



Request for Proposals EducationUSA Leadership Institutes

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Application Deadline: September 22, 2014 5:00pm EDT

Announcement Type: Sub-award

Period of Performance: October 1, 2014 – July 1, 2015

Overview

This request for proposals invites members of the U.S. higher education community to apply as Partner Organizations to the EducationUSA Leadership Institutes, a new initiative of the U.S. Department of State Bureau of Educational and Cultural Affairs.

Each of the six EducationUSA Leadership Institutes will host an incoming group of 12-15 mid- to upper-level foreign college or university administrators, Ministry of Education or other government officials, or other qualified participants from select countries and world regions, helping to increase their understanding of U.S. higher education, develop the tools necessary to build capacity within their own systems, and engage with the U.S. higher education sector in effective, sustained ways. These Institutes are a component of the State Department's EducationUSA network, which assists international citizens in accessing U.S. higher education and in supporting U.S. higher education to better recruit international students.

Accredited U.S. post-secondary educational institutions (non-profit and for-profit), U.S. higher education associations, university systems, consortia, and qualified entities that meet provisions in IRS section 26 USC 501(c)(3) are invited to submit proposals to host one or more of these cohorts as a Partner Organization for the EducationUSA Leadership Institutes through the Institute of International Education (IIE), which will administer this pilot initiative under the direction of the U.S. Department of State.

About the EducationUSA Leadership Institutes

The U.S. Department of State's Bureau of Educational and Cultural Affairs (ECA) will fund a total of six EducationUSA Leadership Institutes from October 2014-October 2015. At this time, eligible entities are encouraged to apply to host one or more of the first three Institutes, scheduled to take place between October 2014 – July 2015. A second call for proposals will be announced in late winter/early spring for the second three Institutes. Each Institute will host 12-15 mid- to upper-level foreign college or university administrators, Ministry of Education or other government officials, and/or other qualified participants from select countries and world regions, providing participants with an in-depth professional development experience and a thorough understanding of key aspects of U.S. higher education, focusing on the selected topic (see below). Each Institute will include a 4-8 week pre-departure virtual training component, a Washington DC-based three-day arrival orientation, an 11-12 day academic residency program at another U.S. location, and a two- to four-month follow-on virtual training component. At this time, applicants are invited to submit proposals focusing on one or more of the following topics (each proposed Institute must address only one of the following topics):

- **EducationUSA Leadership Institute #1:** Quality Assurance and Accreditation
- **EducationUSA Leadership Institute #2:** Industry-Private Sector Linkages & Innovation
- **EducationUSA Leadership Institute #3:** Campus Internationalization: Institutional Structures to Support Inbound and Outbound Student Mobility



Part I: Program Activities

Each institute is comprised of two main elements: content and logistical support. The content element should be led by a Partner Organization Academic Director, who has expertise in the selected topic of focus and who will be responsible for developing the core curricular elements outlined below, in consultation with ECA and IIE. A Partner Organization logistical lead should also be identified, who will work with IIE to facilitate all logistical elements of the Academic Residency portion of the program, including local lodging, food that meets dietary restrictions, ground transportation, and community/cultural activities. In some cases, a single individual may be the point person for both elements.

A. Virtual Training Component: Pre-Departure

In collaboration with ECA and IIE, the Partner Organization will conduct a 4-8 week pre-departure virtual training for all participants. The curriculum for this virtual training component should provide helpful context on the topic of focus and provide preparatory and supplemental knowledge in the form of informational webinars, assignments, readings, and/or other activities. It is expected that participants will receive a total of at least two virtual training activities.

B. DC-based Arrival Orientation

The first set of three Institutes will begin in Washington, D.C. with a collective three-day arrival orientation, which will be developed by IIE in close coordination with ECA and the Partner Organizations (Please use February 11 -13 as tentative dates for planning purposes for the orientation—subject to change by the Department of State). The arrival orientation will cover the logistical aspects of the Academic Residency component of each Institute, an introduction to the host campuses, and an overview of the U.S. Department of State's array of education diplomacy initiatives. The arrival orientation will also involve substantive briefings by professionals from relevant U.S. government agencies, public organizations, and private institutions. Participants will receive a thorough briefing on the U.S. higher education system, including its history and structure, with emphasis on decentralization, diversity, and foreign policy implications. Partner Organizations are expected to send at least one qualified representative to participate in relevant portions of the orientation, and funds should be allocated in the proposed Administrative Costs budget for this individual's travel, lodging, and related costs (if additional Partner Organization representatives wish to attend, the additional costs should be covered separately or through cost-share). All other funding and logistical aspects of this three-day arrival orientation will be coordinated by IIE and the substantive content will be developed collaboratively by IIE, ECA, and Partner Organization staff.

C. Academic Residency Component

The central component of each Institute is the 11-12 day U.S.-based Academic Residency component, which will take place at the Partner Organization and/or one or more U.S. higher education institution(s) or other relevant organization(s). The Partner Organization logistical lead will manage the procurement of the local lodging, food that meets dietary restrictions, ground transportation, and community/cultural activities included in the Academic Residency component (working in collaboration with local host institution(s) where applicable).

The content of the Academic Residency component will be developed by the Partner Organization Academic Director with support from IIE and ECA. This content should constitute a specially designed and well-integrated U.S. -based professional development experience for participants that includes activities such as: panel discussions, meetings with key education experts and officials, job shadowing, strategic planning discussions, and other interactive activities that contribute to achieving maximum learning outcomes. It must not replicate an existing lecture course, survey, or



graduate seminar designed for U.S. degree candidates.

Early on in the program, participants should have a formal opportunity to present or discuss academic/institutional issues, goals, and challenges in their home country. The audience for these discussions should include other participants, host institution peers, program presenters, and other interested parties, to the extent possible. The residency component should provide participants with insight into the decentralized nature, complexity, diversity, and other key attributes of U.S. higher education, especially as these areas relate to potential increased international collaboration and institutional capacity building.

Participants will depart directly from the Academic Residency host location to their home countries. Prior to departure, Partner Organizations should ensure that participants have a substantive closing session, which should summarize the program activities, debrief participants, prepare them to utilize new knowledge and skills upon their return home, and outline participants' future follow-on activities.

The program costs associated with the Academic Residency portion of the Institutes will be paid directly by IIE, but Partner Organizations are asked to develop an estimate of the total program costs budget as part of their proposal. This estimate should include ground transportation from local airports to the host campus(es) and to and from activities during the Institutes, meals, accommodation, supplies/materials, community/cultural activities and other relevant and appropriate costs that contribute directly to the program.

D. Virtual Training Component: Follow-on

In collaboration with ECA and IIE, the Partner Organization will complement the 11-12 day Academic Residency Component with two to four months of follow-on virtual training. The follow-on virtual component would serve as a virtual consultancy which will help the participants integrate the taught principles back into their work in their home countries. It is expected that participants will receive a total of at least four virtual training activities.

E. Follow-on Opportunities

Additional funding will be made available for follow-on activities designed to further develop relationships and institutional linkages established between foreign participants and Partner Organizations during the Institute. More information about these follow-on opportunities will be provided to the selected Partner Organizations throughout the grant period.

Part II. ELIGIBILITY & RESPONSIBILITIES

Applicants should be accredited U.S. post-secondary educational institutions (non-profit or for-profit), U.S. higher education associations, university systems, consortia, or qualified entities that meet provisions in IRS section 26 USC 501(c)(3) and are responsible for the following:

- Work collaboratively with ECA and IIE to design and carry out the Institute and virtual components; conduct a weekly phone call with the IIE Program Manager, ECA staff, and other relevant stakeholders.
- Identify one Academic Director who will take the lead in developing the Institute and virtual component curriculum in close coordination with IIE and EducationUSA. The Academic Director should be a specialist in the selected focus topic. Please include the Academic Director's resume as part of the proposal materials.
- Identify one or more U.S. host institution(s) to assist in the implementation of the Academic



Residency component (if relevant, the Partner Organization may host participants themselves).

- Identify a primary logistical lead to coordinate all logistical aspects throughout the duration of the Institute, specifically during the Academic Residency component.
- Develop a comprehensive, rigorous curriculum addressing the selected topic of focus.
- In collaboration with all relevant parties, secure appropriate faculty or professionals to deliver or facilitate the Academic Residency component of the Institute and all other elements, including the virtual components.
- Work with IIE on Academic Residency component logistics including arranging local lodging, food that meets dietary restrictions, ground transportation, and community/cultural activities.
- Work closely with IIE and ECA on developing the DC-based Arrival Orientation content.
- Oversee faculty and staff from the host campus(es) to deliver the training plan.
- Provide a final program schedule and all materials (e.g. PowerPoint presentations) for final review by ECA and IIE two weeks prior to the start of the program.
- Provide IIE with regular progress updates, as well as one final narrative and budget summary report upon conclusion of the Institute.
- Work with IIE, ECA, and host institutions to develop a media engagement strategy. This strategy may include, but is not limited to, drafting press releases, contacting local media outlets, and arranging interviews with Institute participant and key stakeholders. All media materials must be appropriately branded with the U.S. Department of State seal, EducationUSA logo, and IIE logo.
- In collaboration with IIE and ECA staff, create a monitoring and evaluation plan to assess participant satisfaction and learning during the Academic Residency component of the Institute. Evaluations should be given to participants prior to their departure from the United States, with additional feedback solicited at the end of the follow-on virtual component.

IIE will be responsible for the following:

- Coordinate overall program direction by holding regular calls with the Academic Director and any other relevant stakeholders.
- Work with ECA and U.S. Embassies to finalize selected Institute participants and facilitate communication with those individuals, the Partner Organization, and the host institution.
- Work directly with participants on booking international travel to and from the United States and for all local flights to the U.S. host institution, as needed.
- Coordinate with the Partner Organization to manage all in-country logistics (e.g. ground transportation, accommodation, meals, receptions, etc.) and, where applicable, disburse travel allowances to participants. Using U.S. Department of State funds, all travel (including final departure back to the participants' home countries) will be coordinated and paid for directly by IIE.
- Coordinate with the Partner Organization and ECA on developing and implementing the DC-based Arrival Orientation, and all related DC-based logistics.
- Inform and liaise with ECA as necessary.
- In collaboration with ECA, create an overarching EducationUSA Leadership Institute monitoring and evaluation plan to assess participant and Partner Organization satisfaction and learning throughout the course of the entire Institute, including Pre-Departure Virtual Training, DC-Based Arrival Orientation, Follow-on Virtual Training, and any additional Follow-on Opportunities. Results will be shared with ECA and other relevant stakeholders.

Part III. PROPOSAL COMPONENTS AND INSTRUCTIONS



A complete proposal will include the following components:

- i. Executive Summary (1 page)
- ii. Narrative (10 pages maximum, double-spaced, 1-inch margin)
 - a. Partner Organization/host institution
 - b. Program Activities
 - c. Monitoring & Evaluation Plan
 - d. Timeline/Workplan
- iii. Budget & Budget Narrative
- iv. Appendices
 - a. Letter(s) of Support from host campus(es)
 - b. Resume of the Academic Director
 - c. Other optional appendices

Proposals should be submitted by e-mail to cbanks@iie.org by 5:00pm EDT on September 22, 2014

Budget

Please replicate and complete the budget chart below, based on estimated administrative and program expenses.

Administrative Costs

Partner Organizations are required to include an estimated administrative budget of up to \$22,500. In the table below, please include staff salaries, any direct costs, and indirect costs. IIE will reimburse administrative costs directly to the Partner Organization.

Programmatic Costs

Partner Organizations are required to include an estimated program budget for all participant costs associated with the Academic Residency component of the Institute of up to \$27,000. This should include any participant ground transportation from the nearest airport to the host campus(es) and to program activities, meals, accommodation, supplies/materials, community/cultural activities and other relevant and appropriate costs that contribute directly to the program. These costs will be paid directly by IIE, where possible. To assist in the budget proposal process, please find some additional guidance below:

- **Participants:** There will be 12-15 participants. For the purpose of this proposal, please budget for 15 participants.
- **Lodging & Meals:** Lodging and food must be within the per diem for your geographic area. Per diem rates can be found here: www.gsa.gov/portal/category/21287. In addition, please find below further lodging and meal guidance:
 - Lodging: The quality of housing should be equivalent to what mid- to upper-level U.S. campus administrators and government officials would regard as acceptable accommodations were they to spend extended time on campus as guests of the university. Housing may be in faculty residences, hotels, or other suitable locations. Each participant should have a private bedroom and bath during the residency portion. Accommodations should respect each participant's privacy and comfort, and be conducive to work and relaxation.
 - Meals: If possible, participants should have access to kitchen facilities in their own rooms or in a common area in order to permit participants to cook or they have the option to eat at local restaurants. In many cases, participants may experience



difficulties with American eating customs due to religious or other dietary restrictions, cultural differences, and availability of familiar foods. Institute staff should be prepared to discuss such problems with the participants and seek solutions. Institute staff should consider conducting a pre-survey of participant dietary and/or religious needs in order to better accommodate those needs.

- **Ground transportation:** includes transit to and from the local airport, as well as local transportation during the program.
- **Materials:** include photocopies, presentation materials, etc.
- **Community/Cultural Activity:** provides exposure to local cultural attraction or community activity.
- **Cost share:** is strongly encouraged. Proposals that include cost-sharing will be considered more competitive during the selection process.
- If additional rows are needed, please add them to the chart.

Part A: Partner Organization Administrative Budget (up to \$22,500)		Cost Share
Salaries (<i>Please list each individual</i>)		
Direct Costs (<i>Please list each item</i>)		
Staff Travel DC-based Orientation (Travel, lodging, etc.)		
Indirect Costs (<i>Please include rate</i>)		
Subtotal Part A:		
B. Academic Residency Component (Program) Budget (up to \$27,000)		
Housing		
Meals		
Supplies/Materials		
Ground Transportation		
Community/Cultural Activity		
Other (Please explain)		
Subtotal Part B:		
Total Parts A+B:		

Part IV. REVIEW & SELECTION

Proposals will be reviewed by an internal selection committee, and will be evaluated on the following criteria:

- Academic Director's knowledge and organization's informational resources and access to expertise on the topic of focus;
- Host institution experience with educating and engaging students, administrators, faculty and professionals and providing training;
- Administrative and program costs;
- Quality and coherence of the academic residency and virtual training components; and



- Applicability and relevance to the proposed focus topic.

V. CONTACT

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