

## Course Rewrites Policy

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

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

**Date Approved:**

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**Approved By:** The International Governing Council (IGC)

**Mandated Review:** Annually

**Responsibility for Review:** The International Governing Council (IGC)

### ***Purpose***

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 rewrites also enhance the performance quality of IRWA members who are working in the right of way and infrastructure professions. This policy will ensure that IRWA courses<sup>1</sup> are being rewritten in an efficient, effective and timely manner and that individuals involved with rewrites are fairly compensated.

### ***Background***

Historically, IRWA course rewrites were performed by individuals and committees as requested and approved by the IPEC. In general, contributors were not compensated for course rewrites. The lack of a policy resulted in significant delays in curriculum development.

In 2020, IRWA staff developed a comprehensive course database to track instructor and participant feedback to inform the need for curriculum improvement. In 2021, IRWA staff and the IPEC CID Subcommittee determined that it was vital that IRWA establish clear processes and procedures to support its educational goals. The guidance provided herein 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 courses are rewritten in the most efficient, effective, and equitable manner, and that it is employing responsible communication practices with relevant stakeholders.

- I. Determining when a Course Rewrite is Needed
  - A. There are two methods by which it can be determined that a course rewrite is needed:
    1. An approved course updates review team determines that a course rewrite is needed.
      - a. In such a situation, the course updates review team will develop a course rewrite consideration request for the IPEC CID Subcommittee.
    2. An individual or group (containing at least one current IRWA member) determines that a course rewrite is needed.

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<sup>1</sup> In-Person courses are the primary focus of this policy.

- a. In such a situation, the individual or group will submit a course rewrite consideration request to the IPEC Chair.

II. Course Rewrite Consideration Requests

- A. The course rewrite consideration request must include the following three (3) components:
  - 1. Rationale for why a course rewrite is needed, instead of a course update, addition, or elimination<sup>2</sup>.
  - 2. Benefit to members from a course rewrite.
  - 3. The most important course element that needs to be rewritten.
- B. The IPEC CID Subcommittee will review all course rewrite consideration requests in a timely manner and will notify appropriate parties about decisions.
- C. When the subcommittee receives a course rewrite consideration request, IRWA education staff will supply the subcommittee with relevant data.
- D. Successfully submitting a course rewrite consideration request will not be considered when course rewrite proposals are submitted.

III. Prioritizing Course Rewrites

- A. Course Rewrites will be prioritized based on the course updates prioritization list that is developed at the start of each fiscal year as part of the Course Updates Policy.
  - 1. In the event the needs of members or trends in the right of way and infrastructure industries so necessitate, the IPEC CID Subcommittee reserves the right to prioritize course rewrites not based on the current course updates prioritization list.

IV. Solicitation of Course Rewrite Proposals

- A. Once a course rewrite consideration request has been approved by the IPEC CID Subcommittee, a request for proposal (RFP) will be distributed to IRWA members.
  - 1. Please refer to the Appendix for the RFP template.
- B. 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.
- C. Rewrite levels should be determined based on the following:

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

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

V. Minimum Criteria for Course Rewrite Team Members

- A. The IPEC CID Subcommittee prefers, but does not require, that Course Rewrite Teams have at least three (3) individuals.

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<sup>2</sup> The process for adding or eliminating courses is outlined in the Course Addition and Elimination Policy

1. Ideally, Course Rewrite Teams would 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 has, 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 IPEC CID Subcommittee.

#### VI. Course Rewrites Proposal Review and Selection Process

- A. The IPEC CID Subcommittee will review submissions based on the following criteria using the scoring sheet in the Appendix:
  1. Proposal Quality and Accuracy (10%)
  2. Qualifications of the Rewrite Team (20%)
  3. Methodology and Approach (30%)
  4. Timeline of Deliverables (30%)
  5. Project Budget (10%)
2. Proposals will be submitted to IRWA staff's Education and Instructional Development Manager, who will work with education staff to determine which proposals have all of the required elements outlined in the RFP.
  1. All proposals that meet the minimum requirements will be distributed to the IPEC CID Subcommittee members, including a link to scoring sheets for each proposal.
3. Proposals will be individually evaluated and scored by IPEC CID Subcommittee members.
  1. IRWA education staff will inform the IPEC CID 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 determined.
  3. The decision made by the IPEC CID Subcommittee will be sent to all individuals who submitted a proposal, as well as posted on the IRWA website.
4. Once a course rewrite proposal has been selected by the IPEC CID Subcommittee, and that review team has agreed to move forward with the rewrite project, IRWA's general counsel will develop a course rewrite contract.
  1. That contract must be signed by all rewrite team members and returned to IRWA's general counsel before any rewrite work can commence.
5. The IPEC CID Subcommittee reserves the right to accept or reject any and all course rewrite proposals. In the event that the subcommittee determines not to select any of the submitted course rewrite proposals, the subcommittee will determine the timing for reissuing the RFP.
6. The Education and Instructional 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

- A. The selected Course Rewrite Team will develop and deliver the following documents that reflect the applicable laws, regulations and guidance materials.
  - 1. Instructor Materials
  - 2. Participant Materials
  - 3. Presentation Materials
  - 4. Supplemental Materials
- 2. All materials will be provided in accordance with the established Course Materials Guidelines (Appendix Item C).

VIII. Course Rewrites Compensation and Schedule

- A. When a course rewrite proposal has been reviewed and approved, the following rewrite compensation schedule<sup>3</sup> will be employed based on the rewrite level in 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

- B. The IPEC CID Subcommittee and IRWA education staff will work together to determine the optimal funding source for approved course rewrite proposals. Including possible funding for the Right of Way International Education Foundation (RWIEF) and the Canadian Right of Way Education Foundation (CRWEF).
  - 1. Any engagement with the RWIEF or CRWEF will go through the International Executive Committee (IEC).
  - 2. 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.
    - 1. All payments will be made after approved deliverables have been formally accepted<sup>4</sup> by the IPEC CID Subcommittee and IRWA education staff.
    - 2. 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.
  - 3. In the event that a course rewrite team does not meet a deliverable by the approved submission deadline, the IPEC CID Subcommittee may use its discretion to grant extensions.
    - 1. 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.

<sup>3</sup> The number indicates the maximum compensation (in U.S. or Canadian dollars)

<sup>4</sup> Formal acceptance, resulting in compensation, will entail the IPEC CID subcommittee and IRWA education staff agreeing that what has been delivered corresponds to what was committed to being delivered in the approved course rewrite proposal.

4. Final compensation will not be distributed until the IPEC CID 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
  2. Participant Materials
  3. Presentation Materials
  4. Supplemental Materials
5. Should there arise a situation 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 IPEC CID Subcommittee 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.

IX. Course Rewrites Communication Procedures

- A. When a course has been rewritten, and the new course materials have been approved by the IPEC CID Subcommittee, all approved instructors for the rewritten course will be notified via email and provided with the following:
  1. A link to the rewritten course materials.
  2. A summary and course rewrites log.
2. In addition to the course rewrite email sent to all approved instructors for the course, 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 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.
  2. 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

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### **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 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 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 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.
- 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 (30%)
5. 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, IPEC CID 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**

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

<b>Course Rewrite Proposals Scorecard</b>					
<b>CRITERIA CHECKLIST</b>					
Scores Available from 1-5 (1=low & 5=high)					
<b>1. Proposal Quality and Accuracy</b>	<b>Proposal 1</b>	<b>Proposal 2</b>	<b>Proposal 3</b>	<b>BASIS FOR SCORE</b>	
Completeness	0	0	0		
Alignment with RFP	0	0	0		
Overall Response (Professionalism & Quality)	0	0	0		
<b>Average Score</b>	<b>0</b>	<b>0</b>	<b>0</b>		
<b>2. Rewrite Team Qualifications</b>	<b>Proposal 1</b>	<b>Proposal 2</b>	<b>Proposal 3</b>	<b>BASIS FOR SCORE</b>	
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		
<b>Average Score</b>	<b>0</b>	<b>0</b>	<b>0</b>		
<b>3. Methodology &amp; Approach</b>	<b>Proposal 1</b>	<b>Proposal 2</b>	<b>Proposal 3</b>	<b>BASIS FOR SCORE</b>	
Alignment with Course Rewrite Needs	0	0	0		
Clarity of Methodology and Approach	0	0	0		
Alignment with Timeline of Deliverables	0	0	0		
<b>Average Score</b>	<b>0</b>	<b>0</b>	<b>0</b>		
<b>4. Timeline of Deliverables</b>	<b>Proposal 1</b>	<b>Proposal 2</b>	<b>Proposal 3</b>	<b>BASIS FOR SCORE</b>	
Viability of Timeline	0	0	0		
Expected Completion Date	0	0	0		
Alignment with Methodology and Approach	0	0	0		
<b>Average Score</b>	<b>0</b>	<b>0</b>	<b>0</b>		
<b>5. Project Budget</b>	<b>Proposal 1</b>	<b>Proposal 2</b>	<b>Proposal 3</b>	<b>BASIS FOR SCORE</b>	
Justification	0	0	0		
Detailed Explanation	0	0	0		
Alignment with Timeline of Deliverables	0	0	0		
<b>Average Score</b>	<b>0</b>	<b>0</b>	<b>0</b>		
<b>CRITERIA SCORES</b>	<b>WEIGHT</b>	<b>VENDOR 1 WEIGHTED SCORE</b>	<b>VENDOR 2 WEIGHTED SCORE</b>	<b>VENDOR 3 WEIGHTED SCORE</b>	<b>NOTES</b>
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	0.30	0.00	0.00	0.00	
5. Project Budget	0.10	0.00	0.00	0.00	
<b>Total Score</b>	<b>1.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	

## Appendix C

### Course Materials Guidelines

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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 materials<sup>5</sup>. At the very minimum, those course materials will include a course learning guide<sup>6</sup>, 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

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

<sup>6</sup> 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.