



THE LANGUAGE FLAGSHIP

Creating Global Professionals

The Language Flagship

Promoting the Diffusion of Innovation

2008

Program Information and Application Materials

An Initiative of the National Security Education Program

Deadline for Submission

March 14, 2008

Promoting The Diffusion of Innovation

BACKGROUND

The Language Flagship is a breakthrough in foreign language and culture instruction designed to help establish and institutionalize programs that afford individuals an opportunity to achieve superior-level proficiency. The program focuses on critical languages including Arabic, Central Asian Turkic languages, Chinese, Eurasian languages, Hindi/Urdu, Korean, and Persian/Farsi. The National Security Education Program (NSEP) established Flagship Centers at U.S. universities to offer advanced language instruction; these Centers have in turn set up overseas programs for articulated language immersion.

Through The Language Flagship, NSEP has advanced the concept of building articulated programs of language instruction that begin in elementary school and progress through advanced learning at the university level. NSEP leads the way in this effort through its partnership with innovative universities and kindergarten through 12th grade school systems.

The Language Flagship has reached an important stage in the growth and development of its national effort to create global professionals in critical languages. Each Flagship Center has developed and is implementing plans to expand Flagship opportunities to undergraduate students. The Language Flagship overseas programs will continue to develop the infrastructure to support a broader and more diverse array of students, both undergraduate and post-baccalaureate (BA). In order to increase student flows to advanced language learning, The Language Flagship has initiated three major efforts to implement carefully orchestrated K-12 language programs and articulate them with university education. In addition, The Language Flagship supports national strategic initiatives, such as the Language Roadmaps in Oregon, Ohio, and Texas.

The core mission of The Language Flagship is to become the leading force in designing, supporting, implementing and institutionalizing a new paradigm for advanced language education. In order to achieve this goal, The Language Flagship relies on two core principals: innovation in the practice of advanced language acquisition and the diffusion of such innovations in order to increase the scale or the scope of the practice. Promoting the diffusion of innovation underscores these principles. For more information regarding The Language Flagship, please visit www.thelanguageflagship.org.

Purpose

The Language Flagship is a national model for advanced language learning and seeks to expand this model through the Promoting the Diffusion of Innovation grant program. This grant program promotes collaboration and innovation while expanding the effectiveness, scope, and scale of The Language Flagship.

Proposals are sought for projects which identify and promote effective and innovative practices and diffuse these practices to other institutions and/or organizations.

Applicants, interested in furthering the goals of The Language Flagship, are encouraged to seek relationships with Flagship Centers to become Flagship partners. A list of Flagship Centers and Directors is attached. **Note: It is highly recommended that applicants visit www.thelanguageflagship.org to gain a thorough understanding of the program and the Centers before applying to this program.**

Partners may include academic institutions, public sector and non-profit sector agencies, school districts, businesses, or private sector organizations. Proposals must be submitted by interested parties with approval of an established Flagship Center (an institution designated as a Flagship Center currently receiving funding directly from The Language Flagship). The application should identify the role of each of the partners, which may consist of a group of Flagship Centers, institutions and/or organizations.

The Language Flagship invites applications that support innovative approaches to language education or support diffusion of proven and effective practices to organizations and institutions committed to adapting or adopting these practices and approaches. The Language Flagship, through the Institute of International Education (IIE), will make funds available to support projects starting October 1, 2008.

Institutional Contribution

Diffusion of Innovation proposals will be considered competitive if they demonstrate long-term institutional commitment on the part of the Flagship Centers and their partners. For this reason, The Language Flagship expects all partners to contribute substantially to the support of their projects to ensure that project activities will be sustained well after The Language Flagship funding ends. Competitive proposals will clearly demonstrate how they will contribute to the project as well as incorporate the costs of the project into normal institutional operating procedures to ensure institutionalization and long-term sustainability.

Matching Funds

There is no mandated matching requirement. However, projects will be considered competitive if they can demonstrate strong institutional commitment on the part of the Flagship Centers and their partners. For this reason, NSEP expects the applicants and their partners to share substantially in the cost of their projects to ensure that the project activities will be sustained well after NSEP funding ends. Competitive projects will demonstrate how they will incorporate the costs of these projects into normal institutional operating procedures.

Equipment

The Language Flagship will not provide support for large requests for computer purchases or computer networks for Promoting Diffusion of Innovation grants. Competitive projects should leverage institutional and other existing resources to cover these costs.

DIFFUSION OF INNOVATION

The principles of this grant competition are based on the seminal work in diffusion theory by Everett Rogers¹, which defines diffusion as the “process by which an innovation is communicated through certain channels over time among the members of a social system.”

In the process of diffusion outlined by Rogers and others The Language Flagship views each of the Flagship Centers as an innovator in approaches to achieving advanced language proficiency. The Language Flagship’s strategy is to empower those Flagship Centers which identify themselves as innovators to engage a group of “early adopters” and “early majority players” in the process of expanding the scale and scope of The Language Flagship. The Language Flagship believes that if successful in engaging a defined set of early adopters and early majority players in the Flagship effort, it will significantly increase the probability that advanced language learning approaches and curricula will gain a stronger foothold throughout higher education.

What characterizes early adopters and early majority players? Paraphrasing from Rogers, the following are key characteristics shared between these two groups:

Early Adopters –

- (1) integrate part of the local social system or institution;
- (2) provide the greatest degree of opinion leadership in the language “field;”
- (3) serve as role model for other members of the language “field;”
- (4) are respected by peers, and
- (5) are successful.

Early Majorities –

- (1) interact frequently with peers;
- (2) seldom hold positions of opinion leadership;
- (3) represent one-third of the members of a system, making the early majority the largest category; and
- (4) deliberate before adopting a new idea.

Key to Rogers’ theory is “critical mass.” As he points out, the rate of adoption of such innovations as e-mail, the Internet, the compact disk, and the iPod show that at a particular point the innovation develops a level of usage and adoption that is self-sustaining.² Rogers has shown that critical mass can be achieved by promoting innovation by highly respected members of a field, by creating an environment where adoption is inevitable or very desirable, by introducing the innovation to impact groups, such as the language community, and by providing incentives for early adoption.³

¹ See Everett Rogers, Diffusion of Innovation: Fifth Edition. New York: Free Press, 2003.

² Rogers, Diffusion of Innovation, p. 343.

³ Rogers, Diffusion of Innovation p. 361.

The purpose of promoting Flagship diffusion of innovation is to help support innovative and effective practices and to spread them to the rest of the field. The Language Flagship recognizes that since each Flagship Center has unique approaches to promoting advanced language proficiency, it is very possible that one Flagship Center may be a mentor institution and another institution or organization an adapter/adopter. In this sense, the Flagship community can be seen as a network of change agents using traditional strategies for reaching a critical mass.

GRANTS AND FUNDING

For the 2008 competition, The Language Flagship is providing funding for two types of approaches to support diffusion of innovation:

- 1) Collaborative Innovation grants; and**
- 2) Diffusion of Innovation grants.**

Though the overall purpose of each type of grant is to promote the diffusion of innovation, the primary focus of the two grant types reflects different approaches.

Note: Applicants must identify which type of grant they wish to pursue on the application cover sheet. Though neither of these approaches is mutually exclusive, applicants must select on the cover sheet to which type of grant they intend to apply and support such approach in their narrative.

Collaborative Innovation grants are intended to support and advance innovation between and among Flagship Centers and new Flagship partners to advance the Flagship mission of promoting advanced instruction in Flagship languages (see appendix for list of Centers). Collaborative Innovation projects are intended to be smaller grants that support specific Flagship-focused initiatives that address need identified by the Flagship Centers and new partners in the broader community. Proposals for applied research in areas such as student learning and assessment will be considered as long as they clearly constitute a strategy to improve practice. Applied research should include activities that directly affect language learning processes and must include a well-designed strategy to diffuse and disseminate new practices based on these results to a specific audience of adopters and early majority players

Diffusion of Innovation grants are intended to support larger-scale diffusion and expansion of Flagship approaches through a number of activities that increase the scope and scale of The Language Flagship. The Language Flagship seeks proposals where Flagship Centers engage early adopters and early majority players in the diffusion of *innovative* strategies and practices that promote advanced language learning. Proposals should seek to identify strategic partnerships with academic institutions, public sector agencies, non-governmental organizations, the business community, or state and local entities or agencies to extend the reach of The Language Flagship to impact students. Proposals should focus primarily on higher education and only consider K-12 involvement as they directly impact postsecondary education (i.e., articulation, early

enrollment options, or advanced placement issues). Proposals should be action-oriented, focusing on effective curricular or program development.

Funding

Please note that the funding level is different for Diffusion of Innovation grants and Collaborative Innovation grants. The Language Flagship anticipates that:

- **Collaborative Innovation grant projects will range in funding from \$20,000 to \$100,000 per year for up to three years and**
- **Diffusion of Innovation grant projects will range from \$20,000 to \$250,000 per year for up to three years, depending on the objectives, language focus, and scope of the proposed projects.**

Grant budgets will be considered in the context of the proposed project's significance and promise to achieve innovation and diffusion. Projects with higher budget amounts must be clearly justified with a clear case for national diffusion and for long-term sustainability. **Projects that demonstrate clear institutional contribution that promotes institutionalization will be considered more competitive.**

Flagship Focus

All applications must be centered on the goals and objectives of The Language Flagship to be considered for funding. Applications must be collaborative in nature and must demonstrate clear partnerships in the design and execution of the project. Applications that promote stand-alone projects that do not clearly support collaboration or the mission of The Language Flagship will not be considered.

Applications may be submitted by Flagship Centers on behalf of the center and their partners. Applications must be approved and signed off by Flagship Center Directors prior to submission. The Language Flagship encourages institutions and organizations to propose ways of becoming part of Flagship diffusion of innovation.

Institutions, organizations, or individuals should first contact Flagship Center directors, not NSEP or IIE, regarding their ideas. The directory of Flagship Centers is in the appendix. Proposals must be endorsed by a Flagship Center director.

Note: Applications for funding must be endorsed by a currently-funded Flagship Center director. Depending on the size and scope of the proposed activity, NSEP suggests that the proposed project be conducted by a project director whose time is dedicated to this initiative.

AREAS OF FOCUS

The Language Flagship intends this grant program to be responsive to the advancement of language learning in the U.S. by calling on Flagship Centers and their partners to

identify innovative approaches to developing advanced proficiency in language learning. For this reason, The Language Flagship anticipates that all projects will incorporate a number of strategies to effectively foster the diffusion of innovation of Flagship-specific activities. All projects must clearly state how their ideas will benefit the overall goals of The Language Flagship.

Listed below are a number of possible areas of focus for collaborative innovation and diffusion of innovation. While these areas are not exclusive, most proposals will incorporate one or more of the following issues to be competitive:

Examples of collaborative innovation areas of focus:

1. **Development of new curricular materials for Flagship Centers and their partners.** Effective curriculum is at the core of the approach of The Language Flagship. Applicants must make a case for need and must clarify how the request differs from the current Flagship investment. How will other Flagship institutions and partner institutions benefit from this approach? How will this impact the field at large? Applicants must indicate how this investment will involve partners and collaboration to further the Flagship mission.
2. **Development of innovative methods and approaches to highly effective language teaching at Flagship Centers and their partners.** Effective language teaching is at the core of The Language Flagship. Applicants must demonstrate how their project clearly improves the current approach through collaboration. How is the approach innovative? How will it be diffused among the other Flagship Centers, partners, and the broader community?
3. **Development of innovative assessment tools and testing procedures to measure language proficiency at Flagship Centers, their partners and, potentially, nationwide.** What sets the Language Flagship apart from other initiatives is the reliance on setting common standards and targeting superior language proficiency. Applicants must clearly define how this approach will improve standards and assessment. Applicants must define what tools and procedures currently exist or are under development in their field. How does the proposed project build upon or improve the current state of the art? How is the proposed approach effective and efficient? Who, specifically, will use the tools and testing procedures (starting with the Flagship Centers and their partners)?
4. **The development of innovative technology to enhance language teaching and acquisition, assessment and testing, or anything else related to the Flagship mission at Flagship Centers and their partners.** The use of technology is not in itself innovative or effective to language instruction. For this reason, applicants interested in developing technology must define what current applications or approaches exist and how this approach will build upon and/or improve existing technologies. How will this new technology be used by other Flagship Centers or their partners to improve teaching and learning? How will it improve instruction in measurable ways? Who specifically will be using this new technology as part of this project? Who is collaborating in the development of this new technology?

Examples of diffusion areas of focus.

1. **The development of new partnerships between Flagship Centers and institutions or organizations at the local, state, national, or international level to increase scope and scale of language instruction.** Partnerships are the foundation to the success of long-term sustainability. Interested partners are strongly encouraged to seek relationships with existing Flagship Centers and Flagship Centers are encouraged to find partner institutions or organizations that can expand the scope and scale of language instruction. Flagship Centers need to demonstrate how they will take their approach and know how to other institutions to ensure long-term sustainable advanced-level language instruction. What strategies are proposed to substantially increase student enrollment, retention, and completion of advanced language instruction by creating partnerships between Flagship Centers and their partner organizations? Partner institutions must demonstrate how they will further the goals of Flagship by engaging in long-term, sustainable programs that incorporate Flagship goals into their organizations. What specific resources will the partner institutions or organizations commit to on a long-term basis to demonstrate sustainable institutionalization?
2. **The creation of effective resource sharing, including but not limited to sharing language materials, curricular approaches, teaching and training staff, location and facilities, administrative personnel, and computer equipment.** If The Language Flagship is to be sustainable, applicants must show that they can significantly improve program goals by investing in the short term to create long-term efficiency and improvement in program success. What kind of strategies can programs create to increase the impact of Flagship Centers, partners, and the field while instituting an overall reduction in programmatic costs? What kind of strategies can be developed to control cost through partnerships, collaboration, and increased economies of scale at the local, state, national or international level?
3. **The enhancement of training and development by Flagship Centers of instructors, teachers, and faculty for advanced language instruction at partner institutions.** Key to the success of The Language Flagship is improving the number and quality of highly-skilled language faculty. Applicants must demonstrate how they will collaborate to increase the pool of highly skilled language instructors, from K-12 to post-BA level. What kind of innovative strategies can be developed that benefit all language instruction in Flagship? How can the impact of these approaches be measured? Who specifically will be doing the training? Who are the partner institutions and how will they contribute to this effort?
4. **The development of innovative technology to increase the scope and scale of The Language Flagship.** As with the Collaborative Innovation projects, the use of technology is not in itself innovative. Applicants for diffusion projects focusing on technology must make it clear how the use of technology will enhance the scope and scale of the Flagship project on a large scale while maintaining high standards in language instruction. How will the investment in technology increase enrollment and completion of advanced language instruction in a cost-effective way? Who specifically will be using this technology and how? How specifically will students be impacted?
5. **The expansion of effective Flagship student recruitment and preparatory strategies that provide means to create multiple pipelines to advanced language learning.** One of the biggest challenges for the success of The Language Flagship is creating possibilities for students to enter Flagship Centers with an appropriate level

of preparation to undertake advanced language learning. Applicants must show that investment in a strategy to increase the pool of students ready to learn in Flagship programs will result in clear increases of qualified students enrolling in Flagship Centers or programs. How will these strategies increase efficiency in the transition from school to college by decreasing traditional barriers for articulation? How, specifically, will these strategies improve language recruitment to The Language Flagship? How will each of these strategies benefit the entire Flagship community, rather than just one Center? Who specifically will be targeted by these programs? By what magnitude will enrollment increase through these strategies? How will the students' preparation be measured and assessed?

6. **The expansion and coordination of overseas programs through innovative approaches in teaching, training, recruitment, and management.** A key component of The Language Flagship is the creation of dedicated overseas Flagship programs that articulate with the domestic programs. Applicants must show how they will use diffusion funding to increase the scope and scale of Flagship overseas programs while maintaining the high standards of the curriculum and students. How can overseas programs increase recruitment to the programs from other sources? Who specifically will be recruited? How many students will be targeted and on what time line? How can institutions increase the coordination of the overseas programs in order to increase enrollment in the overseas programs?
7. **The expansion of the Flagship approach to impact other, non Flagship languages.** The Language Flagship is comprised of Flagship Centers that focus on a select number of languages critical to national security and competitiveness (see appendix for Centers and languages). Many have found that the strategies used at Flagship Centers are attractive to other language departments. Institutions or departments interested in restructuring language programs can partner with a Flagship Center to adopt Flagship strategies and approaches used by the Flagship Centers. In order for such proposals to be competitive, applicants must make a case for the language based on 1) demand and need for advanced language instruction in the target language; 2) description of clear means to integrate advanced language instruction in the target language with other subjects and disciplines, thereby allowing students from all majors the opportunity to pursue advanced language instruction; 3) full departmental and institutional commitment to restructuring the approach to language instruction on a long-term, sustainable basis; and 4) agreement on the part of the department and institutions to participate in Flagship peer review and program evaluation. **Note: for applications to be competitive, partners at institutions must demonstrate full commitment to this undertaking by demonstrating full financial commitment and strong departmental support to the project.** The Language Flagship will make limited funds available (**up to \$25,000 per year**) to applicants interested in fully incorporating Flagship standards, teaching methods, and outcomes (ILR Level 3 competency) to the teaching of non-Flagship languages. Though applicants are encouraged to seek additional foundation or other external funding for this project, such support should not be in lieu of long-term institutional contribution to this project.

CONTENTS OF THE PROPOSAL

Applications should be brief and concise. They should reflect careful consideration of cost-effectiveness and must demonstrate a carefully planned approach to diffusion of innovation that addresses the areas of focus outlined below.

All applications must include the signature of a Flagship Center director on the Cover Sheet, as well as the signature of the project director and all partners involved in the project. All applications must include a narrative that clearly describes the role of the Flagship Center as well as the partner institutions. The narrative should be no more than twenty (20) double-spaced pages in length using 12 point font. Appendices should be short and follow the format listed below. The proposal should be clear whether the central idea is to promote diffusion of an effective innovative approach or whether the primary idea is to promote collaboration in the further development of an innovation.

Regardless of the type of proposal, the narrative and the appendices should include the following:

1. A description of the innovation that illustrates the originality of its approach and its significance relative to the goals of The Language Flagship. What is the problem and how will the project improve practice at all partner institutions involved? How will it eventually impact practice in the field at large? Most importantly, how will the project impact student learning?
2. A background discussion of the innovation that is to be developed or diffused that describes how the proposed project builds upon research, former initiatives, or practice in the field. This discussion must demonstrate an understanding of research on past and current practice in the field. What other initiatives have been undertaken and how will this project either build upon those practices or learn from them? What evidence of success supports the proposed innovation? Include a short literature review, if necessary. In a diffusion project, please provide evidence that the innovation to be diffused is effective. Please provide clear evidence that this project promises to improve language learning.
3. A description of the project implementation plan. What will be done during which project period? Who will be the main players involved? What role will each of the partners play in collaboration or in diffusion? How will you ensure that you have buy-in from the relevant players? Who are the experts in this domain and how are they involved in this project? In a diffusion project, what efforts will be made to involve the partner institutions in adopting the innovation and who at the partner institution or organization will ensure that this project is adopted? How will this adoption be sustained? Who will be responsible for ensuring that this project impacts student learning?
4. A description of the proposed outcomes of the project over the project period. How will the project make a significant contribution to improve advanced proficiency in language learning for students? What methods of assessment will be used to verify improved language learning? In the case of the diffusion of innovation projects, how will the project ensure increased economies of scale by including adopter institutions? Likewise, how will the practice become institutionalized at all partner institutions?

5. A list of institutions or organizations that have agreed to be partners in this project must be included in the appendix. This list should have a brief rationale of why this adaptor/partner institution is a good choice for this project. Please list each person who will be involved in the project by institutions or organization. Include complete contact information, including mail and email addresses, and telephone and fax numbers.
6. An appendix including short curriculum vitae of not more than three pages of each lead individual at the partner institution.
7. Attached support letters from senior management (i.e., CEO, vice president of academic affairs, or provost) for each partner indicating institutional support and willingness to either institutionalize or contribute to aspects of this project if they are successfully adopted. What resources will be made available to ensure that the project will be viable?
8. A preliminary budget summary, spreadsheet, and narrative. Use the preliminary budget summary forms to present a complete budget overview for a project performance period *not to exceed three years*. Make sure that you follow the directions on the budget sheets and complete a budget form for each institution involved. Provide a detailed, line-item budget for each year of the project (using the budget categories shown on the budget summary form) and a separate narrative budget justification. The budget narrative should explain:
 - a. The basis for estimating the costs of professional personnel salaries and wages, including annual salary or hourly wage rate and percentage of staff time; employee benefits per person, including rates and percentage of staff time; employee travel per person/per trip; consultants and subcontracts, including non-employee travel; materials and supplies; other costs, including printing, telephone expenses, and equipment rental; and indirect costs;
 - b. How the major cost items relate to the proposed activities; and
 - c. A detailed breakdown of institutional and other support for the project in addition to the federal funds requested.

Note: All projects must include in the following items in the budget:

- a. Resources to support participation of up to two individuals at The Language Flagship Annual meeting for those who are not covered by the Flagship Center grant.
- b. \$3,000 per year for specific project dissemination on The Language Flagship website, www.thelanguageflagship.org.
- c. \$4,000 per year for project evaluation that provides data and evidence of progress on the project objectives.

Please note that if your project is selected as a finalist, NSEP and IIE will work with you and your institution to negotiate a final budget to ensure that the project has appropriate funds that are reasonable and justifiable.

REVIEW CRITERIA

Applications will be reviewed based on the following criteria.

1. A clear focus on the purpose and goals of The Language Flagship and the extent to which the outcomes to be achieved are clearly described and measurable at all participating institutions.
2. A clear articulation of how the proposed project will contribute to the expansion and institutionalization of advanced-level language education in the U.S.
3. A clear indication of long-term sustainability demonstrated by continued support of the project after the end of the grant by all institutions, Flagship and partners as demonstrated by clear institutional contribution to the long-term sustainability of this project.
4. A clear indication of how this project will impact student language learning.
5. The magnitude of the need for the innovation and related activities to be developed and carried out by the project.
6. A clear description of how this project will contribute to the overall success of The Language Flagship through innovation and/or diffusion.
7. The extent to which the proposed project involves the development of promising new strategies that build on, or are alternatives to, existing strategies in the field.
8. The potential for increasing the scope and scale of the project to include many participants.
9. The importance or magnitude of the results or outcomes likely to be attained by the proposed project related to improving advanced language proficiencies.
10. The qualifications of key project personnel at all participating institutions, as well as outside consultants.

REVIEW PROCESS

Applications received by Friday, March 14, 2008 will be evaluated by outside reviewers, the Institute for International Education (IIE), and NSEP staff. Following external and internal review, finalists may be required to provide additional clarification, materials, and project and budget revisions. NSEP will make final funding decisions for projects following the submission of revised applications. All grants will begin no later than October 1, 2008.

APPLICATION INSTRUCTIONS

A completed application should contain the following:

1. Title Page. Please use the attached form and indicate for which type of project you are applying.
2. Abstract. Following the Title Page, include an abstract of no more than one page, single spaced. The abstract should summarize the project by describing the innovation, the proposed activities to be undertaken, the Flagship institution, the proposed adaptors, and the proposed outcomes.
3. Narrative. See section above entitled "Contents of the Proposal."
4. Summary budget and detailed budget narrative. Please use the attached summary budget form.
5. Appropriate appendices, including a complete contact list of persons involved and letters of support.
6. Numbers of copies: Five (5) (Please submit one original and four copies.)

SUBMISSION PROCESS

All proposals must be submitted with an endorsement of a Flagship Center director. Institutions interested in partnering with Flagship institutions must first contact the Flagship Center directors to discuss possible collaboration. The list of Flagship Centers and contact information is in the appendix. Non-Flagship institutions or individuals should not contact NSEP or IIE regarding the viability of project ideas, as they will be referred to the Flagship Center directors.

All Applications must be received by IIE by 4:30 p.m. March 14, 2008. Applications must be submitted to the following address:

Institute of International Education (IIE)
National Security Education Program
The Language Flagship
Attn: Sharon Nishizaki
1400 K Street NW
Washington, DC 20005

CONTACT

Ms. Stacia Falat
Program Officer
The Language Flagship
languageflagship@gmail.com

**THE LANGUAGE FLAGSHIP: PROMOTING DIFFUSION OF INNOVATION
COVER SHEET**

1. Application Number:
(Leave Blank) _____

2a. Project Director (Note: project director must be approved by Flagship Center director).

Name _____ Institution _____

Address: _____

Telephone: _____

Fax: _____

E-mail: _____ 2b. Signature of Flagship Center Director _____

3. Partners and collaborators. Partners and collaborators may be individuals from Flagship institutions, and non-Flagship institutions (overseas and domestic). Please provide a complete list and contact information as an appendix.

Name _____ Institution _____ E-mail _____

Name _____ Institution _____ E-mail _____

Name _____ Institution _____ E-mail _____

4. Type of Proposal (Please Check One): Diffusion of Innovation Collaborative Innovation

5. Proposal Title:

6. Brief Abstract of Proposal:

7. Federal Funds Requested (from Budget Summary) 8. Duration of Project:

1st Year	_____	Starting Date	_____
2nd Year (if applicable)	_____	Ending Date	_____
3rd Year (if applicable)	_____	Total No. of Months	_____ (no more than 36)
Total Amount: _____			

9. Certification by Authorizing Official

The applicant certifies to the best of his/her knowledge and belief that the data in this application are true and correct, that the filing of the application has been duly authorized by the governing body of the applicant.

Print Name _____ Title _____ Telephone _____

Email _____

Signature _____

Date _____

**PRELIMINARY BUDGET SUMMARY
THE LANGUAGE FLAGSHIP
PROMOTING DIFFUSION OF INNOVATION**

Name of Lead Applicant Institution <hr style="border: 0; border-top: 1px solid black; margin: 5px 0;"/>	Please list all funds requested by the Lead Applicant. Total funds requested for all partner institutions should be entered on line 7, "Requests by Partner Institutions" on this form. Please complete a budget summary sheet for each partner institution (Part II). Remember to include separate budget spreadsheets detailing your funding request.
--	--

**PART I
THE LANGUAGE FLAGSHIP FUNDS: LEAD APPLICANT**

Budget Categories	Project Year 1 (a)	Project Year 2 (b)	Project Year 3 (c)	Total (d)
1. Personnel				
2. Fringe Benefits				
3. Travel				
4. Equipment				
5. Supplies				
6. Contractual				
7. Requests by Partner Institution(s) (From Part II)				
8. Other				
9. Total Direct Costs (lines 1-8)				
10. Indirect Costs @ ____%				
11. Total Federal Request				

Total Non-Federal Funds (From Part III)				
---	--	--	--	--

**PRELIMINARY BUDGET SUMMARY
THE LANGUAGE FLAGSHIP
PROMOTING DIFFUSION OF INNOVATION**

Name of Partner Institution/Organization

Please complete a separate budget sheet for each partner institution or organization. For each partner, please list and number the partner, starting with "Partner 1." The total of all funds requested for all partner institutions should be entered on line 7, "Requests by Partner Institutions" on the Lead Applicant Budget Form (Part I). **Remember to include separate spreadsheets detailing your funding requests for each partner.**

**PART II
THE LANGUAGE FLAGSHIP FUNDS: PARTNER INSTITUTION**

Budget Categories	Project Year 1 (a)	Project Year 2 (b)	Project Year 3 (c)	Total (d)
1. Personnel				
2. Fringe Benefits				
3. Travel				
4. Equipment				
5. Supplies				
6. Contractual				
7. Requests by Partner Institutions				
8. Other				
9. Total Direct Costs (lines 1-8)				
10. Indirect Costs @ _____%				
11. Total Partner Request				

**PRELIMINARY BUDGET SUMMARY
THE LANGUAGE FLAGSHIP
PROMOTING DIFFUSION OF INNOVATION**

Non-Federal Funds

Please list all non-federal funds provided to or by the Lead Applicant. Total contributions from all partner institutions should be entered into line 7, “Contributions from All Partner Institutions” on this form. Please Enter Total of Non-Federal funds onto the Lead Applicant Budget Summary Form (Part I) under “Total Non-Federal Support.” **Remember to include separate spreadsheets and budget narratives detailing your funding requests.**

**PART III
NON-FEDERAL FUNDS**

Budget Categories	Project Year 1 (a)	Project Year 2 (b)	Project Year 3 (c)	Total (d)
1. Personnel				
2. Fringe Benefits				
3. Travel				
4. Equipment				
5. Supplies				
6. Contractual				
7. Contributions from all partner institutions				
8. Other				
9. Total Direct Costs (lines 1-8)				
10. Indirect Costs@ ____%				
11. Total Non-Federal Support				

Flagship Directory

Arabic

University of Maryland at College Park

Alaa Elgibali

Co-Director

Arabic Flagship Center

Tel: 301-405-4037

elgibali@umd.edu

Amy Weinberg

Co-Director

Arabic Flagship Center

weinberg@umiacs.umd.edu

(301) 405-4934/6748

University of Texas, Austin

Mahmoud Al-Batal

Director

Arabic Flagship Center

Tel: 512-471-3463

albatal@austin.utexas.edu

Michigan State University

Susan Gass

Director

Arabic Flagship Center

Tel: 517-353-0800

gass@msu.edu

Central Asian Turkic

American Councils for International Education

Dan Davidson

Director

Central Asian Turkic Flagship Center

Tel: 202 833-7522

ddavidson@actr.org

Chinese

Brigham Young University

Dana Bourgerie

Director

Chinese Flagship Center

Tel: 801-422-4952

dana_bourgerie@byu.edu

Ohio State University

Galal Walker

Director

Chinese Flagship Center

Tel: 614-292-4243

walker.17@osu.edu

University of Mississippi

Michael F. Metcalf

Director

Chinese Flagship Center

Tel: 662-915-1500

mmetcalf@olemiss.edu

University of Oregon

Carl Falsgraf

Director

Chinese Flagship Center

Tel: 541-346-5715

falsgraf@uoregon.edu

Eurasian

American Councils for International Education

Dan Davidson

Director

Eurasian Flagship Center

Tel: 202 833-7522

ddavidson@actr.org

Hindi-Urdu

University of Texas, Austin

Herman van Olphen

Director

Hindi-Urdu Flagship Center

Tel: 512-475-6037

hvo@mail.utexas.edu

Rupert Snell

Associate Director

Hindi-Urdu Flagship Center

Tel: 512-471-7955

rupertsnell@utexas.edu

Korean

University of Hawaii
Ho-Min Sohn
Director
Korean Flagship Center
Tel: 808-956-8469
homin@hawaii.edu

Graham Crookes
Korean Flagship Center
Tel: 808-956-2792
crookes@hawaii.edu

Persian-Farsi

University of Maryland at College Park
Ali Abasi
Co-Director
Persian-Farsi Flagship Center
Tel: 301-405-3315
aabasi@umd.edu

Amy Weinberg
Co-Director
Arabic Flagship Center
weinberg@umiacs.umd.edu
(301) 405-4934/6748