Request for Proposals (RFP)

To: Offerors
From: Institute of International Education, Inc. (IIE)
Subject: International Office Salary Scale Review

RFP Issue Date: January 22, 2020
RFP Closing Date: February 14, 2020
RFP Closing Time: 5:00 PM EDT
Performance Period: April 1, 2020 through March 30, 2021

Enclosed is a Request for Proposals (RFP). IIE invites qualified firms and organizations (“Offerors”) to submit a best-price proposal for the requested services. Offerors are encouraged to read this RFP in its entirety (including any and all attachments), paying specific attention to the instructions and requirements included herein. Issuance of this solicitation does not, in any way, obligate the Institute of International Education (IIE) to award a contract, nor will IIE pay for any costs incurred in the preparation and submission of a proposal. The agreement resulting from this RFP will be provided to the most responsive Offeror(s) whose Offer will be the most advantageous to IIE in terms of cost, functionality, and other factors as specified in this RFP.

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The required services are described in the “Statement of Work” in Attachment A. IIE encourages your organization to indicate its interest in this RFP by submitting a proposal according to the instructions in “Proposal Preparation Instruction.” Proposals will be evaluated based on the “Evaluation Criteria.”

All proposals are due by the dates and times stated above. Any proposal received after the required time and date specified for receipt shall be considered late and non-responsive. Late proposals will not be evaluated.

Questions: Any questions are to be submitted in writing via email to the email address listed below no later than Monday, January 27, 2020, 5:00 PM EDT. No questions will be entertained if they are received by means other than
the specified email address. No oral answers will be provided. Answers to questions IIE deems relevant to this RFP will be published on Thursday, January 30, 2020, 5:00 PM EDT on IIE’s website under Solicitations for Goods and Services (https://www.iie.org/en/Work-With-Us/Subawards-Procurements/Solicitations-for-Goods-and-Services).

Brandon Pickens
International Human Resources Business Partner
Institute of International Education
1400 K Street, NW, Suite 700, Washington, DC 20005
Email: bpickens@iie.org

Proposal Submission: Proposals, including any attachments (limited to 6MB), should be sent electronically in PDF format to: bpickens@iie.org. Be sure to include in the subject line: International Office Salary Scale Review. IIE will not accept proposals received by fax.

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
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<tbody>
<tr>
<td>RFP Distribution to Offerors</td>
<td>January 22, 2020</td>
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<tr>
<td>Offerors Questions Submission Deadline</td>
<td>January 27, 2020</td>
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<tr>
<td>Responses to Offeror’s questions</td>
<td>January 30, 2020</td>
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<tr>
<td>Proposal Submission Due Date</td>
<td>February 14, 2020</td>
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<td>Anticipated decision and selection of Offeror</td>
<td>February 28, 2020</td>
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<td>The anticipated commencement date of work</td>
<td>April 1, 2020</td>
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Section 1: Background and Purpose

Background: Institute of International Education

The Institute of International Education ("IIE" or the "Institute") is a New York not-for-profit corporation that is among the world’s largest and most experienced international education and training organizations. Founded in 1919, IIE promotes educational exchange around the world through a wealth of programs and services including Fellowship and Scholarship Management, Higher Education Institutional Development, Emergency Student and Scholar Assistance, and Leadership Development.

For more 100 years, IIE has promoted educational exchange around the world. The Institute currently implements more than 200 programs benefiting 40,000 participants from 183 countries. Foremost among these programs is the world-renowned Fulbright Program, which IIE has had the honor to administer on behalf of the U.S. Department of State since the program’s inception in 1946. In addition to the U.S. Department of State, program sponsors include: the U.S. Agency for International Development (USAID); World Bank; major philanthropic foundations; private and public corporations; foreign governments; and individuals.

With IIE’s global headquarters in New York City, IIE has offices around the world, including offices in the United States (Washington D.C., Chicago, Denver, Houston and San Francisco) and in other countries (China, Egypt, Ethiopia, Hungary, India, Indonesia, Malaysia, Mexico, Russia, Thailand, and Ukraine).

EducationUSA is the U.S. Department of State-supported network of over 400 advising centers in more than 180 countries around the world that provide prospective international students with accurate, current, and comprehensive information about U.S. higher education.
Purpose of Request for Proposal

The purpose of this Request for Proposal ("RFP") is to invite qualified individuals and organizations to submit a proposal for international compensation services. IIE introduced salary scales in each of our international offices effective January 2015. At this time, we are looking for a service provider to review these scales against current market data and to make recommendations for updating these scales.

Section 2: RFP Conditions

IIE reserves the right to:
• Reject any or all offers and discontinue this RFP process without obligation or liability to any potential Offeror or other party.
• Accept other than the lowest price offered.
• Award a contract on the basis of initial offers received, without discussions or requests for best and final offers.
• Award more than one contract.

Nothing in this RFP is, or should be relied on by Offeror as a promise or representation by IIE. IIE does not make any representation or warranty as to the completeness of this RFP or have any liability for any representations (express or implied) contained in, or omissions from, this RFP. This RFP and any replies to any written notifications are transmitted to the Offeror solely for the purposes of the Offeror preparing and submitting a Proposal. Each Offeror shall keep the RFP and its contents confidential and shall return the RFP (without keeping copies) to IIE if the Offeror elects not to submit a proposal, or upon being requested to do so by IIE.

Any information or materials submitted in response to this RFP and/or as a proposal (whether successful or unsuccessful) shall become the property of IIE and will not be returned.

In submitting a proposal, you must agree that your offer shall remain firm for a period of no less than 120 days from the RFP closing date.

Failure to follow the specifications and requirements provided in this RFP may result in disqualification.

The successful Offeror will be obligated to enter into an agreement containing the same or substantially similar terms and conditions found at https://www.iie.org/Work-With-Us/Subawards-Procurements/Solicitations-for-Goods-and-Services. The IIE terms and conditions may be changed, added to, deleted or modified by IIE prior to awarding the agreement. Other terms and conditions may be negotiated between IIE and the successful Offeror, at IIE’s discretion. State Universities and Agencies should not expect or ask IIE to modify its Terms and Conditions to incorporate any State Regulations or Statutes.

Section 3: Proposal Preparation Instructions

Proposals are expected to be comprehensive and include the information set forth below. Offerors are also invited to send any additional information or supplemental material they believe will aid IIE in properly evaluating their service offerings. Please be sure to respond to each of the elements requested and frame your answers in direct response to the information being sought.

Include only your own work and no text copied from sources outside of your organization, unless those sources are adequately cited and credited. In order to be qualified for this RFP, all Offerors are requested to provide the following information, and format their proposal as follows:

1. Basic information
   • Legal name, registered address, and “Remit to” mailing address, if different from registered address
   • Name of authorized representative for this RFP, with telephone number(s), and e-mail address
   • General information about your organization and the services it offers
   • Description of relevant partnerships and business relationships
• Market presence

2. Qualifications and Capabilities

• Brief description of the organization/entity and experience in the field that illustrates overall services and capabilities to meet the terms of the RFP
• Years of relevant experience
• Staffing plan for this activity and a general overview of the expertise of the individuals included. Please include the following: name, position on your team, summary of relevant expertise and experience.
• Any plans to outsource/subcontract the services or any part thereof

3. Experience and References

Document and summarize your proven track record of successfully implementing similar activities. Using the table format provided below, please list only the relevant projects you implemented within the past 3 years, a brief description of how each is relevant to the scope of the RFP, and the contact details for each previous client or donor. You may also include recommendation/appreciation letters and certificates.

<table>
<thead>
<tr>
<th>#</th>
<th>(a) Name of Organization</th>
<th>(b) Activity Title</th>
<th>(c) Locations of activity</th>
<th>(d) Synopsis of the activity and relevance to this RFP</th>
<th>(e) Performance period (date and duration)</th>
<th>(f) Cost for the activity</th>
<th>(g) Name &amp; Contact Info (E-mail and phone)</th>
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4. Implementation of the Statement of Work

• Detailed description of the services being offered and any information relevant to meeting the technical specifications stated in Attachment A
• Proposed annual project timeline, including total estimated hours to implement the work
• Innovative approaches or technology you plan to use
• Methodology, and reasoning behind the methodology chosen
• Provide examples of the materials and resources you will use or distribute as part of the services (if applicable)
• Post-implementation services
• Quality control plan including a description of internal review procedures that facilitate high-quality standards
• Exceptions to the RFP, additional or different ideas, in the statement of work and other requirements should be expressly noted

5. Cost Proposal

• Submit a detailed cost proposal, in U.S. dollars
• Include cost estimates for both the review of a single salary scale and any discount that would apply for a contract to review multiple scales.
• Include any additional cost items that the Offeror wishes to propose
• Total cost proposed
Section 4: Terms of Payment

Payment terms for the award shall be approximately net thirty (30) days after satisfactory completion of each deliverable or milestone agreed upon and established in the resulting agreement. Payment shall be made by the Institute of International Education (“IIE”) via check or electronic funds transfer/bank wire. The final payment terms in the contract will control, not this RFP. No advance payments will be provided.

Section 5: Evaluation of Proposals

<table>
<thead>
<tr>
<th>Item</th>
<th>Requirement</th>
<th>Points Available</th>
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<tbody>
<tr>
<td>Qualifications and Capabilities</td>
<td>Assessment of the bidder’s qualifications and capacity to complete the scope of work.</td>
<td>20</td>
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<td>Staffing plan for this activity and a general overview of the expertise of the individuals included.</td>
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<td>Experience and References</td>
<td>Demonstrated past experience implementing a similar scope of work.</td>
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<td>Assessment of reference responses.</td>
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<td>Implementation of the Scope of Work</td>
<td>Assessment of proposed approach to completing the scope of work, including project timeline.</td>
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<td>Higher scores will be awarded to methodologies that indicate a greater practical understanding of implementing the work and transparency in the analysis process.</td>
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<tr>
<td>Cost Proposal</td>
<td>IIE’s review of the cost proposal shall determine if the overall costs proposed are realistic for the work to be performed, reflect a correct understanding of the project requirements, and are consistent with the Offeror’s technical proposal.</td>
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<td>Assessment of the overall cost of the proposal.</td>
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<td>Total</td>
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Section 6: Annual Renewal

Annual Renewal: Selection(s) may be renewed annually, at IIE’s sole discretion, for up to five years before re-competition. IIE reserves the right to exercise any one of the following options:

- Accept the updated proposal if changes are reasonable and within the scope of the original selection.
- Negotiate any updates/changes; or,
- Decide not to renew, if requested updates/changes are not justified and within the scope of the original selection.
Attachment A: Statement of Work

IIE last reviewed salary scales for our 12 international offices in October 2019. At this time, we are looking for a service provider to review these scales against current market data and to make recommendations on updating these scales.

The locations in which we currently have salary scales that require review include:

- Beijing, China
- Addis Abba, Ethiopia
- Cairo, Egypt
- Hong Kong
- Budapest, Hungary
- New Delhi, India
- Jakarta, Indonesia
- Mexico City, Mexico
- Yangon, Myanmar (Rangoon, Burma)
- Moscow, Russia
- Bangkok, Thailand
- Kyiv, Ukraine

Each scale is comprised of 10 salary levels with a corresponding entry point, midpoint, and maximum. Each of IIE’s international offices is comprised of anywhere between 3 and 30 staff members.

Expected deliverables for each salary scale reviewed include:

- Proposed revisions to the salary scale based on market analysis.
- Details of the analysis completed and data points considered. Data points should include relevant local labor market data and review of impacts to current IIE staff.
- Consultation on addressing impacts to staff. For example, compression of staff salaries created by bringing staff members up to the new grade minimums.
- Follow-up consultation, as needed, to respond to questions from senior leadership regarding the proposed scale changes and best practices for addressing staff impact.

IIE’s HR team will be responsible for gaining final approval from IIE senior leadership on any proposed changes and communicating and implementing revisions, including the implementation of changes to staff salaries.
Attachment B: Cost Proposal Template

Submit a detailed, cost proposal for the services described in the Statement of Work. IIE’s review of the cost proposal shall determine if the overall costs proposed are: realistic for the work to be performed, reflect a correct understanding of the project requirements, and are consistent with the Offeror’s Technical Proposal.

The following is a format that may be used as a guide to assist you in the preparation of the cost proposal. You may submit the cost proposal using this form or in the format of your choice (plain sheets, your own form, or a variation of this form). The Offeror may list any cost line items, but it is recommended that the Offeror follow the major categories listed below, breaking down all “lump sum” items as much as reasonably possible.

The cost proposal should include a fully loaded rate for each location and a description of what is included in each rate. Offerors may propose additional rates for other work that is applicable to the Statement of Work. Please be sure to include a description of what is included in proposed rate.

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<th>Item No.</th>
<th>Description</th>
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<th>Unit (hours/days)</th>
<th>Unit Price (USD)</th>
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