gaps in qualifications may disqualify the proposal.
- B. Proposals will be submitted to IRWA's Organizational Learning & 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 Curriculum Subcommittee of the IPEC 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 Curriculum Subcommittee of the IPEC 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 scored by the subcommittee and discussed at the next scheduled subcommittee meeting, and the best proposal will be selected.
 - 3. The Curriculum Subcommittee of the IPEC may solicit further input from the submitter and consult with other professionals and leadership within the industry to evaluate proposals.

4. The Curriculum Subcommittee of the IPEC will provide everyone who submitted a proposal with its decision and a copy of their Scoring Sheet.
5. The Curriculum Subcommittee of the IPEC's decision will be distributed to members via email and other such communication devices are prudent and available at the time.
- D. Once the Curriculum Subcommittee of the IPEC has selected a course development 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 Curriculum Subcommittee of the IPEC reserves the right to accept or reject all course development 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.
- F. The IRWA Organizational Learning & 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.
- G. IRWA Education Staff will provide the New Course Development Team with Learning Guides and exams from similar courses pertaining to the subject matter to maintain consistency.

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. Exam with Answers from similar courses
 4. Presentation Materials
 5. Supplemental Materials (if applicable)
 6. Final revisions to course materials based on feedback from a course pilot.
- B. All materials will be provided in accordance with Appendix C: Course Materials Guidelines.
- C. The IPEC Curriculum Subcommittee will review the submitted materials for clarity and technical writing.
 1. A list of proposed exam questions will be provided to the IPEC Credentialing Subcommittee for review.
 2. The subcommittee will review course material accuracy and relevance of the questions with the appropriate International Industry Committee.
 3. The IPEC has the discretion to consult with subject matter experts or other resources to review the content.

VII. Establish Compensation and Schedule

- A. When a course development 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 Curriculum Subcommittee of the IPEC and IRWA education staff will work together to determine the optimal funding source for approved course development 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 and/or CRWEF will be submitted through the International Executive Committee (IEC).
- C. Based on the milestones outlined in the approved course development proposal, the course development 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. It will be the sole responsibility of the New Course Development Team lead to distribute funds to fellow team members in accordance with the terms provided in the bid and outlined in the course development contract.
- E. If a new course development team does not meet a deliverable by the approved submission deadline, the Curriculum Subcommittee of the IPEC may use its discretion to grant extensions.
- F. 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.
- G. Final compensation will not be distributed until the Curriculum Subcommittee of the IPEC 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)
 - 5. Course Exam
- H. 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 Curriculum Subcommittee of the IPEC 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 development RFP.

VIII. Incorporate the New Course

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

IX. Finalize the Course Development

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

X. Implement the New Course

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

- A. After the new course has been approved by the IGC, the Instructor Development Subcommittee of the IPEC 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 Instructor Development Subcommittee of the IPEC 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.
- C. Once the instructors' qualifications have been verified by the Instructor Development Subcommittee of the IPEC, 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.
- E. Invited instructors will have 30 days to provide feedback on the course materials. After that 30-day period has concluded, all feedback will be gathered, reviewed, and addressed by the Course Rewrite Team and IRWA education staff. The New Course Development Team will address the proposed revisions within 30 days, after which the course will be released.

D. *Course Combination 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 three 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.
 - 3. The Curriculum Subcommittee of the IPEC identifies the need for a course combination because there is a greater than 50% duplication with one or more courses and the course has limited scheduling over a three-year period.

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 development.
 - 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. The IPEC will assess the course combination request for development. Considerations may include:
 - 1. Survey of membership interest and need
 - 2. Consultation with IRWA instructors of the courses in question
 - 3. Consultation with International Committees

4. Consultation with the Executive Director and Chief Financial Officer of the IRWA to assess costs and potential profitability
 5. Consultation with industry professionals and agencies
 - E. If approved, the Credentialing Subcommittee of the IPEC 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. Provide a preliminary budget to include author compensation and pilot expenses.
 4. 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 Curriculum Subcommittee of the IPEC and the IGC, a request for proposal (RFP) will be distributed to IRWA members. 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 is 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 Curriculum Subcommittee of the IPEC 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 Organizational Learning & 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 the Curriculum Subcommittee of the IPEC members. After individual evaluations and scores are returned to IRWA education staff:
 1. IRWA education staff will inform the Curriculum Subcommittee of the IPEC 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 Curriculum Subcommittee of the IPEC 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 be distributed to members via email and other such communication devices are prudent and available at the time.
- D. Once a course combination proposal has been selected by the Curriculum Subcommittee of the IPEC, 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 IRWA's Organizational Learning & 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 Curriculum Subcommittee of the IPEC 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)
 5. Course Exam
- 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

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

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. It will be the sole responsibility of the New Course Development Team lead to distribute funds to fellow team members in accordance with the terms provided in the bid and outlined in the course development contract.
- E. If a course combination team does not meet a deliverable by the approved submission deadline, the Curriculum Subcommittee of the IPEC may use its discretion to grant extensions.
- F. 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.
- G. Final compensation will not be distributed until the Curriculum Subcommittee of the IPEC 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. Course Exam
 - 5. Supplemental Materials (if applicable)
- H. If an approved course combination team does not meet the deadline for submitting the first deliverable and is unable to complete the project, the Curriculum Subcommittee of the IPEC 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 combination RFP.

VIII. Incorporate Newly Combined Course

- A. Once a newly combined course has been approved by the Curriculum Subcommittee of the IPEC, the IPEC Chair will notify the Credentialing and Instructor Development Subcommittees of the IPEC.
- B. The Credentialing Subcommittee of the IPEC will finalize their plan for how to incorporate the newly combined course into existing credentialing requirements, attend to the removal of the combined courses, and submit that plan to the IPEC Chair.

IX. Finalize Newly Combined Course

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

X. Implement Newly Combined Course

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.

- A. After the newly combined course has been approved by the IGC, the Instructor Development Subcommittee of the IPEC will invite all approved instructors from the previously separate courses to attend a pilot of the newly combined course.
- B. Invited instructors will have 30 days to provide feedback on the course materials. After that 30-day period has concluded, all feedback will be gathered, reviewed, and addressed by the Course Rewrite Team and IRWA education staff. The New Course Development Team will address the proposed revisions within 30 days, after which the course will be released.
- C. Once the pilot is completed, all instructors who participated will be authorized to teach the course. However, IPEC may use its discretion to decide whether instructors who were authorized to teach the individual courses will need to attend the combined course prior to being approved to teach the merged course.

E. *Course Elimination 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 whether Course Elimination is Necessary

- A. The three 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 Curriculum Subcommittee of the IPEC.
 - 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.
 - 3. The Curriculum Subcommittee of the IPEC identifies courses with poor attendance, are scheduled in frequently, outdated material, is no longer applicable to a discipline or industry, significant legislative changes that require rewriting and rebranding, or significant duplication in other course(s).
- B. Requests to eliminate courses may be submitted by an international committee, a group of instructors, IPEC, IEC, IGC, or other IRWA leadership.

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 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 Credentialing Subcommittee of the IPEC 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 Curriculum Subcommittee of the IPEC will work with IRWA education staff to update the curriculum.
- B. Work with Credentialing Subcommittee to update impacted certification or designation

F. Course Pilots

Course pilots serve the important function of testing new content with instructors and IRWA members.

- 1. Course pilots are required for newly developed courses and courses with significant revisions.
- 2. In-person pilots are preferred but virtual pilots may be offered as a cost-reduction effort or if other conditions warrant.
- 3. Feedback from pilots must be provided by participants in a timely fashion after pilot completion. The IPEC and IRWA staff will alert participants of the deadline for comment submission with each pilot.
- a) Course authors are expected to consider feedback and use their professional judgment to determine if revisions to the course materials are prudent.
- b) Feedback may also be saved for future revisions to the course.
 - 4. Funding for pilots should be considered in all requests to the IEC for course development and combination approval.
- a) Funding may be sourced from:
 - (1) Foundations such as RWEIF and CRWEF
 - (2) Chapters and Regions
 - (3) Company sponsorship⁶, and
 - (4) Class fees from participants attending the pilot.
- b) Instances in which pilot participants are not required to pay a fee to attend include new courses where instructors are required to attend the pilot in order to be certified to teach, or courses when significant revisions to the material are anticipated.
- c) In the event attendees are not required to pay to attend a pilot, funding must be sufficient to recoup the costs of hosting facilities, instructors, meals, refreshments, class materials, and learning guides. If these expenses are projected to be met, then the participant fees for pilots may be reduced.
- d) Funding sources should be approved by the IEC prior to letting RFPs for course authors.

G. Course Development, Combination, and Elimination Communication Procedures

The IPEC will employ the following procedures upon acceptance and approval of the course materials to promptly update members on any course development, 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. New Course Development and Course Combination Communication Procedures
 - A. All members will receive an email that provides the following:

⁶ Company sponsors are limited to IRWA member organizations. Sponsorships could be in the form of hosting a pilot with no charge; provision of refreshments, lunches, or class materials; or financial contribution. Company sponsorship is a donation, with no expectation of preferential treatment or other consideration. Solicitation and selection of sponsors must be fair and equitable.

1. New course or newly combined course overview
2. List of approved course instructors
3. Detailed summary of the impact on IRWA credentialing requirements

II. Course Elimination Communication Procedures

- A. When a course has been eliminated, members will receive an email that provides 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 development or course combination 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.

I. Introduction

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

II. RFP Exhibitions

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

1. Course Development or Combination Proposal
 - a. This course development 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].

III. Background and Scope of Work

[General overview about the importance of course development 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 development 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 Development, Combination, and Elimination Policy.

IV. 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 will 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.

V. 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 development 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.

VI. 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 will be submitted, as such, and will not reveal the total amount of either the original or revised bids.

VII. 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 will 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].

VIII. 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).

IX. Liquidated Damages

[Insert IRWA's Liquidated Damages policy]

X. Project Completion

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

XI. 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 distributed to members via email and other such communication devices are prudent and available at the time.

Appendix B

Proposal Scoring Sheet

Course Development Proposal 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. Development 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 Development 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. 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		
CRITERIA SCORES	WEIGHT	VENDOR 1 WEIGHTED SCORE	VENDOR 2 WEIGHTED SCORE	VENDOR 3 WEIGHTED SCORE	NOTES
1. Proposal Quality and Accuracy	0.10	0.00	0.00	0.00	
2. 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 IRWA Credential(s)	0.05	0.00	0.00	0.00	
5. 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.

a) 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.

b) 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 Development, Combination, and Elimination Policy.

c) 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. Introduction
 - 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)
 - iii. Exercises
 - c. Conclusion/Wrap-Up
 - d. Exercise 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.