THE LANGUAGE FLAGSHIP
Creating Global Professionals

Request for Proposal

THE FLAGSHIP CULTURE INITIATIVE

Application Guidelines

DEADLINE FOR RECEIPT OF PROPOSAL:

Friday, September 1, 2017

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PREFACE

The Institute of International Education (IIE) is pleased to provide you with application materials to develop, consolidate, and disseminate advanced culture preparation materials for both pre-capstone and the capstone experience for Arabic, Chinese, and Russian programs and general awareness materials for all Flagship language programs to be made available through an open source online platform. The Language Flagship is a major initiative of the National Security Education Program (NSEP), which is part of the Defense Language and National Security Education Office (DLNSEO). IIE considers it a distinct pleasure to serve as the administrative agent for this important effort.

NSEP was created by Congress in 1991 to increase the ability of Americans to communicate and compete globally by knowing languages and cultures of other countries. NSEP recognizes that the scope of national security has expanded to include not only the traditional concerns of protecting and promoting American well-being, but also the new challenges of a global society, including sustainable development, environmental degradation, global disease and hunger, population growth and migration, and economic competitiveness.

The Language Flagship has already achieved national success in launching new and innovative programs of advanced instruction in Arabic, Chinese, Hindi Urdu, Korean, Persian, Portuguese, Russian, Swahili, and Turkish. The purpose of this solicitation is to offer a funding opportunity for Domestic Flagship Programs to create, consolidate, and disseminate cultural materials via an open source online platform for all of The Language Flagship's Arabic, Chinese, and Russian programs and general awareness materials for all Flagship language programs, hereafter referred to as "participating Flagship programs" or "participating programs".

SECTION 1: OVERVIEW

The Institute of International Education (IIE), acting as the administrative agent of the National Security Education Program (NSEP) for The Language Flagship, seeks proposals from current Undergraduate Domestic Flagship Programs for the development of culture materials targeted for pre-capstone and capstone interventions in Arabic, Chinese, and Russian and general awareness materials for all Flagship language programs. These materials must be developed through a collaborative process and be openly accessible through an open source online platform that will be addressed in the proposal. This solicitation is open to U.S. institutions of higher education (IHEs) hosting current Undergraduate Domestic Flagship Programs.

THE LANGUAGE FLAGSHIP

The Language Flagship is a national effort to change the way Americans learn languages. Flagship Programs work to systematically produce a pool of language-proficient professionals to meet the need for language and culture expertise critical for national and economic security.

The Language Flagship is a partnership between the Department of Defense and U.S. IHEs with the mission of creating new models of language learning that produce college graduates with professional-level (Interagency Language Roundtable level 3 (ILR 3)) proficiency in Arabic, Chinese, Korean, Persian, Portuguese, Russian, and Turkish. Domestic Flagship Programs develop articulated language learning pathways to guide students from all majors and language backgrounds through formal instruction and guided interventions toward advanced-level language proficiency. Overseas Flagship Centers provide directed language instruction, direct enrollment opportunities and professional internship experiences that foster the attainment of professional-level language proficiency during an overseas capstone year experience.

In addition to the core Flagship program, The Language Flagship sponsors the following initiatives to promote and improve U.S. students' language learning and cultural expertise:

- K-12 Initiatives;
- Regional Flagship Languages Initiatives;
- Proficiency Initiative;
- Flagship Technology Innovation Center; and
- State Language Roadmaps.

These additional initiatives and programs allow Flagship to develop language resources, strengthen the K-12 language pipeline and make key investments that foster the adoption of proficiency testing, meaningful technology use, advanced level teaching and teacher preparation, and enhanced opportunities for students to fulfill federal government service.

CULTURE INITIATIVE OVERVIEW

The objective of this effort is to develop an open source online culture curriculum across Arabic, Chinese, and Russian programs and general awareness materials for all Flagship language programs that will address cultural preparation needed for students on the overseas capstone

programs. This effort will be collaborative and focus on advanced and superior language learners and involve materials and content in the target language and, when relevant, English (e.g. self-reflection). This will be a three-year effort where Year 1 will focus on the development of language-specific materials for use across the Arabic, Chinese, and Russian Domestic Flagship programs and general awareness materials for all Flagship language programs; Year 2 will focus on piloting and refining materials used at Domestic and Overseas programs; and Year 3 will be dedicated to assessing materials developed and their impact on students, refining, publishing, and disseminating results and proper application and use of the open source online curricula across the Flagship community.

The objectives of the Flagship Culture Initiative are to:
- Identify gaps in cultural preparation for students in Domestic and Overseas Flagship programs for students with advanced foreign language proficiency engaging in academic study, professional internships and host family environments;
- Develop an open source online resource of relevant cultural materials and activities appropriate for cultural preparation of pre-capstone and capstone students with advanced to superior language proficiency;
- Develop materials that will require students to engage in self-reflective learning pre-capstone to prepare them for their intensive overseas experience as well as during the capstone experience;
- Develop and execute a plan to determine the success of students' cultural and intercultural development through qualitative and/or quantitative means;
- Work collaboratively with a pilot group at Domestic and Overseas programs to develop materials that will be actively used across programs;
- Provide an open source online platform that is easily accessible by Domestic and Overseas Flagship programs for cultural instruction both pre-capstone and during capstone; and
- Provide teacher training to participating Flagship programs on goals for cultural competence, materials, and how to best make use of them.

FUNDING FOR THE FLAGSHIP CULTURE INITIATIVE

Institutional funding will be administered by IIE, which anticipates making one cost-reimbursable award of up to $250,000 each year for a total of three years. Funding is contingent on the successful review and approval of an institution's response to this solicitation and the availability of funds. Support will be made available in one-year increments contingent upon satisfactory program performance, the review and approval of annual budgets, and the availability of funds.

Funding levels will vary depending on program performance and funding availability. NSEP expects the Culture Initiative to develop a plan of execution and longer-term sustainment strategies as a component of the initial submission.

PROJECT TIMELINES

IIE expects to make one award over a total of three (3) years, for periods of 12 months each, beginning on or around September 1, 2017. Applicants will address important outcomes and timetables in their proposals for the following periods:

Project Year 1: September 1, 2017 – August 31, 2018

Project Year 2: September 1, 2018 – August 31, 2019

Project Year 3: September 1, 2019 – August 31, 2020

PERFORMANCE MEASURES AND OUTCOMES

NSEP and IIE will monitor program performance throughout the 2017-2020 award cycle through reviews of annual program and quarterly financial reports, and through site visits. Performance measures and outcomes for the 2017-2020 Culture cycle include:

- Strength of the plan to openly share, partner, and disseminate culture materials to the Flagship institutions, higher education institutions, and other partners;
- Establishment of an easily accessible open source online platform that ensures open usage and open source protocols for access, use, adaptation and development that disseminates and shares culture focused materials, resources, and content across participating Domestic and Overseas Flagship Programs;
- Provision of high quality cultural materials and instructions for use by advanced and superior level language students that target pre-capstone students and can be used in the classroom and in capstone preparation workshops;
- Integration of materials into Domestic and Overseas curricula;
- Identification of, recommendations for, and implementation of practical ways to measure and assess cultural learning that can be integrated flexibly across domestic Flagship programs;
- Development and provision of teacher training for the participating Domestic and Overseas Flagship programs; and
- Successful review achieved during onsite sponsor visit(s).

SECTION 2: PROGRAM GUIDELINES

The purpose of this solicitation is to award funding to a Domestic Flagship Program for the Flagship Culture Initiative. The successful applicant will fully address the guidance and selection criteria described in these guidelines.

Applicants will be evaluated on:

1. Quality of the proposed leadership and administrative structure and staffing;
2. Development of cultural materials for advanced and superior level language students that target pre-capstone and capstone interventions;
3. Collaboration and involvement of participating Domestic and Overseas Flagship programs;
4. Establishment of an open source online platform through which the culture trainings, resources, and content is accessible to all participating Flagship programs;
5. An efficient timeline that outlines Culture activities and intended outcomes; and
6. Institutional commitment to support the Culture Initiative.

LEADERSHIP AND ADMINISTRATIVE STRUCTURE

Committed administration and senior faculty leadership, and clear and effective reporting lines are essential to the success of the Flagship Culture Initiative. Reporting structures should be articulated and should demonstrate program integration and oversight at higher administrative levels. Successful applicants will:

- Assign a senior tenured faculty member to serve as the Flagship Culture Director.

- Describe how the Culture faculty will be supported by the institution and how the institution will leverage connections and resources of the host institution to support the development of the Flagship Culture Initiative.

- Position the Flagship Culture Initiative within the appropriate school or academic unit. Explain responsibilities and coordination of responsibilities if the chain of command runs through multiple reporting lines, or if the Flagship Culture Initiative resides outside the usual academic structure.

DEVELOPMENT OF CULTURAL MATERIALS FOR ADVANCED TO SUPERIOR LEVEL LANGUAGE STUDENTS THAT TARGET PRE-CAPSTONE AND CAPSTONE INTERVENTIONS

Integral to the success of the Flagship Culture Initiative is the development of cultural materials for advanced and superior language learners for both pre-capstone and capstone interventions in at least the following languages: Arabic, Chinese, and Russian, with general awareness materials for all Flagship language programs. These materials should include high and low culture topics. Additionally, content should be developed that serves to guide the capstone students through cultural experiences while they are overseas.

Applications will provide details of how they will:

- Identify and populate cultural materials among The Language Flagship programs, which should include general material for all Flagship programs and country/region/language specific content in Arabic, Chinese, and Russian.

- In close collaboration with Domestic Flagships, develop an open source online curriculum for pre-capstone students to prepare them for their overseas studies. The curriculum may include:

  - Case studies that address the topics identified for advanced and superior language learners in each of the languages.

  - Varied, piloted materials to address the core issues identified that can be used both in classroom settings and independently.

  - Provision of authentic materials, to include text, audio, video, etc. to address each of the issues/topics.

  - Activities that students can complete independently, along with a mechanism for feedback to be provided to the students.

  - Development of teaching guides and activities to accompany materials and activities.

COLLABORATION WITH PARTICIPATING DOMESTIC AND OVERSEAS PROGRAMS

The cultural materials must target the following languages: Arabic, Chinese, and Russian. To effectively develop and ensure utilization of the cultural materials, successful proposals will actively involve Flagship directors from each of the languages included in the proposal.

Applications will provide details of how they will:

- Coordinate a plan to effectively work with Domestic directors of the aforementioned languages in the development of the materials, to include proposing a plan to address how these groups will meet and how the cultural materials will be developed, saved, and stored. (Successful proposals will include letters of support from participating Flagship directors).

- Collaborate closely with Domestic directors to develop an open source online culture curriculum for participating Flagship programs. Successful proposals will clearly describe how this process will be conducted.

- Ensure synergy with existing content and resources from each of the Flagship directors' respective institutions.

ESTABLISHMENT OF AN OPEN SOURCE ONLINE PLATFORM

The cultural materials developed by the Culture Initiative teams across the participating Flagship programs must be hosted online (open source) where Flagship students may access the curriculum/trainings domestically and overseas. Successful applicants will:

- Use an existing, widely available open source online platform to house the cultural materials. The open source online platform must be accessible in both the domestic and overseas environments for the participating Flagship programs' capstone and internship locations.

- Ensure the platform can host all of the required content, (e.g. videos, case studies, multiple-choice questions, open ended responses, etc.).

- Plan for consultation with the Language Flagship Technology Innovation Center regarding latest developments in supporting online and adaptive educational technology. This should include open source code collaboration so that content may be accessed, shared, and edited during developmental stages.

CULTURE INITIATIVE TIMELINE

Applicants must include a single timeline that clearly outlines planned activities, intended participants, and coordination with responsible organization(s) identified for each planned event. Successful applicants will:

- Year 1: Develop, populate, upload, utilize, and refine cultural materials to an open source online platform for dissemination and utilization by the Domestic Flagship community and students.

- Year 2: Pilot and refine materials used at the participating Domestic and Overseas Flagship programs. This effort should include interaction between capstone and pre-capstone students.

- Year 3: Assess materials developed and their impact on the students. Also, refine, publish, and disseminate materials across the Flagship community.

- Provide a detailed timeline of activities for the three years of funding. The first year must include developing, populating, and uploading cultural materials to an open source online platform for dissemination and utilization by the Domestic Flagship students and community. The second year activities should include piloting and refining materials used at the participating Domestic and Overseas Flagship programs and for dissemination and utilization by the students and faculty on the Overseas programs, as well as refining and updating the first year's content. The third year will include assessing material developed and its impact on the students. The third year should also include refining, publishing, and disseminating findings and the materials across the Flagship community.

- The timeline should outline the activities needed to bring the participating Domestic and Overseas Flagship directors together to effectively develop curriculum, content, and case

studies. These should include anticipated dates, events, activities, and the organization/individual responsible for coordinating each activity.

INSTITUTIONAL COMMITMENT AND COLLABORATION

The Language Flagship is committed to continuing its investment in advancing language learning in the U.S. and, accordingly, requires evidence of significant institutional commitment and collaboration across Flagship institutions to support and ensure the implementation of the Culture Initiative. Institutional support and collaboration must be demonstrated by a clear commitment to this effort and by support for project undertakings. Successful applicants will:

- Describe how the Culture Initiative will be supported by the institution's administration and how the 2017-2020 Culture Initiative funding will impact the institution.

- Demonstrate that the host institution is committed to supporting Flagship efforts.

- Include a plan to collaborate across Flagship institutions in the development, access, usage, and adaptation of cultural materials for pre-capstone and capstone students.

SECTION 3: BUDGET GUIDELINES

The following budget guidelines must be adhered to when developing annual program budgets. When developing these budgets, best efforts should be made to include competitive costs and discounts, in order to best leverage federal dollars. While all costs that comply with the OMB Uniform Guidance and adhere to the guidelines below will be considered, IIE and NSEP reserve the right to reduce, revise, or otherwise adjust proposal budgets in accordance with program needs and goals, and the availability of funds.

Staffing
- Culture Initiative Project Director/Principal Investigator (PI): Applicants are strongly encouraged to demonstrate commitment to the Culture Initiative effort. A course release or other form of support for the PI is acceptable given the level of anticipated effort.
- Coordinator: Applicants are encouraged to include a percentage of a Project Coordinator's time for this effort to support the planning and coordination of activities.

Travel
- The Language Flagship Annual Meeting: Travel for two staff members to the meeting each May must be included in the budget, if not included in a separate grant.
- Conference Travel: No more than $5,000 may be requested for travel to non-Flagship-required meetings. Project personnel travel will only be approved for attending meetings/conferences where they can solicit input or participants in the Culture Initiative.
- Other Travel: Only as necessary.

Other Costs
- Honoraria: Honoraria or other forms of payment may be provided to staff from other Flagship programs for consultation or evaluation work. Reimbursements for travel, per diem and lodging can be provided. Honoraria may not be provided to U.S. or foreign government officials.
- Promotional Materials: Limited funding may be used for the dissemination of Culture Initiative efforts via brochures, handouts, and other printed materials. All printed material must comply with the Flagship Visual Identity Guide. Funds may not be used for promotional items and memorabilia, including gifts and souvenirs (i.e. mugs, bags, t-shirts, etc.).
- Organized Events: Funds for group meetings for the development of cultural content may be included in the budget. All organized events must demonstrate their relevance toward the development of the Culture Initiative materials and/or open source online platform.

SECTION 4: MERIT REVIEW PROCESS AND EVALUATION CRITERIA

MERIT REVIEW PROCESS

Proposals will be evaluated by a merit-review panel organized by the Institute of International Education (IIE). The panel, which may include outside evaluators, will rank proposals and make recommendations. Final funding decisions will be made by the National Security Education Program (NSEP), in consultation with IIE, and will be based on the review panel recommendations, funding availability and program priorities. Final award funding levels may be lower than those proposed.

Final awards will be made by IIE to successful institutions. IIE may discuss the grant application with the applicant if deemed necessary. IIE also reserves the right to award grants without discussion with any applicants. IIE may cancel the competition, or may reject any or all applications if they do not sufficiently demonstrate an ability to meet the stated program goals.

EVALUATION CRITERIA

I. Development of Cultural Materials for Advanced and Superior Level Language Students for Pre-Capstone and Capstone Interventions: 20 points

Integral to the success of the Flagship Culture Initiative is the development of cultural materials for advanced and superior language learners for both pre-capstone and capstone interventions in Arabic, Chinese, and Russian, with culture general materials developed for all Flagship language programs. These materials should include an "Issues Bank", case studies, and involve Flagship directors from each of the target languages. Does the proposal:

- Identify and populate an "Issues Bank" across the aforementioned languages that includes both shared and country/region specific content?
- Include case studies that address topics for advanced and superior language learners in each of the languages?
- Incorporate authentic materials, to include text, audio, video, etc. to address each of the issues/topics?
- Include a plan that clearly identifies how an open source online curriculum for both pre-capstone and capstone materials will target the "culture specific" topics for students at advanced and superior level language proficiencies in Arabic, Chinese, and Russian, and the "culture general" topics for all of The Language Flagship programs?

II. Integration and Involvement of Arabic, Chinese, and Russian Domestic and Overseas Programs, as well as others for culture general material development: 20 points

Proposals will be evaluated on the degree to which they collaboratively involve Arabic, Chinese, and Russian Domestic and Overseas directors, as well as other programs for culture general material development in the proposal. Does the proposal:

- Coordinate a collaborative plan to effectively work with Domestic and Overseas Flagship directors of Arabic, Chinese, and Russian in the development of the materials, to include proposing a plan to address how these groups will meet and how the cultural materials will be developed, saved, and stored?
- Involve the Domestic and Overseas Flagship directors in developing an open source online curriculum for Arabic, Chinese, and Russian and cultural awareness materials for all Flagship language programs?
- Ensure synergy with existing content and resources from each of the Flagship directors' respective institutions?

III. Strength of Collaboration, Sustainment, and Dissemination Plan: 15 points

Proposals will be evaluated on the degree to which they demonstrate a strong, cohesive, and collaborative team that will provide materials that are easily accessible, sustainable, and able to be shared across the Flagship and U.S. higher education communities. Does the proposal:

- Show commitment to ensure open usage and open source protocols for projects and materials for access, use, and adaptation and development across the U.S. higher education community, and their partners?
- Demonstrate a strong plan to ensure that projects and materials are readily available for improvement, adaptation, and adoption across the Flagship and the U.S. higher education community, and their partners?
- Involve a plan to openly share, partner, and disseminate project approaches and materials to other Flagship institutions, higher education institutions, and their partners?

IV. Quality of leadership, proposed administrative structure and staffing: 10 points

Proposals will be evaluated on the degree to which they demonstrate high-quality leadership and staff experience to manage the Culture Initiative. Does the proposal:

- Show evidence of experienced leadership capable of implementing and staffing a high-quality Culture Initiative?
- Describe the administrative structure of the Culture Initiative with clear reporting arrangements to senior campus administration?
- Position the Flagship Culture Initiative within the appropriate school or academic unit, and explain responsibilities and coordination of responsibilities if the chain of command runs through multiple reporting lines, or if the Flagship Culture Initiative resides outside the usual academic structure?

V. Establishment of an Open Source Online Platform: 10 points

Proposals will be evaluated on the degree to which they identify the utilization of an open source online platform where Flagship students may access the developed culture curriculum/trainings when located domestically or overseas. Does the proposal:

- Use an already existent open source online platform to house the cultural materials? (The open source online platform must be accessible in both the domestic and overseas environments for the participating Flagship capstone and internship locations).
- Ensure the platform can host all of the required content, e.g. videos, case studies, multiple-choice questions, open ended responses, etc.?
- Plan for consultation with the Language Flagship Technology Innovation Center regarding latest developments in supporting online and adaptive educational technology?
- Include open source code collaboration so that content may be accessed, shared, and edited during developmental stages?

VI. Culture Initiative Timeline: 10 points

Proposals will be evaluated on the degree to which they include a single timeline that clearly outlines planned activities, intended participants, and coordination with responsible organization(s) identified for each planned event. Does the proposal:

- Provide a detailed timeline of activities for the three years of funding where the first year includes the development, populating, and uploading of cultural materials to an open source online platform for dissemination and utilization by the Flagship students and community; the second year includes a review of the content and materials by directors, faculty, and students and includes improvements to the curriculum and materials; and the third year includes teacher training on the improved curriculum and pre-capstone and capstone cultural materials across Arabic, Chinese, and Russian Flagship programs?
- Outline the activities needed to bring the participating Domestic and Overseas Flagship directors together to effectively develop curriculum, content, and case studies? (These should include anticipated dates, events, activities, and the organization/individual responsible for coordinating each activity).

VII. Institutional commitment: 10 points

Proposals will be evaluated on the degree to which the institution demonstrates institutional commitment to support and ensure the implementation of the Culture Initiative. Institutional support must be demonstrated by a clear commitment to this effort and by support for project undertakings. Does the proposal:

- Describe how the Culture Initiative will be supported by the institution's administration and how the 2017-2020 Culture Initiative funding will impact the institution?
- Demonstrate that the host institution is committed to supporting Flagship efforts?

VIII. Budget and Cost Effectiveness: 5 points

The proposal will be evaluated on the degree to which the applicant demonstrates cost-effectiveness and the ability to accomplish their proposed activities with the requested level of funding. The proposed budget should be cost-effective and reasonable. Does the proposal:

- Demonstrate effective use of limited Flagship funding, maximize value per dollar of support, leverage, if possible, additional funds (or have the potential to do so) and focus institutional expertise toward the development of the Culture Initiative?
- Include a budget and budget narrative that appear to be adequate to support the project activities? Are the costs reasonable in relation to investment?

All costs must be allowable, allocable and reasonable. Reviewers will consider whether the budget has the ability to support the proposed project in an efficient and effective way while demonstrating a reasonable and appropriate allocation of funding.

MINIMUM STANDARDS

The applicant must meet the minimum standards for receiving federal funds, as defined in 32 CFR 22.415, which state:

To be qualified, a potential recipient must:
   a. Have the management capability and adequate financial and technical resources, given those that would be made available through the grant or cooperative agreement, to execute the program of activities envisioned under the grant or cooperative agreement.
   b. Have a satisfactory record of executing such programs or activities (if a prior recipient of an award).
   c. Have a satisfactory record of integrity and business ethics.
   d. Be otherwise qualified and eligible to receive a grant or cooperative agreement under applicable laws and regulations (see § 22.420(c)).

The applicant must agree to abide by all federal rules and regulations regarding performance and financial management, including, but not limited to:

a) The International Air Transportation Fair Competitive Practices Act (Fly America Act) of 1974 (49 U.S.C. 40118) and the interpretative guidelines issued by the Comptroller General of the United States in the March 31, 1981, amendment to Comptroller General Decision B138942
b) DoDGARs Part 32, "Institutions of Higher Education, Hospitals, and Other Non-Profit Organizations"
c) 2 CFR 200, "Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards"

The Institute of International Education and The Language Flagship are committed to the principle of diversity. No applicant will be discriminated against on the basis of race, religion, gender, sexual preference, or national origin. Historically Black Colleges and Universities and Minority Institutions are encouraged to apply.

SECTION 5: APPLICATION PROCEDURES

PROPOSAL CONTENT

A successful proposal should include and/or address the following:

1. Transmittal letter from the applicant institution's Sponsored Projects/Research Office.
2. Title page.
3. Abstract of no more than 250 words.
4. Proposal narrative of no more than twenty-five (25) pages that contains the following:
   a) A plan that clearly describes the further development and sustainment of the Culture Initiative that responds to the selection criteria described in the solicitation guidelines; and
   b) An annotated timeline that clearly describes the administrative and programmatic components proposed for the development and utilization of the culture materials, and responds to the selection criteria described in the solicitation guidelines.
5. A program outline that indicates the faculty and/or staff members responsible for each task.
6. A list of key individuals directly involved in the further development and management of the Culture Initiative, including key partners.
7. An appendix with short curricula vitae of *no more than three pages* for each lead individual involved and "mini-bios" for other key individuals.
8. Support letters from appropriate senior university leadership (i.e., president, provost, vice president of academic affairs, deans, department chair), and Domestic and Overseas Arabic, Chinese, and Russian directors, along with those involved in the technological aspect of this request for proposals.

BUDGET CONTENT

A complete budget should include:

1. A budget summary
2. Itemized budgets for the Culture Initiative (one for each period of performance)

Submit budget narrative justifications encompassing separate timeframes. The first Culture Initiative budget justification should correspond to the September 1, 2017 through August 31, 2018 budget; the second for September 1, 2018 through August 31, 2019; and the third for September 1, 2019 through August 31, 2020.

Please ensure that all line items are thoroughly justified in the budget narrative. The budget narrative should include a breakdown of the proposed expenses, if not clear in the detailed budget, and a description of how each of the expenses will benefit the project.

The budgets and budget narratives must:

a. Include a separate note for each line item in the budget. Budget notes must follow the order of the line items in the budget. (The only cost category not requiring individual line notes is fringe. In the case of fringe benefits, a summary description can be used. Additionally, a link to the

university's fringe benefits rates and policies should be provided. If this information is not available online, provide a copy of the relevant documents with the budget narrative.)

b. Include a clear description of responsibilities for any budget requests for salary support or contracted time. Descriptions should be concise.

c. If faculty are included in the budget, the budget narrative must describe how this work will be covered (e.g., course buyouts, summer salary, etc.).

d. Justify, in a detailed manner, administrative positions included in the budget. Positions not justified in a detailed manner may not be supported.

e. If travel is included in the budget:
    -   Provide a note explaining the university's travel policy, particularly noting its hotel and per diem policy.
    -   Include the destination city and state or country, the anticipated number of travelers and the estimated number of days for the trip, and provide a breakdown of costs for each trip.

f. Explain 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.

g. Explain how the major cost items relate to the proposed activities.

h. Provide a link to the university's Negotiated Indirect Cost Rate Agreement (NICRA). If this information is not available online, provide a copy of the relevant documents with the budget narrative.

APPLICATION FORMAT

*NOTICE: **Failure to abide by the following requirements or failure to submit a complete proposal will result in disqualification.***

1. Margins: 1" on all sides
2. Type face: 12 pt., Times New Roman
3. Spacing: double-spaced throughout
4. Printing: double-sided when possible
5. Binding: binder clip
6. Copies: one (1) signed original and ten (10) copies
7. Pages numbered consecutively, starting with title pages, and in the order specified in "Proposal Content"
8. No use of first person pronouns, with the exception of support letters

APPLICATION QUESTIONS

Please send any questions to flagship@iie.org.

TRANSMISSION INSTRUCTIONS

Send one (1) original plus ten (10) copies of your proposal by U.S. Postal Service or by delivery service (e.g., FedEx) to:

> The Language Flagship
> National Security Education Program
> Institute of International Education
> 1400 K Street, NW, Suite 700
> Washington, DC 20005
> *[Telephone for delivery services: 202-898-0600]*

The **DEADLINE FOR RECEIPT** is **4:30 p.m. (EST), Friday, September 1, 2017.** The burden of timely delivery is the applicant's. Proposals received after the deadline will be disqualified. Proposals must be mailed or delivered (e.g., FedEx). Faxed and emailed proposals will not be accepted.