



EntrepreNorth Curriculum Development

Request for Proposal

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Proposal Submission Deadline: April 6, 2022 by 12 am (midnight)

Contact for Proposal: Tammy Snook, Tammy@entreprenorth.ca

Project Description

This Request for Proposal (“RFP”) is an invitation by EntrepreNorth, a project of MakeWay’s shared platform (“EntrepreNorth”) to prospective Proponents to submit Proposals (“Proposals”) for a Curriculum Development project. As part of this project, EntrepreNorth is seeking a project proponent with a team of Subject Matter Experts (“SME’s”) to support the development of EntrpereNorth’s curriculum content and resources in four key subject areas:

- A. Leadership;
- B. Marketing;
- C. Operations; and,
- D. Finance.

EntrepreNorth’s curriculum pathway aligns with *The Multi-Directional Business Compass* (“MDBC”), which was created by Benjamin Scott, Entreprenorth’s Project Director. The MDBC is an Indigenous centered business framework that offers a multi-dimensional perspective on value creation, business development and systems thinking. The MDBC framework serves as the foundation for our curriculum design and offers a powerful tool for thinking about business, community, and economic impact in a more circular and holistic way. The EntrepreNorth curriculum matrix below illustrates the scope of

EntrepreNorth’s curriculum development project and its alignment with The Multi-Directional Business Compass.

Table 1: EntrepreNorth’s Curriculum Matrix

		Levels		
		Level 1: Business Model	Level 2: Business Strategy	Level 3: Business Impact
	Business Skills, Competencies & Outcomes			
Framework	The Multi-Directional Business Compass (MDBC)	MDBC 1	MDBC 2	MDBC 3
Subjects	A: Leadership	A1 Leadership	A2 Leadership	A3 Leadership
	B: Marketing	B1 Marketing	B2 Marketing	B4 Marketing
	C: Operations	C1 Operations	C2 Operations	C3 Operations
	D: Finance	D1 Finance	D2 Finance	D3 Finance

Project Background

In 2018, the EntrepreNorth project was launched to empower Northern Indigenous and community-based entrepreneurs to build sustainable businesses and livelihoods across the North. We do this by offering a 9-month Entrepreneur Growth Program for 8-12 Northern Indigenous entrepreneurs with early-stage businesses; and by offering community-focused business ideation workshops for young entrepreneurs who have a business idea they want to explore and develop. We are also in the process of developing a train-the-trainer model for Northern Indigenous facilitators to extend our programming reach.

EntrepreNorth believes that Northern Indigenous entrepreneurs can be catalysts of prosperity and drivers of social change within their own communities. The development of sustainable enterprises can create local economic opportunities to help break through cycles of poverty, address social challenges, strengthen economic resilience, and reinforce cultural pride and identity.

Much of our work is grounded in Indigenous ways of knowing, being and doing, which we try to infuse throughout our program offerings to ensure a high level of cultural integrity and relevance for our program participants. Our purpose is to advance thought leadership on business education and financial practices that honours Indigenous knowledge systems, creates social change, and generates new economic pathways. Ultimately, we envision supporting a world where Northern Indigenous economic resilience and community wellbeing is empowered by Indigenous business leadership and innovation.

While EntrepreNorth has seen a lot of success with its programming to date, this curriculum development project is critical for the next phase of EntrepreNorth's growth and our ability to scale our impact in a good way. Our ambition is to create world-class curricula that are adaptable, relevant and effective for a broad range of program participants and learning styles.

Project Objectives

- To develop modular based curriculum content and materials that can be utilized across all EntrepreNorth program offerings;
- Create modular stackable micro-credential certification
- Adaptable content that is relevant for any stage of entrepreneurial capacity development and venture growth;
- Indigenization of curriculum to incorporate Northern and Indigenous perspective, worldview and voice into content delivery;
- Produce content, resources and materials that are applicable for both in-person and online delivery methods;
- Apply lean start-up, pragmatic, and experiential learning methodologies;
- Where possible reference Indigenous literature over non-Indigenous literature; and,
- Accommodate different learning styles

Project Scope of Work

EntrepreNorth's Curriculum Development project will include the development of four subject modules with three levels of learning and growth for each module. Together they will provide a comprehensive pathway for learning and growth for entrepreneurs and their startup ventures. The *EntrepreNorth Modular Curriculum* pathway is derived from the

proprietary *Multi-Directional Business Compass*. Please see Table 2 below for a depiction of EntrepreNorth’s modular-based curriculum pathway.

Table 2: EntrepreNorth’s Curriculum Matrix

		Levels		
Business Skills, Competencies & Outcomes		Level 1: Business Model	Level 2: Business Strategy	Level 3: Business Impact
Framework	The Multi-Directional Business Compass (MDBC)	MDBC 1	MDBC 2	MDBC 3
Subjects	A: Leadership	A1 Leadership	A2 Leadership	A3 Leadership
	B: Marketing	B1 Marketing	B2 Marketing	B4 Marketing
	C: Operations	C1 Operations	C2 Operations	C3 Operations
	D: Finance	D1 Finance	D2 Finance	D3 Finance

The four subject modules with three levels of learning and growth that will be developed as part of this project scope of work are listed in the Table 3 below. The total number of instructional hours is an estimate of instructional content and applied exercises.

Table 3: EntrepreNorth Curriculum Subject Modules and Levels with Estimated Instructional Hours

Subject Modules and Levels	Estimated Instructional Hours*
Leadership (Levels 1, 2 & 3)	36 hours
Marketing (Levels 1, 2 & 3)	36 hours
Operations (Levels 1, 2 & 3)	36 hours
Finance (Levels 1, 2 & 3)	36 hours
Total Estimated Instructional Hours:	144 hours

**Instructional Hours* are defined as instructional content delivery in a lecture-based format during program delivery in-person and online. This also includes instruction for applied exercise workbooks. The delivery structure is intended to be flexible and adaptable for multiple delivery formats and schedules.

Project Deliverables

In consultation with the EntrepreNorth Team, the selected contractor will be required to:

- Produce a project timeline and budget
- Curate a list of literature inspiration - emphasis on Indigenous and/or Northern literature;
- Produce a curriculum learning methodology and master templates;
- Develop learning objectives for each module in collaboration with EntrepreNorth's team;
- Develop business development objectives for each module in collaboration with EntrepreNorth's team;
- Propose list of content topics for each level in collaboration with EntrepreNorth's team;
- Produce instructional content document(s) (i.e., the EntrepreNorth textbook or master document);
- Produce applied exercise workbooks for each level;
- Develop pre- and post-learning data collection/survey tool to evaluate learner's progress;
- Develop instructional presentations for use online and in-person; and,
- Develop facilitator's guidebook for each module
- Develop a modular stackable micro-credential certification process

Please note that EntrepreNorth prefers to develop content using google docs, slides and sheets for ease of version control and online collaboration amongst team members. Illustrations and graphics can be developed outside the google workspace and then incorporated afterwards.

Proposal Guidelines

Proposals are to be submitted in PDF format to a designated online EntrepreNorth portal by **April 6, 2022 at 12:00am**: www.entreprenorth.ca/contract-opportunities.

All proposals will be reviewed by EntrepreNorth within two weeks of the deadline. Top proponents will be asked to participate in an interview as part of the selection process.

The following information should be included in any proposal provided in response to this RFP:

- Organizational details;
- Team knowledge, skills and expertise in curriculum design and subject areas;
- Demonstration of past project experience in creating adult learning content and business programming;
- Demonstration of Northern and Indigenous experience;
- Project methodology and processes;
- Proposed schedule of fees and expenses;
- Proposed project plan and schedule of deliverables;
- Team curriculum vitae/resumes;
- Relevant client references; and,
- Limitations (including COVID-19 related limitations) and proposed mitigations.

Project Budget

The maximum budget for this project is \$180,000.

Proposed Project Timeline

Project Phase	Milestone Completion Date*
Awarded Contract	April 29, 2022
Consultations with EntrepreNorth to finalize project plans	May 2022
Curriculum Research and Development in close collaboration with EntrepreNorth and its key stakeholders	June to September 2022
Project Complete	September 30, 2022

*Ongoing consultation and review as needed.

Scoring Criteria

Scoring Criteria	Assigned Weight
Project Team and Subject Matter Expertise	40%
Project Methodology and Plans	30%
Project Budget	20%
Northern and Indigenous Experience	10%
Total	100%