

Request for Proposals (RFP)

To: Offerors
From: Institute of International Education, Inc. (IIE)
Subject: EducationUSA Website Redesign Project

RFP Issue Date: September 2, 2025
Final Questions Due: September 19, 2025; 5:00 PM EST
Answers to Questions: October 6, 2025
RFP Closing Date: October 15, 2025; 5:00 PM EST
Short-listed presentations: October 27 – October 31
Performance Period: December 1, 2025 – September 31, 2027 (estimated)

Enclosed is a Request for Proposals (RFP). IIE invites qualified firms and organizations (“Offerors”) to submit a best-value proposal for the requested services. The Contract resulting from this award will be a **USG Contractor Agreement** serving the below mentioned program.

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.

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 the date indicated above. 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 the date indicated above on IIE’s website under Subawards and Procurement (<https://www.iie.org/Work-With-Us/Subawards-Procurements>).

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Proposal Submission: Proposals, including any attachments (limited to 6MB), should be sent electronically in PDF format to: AGamez@iie.org. Be sure to include in the subject line: “EducationUSA Website Redesign Project - [Company Name].” IIE will not accept proposals received by fax.

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SECTION 1: BACKGROUND AND PURPOSE

About The 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.

About EducationUSA

EducationUSA is a U.S. Department of State network of over 400 international student advising centers in more than 170 countries and territories. The network promotes the United States as the top choice for talented international students, positioning America to lead the world by promoting the excellence of American Higher Education Institutions (HEIs). EducationUSA advisers provide accurate, comprehensive, and current information about the full range of U.S. higher education opportunities, guiding prospective students to find the institution that best fits their needs. The network also assists U.S. institutions to recruit top talent to their campuses and advancing economic growth in local communities.

The EducationUSA website serves multiple audiences for different purposes. The primary audience is higher education Institutions (HEIs). They use the website to learn about EducationUSA, look for recruiting events, and access various international education resources from the website. A second audience is international students looking to study in the United States. International students can find local advising centers, research informational events, and learn about the process of applying and attending American higher education institutions.

The current website is under the .gov top level domain. As requested by our sponsor, we are looking to redesign and redevelop the current website and move it to a .org top level domain.

Purpose of Request for Proposal

The EducationUSA Website Redesign project will provide the EducationUSA network with a state-of-the-art, consolidated, integrated, and scalable Web Experience Management Platform.

The purpose of this Request for Proposal (“RFP”) for the project, as outlined more fully in Attachment A, is to invite qualified individuals and organizations to submit a proposal for the design, development, and hosting of the EducationUSA Website.

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 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. Letter of transmittal, one page

2. Basic information, one page

- 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

3. 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
- Any plans to outsource/subcontract the services or any part thereof

4. Past Performance and Experience

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.

#	(a) Name of Organization	(b) Activity Title	(c) Locations of activity	(d) Synopsis of the activity and relevance to this RFP	(e) Performance period (date and duration)	(f) Cost for the activity	(g) Name & Contact Info (E-mail <u>and</u> phone)
1							
2							
3							

5. Implementation of the Statement of Work (see Attachment A)

- Detailed description of the services being offered and any information relevant to meeting the technical specifications stated in **Attachment A**.
- Methodology, and reasoning behind the methodology chosen.
- Quality control plan including:
 - A description of internal review procedures that facilitate high-quality standards.
 - How quality control will be managed when completing multiple projects for multiple clients.
- Exceptions to the RFP, additional or different ideas, in the statement of work and other requirements should be expressly noted.

6. Cost Proposal

- Submit a detailed cost proposal, in U.S. dollars, in the recommended format shown in **Attachment B**.
- 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

All proposals will be evaluated by IIE and may also be reviewed by outside evaluators as appropriate. IIE may discuss an application with an applicant if deemed necessary; IIE also reserves the right to select without discussion with any applicants. IIE may reject any or all applications, or cancel the competition, if applications do not sufficiently demonstrate applicants’ ability to meet the stated goals of this RFP.

Any award made pursuant to this RFP will be based upon the proposal with appropriate consideration given to operational, technical, cost and management requirements. Evaluation of offers will be based upon the bidder’s responsiveness to the RFP, including the proposal’s format and organization, the bidder’s demonstrated competence, and overall compliance.

Proposals should adhere to the following guidelines:

1. Margins: 1” on all sides
2. Type face: 12 pt, Times New Roman
3. Spacing: double-spaced throughout
4. Pages numbered consecutively, starting with title page, and in the order specified in “Proposal Content”
5. No use of first-person pronouns

Formatting requirements do not extend to incorporated tables, figures, or required attachments.

Each proposal will be evaluated according to the following criteria.

Item	Requirement		Maximum Length	Points Available
1) Company Information	Company’s Track Record – Experience & Expertise, incl.:			
	(1) Proven track record of success with: <ul style="list-style-type: none"> a) Web Experience Management Solutions b) Nonprofit sector 		2 pages	10 points

	(2) Documented business strength and solid/sustainable market position			
2) Proposal Response	<p>Statement of Work in Attachment A</p> <p>Please describe in detail the <u>Methodology of Implementation</u>:</p> <ul style="list-style-type: none"> (1) The steps, in chronological order, that you will take to implement the work. Make sure to describe any innovative approaches or technology you plan to use (2) Why you chose the methodology: make sure to mention similar projects you implemented in the past and lessons you learned from them <p>Please provide <u>High-level Delivery plans</u>, incl.:</p> <ul style="list-style-type: none"> (1) Timeline (2) Documentation plan (User & Tech) (3) Training plan (4) Knowledge Transfer plan <p><u>Business Requirements</u>: Please describe in detail <u>how your proposal covers IIE's requirements for</u>:</p> <ul style="list-style-type: none"> (1) Proposed Solution (2) Website Design (3) Solution Requirements (4) Content Management Requirements (5) Reporting and Analytics <p>Please provide your <u>Staffing Plan</u>:</p> <ul style="list-style-type: none"> (1) A description of your staffing plan for this activity and a general overview of the expertise of the individuals included (2) A list of your proposed staff in the following format- <i>Name:</i> <i>Proposed position on your team:</i> <i>Summary of relevant expertise and experience:</i> (3) Please include the CVs of each proposed staff member. Each CV must be no longer than one page in length. <p>Greater points will be awarded for the presentation of staff with greater qualifications and experience in managing work similar to that stated in this RFP.</p>		<p>2 pages</p> <p>4 pages</p> <p>9 pages</p> <p>1 page</p> <p>1 page</p> <p>1 page / CV (excluded from pg count)</p>	50 points

Education				
3) Hosting	Statement of Work in Attachment A			
	<p><u>Website Management Requirements:</u></p> <ul style="list-style-type: none"> (1) Monitoring (2) Support (3) Regular Maintenance <p><u>Data Center Hosting and Security Requirements:</u></p> <ul style="list-style-type: none"> (1) Security Governance and Compliance (2) Access Control (3) Secure Data Handling (4) Application Security (5) Incident and Change Management (6) Data Center Hosting (7) Disaster Recovery <p>Proposals that demonstrate a strong understanding of the security, hosting, and website management requirements will receive higher scores.</p>	4 pages	5 pages	20 points
4) Cost Proposal	<p>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.</p> <ul style="list-style-type: none"> (1) Competitive project Implementation costs (2) Competitive post-project Website Management costs (3) Competitive post-project Hosting costs 		2 pages	20 points
<p>Total</p> <p>3 professional references are required in addition to this rubric as noted in Section 3.4.</p>			30 pages (excl. CVs)	100 points

Bidders determined by IIE to possess the capacity to compete for this contract will be selected to move into the negotiation phase of this process. Content beyond 30 pages will not be read or evaluated (excluding CVs). Written notification will be sent to these bidders via email. Those bidders not selected for the negotiation phase will also be notified.

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.

ATTACHMENT A STATEMENT OF WORK

The Institute of International Education (IIE) is seeking a full-service website contractor for the EducationUSA Website Redesign Project (<https://educationusa.state.gov/>). The EducationUSA network is sponsored by the U.S. Department of State, Bureau of Educational and Cultural Affairs (ECA). The selected provider would be expected to conduct development, hosting, and maintenance of the new website, <https://educationusa.org>, in collaboration with IIE and ECA by July 27, 2026, with ongoing development and content updates through or around July 27, 2029. After that, IIE may choose to renew the agreement with the selected contractor for 3 years, up to a maximum total of 5 years.

Key Website Features to Be Aware Of:

Audience Needs

The EducationUSA website has three primary audiences: higher education institution representatives (“HEI staff” or “HEIs”) seeking to recruit international students, international students looking to study in the United States on the undergraduate and/or graduate level, and “other” users that may need an introduction to the EducationUSA network (e.g. U.S. Congress, both U.S. and foreign university leadership, U.S. and foreign mission staff at embassies, consulates, ministries, etc.).

Currently, it is difficult to distinguish webpages for each intended audience on the website. The new website homepage should be clean, modern, engaging, and easily direct the visitor to the appropriate information and pages (e.g. HEI staff members trying to contact an EducationUSA center or find an event, in contrast to international students looking for information on undergraduate degrees).

Higher Education Institutions (HEI)

U.S. HEI audiences are experts in U.S. higher education and international student enrollment. These users are looking to build international student enrollment pipelines, connect with EducationUSA staff globally, find and register for EducationUSA events, and receive the latest information on U.S. government regulations. HEI user resources will include:

- Updated contact information for EducationUSA’s in-country advising centers and staff. Please note that EducationUSA must be able to update country and territory names and borders according to shifting global needs. This update should be done by ‘integration’ from an outside form that EducationUSA advisers can submit and after approval gets automatically updated on the website (detailed information below).
- An interactive, customizable map with country demographic and student information, advising centers, country education systems, and links to regional and local adviser-created websites (with an appropriate disclaimer of leaving the official EducationUSA site).
- Updated adviser event listings (separate from “EducationUSA fairs”) with detailed information including capacity, contact info, and other customizable fields. These can be differentiated by event type and should include links to external registrations. This update should be done by ‘integration’ from an outside form that EducationUSA advisers can submit and after approval gets automatically updated on the website (detailed information below).
- Quick access to an external listing of EducationUSA fairs. This should be in a quick and easy-to-understand format. HEIs should be able to easily distinguish between adviser center events and EducationUSA fairs.
- Quick access to resources, including: The EducationUSA Global Guide, Open Doors Report, Project Atlas, Trade Admin Market Diversification Tool, Regional Fact Sheets, etc. Some of this data can be pulled to inform our maps, other website pages, etc. Furthermore, we would like this data to be easily accessible and displayed in a way that HEIs can easily read, sort, find, and download.

- Form to submit institutional information and scholarships. This should be a link or form on the website that HEIs can submit for approval before it gets posted on the site. There should be a way to ensure that only accredited HEIs are doing this.
- Ability to sign up and modify preferences for EducationUSA outreach materials, including HEI Newsletter and events notifications.
- Ability to submit basic U.S. higher education institution information and have it appear on an interactive map for the student audience.
- Ability to submit individual HEI's and their U.S. higher education institution's general contact information for EducationUSA's administrative backend use.
 - Individual HEI name, job title, institution, work email
 - "Evergreen" institutional name, shared email inbox for international student recruitment office, and permanent mailing address for international student recruitment office
 - Institution's website

International Students

Student audiences represent a range of young people (13 – 30+ years old) from all major world regions, with varying degrees of knowledge about the U.S. and English language skills. EducationUSA provides accurate information on the U.S. higher education system and applying to study in the U.S., and users should expect to utilize an intuitive system that includes:

- Updated student event listings with external registration information from adviser sites or webinars. Registrations would not be done on the website. These would be external. Updating student event listings should be able to be done by 'integration' from an outside form that EducationUSA advisers can submit and after approval gets automatically updated on the website (detailed information below).
- Updated pages with high-quality, evergreen information on the U.S. higher education system, including the "5 Steps to U.S. Study" process, explanations of common terms, information about the application process, U.S. visa information, financial aid, and resources for parents. This information will be presented with videos, infographics, and other interactive materials for this student audience. This section must offer distinct information filters for students seeking undergraduate, graduate, Community College, Trade School, etc. paths.
- An intuitive, user-friendly system for providing accurate contact information to students looking to connect with their local, in-country advising center. This system considers users with limited English language skills, mobile internet users, and those with limited internet bandwidth or signal and countries in which data may be expensive.
- Student Success Stories gallery: An engaging webpage of text and multimedia content showcasing international students who have successfully studied in the United States. This page may use previously created content for social media or the "Global Marketing Campaign."
- An interactive map that integrates multiple aspects useful to international students: advising centers, success stories, U.S. regional geography information, and higher education institutions.
- Parents of International Students: Layout/information must be accessible and understandable to an older generation and for whom English might not be their primary language.

Other Audiences

U.S. higher education institution administration, U.S. government officials, foreign government officials, and other members of the international community ("Officials and Administration") connect with EducationUSA throughout their duties. In addition to the previously identified audiences, the Officials and Administration audience requires easily digestible facts, data, and diplomacy-related information for briefings and related work. These resources will make it easier for the audience to understand and share the successful impact of the EducationUSA network on the United States and other countries. This information can include:

- Quick access to an overview of the EducationUSA network. This can include a one-page program description including topline messages, impactful statistics and data, and links to essential information with appropriate contacts.

User Roles

The EducationUSA website has two primary user roles, administrator and content creator/editor. Our goal is that content creator/editors should not have direct website logins (accounts). A proposed solution is below.

Administrator: Administrators have the largest set of available permissions in the system, including the ability to create, read, edit, and delete all content and settings on the site. This must be a user-friendly solution and not require HTML coding or technical knowledge to independently create, edit, and manage the new website. We will need levels of administrative access, primarily for IIE team members and select sponsor representatives.

Regional Managers (REACs), REAC Assistants: This group manages advisers (below). As website users, they require the ability to approve changes from advisers, manage or review website information, and other related tasks. As content creators/editors, they will require less access to the website than the “Administrator” role.

Advisers: This group advises students, conducts presentations, attends conferences, and does the work of outreach and management of the global EducationUSA Network. As website users, they require the ability to upload upcoming events, manage or review website information, update their in-country EducationUSA center’s information, and other related tasks. As content creators/editors, they will require less access to the website than the “Administrator” role and should nest on a “Content Creator/Editor” role level just below the REACs/REAC Assistants “Content Creator/Editor” role level.

Sponsor: Sponsors will have the same level of access as REACs above.

Integration

EducationUSA has several third-party systems and programs. It would be beneficial to have some of these programs or data automatically export to the website. Examples include updating adviser events or advising center contact information. In this process, an adviser can complete a form from one of our systems to create or update an event, a REAC/REAC Assistant reviews and approves content for posting, and the approved form data will push to the website and update the corresponding page on the website. This functionality should be established via the IIE OKTA FedRAMP single-sign-on. They may not delete or publish their own content, and they have no permission to edit content created by other users. Finally, website data, such as contact information from advisers or U.S. higher education professionals, should be able to be exported to third-party systems, including MailChimp.

Logins

Should the proposed integration solution above not be possible, a login account system will be necessary for the website. This will be for “Administrators,” as well as “Content Creators/Editors” (Sponsors, REACs, REAC Assistants, and advisers) so they can submit events and contact information.

Accessibility

The website should adhere to Section 508 standards to ensure accessibility for all visitors. This may include translation services for non-native English speakers, high contrast color use, content available for screen readers, photos with alternate text, universal design best practices, and other standard accessibility features of websites.

Scholarships

Prospective international students cite scholarship and funding opportunities as one of their top considerations when applying to study in the United States. As such, EducationUSA maintains an updated list of scholarships from accredited U.S. institutions that are open or targeted towards international students.

As part of the website, the vendor will create a scholarship section through which U.S. HEIs can submit relevant scholarships. This may take the shape of a submittable form. The submitter will be able to add and edit text, add a URL to the scholarship page, and submit for approval. EducationUSA staff will then be able to edit and publish these entries. Prospective international students will be able to quickly and easily review these entries on a comprehensive scholarship webpage, and search for scholarships based on discipline, degree level, award amount, and geographic location. Scholarships should include a date by which they will be automatically removed from the website. Scholarship data list should also be downloadable.

Social Media

Social media is an integral part of EducationUSA’s communications strategy. As such, the website should provide ample integration of digital assets, social media accounts, and allow for a contemporary style of marketing and engagement. The website, clean and modern, should allow for the integration of student stories, video content, relevant data, and other multimedia content across pages, including through an interactive world map, an interactive United States map, and other customizable features. Map functionality can be found in the Audience Needs > Higher Education Institutions (HEI) and International Students sections above.

Visitor Data

The new website needs a secure way for U.S. higher education representatives to share their individual professional and evergreen institutional contact information for EducationUSA’s future outreach use (as noted in the Audience Needs > Higher Education Institutions (HEI) section above). We will not collect student data.

Proposals should outline a solution for keeping the EducationUSA network individual contact information behind a “wall” to protect against spam.

AI

The new website should have AI capabilities that can be toggled on/off in the backend by a select set of EducationUSA Master Administrators.

Potential AI enhancements might include:

- “Greeter”/site navigator to guide audiences to appropriate content.
- Interactive assistant trained on site content for intelligent search/suggestions.
- Prompt to HEI site visitors to submit contact information as mentioned in Audience Needs > Higher Education Institutions (HEI) and Visitor Data sections above.

***** In order to fully understand EducationUSA’s website needs, interested vendors should review the current site at <https://educationusa.state.gov/> *****

The remainder of this RFP provides additional information that will allow a bidder to understand the scope of the effort and develop a proposal in the format desired by IIE.

Project Phases

Vendor Expertise / Business Advisory Services / Activities

I. Project Planning

To be completed by on or about February 1, 2026

- Discovery
 - o Audit of current site and creation of sitemap (We may not have full back-end access to the current educationusa@state.gov site.)

- o Assessment of key stakeholder needs
- o Review of current site analytics
- o Review of current site navigation and user activity (heat map generation)
- o Creation of sitemap that documents pages on EducationUSA.org
- o Review of Branding Guidelines
- Fit-Gap Analysis
- Process Reengineering and Implementation Plan

II. Project Implementation To occur begin by no later than February 1, 2026 until website Go-live, ideally on July 27, 2026, in time for the EducationUSA DC Forum kick-off (and no later than September 1, 2026)

- Planned regular/wave releases
- Implementation Activities
- Content Migration (We may not have full back-end access to the educationusa@state.gov site and may require program team assistance.)
- Training Support
- Documentation and Knowledge transfer to internal IIE Business Systems and Information Technology staff

III. Post Implementation To begin on website Go-live date

- Operations and Maintenance during transformation
- Post transformation ongoing support and updates/upgrades
- Work Performance, including Service Level Agreement (SLA) commitment

IIE may request additional design and development work following the launch of the new website. If the estimated amount of such work exceeds the fixed monthly maintenance amount, IIE and the selected offeror will negotiate an amendment to the contract to cover the additional work.

Project Overview

The EducationUSA website is designed to provide information on EducationUSA to potential students, participants, partners, educators, and others interested in the program and U.S. higher education. The website (educationusa.state.gov) is currently managed by the U.S. Department of State, EducationUSA's program "sponsor." The U.S. Department of State has requested a new website (educationusa.org) with IIE managing going forward.

IIE is seeking a full-service website provider with expertise in development, design, and website maintenance to assist IIE in the new build and redesign of the EducationUSA website (currently educationusa.state.gov/, moving to educationusa.org). The purpose for the new website is to:

1. Highlight EducationUSA's services, student resources, and breadth of U.S. higher education in an interactive and visually compelling manner.
2. Share information about advising centers, points of contact, student mobility and recruitment, and ways to connect with EducationUSA at events and online for both prospective international students and U.S. higher education representatives.

3. Showcase impact stories from students and U.S. higher education through text, image and video, and interactive world maps.
4. Streamline site navigation to guide key audiences to their desired pages (e.g. navigate potential international students and U.S. higher education representatives to relevant information, resources, and contact information).
5. Provide a framework to display organizational news and content that inspires, educates, and engages users.
6. Maintain an accessible and user-centric design environment.
7. Provide user-friendly interface, templates, and tools for site content contributors that offers flexibility while maintaining brand consistency.

Project Objectives

The EducationUSA Website Redesign Project is undertaken for the following objectives:

1. Design and develop a cohesive, visually appealing, and intuitive front-end
 - i. Optimize site architecture
 - ii. Employ user-centered approach to site navigation
 - iii. Design a homepage that reflects organizational priorities
2. Select, customize, and deploy user-friendly and scalable content management
3. Provide best-in-industry web hosting, management, and info security standards

Business Requirements

The business requirements below are subject to revision and validation during the project planning phase of the project, including the editing of acceptance criteria for business requirements.

1. Proposed Solution

- a. Create and update a project plan to be approved by IIE.
- b. Propose the appropriate content management system (CMS) with up-to-date versions of DXPs, based on assessment of stakeholder needs- and a review of the EducationUSA website.
- c. Provide integrations solutions using FedRamp/OKTA, CMMC single-sign security for admin users of the site.
- d. Propose creative methods for migrating content from the current site to the new site. IIE may not have access to where the website is currently hosted.
- e. Assure compatibility with common, commercially available software and hardware that meets current IT and security best practices.
- f. Provide a complete set of user manuals for all software applications to document and explain system features and functions, inclusive of easy-to-follow screenshots including:
 - System administration
 - System architecture
 - Functional user manual for Content Management System and site management
- g. Provide training to administrators and site managers.
- h. Design website based on WordPress or Drupal.

2. Website Design

- a. Redesign the EducationUSA website, incorporating existing EducationUSA brand elements in a visually impactful manner.
- b. Define a content model and strategy, making recommendations for incorporating new functionality into admin tools.
- c. Identify new tools and features that enhance the user experience and support coordination with internal stakeholders on viability.
- d. Design wireframes to define functionality and site templates and consolidate site structure.

- e. Provide visual designs for all site templates, create mood board concepts, to be narrowed and refined through stakeholder feedback into a revised and final design direction.
 - Provide visual designs for all key pages and site templates, including the home page.
- f. Update inner page designs with new CSS templates that makes the site more intuitive and user-friendly. Site administrators should be able to create and/or configure templates.
- g. Incorporate interactive functions, such as files, images, and videos.
- h. Incorporate support for multimedia content, such as videos and podcasts.
- i. Implement search functionality.
 - Including the ability for international students to quickly find home country contact information, and U.S. higher education professionals to contact EducationUSA Regional Managers and staff.
- j. Implement mobile-responsive design, features, and functionality.
- k. Contribute to planning for user testing and focus group testing.
- l. Integrate EducationUSA's flagship social media accounts and feeds into the website, either automatically or via curated posts.
- m. Compatibility with industry-standard browsers and versions.
- n. Take advantage of modern SEO standards/techniques, including performance considerations, web crawlers, HTTP Secure (HTTPS), mobile design, and scripting, in order to increase the frequency of search appearances for the Institute of International Education.
- o. Should provide IIE with robust analytics, heat maps, etc. which will inform potential future content, site structure, and layout.
- p. Design a website that will position IIE well should there be any future site and or content updates, migrations, and/or redesigns.

3. Solution Requirements

- a. **Dynamic Site Builder:** Provide a solution to create dynamic websites (complete with rich text, visual collateral, and multimedia assets) using an in-line, drag-and-drop interface that can be easily and readily utilized by non-technical staff (i.e., without knowledge of HTML/CSS). The site builder will allow for the creation of webpages that meet widely accepted design and technical standards.
- b. **Provide test/staging environment** for minor changes, updates, and bug fixes.
- c. **Content Workflow:** The solution will provide the ability to build and execute workflows for content creation, content authorship, content moderation, and content approval. Workflow management functionality should provide a visual workflow engine for creating process maps (i.e., of a content approval workflow) with appropriate triggers and actions. Notifications must be part of the content workflow management capability.
- d. **Content Previewing:** Pages under construction should have a preview option prior to publication, and test for browser and form-factor compatibility. The solution will allow for exception reporting of potential content rendering issues.
- e. **Content Scheduling:** The solution will provide the ability to deploy content to the production environment at a pre-specified time and allow for creation and curation of a content calendar.
- f. **Ensure compatibility with Section 508** of the Federal Rehabilitation Act, which states that federal agencies must ensure that public access to information for people with disabilities is comparable to access available to others; the website should comply with Web Content Accessibility Guidelines (WCAG) 2.1 level AA.

4. Content Management Requirements

- a. **Content Library:** The solution will provide the ability to create, store, and manage complete web pages, as well as upload and manage site assets that can be re-used across sites. The administrative interface for the content repository will be user-friendly and allow for non-technical users to navigate IIE's web content assets easily and effectively.
- b. **Multimedia:** The solution will provide the ability to store and manage multimedia assets and documents via solution CMS or current dedicated Digital Asset Management module.
- c. **Taxonomy:** The solution will provide end-to-end capabilities for managing the information architecture and taxonomy of all stored content.

- d. **Metadata Management:** The solution will provide tools for creating and managing content metadata (such as keywords and tags, author, date, and descriptors for managing collections of content).
- e. **Metadata Cleansing:** The solution will provide the ability to strip all metadata from uploaded assets (for example, remove all author and date attributes from an uploaded PDF or Word document).
- f. **Information Lifecycle Management:** The solution will provide the ability to set content expiration or retirement dates, and to take appropriate action (for example, send a user notification) when content passes this date.
- g. **Support for Multilingual Site:** Content should be easily translated to multiple languages.
- h. **Library Services:** The solution will provide the ability for library services within the content repository (i.e., asset check-in/check-out, content locking) for the purpose of asset management not contained directly on the site.
- i. **Integration with External Content Repositories:** The solution will provide the ability to integrate with external content repositories, including (but not limited to) internal-facing document management and Enterprise Content Management solutions.
- j. **Integration with External Customer Experience Systems:** The solution will provide the ability to integrate with external customer experience systems, including (but not limited to) popular CRM platforms, marketing automation tools, customer service ticketing systems and social media management platforms.

5. Reporting and Analytics

- a. **Configurable Reports:** The solution will provide the ability to generate out-of-the-box and user-defined reports.
- b. **Configurable Dashboards:** The solution will provide the ability to generate out-of-the-box and user-defined management dashboards.
- c. **Site Traffic Reporting:** The solution will provide the ability to report on site traffic patterns (total views, unique impressions, view count segmentation by site).
- d. **Bounce and Exit Rate Reporting:** The solution will provide the ability to report on bounce and exit rates.
- e. **Device, OS, and Browser Reporting:** The solution will provide the ability to report on breakdowns of devices accessing the site, including browser and OS versions.
- f. **Multimedia Reporting:** The solution will provide the ability to report on multimedia plays (if surfaced from integrated DAM).
- g. **Heat Map Generation:** The solution will provide the ability to create heat maps of user activity (i.e., where users are clicking most often).
- h. **Advanced Analytics:** The solution will provide the ability to conduct advanced analysis, including traffic pattern analysis, predictive analytics, and cross-channel analytics and attribution.
- i. **Data Export:** The solution will provide the ability to export data and reports in .csv format.

Website Management Requirements

- 1. Monitoring:
 - a. Antivirus/Anti-Spam Software, monitoring for DOS (denial of service attacks)
 - b. Web Server and Database Monitoring (Health, Logs)
 - c. Hardware Monitoring (CPU, RAM, Disks)
- 2. Support:
 - a. 24x7 x 365 days a year technical support preferably by telephone, email, chat or finally trackable ticketing
 - b. Include copies of Support Agreements and Service Level Agreements.
 - c. Geographic residency and language support: Provides support in desired location and language – include information on data residency. Please specify location (e.g., North America, EMEA, APAC, and Latin America).
- 3. Regular Maintenance:
 - a. Patches and upgrades to software platforms, as necessary.
 - b. Additional plug-ins to enhance the site or improve current functionality. A plan for changes to the site needs to be noted in the budget, such as the hourly rate or other method.
 - c. Complete regular repairs as needed to scripting languages, basic HTML, cascading style sheets, broken images, broken links, and all other malfunctioning code or components.

- d. Quarterly check-up: At the end of each quarter, the contractor will check for any broken links, broken images, and template distortion, as well as test all contact forms and other interactive elements, and provide a report at the end of each quarter. This report should also include site traffic statistics and search engine analysis reports.
- e. Maintain Custom-built Site Search Engine by ensuring any content updates and new pages are searchable and respect the multi-level permissions that are in place. A quarterly check-up is required to ensure security and privacy of protected content from public search.
- f. Ability to maintain and develop API functionality with external sites.

Data Center Hosting and Security Requirements

1. Security Governance and Compliance:
 - a. Compliance with generally accepted privacy standards and NIST Cyber Security Framework (CSF)
 - b. Please describe security frameworks (e.g., OWASP) in place.
 - c. Please describe your company's compliance certifications. Please provide SOC2 report if available.
 - SOC 1, SOC 2, SOC 3
 - FISMA, DIACAP, and FedRAMP
 - DOD CSM Levels 1-5
 - PCI DSS Level 1
 - ISO 9001 / ISO 27001
 - d. Please describe your documented information security and data privacy policies.
 - Please list applicable policies (e.g., Acceptable Use, Incident Response, Data Retention, etc.).
 - Are the information security policies and standards reviewed and approved on a regular basis by company leadership?
 - e. Annual Information Security Training: Describe what is covered in the training.
 - f. Is staff (including temporary staff, contractors, and outsourced vendors) required to sign a confidentiality agreement and/or Acceptable Use Policy to promote accountability?
 - g. Do third-party contracts contain language that describe responsibilities regarding information protection and data privacy requirements?
2. Access Control:
 - a. Please describe the access control procedures and security measures taken to prevent unauthorized access to EducationUSA data.
 - b. Does the company maintain an inventory of customer assets, and are they clearly identified?
 - c. Please describe the account and password restrictions along with reset requirements for the system(s) that (would) manage EducationUSA information assets.
 - d. Please describe your process for regular access validation checks to support the concepts of least privilege and separation of duties.
 - e. Please describe your procedures for handling and storage of information assets. Please provide details about handling particularly sensitive data.
 - f. Provide password-protected, secured ftp access from dynamic IP addresses to upload files to server.
 - g. Ensure access to electronic and physical repositories containing SSNs, ITINs, and other personal identifiers will be controlled based upon reasonable and appropriate administrative, physical, technical, and organizational safeguards to those whose job functions require such access.
 - h. User Authentication: The solution will provide the ability to authenticate users via a unique ID and strong password credentials.
 - i. Role-Based Permissions: The solution will provide the ability to create roles and assign relevant access and edit privileges to them, as well as use roles within the context of content management workflows (for example, denying immediate edit privileges and requiring a moderation approval for low-level users)
 - j. System must comply with Department of Defense Instruction 8582.01 Security of Unclassified DoD Information on Non-DoD Information Systems.
3. Secure Data Handling:
 - a. Data encryption at rest and in-transit

- Please describe standards and protocols.
- Please describe security aspects involving uploading of documents/attachments.
- Does the system(s) “mask” sensitive data?
- b. Please explain security aspects involving custom-built and standardized APIs and interfaces. Please include any specifics that IIE IT must do to configure APIs.
- c. If the contract with IIE is terminated for any reason, how will the data be returned to IIE, and how will they (vendor and hosting facility) purge EducationUSA data, including any backup data?
- 4. Application Security:
 - a. Firewall monitoring and IDS/IPS monitoring on the system(s)
 - b. Toll-free 24x7 x 365 days a year live support to customers
 - c. Please describe the tools used for intrusion detection and identification of web-vector attacks (such as denial of service attacks)
 - d. Routine penetration tests, vulnerability scans and patching performed on the system(s) to support continuous monitoring. Results need to be shared with EducationUSA.
- 5. Incident and Change Management:
 - a. Please describe your processes and standards for incident management (including potential data breaches)
 - Please describe the company’s Incident Notification Protocol to its customers
 - b. What processes and standards do you follow for change management?
- 6. Data Center Hosting:
 - a. Please describe your hosting solution (public, private, hybrid cloud, etc.)
 - Who owns and operates the hosting facility? (Is it proprietary or via a Cloud Service Provider (CSP))?
 - The Offeror shall provide a facility that is fully concurrently maintainable and comply with Tier III+ standards and withstand natural disasters such as Category 3 hurricanes, tornadoes, and floods.
 - Who is responsible for support issues? (For example, will the vendor be responsible for contacting the hosting facility for issues surrounding hosting)
 - b. Please describe your system’s ability to handle load balancing, redundancy, and fault tolerance.
 - c. How will IIE be notified of an outage?
- 7. Disaster Recovery:
 - a. Remote reboot service
 - b. Secured offsite backup (critical if disaster strikes the datacenter)
 - c. Secured remote backup (ability to back up web server files from any location)
 - How are backups performed (full, incremental, differential)?
 - Where are the backups stored?
 - d. Please provide DR location and distance from primary site.
 - e. Please describe your RTO and RPO timeframes.
 - f. Please describe the standards of your Service Level Agreement In the event of a system outage.
 - In what timeframe can IIE expect issue resolution, full data restoration and 100% system functionality (to be able to perform all business functions associated with the system)?

ATTACHMENT B COST PROPOSAL TEMPLATE

Submit a detailed budget for the services described in the technical proposal. 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 format 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.

At a minimum, please include the following elements in the cost proposal:

- Proposed ceiling for the one-time activities and tasks, including a description of the assumptions that are included
- Monthly hosting fees
- Fixed hourly rate for different tasks
- Budget for an initial period of performance of one to two years (12-24 months)

Offerors may propose other amounts, rates, and fees as needed. The cost proposal must include all costs and fees that the offeror proposes to include in the resulting contract.

Item No.	Description	Quantity	Unit (hours/days)	Unit Price (USD)	Total Price
1	Website Planning				
2	Website Visual Design				
3	Website Implementation				
4	Ongoing Project Management				
5	Other proposed rates (please specify)				
6	Website Hosting				
7	Website Maintenance				
8					
9					
10					

ATTACHMENT C ADDITIONAL REQUIREMENTS

Third-Party IT Risk Management Process (TPRM)

An **IT Security Questionnaire** is required prior to signing a contract if the vendor will process IIE proprietary data or Personal Data according to GDPR's definition on behalf of IIE or connect to IIE's network.

- Vendors who can furnish evidence of an **ISO 27001 Certification** are asked to attach such documentation and to provide their up-to-date **System and Organization Controls (SOC) 2 Type 2 Attestation**.
- Vendors who cannot furnish IIE with ISO 27001 Certification evidence will be asked to provide a **SOC 2 Type 2 attestation** and complete a **security assessment that is mapped to the National Institute of Standards and Technology (NIST) Cyber Security Framework (CSF)**. NIST is a guidance, based on existing standards, guidelines, and practices for organizations to better manage and reduce cybersecurity risk. The NIST CSF consists of five concurrent and continuous Functions—Identify, Protect, Detect, Respond, Recover. When considered together, these Functions provide a high-level, strategic view of the lifecycle of an organization's cybersecurity risk management.
- If your organization does not wish to complete this request using the automated OneTrust platform, please visit the “Welcome” screen of the IT Security Questionnaire (using the emailed link from OneTrust) and click “Complete Offline Using Excel” to download the **Excel** version of the NIST CSF assessment. Please make sure to upload the completed file to OneTrust using the same path and **Submit**.

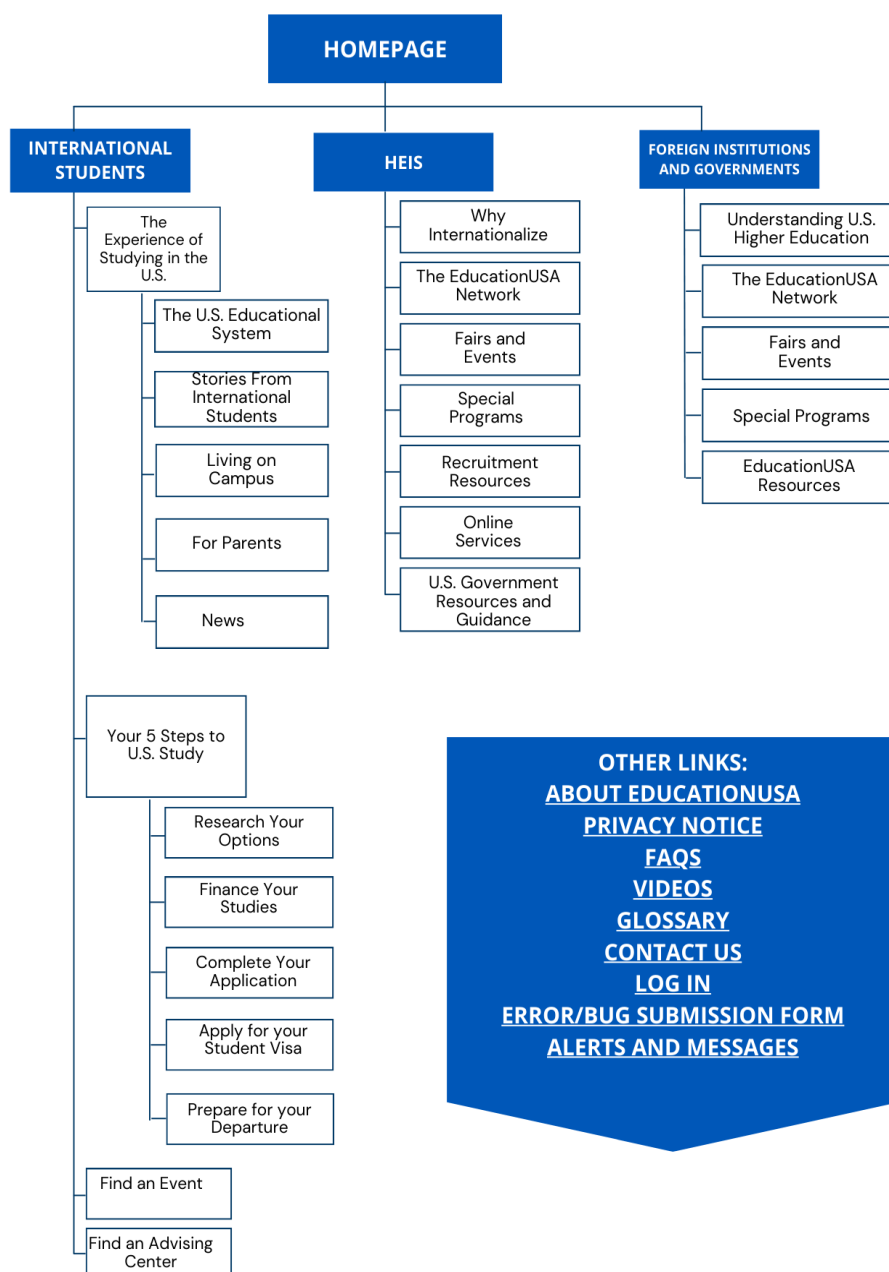
Prohibition on certain telecommunications and video surveillance services or equipment

IIE cannot enter into a contract to procure or obtain equipment, services, or systems that uses covered telecommunications equipment or services as a substantial or essential component of any system, or as critical technology as part of any system. As described in Public Law 115-232, section 889, covered telecommunications equipment is telecommunications equipment produced by Huawei Technologies Company or ZTE Corporation (or any subsidiary or affiliate of such entities).

Covered equipment and services must not be part of your offer to IIE.

ATTACHMENT D CURRENT EDUCATIONUSA SITE MAP

CURRENT EDUCATIONUSA SITE MAP



This site map is only for reference and is not meant to reflect the design or direction of the future website.