

Course Rewrites Policy

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

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Purpose

This policy will ensure that IRWA courses¹ are being rewritten in an efficient and effective manner and that individuals involved with rewrites are compensated. The IRWA will continually improve its courses and its associated curriculum to deliver a current, impactful, and relevant learning experience. A proactively and comprehensively managed curriculum contributes to student learning and retention. Periodic course rewrites also enhance the learning experience and ultimately the quality of performance of IRWA members who work in the right of way and infrastructure professions.

The intent of a course rewrite is to address edits not covered under the [Course Updates Policy](#).

Background

Historically, IRWA course rewrites were performed by individuals and committees as requested and approved by the IPEC. In 2020, IRWA staff developed a comprehensive course database to track instructor and participant feedback to identify the need for and inform decisions related to curriculum improvement. In 2021, IRWA staff and the Curriculum Subcommittee of the IPEC determined the need for clear processes and procedures to support its educational goals. This policy supports equitable revision of courses across disciplines, transparent contracting policies for the rewrites, and clear time frames for deliverables.

Course Rewrites - Processes and Procedures

The IRWA IPEC will employ the following processes and procedures to ensure that 1.) courses are rewritten in the most efficient, effective, and equitable manner, and 2.) responsible communication practices are used when engaging relevant stakeholders.

I. Determining when a Course Rewrite is Needed

The three ways to determine whether a course rewrite may be needed are:

- a. An approved course updates team determines that a course rewrite is needed. In such a situation, the course updates team will develop a course rewrite consideration request for the Curriculum Subcommittee of the IPEC.
- b. An individual or group (containing at least one current IRWA member) identifies the need for a course rewrite.
- c. The Curriculum Subcommittee of the IPEC may also determine course rewrites are appropriate based on details provided from the comprehensive course database, instructor feedback, and/or other factors reported from within the IRWA.

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

II. Course Rewrite Consideration Request

1. The course rewrite consideration request (Request) must include the following three (3) components:
 - a. Rationale why a course rewrite is needed, instead of a course update, addition, or elimination².
 - b. Benefit to members from a course rewrite.
 - c. The most important course element(s) that need(s) to be rewritten.
2. The Curriculum Subcommittee of the IPEC will review all Requests in a timely manner and will notify appropriate parties about decisions within 30 days of receiving the Request. The Curriculum Subcommittee may consult with the appropriate Service or Industry Committee as part of the decision-making process.
3. When the Curriculum Subcommittee of the IPEC receives a Request, IRWA education staff will supply the subcommittee with relevant data, including past student assessments and instructor feedback.
4. Approval of a Request does not guarantee a contract to rewrite the course(s).

III. Prioritizing Course Rewrites

1. Course Rewrites will be prioritized based on the course updates prioritization list that is developed at the start of each fiscal year based on the Course Updates Policy.
 - a. In the event that member needs or trends in the right of way and infrastructure industries so necessitate, the Curriculum Subcommittee of the IPEC reserves the right to prioritize course rewrites that are not based on the current course updates prioritization list.
2. The Curriculum Subcommittee of the IPEC may notify the IEC of the intent for a course rewrite to ensure:
 - a. Leadership support;
 - b. Receive funding from the Foundation(s), if necessary; and
 - c. Provide transparency of IPEC activities in support of the IRWA's Education Program.
3. The Curriculum Subcommittee of the IPEC will develop an Executive Summary, which highlights the decision points with options, suggested recommendations for each decision point, and a draft Request For Proposal (RFP).

IV. Solicitation of Course Rewrite Proposals

1. Once a draft Request for Proposal for a Course Rewrite has been approved by the IEC/IGC, an RFP will be distributed to IRWA members. Please refer to Appendix A for the RFP template.
2. The RFP will include a detailed explanation on how the course rewrite proposal should be structured, including definitions of rewrite levels (for determining appropriate compensation ranges), as well as Course Rewrite Team requirements.
3. The Level of Rewrite will be determined based on the following table. The Level directly influences the scope of the rewrite, the payment, and the length of time provided to deliver the course materials.

Rewrite Level	Course content that needs to be rewritten
1	Less than 50%
2	50% - 75%
3	More than 75%

² The process for adding or eliminating courses is outlined in the Course Additions, Combinations, and Eliminations (ACE) Policy

4. When a course rewrite proposal has been approved, the RFP will be developed based on the specific course and distributed to IRWA members.

V. Minimum Criteria for Course Rewrite Team Members

1. The Curriculum Subcommittee of the IPEC prefers, but does not require, that Course Rewrite Teams have at least three (3) individuals and it will include at least one (1) of each of the following;
 - a. A current IRWA member approved to teach the course that is being rewritten.
 - b. 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.
 - c. An individual, whether current IRWA member or not, who can be established as a subject matter expert (SME) in the primary course topic, or has had, the topic of the course as a key professional responsibility for no less than five (5) years.
2. A bid that includes a Course Rewrite Team with less or more than three members will not be disqualified, but that bid detail will be considered during the evaluation and scoring process by the Curriculum Subcommittee of the IPEC.

VI. Course Rewrites Proposal Review and Selection Process

1. The Curriculum Subcommittee of the IPEC will review submissions based on the following criteria using the scoring sheet in the Appendix:
 - a. Proposal Quality and Accuracy (10%)
 - b. Qualifications of the Rewrite Team (20%)
 - c. Methodology and Approach (30%)
 - d. Timeline of Deliverables (30%)
 - e. Project Budget (10%)
 - f. Weighting is a guide for evaluation only. Significant omissions or gaps in qualifications may disqualify the proposal.
2. Proposals will be submitted to IRWA staff's Education and Instructional Development Manager, who will determine which proposals have all of the required elements outlined in the RFP. All proposals that meet the minimum requirements will be distributed to the Curriculum Subcommittee, including a link to scoring sheets for each proposal.
3. Proposals will be individually evaluated and scored by Curriculum Subcommittee of the IPEC members.
 - a. IRWA education staff will inform the Curriculum Subcommittee of the IPEC of the top proposals (no more than two) that received the highest scores based on the proposal evaluation criteria.
 - b. The top proposal(s) will then be discussed at the next scheduled subcommittee meeting, and the best proposal will be determined.
 - c. 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.
 - d. The decision made by the Curriculum Subcommittee of the IPEC will be sent to all individuals who submitted a proposal, as well as posted on the IRWA website.
 - e. Once a course rewrite proposal has been selected by the Curriculum Subcommittee of the IPEC, and that rewrite team has agreed to move forward with the rewrite project, IRWA's general counsel will develop a course rewrite contract. That contract must be signed by all rewrite team members and returned to IRWA's general counsel before any rewrite work can commence.

- f. The Curriculum Subcommittee of the IPEC reserves the right to accept or reject any and all course rewrite proposals. In the event that the subcommittee decides not to select any of the submitted course rewrite proposals, the subcommittee will determine the timing for reissuing the RFP. The Curriculum Subcommittee of the IPEC will notify the IEC of the decision.
- g. The Organizational Learning & Development Manager will contact the rewrite team members and schedule a first meeting to discuss the rewrite process and supply any necessary data and materials.

VII. Course Rewrite Scope of Work and Deliverables

- 1. The selected Course Rewrite Team will develop and deliver the following documents that reflect the applicable laws, regulations, and guidance materials.
 - a. Instructor Materials
 - b. Participant Materials
 - c. Presentation Materials
 - d. Supplemental Materials
- 2. All materials will be provided in accordance with the established Course Materials Guidelines (Appendix C).
- 3. IRWA Education Staff will provide the Course Rewrite Team with the current exams for certifications or designations. The rewrite team will review the questions pertaining to the course content identified for revisions and develop or change the exam questions to match the course content.
 - a. A list of proposed exam questions will be provided to the Credentialing Subcommittee of the IPEC for review.
 - b. The subcommittee will then review the questions for accuracy and relevance and may consult with the appropriate International Industry Committee.

VIII. Course Rewrites Compensation and Schedule

- 1. When a course rewrite proposal has been reviewed and approved, the following rewrite compensation schedule³ will be employed based on the rewrite level established in Section IV for the course rewrites proposal:

Rewrite Level	One-Day Course	Two-Day Course	Three-Day Course	Four-Day Course
1	\$7,500	\$15,000	\$25,000	\$35,000
2	\$15,000	\$25,000	\$35,000	\$45,000
3	\$20,000	\$30,000	\$40,000	\$50,000

- 2. The Curriculum Subcommittee of the IPEC and IRWA education staff will work together to determine the optimal funding source for approved course rewrite proposals. This information will typically be included in the draft RFP, submitted for IEC/IGC approval. This information will also be included in a request for funding from the Right of Way International Education Foundation (RWIEF) and/or the Canadian Right of Way Education Foundation (CRWEF). Any engagement with the RWIEF or CRWEF will be submitted by the International Executive Committee (IEC).
- 3. Based on the milestones outlined in the approved rewrite proposal, the Course Rewrite Team lead will be paid at 25%, 50%, 75%, and 100% intervals.

³ The number indicates the maximum compensation (in U.S. dollars)

- a. All payments will be made after approved deliverables have been formally accepted⁴ by the Curriculum Subcommittee of the IPEC and IRWA education staff.
 - b. It will be the sole responsibility of the Course Rewrite Team lead to distribute funds to fellow team members in accordance with the terms proposed in the bid and outlined in the course rewrite contract.
 4. In the event that a Course Rewrite Team does not meet a deliverable by the approved submission deadline, the Curriculum Subcommittee of the IPEC 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 rewrite RFP and contract.
- IX. Final compensation will not be distributed until the Curriculum Subcommittee and IRWA education staff confirm that the course materials are compliant and complete based on the Course Materials Guidelines, revisions proposed by the Course Rewrite Team, current instructors for that course, or the Curriculum Subcommittee of the IPEC have been addressed. The IRWA education staff will formally announce Course approval of the following:
1. Instructor Materials/Participant Materials or Learning Guide
 2. Presentation Materials
 3. Supplemental Materials
 4. Should a situation arise where an approved Course Rewrite Team does not meet the deadline for submitting the first deliverable, and won't be able to complete the project, the Curriculum Subcommittee of the IPEC will offer, if applicable, the course rewrite to the Course Rewrite Team that ranked second upon initial review or issue a new course rewrite RFP.
- X. Course Rewrites - Communication Procedures
1. When a course has been rewritten, and the new course materials have been approved by the Curriculum Subcommittee of the IPEC, all approved instructors for the rewritten course will be notified via email and provided with the following:
 - a. A link to the rewritten course materials.
 - b. A summary and course rewrites log.
 2. Each approved instructor for the rewritten course will then be given an opportunity to share their feedback on the materials during a 30-day instructor comment period.
 3. After that 30-day period has concluded, all feedback will be gathered, reviewed, and addressed by the Course Rewrite Team and IRWA education staff.
 4. Each approved instructor for the revised course will also be required to attend a Course Updates call that will be led by the Course Rewrite Team.
 - a. The call will be scheduled by IRWA education staff and an introduction made by a Curriculum Subcommittee member.
 - b. On that call, the Course Rewrite Team will address all the substantive changes made to the materials, using (but not necessarily required) the [IPEC's Course Update Template Presentation](#) and respond to and, if available, address the instructors' feedback from the 30-day instructor comment period. Note: The comment period may be up to a maximum of 30 days or less, particularly if there is a time constraint resulting in immediate feedback and corrections prior to a course pilot.
 - c. The Curriculum Subcommittee of the IPEC will review and approve any feedback incorporated

⁴ The Course Rewrite Team will incorporate appropriate instructor feedback after the 30-day instructor comment period. 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 rewrite proposal.

after the 30-day instructor comment period.

5. In addition to the course rewrite email sent to all approved instructors for the course, IRWA education staff will promote effective communication to members, thereby enhancing transparency and awareness of the work being completed by the IPEC, IRWA instructors, and IRWA education staff:
6. 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 rewritten during the current fiscal year, including the names of the Course Rewrite Team members.
 - b. Courses that are currently being rewritten, including the names of the Course Rewrite Team members.
7. Course materials will have a section titled "Revision History," which will contain information on all significant course updates and rewrites and the names of those IRWA instructors and/or SMEs who served on the associated course update or rewrite team.

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 Organizational Learning & 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 rewrite 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 rewrite RFP.

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

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

Background and Scope of Work

[General overview about the importance of course rewrites, as well as any course-specific statements relevant to the RFP.] The Course Rewrite Team is expected to rewrite the course based on the approved course rewrite proposal, leveraging resources provided by education staff and the Course Rewrite Team's experiences and expertise. A successfully rewritten course will include new course materials (learning guide, exam, presentation, and any supplemental materials) and an overview of how and why the course was rewritten.

The IPEC, based on the Course Rewrites Policy, has approved a maximum allowable project compensation of \$[compensation ceiling].

Submission Procedure

Proposals conforming to the requirements set out below must be received by the IRWA's Organizational Learning & Development Manager by email [insert 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 also reserves the right to negotiate with the selected bidder, in the event that the price exceeds available funds.

The IRWA may consider informal any bid not prepared and/or not submitted in accordance with the provisions hereof, and may waive any informalities or reject any and all bids. Any bid may be withdrawn prior to the above scheduled time for the opening of bids or authorized postponement thereof. 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 thereof.

Proposal Contents

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

- Course Rewrite Team
 - The team of people who would execute the work, with descriptions of the (professional and instructional) experiences and skills of each, and his/her/their role in the course rewrite 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 Rewrite Team who would be the primary contact person or "Course Review Team Lead" for any contractual and project-related matters.
- Rewrite Methodology and Approach
 - A detailed overview of how the course will be rewritten, based on the IPEC-approved course rewrite proposal, existing course materials, and instructor feedback.
 - A management plan for the work, including how project responsibilities will be divided among team members.
- Project Timeline
 - A schedule for the work, including the range of start dates to which your rewrite 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.
- Linkage to IRWA Credentials
 - A detailed explanation with justification for how the proposed revisions either meet or conflict with any of the IRWA's credentialing programs, along with proposed resolutions to foreseen conflicts.
- Project Budget
 - An estimated detailed 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 also include details about how compensation will be divided by the Course Rewrite Team Lead between the Course Rewrite 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 of the offerors best fulfill the needs of the IRWA and this project.

Proposals will be individually scored based on the following five criteria and associated weights:

1. Proposal Quality and Accuracy (10%)
2. Rewrite Team Qualifications (20%)
3. Methodology & 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 this/these offeror(s) to execute the proposed work. This Request for Proposals, however, 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 as a result 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 schedule should include a period of collaboration between the IRWA's education staff, Curriculum Subcommittee of the IPEC, 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

Enclosed with this Request for Proposal is a sample copy of the IRWA's typical form of contract. The IRWA expects to enter into contract with the successful bidder on the basis of this form of contract.

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 has selected a winning bid, all proposers will be notified and a decision message will be posted on the IRWA's website.

Appendix B

Proposal Scoring Sheet

Course Rewrite(s) Proposal Scorecard

CRITERIA CHECKLIST

Scores Available from 1-5 (1 = low & 5 = high)

1. Proposal Quality and Accuracy	Proposal 1	Proposal 2	BASIS FOR SCORE	
Completeness	0	0		
Alignment with RFP	0	0		
Overall Response (Professionalism & Quality)	0	0		
Average Score	0	0		
2. Rewrite Team Qualifications	Proposal 1	Proposal 2	BASIS FOR SCORE	
Professional Experience with Course Topic(s)	0	0		
Course-Related Experience	0	0		
Experience with Similar Projects	0	0		
Overall Quality of Team	0	0		
Average Score	0	0		
3. Methodology & Approach	Proposal 1	Proposal 2	BASIS FOR SCORE	
Alignment with Course Development Needs	0	0		
Clarity of Methodology and Approach	0	0		
Alignment with Timeline of Deliverables	0	0		
Average Score	0	0		
4. Timeline of Deliverables	Proposal 1	Proposal 2	BASIS FOR SCORE	
Viability of Timeline	0	0		
Expected Completion Date	0	0		
Alignment with Methodology and Approach	0	0		
Average Score	0	0		
5. Linkage to IRWA Credential(s)	Proposal 1	Proposal 2	BASIS FOR SCORE	
Justification	0	0		
Detailed Explanation	0	0		
Average Score	0	0		
6. Project Budget	Proposal 1	Proposal 2	BASIS FOR SCORE	
Justification	0	0		
Detailed Explanation	0	0		
Alignment with Timeline of Deliverables	0	0		
Average Score	0	0		
CRITERIA SCORES	WEIGHT	VENDOR 1 WEIGHTED SCORE	VENDOR 2 WEIGHTED SCORE	NOTES
1. Proposal Quality and Accuracy	0.10	0.00	0.00	
2. Team Qualifications	0.20	0.00	0.00	
3. Methodology & Approach	0.30	0.00	0.00	
4. Timeline of Deliverables	0.25	0.00	0.00	
5. Linkage to IRWA Credential(s)	0.05	0.00	0.00	
6. Project Budget	0.10	0.00	0.00	
Total Score	1.00	0.00	0.00	

Appendix C

Course Materials Guidelines

The following course materials must be developed in order to meet the RFP requirements. Failure to submit all of the following course materials could result in compensation delays or any such penalties outlined in the associated contract.

First Meeting with IPEC Chair and Education Staff

During this initial meeting, Education Staff will provide the Course Rewrite Team Members with a link to download all existing course materials⁵. At the very minimum, those course materials will include a course learning guide⁶, final exam, and presentation.

In-Process

During the process of rewriting the course, Course Rewrite Team Members will work with Education Staff to ensure that course materials are being developed in accordance with the expectations of the IPEC and the provisions of the Course Rewrites Policy.

Final Deliverables

The following materials must be submitted, and affirmed by education staff, in order 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 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*
 - i. In the event the Course Rewrite 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 Learning Guide.
3. Course Exam
 - a. Questions
 - b. Answers

⁵ Existing course materials will be provided in an editable format to the Course Rewrite Team.

⁶ In the event the course has separate Participant and Instructor manuals, the Course Rewrite Team will work with education staff to develop a single Learning Guide.