Institute of International Education (IIE)
809 United Nations Plaza
New York, NY 10017

Request for Proposal

Fulbright Junior Faculty Development Program for Tunisia
Program Year 2017

Prepared:  September 23, 2016
Closing Date:  December 7, 2016
I. **INTRODUCTION AND BACKGROUND**

A. **Background: Institute of International Education**

The Institute of International Education (“IIE”) 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 than 90 years, IIE has promoted educational exchange around the world. The Institute currently implements more than 250 programs benefiting 25,000 men and women from 175 nations. 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, 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, Mexico, Russia, Thailand, Ukraine and Vietnam).

B. **Purpose of Request for Proposal**

IIE’s Council for International Exchange of Scholars (CIES) is seeking one host institution to implement the 2017 Fulbright Junior Faculty Development Program for Tunisia, which is sponsored by the U.S. Department of State’s Bureau of Educational and Cultural Affairs. This 10-week summer program is designed to bring junior Tunisian scholars to U.S. host institutions for faculty development, mentoring, and cultural exchange. The program scheduled for July 5, 2017 through September 13, 2017, aims to build higher education capacity in Tunisia, foster long-term collaboration between Tunisian scholars and U.S. academics, and promote mutual understanding between Tunisians and Americans. IIE/CIES anticipates six scholars will be placed at a selected U.S. host institution. Institutions interested in hosting must submit a proposal to host scholars in the following discipline: Information Technology/Computer Science.

The purpose of this request for proposal (“RFP”) is to invite bidders to submit a proposal for hosting the 2017 Fulbright Junior Faculty Development Program for Tunisia. 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/CIES.

The information presented in this RFP is furnished solely for the purpose of assisting the bidder in making its own evaluation of the scope of work and does not purport to be all-inclusive or to contain all the information you may require. This RFP is not an offer by IIE/CIES to contract, but rather an attempt to establish a common framework for IIE/CIES to evaluate potential suppliers. The bidder should make its own investigations, projections and conclusions to verify
independently the information contained in this RFP, and to obtain any additional information that it may require, prior to submitting a proposal.

II. CONTACT INFORMATION

A. Bidder Inquiries

Any questions regarding the terms or specifications of this RFP or the conditions or proposed format of responses should be directed to:

Jessica Rosen, Program Manager, Visiting Scholar Programs
Council for International Exchange of Scholars
Institute of International Education
1400 K Street, NW, Suite 700
Washington, DC 20005
Email: juniorfaculty@iie.org

IIE/CIES will respond to questions in a question and answers (Q&A) session. We have also prepared one webcast with frequently asked questions.

- **Q&A:** Questions must be submitted by October 24, 2016 at 11:59 PM Eastern Standard Time (EST). IIE will post responses after October 24, 2016, and no later than November 3, 2016, on IIE’s RFP website: [www.iie.org/What-We-Do/Our-Procurements/Subaward-Opportunities](http://www.iie.org/What-We-Do/Our-Procurements/Subaward-Opportunities) under RFP No.: D401-FFTun-12.7.16

- **Webcast:** IIE/CIES will post a webcast on our website to give a background on the programs and provide answers to commonly asked questions: [http://www.cies.org/program/faculty-development-programs](http://www.cies.org/program/faculty-development-programs)

B. Proposal Submissions

Complete proposals must be received by IIE by 11:59 PM EST, December 7, 2016 in electronic format (Adobe PDF). Send electronic submissions to:

Lawrence Mason, Assistant Director, Visiting Scholar Programs
Council for International Exchange of Scholars
Institute of International Education
Email: juniorfaculty@iie.org

IIE will acknowledge receipt of all submitted proposals and request clarification if necessary.

III. RFP CONDITIONS

Under no circumstances will IIE be responsible for your costs and expenses in connection with this RFP including reviewing this RFP and/or submitting a Proposal. IIE reserves the right to:

- Reject any or all offers and discontinue this RFP process without obligation or liability to any offeror.
Select an offeror on the basis of initial offers received, without discussions or requests for best and final offers.

Nothing in this RFP is, or should be relied on by the offeror as, a promise or representation by IIE. Neither does IIE make any representation or warranty as to the completeness of this RFP nor 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 vendor 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 as a response to this RFP and/or as a proposal (whether successful or unsuccessful) shall become the property of IIE and will not be returned.

IV. **Schedule and Due Dates**

All proposals are due by 11:59 PM EST, December 7, 2016. IIE/CIES reserves the right to deem any proposal received after this deadline as non-responsive and exclude it from consideration.

<table>
<thead>
<tr>
<th>Event</th>
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<tbody>
<tr>
<td>Application open date</td>
<td>September 23, 2016</td>
</tr>
<tr>
<td>Webinar posted</td>
<td>September 30, 2016</td>
</tr>
<tr>
<td>Deadline to submit questions for Q&amp;A</td>
<td>11:59 pm EST on October 24, 2016</td>
</tr>
<tr>
<td>Responses/clarification issued for Q&amp;A</td>
<td>November 3, 2016</td>
</tr>
<tr>
<td>Proposal due date</td>
<td>11:59 pm EST on December 7, 2016</td>
</tr>
<tr>
<td>Anticipated decision and selection of offeror(s)</td>
<td>February 2017</td>
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<tr>
<td>Anticipated commencement date of work</td>
<td>April 2017</td>
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IIE/CIES will consider submitted proposals as your best response and valid for 120 days.

V. **Overview of Program**

Sponsored by the U.S. Department of State’s Bureau of Educational and Cultural Affairs (ECA), and administered by the Council for International Exchange of Scholars (CIES), a division of the Institute of International Education (IIE), the Fulbright Junior Faculty Development Program for Tunisia is designed to bring junior scholars to U.S. host institutions for faculty development, mentoring, and cultural exchange activities. The intent of the 10-week program is to equip scholars with the knowledge and tools needed to build the capacity of their home institutions and to advance the education of future generations. In addition, it lays the foundation for junior scholars and their U.S. hosts to develop long-term institutional relationships and to identify areas of cooperation that can be sustained beyond the grant period.

A. **Goals**
• Build higher education capacity in Tunisia through faculty development and mentoring for junior scholars.
• Foster long-term collaboration and institutional linkages between Tunisian scholars and U.S. academics.
• Promote mutual understanding between Tunisians and Americans by facilitating the scholars’ engagement with the broader host campus community.

B. Host Institutions

IIE/CIES seeks one U.S. host institution to implement the Fulbright Junior Faculty Development Program for Tunisia. This 10-week summer program is scheduled to take place July 5, 2017 through September 13, 2017, and will conclude with a U.S. Department of State sponsored re-entry workshop in Washington, D.C. IIE/CIES anticipates six scholars will be placed at a selected U.S. host institution. The cohort discipline is identified below.

• Information Technology/Computer Science

Institutions interested in hosting must submit a proposal to host scholars in the above discipline-based cohort. Participating institutions will enjoy a unique opportunity to establish lasting relationships with faculty members at universities in Tunisia and to build upon current efforts to internationalize their campuses and surrounding communities.

C. Program Components

The Fulbright Junior Faculty Development Program for Tunisia for each discipline-based cohort includes a 10-week program at a U.S. university host campus. Components of the 10-week U.S. university program include:

• An arrival orientation.
• An academic program on campus focused on teaching methodology, pedagogy, and U.S. higher education.
• Various cultural and community engagement activities.
• Scholar mentorship by U.S. host institution faculty. A re-entry workshop in Washington, D.C. sponsored by the U.S. Department of State and administered by IIE/CIES.

D. Grant Duration

  • Host Institution Proposal Deadline: December 7, 2016.

VI. Host Institution Requirements And Scholar Selection

A. Host Institution Eligibility Requirements
To be considered for an award, institutions submitting proposals to host a cohort for the Fulbright Junior Faculty Development Program for the Tunisia must:

- Demonstrate strength and ability to host junior faculty in one of the program’s academic disciplines.
- Be a registered institution of higher education duly organized and existing under the laws of the host institution’s state of incorporation.
- Possess experience with designing and implementing specialized, intensive professional development programs for faculty.
- Demonstrate an understanding of higher education in Tunisia.
- Be eligible to receive federal funds and not disbarred.
- Be accredited by an accrediting agency recognized by the U.S. Department of Education, as being a reliable authority.

B. Scholar Selection

Participating scholars will be nominated through an open, merit-based competition run by the Public Affairs Section of the U.S. Embassy Tunis. Final selection of the scholars will be made in February 2017.

Scholars will be, at a minimum, full-time university faculty with M.A./M.S. degrees (some may have Ph.D. degrees) with several years of university-level teaching experience in the field of Information Technology/Computer Science. They will be highly motivated to engage with colleagues and others within their communities and campuses in the United States, and every effort will be made to select candidates representing a broad range of universities and regions in Tunisia.

Selected scholars must meet the following criteria:

- Be a resident and citizen of Tunisia - U.S. citizens and holders of U.S. green cards/passports are ineligible.
- Reside in Tunisia at the time of application submission and throughout the interview and selection phases leading up to the date of departure.
- Be a full-time Tunisian university faculty member or a part-time faculty member at two or more universities.
- Hold a minimum of an MA/MS degree with at least five years of university-level teaching experience or a PhD and no more than five years of university-level teaching experience.
- MA/MS degree holder currently enrolled in a doctoral program must possess at least three years of university-level teaching experience.
- Fluent in spoken and written English.
- Demonstrate commitment to classroom teaching and a desire to strengthen teaching and leadership skills.
- Scholar’s academic focus must be in one the program’s offered academic discipline cohorts.
- Must be available to travel to the United States and participate for the duration of the program July 5 – September 13, 2017.
VII. PROGRAM DESCRIPTION

A. Program Objectives

Institutional proposals for the Fulbright Junior Faculty Development Programs for Tunisia must clearly identify how each of the program deliverables, outlined in the following section, will be fulfilled by the host institution. All listed deliverables are closely tied to the successful implementation of each program.

In addition to addressing the required program deliverables, successful proposals will demonstrate an awareness of and dedication to meeting the goals of the Fulbright Junior Faculty Development Programs for Tunisia, which are to:

- Build higher education capacity in Tunisia through faculty development and mentoring for junior scholars.
- Foster long-term collaboration and institutional linkages between Tunisian scholars and U.S. academics.
- Promote mutual understanding between Tunisians and Americans by facilitating the scholars’ engagement with the broader host campus community.

B. Program Deliverables

Principal Academic Faculty Contact: The host institution will appoint a principal academic faculty contact who administers the program on campus and serves as the liaison between the scholars, the university, professional resources and IIE/CIES. The faculty contact, who is either a member of the faculty or of the university administration, guides, counsels, and assists the scholars and has overall responsibility for the scholars at his/her institution. The faculty contact is expected to be actively engaged in the program’s planning and implementation and accessible to participants and IIE/CIES for the duration of the program.

Principal Administrative Contact: The principal administrative contact to be appointed by the host institution will authorize the submission of the proposal and the proposed institutional support, and oversees the grant administration and budget expenditures.

Principal International Office or Cultural Coordinator: The host institution will identify a principal international office or cultural coordinator contact who will support cross-cultural programming and community engagement.

The principal faculty contact, administrative contact and cultural coordinator roles may overlap and one person may perform one or more of these roles.

Pre-arrival Scholar Engagement: Prior to the scholars’ arrival on campus and during the program, host institutions will be expected to engage with scholars, assess their academic preparedness and incorporate their feedback into the program. In addition, host institutions will be required to host virtual meetings with the scholars approximately four to five weeks prior to their arrival in order to assess the scholars’ interests, individual goals, and preferences for their
faculty mentor pairings. The host institution is also encouraged to develop a short survey to send by email to assess participants’ interests and goals.

**Arrival Orientation:** During the scholars’ first week on campus, the host institution will provide an orientation that will include an introduction to the university, facilities and community and an overview of the expectations of the program. An IIE/CIES staff member will be available for one-day of the orientation to address grant administration specific topics at each host institution. Additionally, the host institution will assist scholars with setting-up bank accounts upon their arrival and scheduling visits to a local Social Security Administration office once IIE/CIES finalizes processing of their visa arrival paperwork.

**Program Activities:** The 10-week academic program should include activities and seminars that focus on theoretical and practical topics such as teaching methodology, pedagogy, resources, and technology, as well as the historical structure of the higher education system in the U.S.; sessions should, to the extent possible, focus on issues related to each academic discipline. Topics should include, but not be limited to the following:

- Orientation to Host Institution (including but not limited to: campus tour, introduction to local transportation and local resources, and introduction to community volunteers and faculty mentors)
- Introduction to Library and Laboratory Facilities
- Introduction to U.S. Culture
- General Structure of U.S. Higher Education
- Higher Education Administration
- Accreditation
- Academic Support Structures
- Leadership in Education
- Teaching Methodology and Pedagogy, including Curriculum Development
- Research Methodology and Building Research Capacity
- Introduction to Grant Proposal Writing
- Technology - IT as a Pedagogical Tool, and Effective Teaching Without Technology
- Education Reform and Teaching Methods
- Effective Teaching Strategies for Diverse Range of Learners and Learning Styles
- Libraries
- Student Services and Services for Students with Disabilities
- Fundraising in Higher Education

A variety of instructional methods are to be employed, including faculty and professional staff seminars; discussion sessions; assigned academic readings; site visits to relevant university offices, related professional organizations, and area campuses; applied projects and/or presentations; and U.S. graduate and/or undergraduate forums.

The host university will provide opportunities for scholars to explore the fundamentals of teaching methodology and pedagogy through observation and practice. In coordination with the scholars, the host institution will identify classes in which they may observe to gain insight on useful strategies for teaching. Presenting scholars with a range of teaching styles may be
especially beneficial. Scholars should also be given opportunities to practice skills to which they have been exposed.

**Scholar Mentoring:** Institutions are to pair a mentor with each scholar. IIE/CIES recommends assigning each scholar their own individual mentor; however, if a one on one pairing isn’t possible, the maximum allowed by the program is two scholars per mentor. Mentors should be matched with scholars according to their academic specializations. With mentor guidance, the scholars are expected to pursue their own self-directed projects (e.g. research course material for classes, learn how to use new lab instruments, etc.). Mentors should reach out to scholars via email approximately one month before their arrival to open dialogue about their potential projects, address questions about the campus, program content, etc. During the program, the faculty mentor will meet with the scholar on a weekly basis, or more frequently, to provide ongoing support. Meetings can be formal or informal, and may be augmented by email or other communication.

**Cultural Exchange:** The host university will provide participants with experiences to engage with U.S. citizens through involvement in community, professional and social activities. The host institution will identify and coordinate the scholars’ engagement with host families or other community volunteers who will plan weekly cultural visits, family dinners, and recreational activities. Examples of cultural activities can include: activities with local organizations or nearby international organizations, meetings with professionals in the scholars’ area of expertise, or social events to which U.S. citizens are invited. Scholars should be provided opportunities to present on their home country’s history, culture, or appropriate academic topics for students, faculty, and/or the broader community.

**Post-program Scholar Engagement:** The host university will encourage continued engagement and communication with scholars after they have returned to their home country.

**Program Schedule:** The host institution must provide IIE/CIES with a program schedule four weeks prior to scholars’ arrival on campus. The institution must also provide a tentative program schedule to scholars two weeks prior to their arrival in the U.S.

**Facilities:** The host institution is to provide to the scholars the same access to institutional resources such as library, computer, laboratory and office/work space, where possible, as is offered to university faculty.

The host institution will also provide access to research facilities relevant to the scholars’ individual research interests including: university libraries, computerized search files, on-line catalogues, and field-of-study libraries. An introduction to the main library and information on how to access electronic journals and resources should be included in the orientation session organized during the first week of the program.

**Housing:** Individual furnished accommodations are required for every scholar, including private bedroom, kitchen, bathroom facilities, wireless internet access, and must be either walking distance from the campus or accessible via a campus shuttle or public/local transportation available for use during the workday, evenings, and on weekends. Generally, graduate housing or campus residence halls are inappropriate. Studio or apartment-style housing is expected.
C. Site Visits

An IIE/CIES staff member will visit the host institution to conduct a mid-program evaluation. During the mid-program evaluation, IIE/CIES will hold separate discussions with scholars and the host institution (principal contacts and mentors) to obtain information on the program and make recommendations for the program.

D. Visa Arrangements

Visiting scholars will enter the United States on J-1 Exchange Visitor Visas issued under the sponsorship of the U.S. Department of State IIE/CIES will produce the DS-2019 forms for scholars to apply for a J-1 visa.

E. Funding

Host Institutions: Host Institutions will receive a maximum grant of up to $14,500 per participating scholar. The recommended ceiling for administrative and program costs is $8,500, and $6,000 for housing costs. This division of funding is recommended; however, institutions will have the flexibility to adjust these recommended ceilings in consideration of local costs. The combined grant amount per scholar, in addition to any cost share (cash and/or in-kind) provided by the host institution is expected to cover administrative costs, housing, as well as the range of proposed programming activities throughout the 10-week program period. Universities are encouraged to submit budget requests lower than the maximum amount per scholar where feasible. For more information on the program budget, please see the “Budget Guidelines” section of the RFP.

Scholars: Scholars will receive stipend payments directly from IIE/CIES at the start of the program intended to cover most meals, excess baggage, and some additional professional and educational items. All scholars will be provided with U.S. Department of State accident and sickness coverage for the duration of the grant period, as is required for J-visa recipients. Scholars will be issued round-trip international airfare between their home country and the host institution through IIE/CIES’s designated travel agency as part of Fulbright scholar grant benefits.

F. Annual Renewal Opportunity

Host institution agreements with IIE/CIES include a conditional renewal provision that will offer the opportunity for IIE/CIES to renew the award on a non-competitive basis on a yearly basis for up to three consecutive years. Host renewals will be based on the host institutions’ performance and demonstrated ability to fulfill the program objectives and deliverables, and the availability of funding for subsequent program cycles. In addition, renewals are only considered under either of the following circumstances:

1. The host institution is requesting a renewal to host the same cohort discipline for which it was originally approved.
2. Renewals to host a cohort from a different program country will be considered if the cohort discipline for which the host was originally approved is available within the cohorts for the selected country.
VIII. **Reporting Requirements**

Host institutions are required to prepare and submit: an initial and interim program calendar of activities, a final program report, and a final certified financial report and invoice.

**A. Schedule of Activities**

The initial and interim program schedule of activities will reflect planned and completed program activities to include but not limited to the following: schedule of orientation sessions, courses, seminars, workshops, host family gatherings, and cultural activities.

**B. Final Program Report**

The final program report must contain but is not limited to the following: a listing of the program administrative, instructional staff, and faculty mentors that participated in the program; the final schedule of orientation sessions, courses, seminars, workshops, host family gatherings, and cultural activities provided to the scholars; an overview of the logistics such as housing, transportation and other facilities that were provided to the scholars; a reflection on benefits and challenges of the program; summary of scholars’ individual projects; and anecdotes of the impact of the program on the participants, the host institution and community.

**C. Financial Report and Invoice**

Host institutions will be paid in a single installment following completion of the program and receipt and approval of all reports and deliverables. Host institutions will be required to submit a detailed certified financial report and invoice at the conclusion of the program. The report should include and delineate actual costs incurred in implementation.

IX. **Program Timeline**

The 10-week program is scheduled for early July 2017 through September 2017. Please note that the dates below are approximate and subject to change.

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<tr>
<th>Date</th>
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<tbody>
<tr>
<td>December 7, 2016</td>
<td>Deadline for host institution proposals to IIE/CIES</td>
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<tr>
<td>February 2017</td>
<td>Anticipated notification of host institution selection</td>
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<tr>
<td>April 2017</td>
<td>Anticipated date of host campus agreement execution</td>
</tr>
<tr>
<td>April 2017</td>
<td>IIE/CIES digital video conference orientations for U.S. host institutions</td>
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<tr>
<td>May 2017</td>
<td>U.S. host institutions hold an orientation for faculty mentors, an orientation for host families, and virtual meetings with scholars</td>
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<tr>
<td>July 5, 2017</td>
<td>Scholars arrive at host institution</td>
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<tr>
<td>July 2017</td>
<td>On-site orientation – IIE/CIES staff member on-site</td>
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<tr>
<td>Date</td>
<td>Event Description</td>
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<tr>
<td>Late July 2017</td>
<td>Host institutions hold mid-program check-in with faculty mentors and scholars</td>
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<tr>
<td>Early August 2017</td>
<td>Mid-program evaluation – IIE/CIES staff member on-site</td>
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<tr>
<td>August 27, 2017</td>
<td>Scholars depart to Washington, D.C. for re-entry workshop – sponsored by ECA and</td>
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<td></td>
<td>organized by IIE/CIES</td>
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<tr>
<td>August 30, 2017</td>
<td>Scholars return to host institutions</td>
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<tr>
<td>September 13, 2017</td>
<td>Scholars depart for Tunisia</td>
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<tr>
<td>Mid-October 2017</td>
<td>Host institutions submit final program report, financial report, and invoice to</td>
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<td>IIE/CIES</td>
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X. **Proposal Requirements**

Complete proposal submissions will be comprised of the following: an institutional proposal cover sheet, a proposal narrative inclusive of scope of work, an appendices section, a program budget, and a budget narrative. Please use the cover sheet and budget templates supplied on the IIE website in the **Solicitation for Subaward Opportunities** section.

1. An *Institutional Proposal Cover Sheet* *(use template provided on IIE website)* with the name of institution and participating academic departments or schools, names and contact information of the principal faculty contact, principal administrative contact, and principal international office/cultural coordinator contact, DUNS number, and Tax Identification Number.

2. A narrative not to exceed five double-spaced pages (1 inch margins). The narrative should address the following points:
   a. A brief description of institution and academic department that will provide the program for the participants;
   b. Describe the institutional knowledge and suitability to host and provide a program for junior Fulbright scholars, e.g., relevant expertise in subject areas, prior experience hosting or collaborating with Middle Eastern scholars or institutions, etc.;
   c. A brief description of the institution’s ability to demonstrate cultural and religious sensitivity in response to the scholars’ needs (e.g. accommodations during Ramadan, access to houses of worship, halal groceries, etc.);
   d. Describe the substantive and instructional content, such as workshops, seminars, and sessions on curriculum design, teaching and research methodology, proposed for the scholars at the host institution and any other venues;
   e. Address the anticipated outcomes and benefits for the scholars;
   f. Address the anticipated outcomes and benefits for the institution, including how hosting junior Fulbright scholars furthers the institution’s objectives;
   g. Describe the role and structure of the mentor/scholar relationship to be established. Mentors must meet a minimum of once per week with mentees for the duration of the program. Please indicate the types of activities the mentor and mentee will pursue together and provide a set of guidelines that can be distributed to mentors;
h. Describe the mechanisms to be utilized for participants to experience cultural aspects of life in America (e.g. host family network, community and/or campus volunteers);

i. Describe mechanisms to be utilized for participants to share Tunisian culture, history, etc. with American counterparts on and off campus;

j. Describe opportunities available to the junior Fulbright scholars for enhancement, networking, and practical experience with American counterparts;

3. **Appendices** must include:

   a. The names and qualifications of the designated principal faculty contact, administrative contact, international office/cultural coordinator contact, and successor. Include a plan for appointing a successor in the event that the proposed contacts become unavailable during the course of the grant period.

   b. A list of proposed faculty mentors who will be available on campus during the dates of the program. Include a short paragraph describing each faculty mentor’s research interests and areas of expertise;

   c. Articulate plans to engage participants in local community activities off campus. These activities can include but are not limited to volunteer and service learning events, local networking events, art and cultural events, and local sporting events (up to 2 pages);

   d. (Recommend) Letters of support from host families, local partnering organizations, and international visitors groups.

   e. (Recommend) Letter of support from university administrators

   f. Information on university facilities, local transportation, and housing facilities available on/off campus. Please indicate the estimated cost of housing options per scholar for the duration of the program (up to 3 pages);

   g. A sample program schedule to include: Orientation for Faculty Mentors and Community Volunteers

   - Orientation Schedule for Participants (including but not limited to: campus tour, introduction to local transportation and local resources, and introduction to community volunteers and faculty mentors)
   - Mid-program Check-in with Faculty Mentors and Scholars
   - Introduction to U.S. culture
   - General Structure of U.S. Higher Education
   - Higher Education Administration
   - Academic Support Structures
   - Leadership in Education
   - Teaching Methodology and Pedagogy, including Curriculum Development
   - Research Methodology and Building Research Capacity
   - Technology - IT as a Pedagogical Tool, and Effective Teaching Without Technology
   - Education Reform and Teaching Methods
   - Effective Teaching Strategies for Diverse Range of Learners and Learning Styles
   - Libraries
   - Student Services and Services for Students with Disabilities
   - Introduction to Grant Proposal Writing
   - Accreditation
   - Fundraising in Higher Education
4. **Program Budget:** A program budget must be supplied documenting expected administration, program, and housing costs associated with hosting the selected program cohort using the [budget template](#) on the IIE website. The budget guidelines for preparing the budget are available below.

5. **Budget Narrative:** Please attach a budget narrative to describe the costs identified in the budget. Information provided in this narrative should include detailed information clearly explaining each proposed expense. The budget narrative should not exceed three pages.

**XI. Budget Guidelines**

A. **Preparing the Proposal Budget**

The following provides basic guidelines for preparing a budget proposal. After carefully reviewing these guidelines, please create your budget using the supplied budget template. *Budgets created without the supplied template will not be accepted.* Additional lines may be added to the budget if necessary. Please enter cost share items after carefully reading the cost share section within these guidelines. A budget narrative of up to three pages must also accompany the proposed budget.

B. **Budget Guidelines**

- Budgets will assist reviewers in evaluating proposals against the published criteria for selection.
- The maximum cost reimbursable grant amount is **up to $14,500** per scholar towards administrative, program, and housing costs. The recommended division of funding is:
  - $8,500 per scholar for administrative and program-related expenses; and
  - Up to $6,000 per scholar for cover housing costs.

This division of funding is recommended; however, institutions will have the flexibility to adjust these recommended ceilings in consideration of local costs. In addition to any cost-share provided (cash and/or in-kind) by the host institution, the combined maximum grant amount per scholar must cover administrative costs, proposed programming activities, and scholar housing throughout the program period.

- As each cohort is estimated to include six scholars, budgets should be based on a cohort of six (6) scholars.
- Budget entries must clearly account for expected administrative expenses, program expenses, scholar housing, and cost share. Sample descriptions for each of these categories are provided within this section.
- Cost sharing is expected and must be reasonable, allowable, and allocable in accordance with the applicable cost principles.
- A brief budget narrative must also be attached to explain how the budget figures were calculated.
- Please note that scholars will receive round-trip international airfare, J-visa compliant accident and sickness coverage for the duration of the grant period, and grant stipends directly from IIE/CIES.
C. Administrative Expenses

- **Salaries and Benefits**: Identify staffing requirements by each position title and, as necessary, brief description of duties. List annual salary of each position, percentage of time and number of months devoted to project. For example, Program Coordinator: $36,000/year /12 months x 10% x 8.5 months; calculation: $36,000/12 = $3,000 x 10% x 8.5 months = $2,550; or ten percent of a program coordinator’s time at $36,000 per year, over the course of eight and a half months of programming results in a cost of $2,550. If you plan to include honoraria instead of salary, please note that CIES is limited in its funding requirements to an honorarium of $250 per person per day. This amount should not include fringe or benefits nor can these by added on top of the $250.

- **Office/Administrative Costs**: Provide specific information on the rental of office space, telephone charges, internet charges, and materials and supplies used for administering the program.

- **Administrative Program Costs**: Provide information on costs for staffing to attend special events and conferences. Applicable costs include but are not limited to tickets or fees for staff to attend events with participants, meal expenses when staff dines with participants, travel expenses for staff to special events, etc.

- **Indirect Costs**: Indirect costs may be claimed only if the organization has a Negotiated Indirect Cost Rate Agreement (NICRA). Organizations that have never had a NICRA may be able to include indirect costs using the de minimis rate of 10% of modified total direct costs as described in the Uniform Guidance. Please provide NICRA information along with the proposal.

D. Program Expenses

- **Tuition Fees**
- **Institutional Fees**: Fees associated with your institution, which may include access to library facilities, student recreation/fitness facilities, lab, internet, etc. Please also include a link to where the budgeted fees are listed on your university’s website.

- **Local Travel/Transportation**: Such as bus passes or transport to/from the airport upon arrival/departure. Any travel expenses related to special events/cultural events should be listed under the corresponding line item.

- **Special Activities/Cultural Events**: Please separate costs for each special activity or cultural event that you will host for the grantees. Such events may include: home hospitality dinners, tours, festivals, sporting events, etc. All costs associated with the event should be included. These costs may include: local travel costs, meals, entrance fees, ticket prices, etc. Please note that all meals must remain at or below the prevailing per diem rate – based on rates per meal provided by the U.S. General Service Administration: [http://www.gsa.gov/portal/category/100120](http://www.gsa.gov/portal/category/100120). Please note that “entertainment” costs, as defined in the Uniform Administrative Guidance, are an unallowable expense.

- **Program Materials/Supplies**: Please provide costs for any required program materials/supplies required for participants.
E. Scholar Housing

Please include housing costs and any other fees/expenses related to housing such as an internet access fee. As previously noted the recommended maximum for housing costs is $6,000 per scholar.

F. Cost Share

Cost sharing is encouraged. Cost sharing is defined as actual monetary contributions provided in support of the proposal, or in-kind contributions, which include items such as discounted costs, speaker fees, and office or meeting space rental costs that are waived. Cost sharing may be contributed by the grant recipient or by other organizations or institutions. Organizations must be able to document their cost share contributions. Cost share may not be declared toward any unallowable items. Cost share must be reasonable, allowable, and allocable in accordance with the applicable cost principles.

- Volunteers: Volunteer hours contributed are also a form of cost sharing and a valuable resource. If you anticipate any volunteer hours contributed to program activities, please add a section in the budget narrative identifying the anticipated number of volunteers, program activities receiving volunteer support, and an estimation of anticipated volunteer hours to be contributed. Selected host institutions will be asked to keep a volunteer log tracking the number of volunteers and volunteer hours provided over program period. A summary record of volunteer contributions will be included in the host institutions’ final program report submitted to CIES by the host institution.

G. Budget Exclusions

The following are unallowable expenditures and cannot be included in proposed budgets:

- Alcohol
- Gifts
- Non-expendable items or equipment (i.e. any tangible property having a useful life of more than one year and a per-unit acquisition cost which equals or exceeds $5,000).

H. Budget Narrative

Please attach a budget narrative to describe the costs identified in the budget. Information provided in this narrative should include detailed information clearly explaining each proposed expense. The budget narrative should not exceed three pages.

XII. Proposal Review and Selection Process

Proposals will be technically reviewed by the IIE/CIES program team for completeness and an initial analysis of submitted budgets. Following the technical review, proposals will be provided
to an external review panel along with guidance regarding evaluation criteria. Review panel recommendations will be collected and summarized by the program team. Panel recommendations and host institution proposals will be submitted to ECA for final selection.

Host institution proposals will be evaluated on the below criteria, each of which will be equally weighted. A numerical scoring system will be used where each criteria is ranked from 0 (No clear evidence that the criterion is achieved) to 2 (Outstanding evidence that the criterion is achieved).

University's International Commitment and Programmatic Expertise - The proposal demonstrates the university’s:

- Strong institutional knowledge and suitability to host a program for junior Fulbright faculty, including possessing relevant expertise in subject area and prior experience collaborating with international scholars or institutions.
- Experience with designing and implementing specialized, intensive professional development programs for faculty.
- Ability to exhibit cultural and religious sensitivity in response to the scholars’ needs.

Academic (Curriculum) and Professional Resources - The proposal outlines a robust academic program that:

- Includes activities and seminars focused on teaching methodology, pedagogy, resources, and technology, as well as the historical structure of the higher education system in the U.S.
- Utilizes a variety of instructional methods, including faculty and professional staff seminars; discussion sessions; assigned academic readings; site visits to relevant university offices, related professional organizations, and area campuses; applied projects and/or presentations; and U.S. graduate and/or undergraduate forums.
- Provides access to professional resources such as opportunities for professional networking and classroom observation.

Principal Contacts and Mentors - The proposal identifies:

- A principal academic contact and administrative contact with clearly outlined roles, and who are accessible and available during the planning and implementation of the program.
- A plan for matching mentors with scholars that have similar experience and academic backgrounds.
- A plan for connecting mentors with scholars prior to their arrival in the U.S.
- A plan for appointing a successor contact in the event that the proposed contact becomes unavailable during the course of the grant period.

Integrated Program Components

- The program incorporates and appropriately balances the cultural exchange, faculty development and mentorship components of the program in fulfillment of the program goals. Research and individual scholar projects may be included but the main focus should be on faculty development.

Logistics

- Housing: Housing arrangements are in line with the program’s requirement for housing. Housing requirements: Individual furnished accommodations are required for every scholar, including private bedroom, kitchen, bathroom facilities, wireless internet access, and must be either walking distance from the campus or accessible via
a campus shuttle or public/local transportation available for use during the workday, evenings, and on weekends.

- **Facilities:** The host institution outlines its plan to provide scholars with access to research facilities relevant to the scholars’ individual research interests including: university libraries, computerized search files, on-line catalogues, and field-of-study libraries.

- **Arrival Orientation:** The host institution identifies a plan to hold an arrival orientation to introduce scholars to the program, university facilities, and the surrounding community.

**Community Resources -**
- The proposal outlines plans to provide participants with experiences to engage with U.S. citizens through involvement in community, professional and social activities, including through activities with host families or other community volunteers.

**Participants as Resources -**
- The proposal identifies opportunities for scholars to share their home country’s history, culture, with American counterparts, and present on appropriate academic topics for students, faculty, and/or the broader community.

**Cost-effectiveness -**
- The proposal budget per scholar is within the allowable allocation for program.