

PROJECT OBJECTIVES, GOALS, AND IMPLEMENTATION (POGI)

FY 2014 Community College Administrator Program with Multiple Countries

Funding Opportunity Number: ECA-ECAAS-14-011

Office of Global Educational Programs Humphrey Fellowships and Institutional Linkages Branch

The POGI guidelines apply specifically to the Request for Grant Proposal (RFGP) issued by the Office of Global Educational Programs, Humphrey Fellowships and Institutional Linkages Branch for the FY 2014 Community College Administrator Program in single-country cohorts from selected countries, possibly including but not limited to Brazil, India, Mexico, and Pakistan. Proposals must conform to the RFGP, the Guidelines stated in this document, and the standard Proposal Submission Instructions (PSI). Applications not adhering to the conditions set forth herein may be deemed technically ineligible. These guidelines are specific to the program mentioned above and are IN ADDITION TO the Standard Guidelines outlined in the PSI. If there is a perceived disparity between the standard and program specific Guidelines and the program information supplied in the accompanying RFGP, the RFGP is to be the dominant reference.

I. STATEMENT OF WORK

This RFGP is for the administration and implementation of the FY 2014 Community College Administrator Program. The solicitation includes the design, administration, and implementation of the FY 2014 Community College Administrator Program in single-country cohorts from selected countries, possibly including but not limited to Brazil, India, Mexico, and Pakistan. Applicants may apply to administer individual single-country programs in the countries listed above or the entire suite of a minimum of five single-country participant programs. Applicants must demonstrate country-specific expertise for each country cohort for which they apply to host.

It is anticipated that this Cooperative Agreement will begin on or about September 1, 2014 and run through December 30, 2017. The program will consist of a structured academic component focused on developing administrative expertise and leadership in areas specific to U.S. community colleges.

Please note that participants will be identified and nominated by the U.S. Embassy or the Fulbright Commission in each country. A final list will be sent to the recipient organization. The recipient organization will not participate in the selection of participants but may be asked for input into recruitment, as needed.

The RFGP includes both the administrative and educational portions of the program, including delivering an innovative academic and professional development program focused on community college administration. The purpose of the program is to provide administrators with advanced skills that will help participants develop knowledge about the U.S. community college model in order to facilitate educational development in their home country contexts. The six-week programs will take place within the January 2014 to July 2016 timeframe; please propose a range of dates that you can host the participants. The program should include a week-long Executive Dialogue and overview that may include at least four foreign government participants with higher education planning responsibilities and at least 12 administrators from post-secondary vocational and technical institutions in each country who will participate in the Executive Dialogue and the five-week Seminar program (for the full Program of six weeks). You are encouraged to realize program efficiencies to accommodate more than the minimum number of program participants above.

In addition to enhancing the participants' administrative skills within the community college context, an important objective of the Community College Administrator Program is to foster professional development with an aim to encourage sustained engagement with U.S. counterparts when the participants return to their home countries. In this context, the program should involve a diverse set of community colleges, graduate schools of education, and relevant professional associations. The mentorship component is a priority for the program.

A. The recipient organization will:

1. Be responsible for the ongoing management and administrative oversight of participating college(s)/university(ies) related to the delivery of the program;
2. Perform a pre-program site visit to meet with country-specific education officials to present the program and to obtain input on programming for the Executive Dialogue and Seminar to make it as relevant to the sending country's needs as possible.
3. Maintain an up-to-date database including entries on each participant nominated;
4. Follow up with the U.S. Embassy and/or Fulbright Commission regarding missing documents; respond to their inquiries and copy the appropriate program officer in the Bureau;
5. Prepare and send letters of award and program guidelines to participants selected for the program; notify U.S. Embassy and/or Fulbright Commission of each candidate's U.S. arrival date and prepare and send the DS-2019 form at least 60 days before departure (DS-2019s for Pakistan may need to arrive more than 60 days before departure.);
6. Arrange round-trip travel for the participants from their home cities to their U.S. host institutions;
7. Ensure that U.S. Embassy and/or Fulbright Commission receives pre-departure orientation materials;
8. Prepare a pre-program survey instrument to identify participants' particular interests in aspects of community college administration and how they propose to share their culture with Americans they will meet.

9. Develop a week-long Executive Dialogue and program overview for at least 16 participants, which will include at least four foreign government representatives and at least twelve higher education administrators. Participants from Pakistan and India will not need interpretation services. Participants from other countries may require interpretation services. Describe a plan to provide participants with access to English language training materials with a focus on technical terms specific to community college administration.
10. Develop and facilitate an academic program that includes at least 20 classroom hours dedicated to a seminar exploring different topics of community college administration including leadership, governance, finance, student affairs and student services, program assessment, workforce development, private sector partnership, community engagement, technology, and distance learning. This program should be designed and delivered as a partnership between the graduate school of education and at least one primary community college. Describe all institutional partners, their areas of special expertise, and how each partner would highlight a different aspect of the academic program.
11. Demonstrate country-specific expertise for, and cultural awareness about, each country cohort the applicant is applying to host.
12. Provide partner institutions with the goals of the Community College Administrator Program and a general background on higher education systems in participating countries.
13. Propose a structure that will encourage the participants to prepare an institution-specific project informed by the programming delivered throughout the Executive Dialogue and Seminar.
14. Engage high-level community college leaders so that the participants have the opportunity to learn from the experience of community college presidents and other college and university leaders.
15. Develop a plan for significant job shadowing and professional mentorship opportunities.
16. Clearly outline how participating institutions will continue to encourage and foster sustained engagement and professional development with participants after they return to their home countries.
17. Describe ways to connect the participants with relevant professional associations and existing networks of administrators.
18. Plan and organize opportunities for cultural exchange.
19. Develop and facilitate opportunities for participants to gain broad exposure to a diverse group of community colleges, four-year accredited colleges and universities and relevant associations;
20. Enroll participants in the Bureau's Accident and Sickness Program for Exchanges (ASPE) health benefits plan or other health insurance; assist participants with accessing necessary health care and assist with claims as necessary;
21. Arrange for participant housing in conjunction with the host college;
22. Monitor participants' adjustment and engagement with the program; consult with the Bureau's program officer regarding any participant-related issues and emergencies that may arise;
23. Monitor and evaluate host college performance;

24. Evaluate the program and its impact on the participants, their communities, and their institutions during their stay in the United States, in close consultation with the Bureau's program officer, and after their return to their home countries;
25. Manage financial aspects of the program including participant maintenance allowances, housing allowances, accident and sickness benefits, any sub-recipient agreements, and other activity costs;
26. Manage and monitor the J-1 visa status and SEVIS status of the participants;
27. Assume overall responsibility for complying with all applicable tax treaties and Federal, state and local laws on tax withholding and reporting for participants;
28. Report programmatic, financial and statistical information to the Bureau's program and grants officer; and
29. Respond fully and promptly to requests for information relating to the participants and alumni.

B. In a Cooperative Agreement, the Bureau is substantially involved in program activities above and beyond routine grant monitoring. Bureau activities and responsibilities for this program include:

1. Participation in the design and direction of program activities;
2. Approval of key personnel;
3. Approval and input on program timelines and agendas;
4. Guidance in execution of all program components;
5. Review and approval of all program publicity and other materials;
6. Approval of participating colleges;
7. Final selection of participants;
8. Approval of decisions related to special circumstances or problems throughout duration of program;
9. Assistance with SEVIS-related issues;
10. Assistance with participant emergencies;
11. Liaison with the U.S. Embassy or Fulbright Commission and country desk officers at the State Department.

Please note: The Humphrey Fellowships and Institutional Linkages Branch will review and approve syllabi for the program, and may request that the recipient organization make modifications or work with the partner organizations to make modifications to the proposed program.

II. PROGRAM SPECIFIC GUIDELINES

The Community College Administrator Program should be designed as an intensive academic program that incorporates classes and seminars focused on building knowledge about the U.S. community college model to prepare participants to pursue opportunities for educational development in their home countries. The majority of the classes and seminars should be offered in association with an accredited graduate school of education. The program should also be designed to include on-site workshops, mentorships, professional development activities, and observation of key administrative processes at U.S. community colleges. The proposal should include at least one community college and one graduate school of education in the implementation strategy. The program should be tailored specifically to the needs of each country's participants; at

least some instructors should be knowledgeable and familiar with relevant higher education issues in each country. Applicants must demonstrate country-specific expertise for each country cohort for which they apply to host.

The structure of the program is the responsibility of the recipient organization, in close coordination with cooperating partner colleges/universities/associations. It is essential that the proposal provide a full, detailed, and comprehensive narrative describing how partner organizations will cooperate with the Bureau and one another to achieve the objectives of the program. A sample proposed program must be provided that lays out the academic program, including the one-week Executive Dialogue and program overview, seminar topics by week, on-site programming at a community college, and any other planned professional development activities.

In addition to the elements outlined above, the renewal should address the following program elements:

- Outline the hosting capabilities of the recipient organization and partners.
- Include a sample pre-arrival information packet. Information should be complete and detailed. Key points concerning program requirements, academic departments and seminar overview, housing, what to pack, personal budgeting considerations, and other critical issues should be included in the materials. The materials should be designed to serve as a useful post-arrival reference as well, supplemented with additional information.
- Include at least four participants from the foreign governments who will be selected by the U.S. Embassy and/or the Fulbright Commission who can provide background and expertise about the sending-country's higher education system and should be integrated into the week-long Executive Dialogue and program overview which will accommodate at least 16 participants.
- Outline the proposed Seminar and describe resources to include approximately 20 classroom hours per week in topics directly related to community college administration including leadership, governance, finance, student affairs and student services, program assessment, workforce development, private sector partnerships, community engagement, technology, and distance learning. The seminar should not simply replicate an existing lecture course or seminar designed for American students. The seminar should be designed thematically to address relevant skill sets for officials with higher educational planning responsibilities and administrators from post-secondary vocational and technical institutions from each country.
- Present a plan to conduct the Executive Dialogue for at least 16 participants from each participating country. An event should formally start the orientation, such as a luncheon or reception, which includes key college/university personnel who will be involved in the delivery of the program. The program should provide participants with an overview of the program, including principal goals, objectives and major themes including the country-specific context for the program and areas of focus in

the U.S. community college model. This week should also aim to include speakers and presenters with the ability to provide an overview of the role that community colleges play in the U.S. higher education system and describe the skills required for community college administrators.

- Include a plan outlining any planned collaboration with additional colleges, universities and associations to provide participants with broad exposure to institutional missions, challenges, and practices in the community college sector.
- Provide a plan for providing pre-program and in-program English language training should it be needed, in addition to the 20 seminar hours. Describe what additional language resources will be available.
- Provide details regarding the proposed housing and meal arrangements. In general, housing arrangements should be similar to those provided to U.S. graduate students. Housing may be in faculty residences, graduate dormitories, hotels, or other suitable locations. Walking distance or convenient public transportation to daily seminar sessions should be taken into account. At a minimum, each participant should have a private bedroom, but 2 or 3 participants may be asked to share bathrooms. Internet connectivity must be available.
- Describe the workspace arrangements for participants who will stay for the full 6-week program. Participants should be issued a rented laptop computer for the duration of the program with the appropriate software/hardware (needed for the program). The participants should also be provided with a method to access the Internet in a workspace and provided with access to a telephone. Participants should also have access to general office supplies that are essential to accomplishing any seminar assignments. To the extent possible, participants should have access to local and national newspapers as well as industry-specific newspapers and other publications related to community college administration. Maximum access to the host institution's libraries should be arranged and an orientation to library facilities should be conducted early in the program.
- Outline plans for involving the participants in the social and cultural life of their local communities. Examples may include presenting at local schools, attending business and civic group meetings, volunteering at local charities, and participating in local cultural events such as art exhibitions, concerts, and plays.
- Outline a plan for the mentorship element of the program. It is important that each of the participants be assigned a faculty or administrator mentor who is able to commit to weekly meetings at a minimum with the participants and have responsibilities relevant to the participant. Include a list of individuals who are willing to serve as mentors and their areas of expertise.
- Discuss how the participants' progress in achieving program goals and objectives will be monitored (e.g. surveys, interviews, work plans). The renewal should discuss evaluation of participants' successes and the monitoring of their problems during the

program, as well as mechanisms to address the quality of participant activities. Staff assigned to the project should demonstrate strong interpersonal and cross-cultural communication skills, experience in group dynamics and organizational development, sensitivity, and a flexible approach that is responsive to the individual participant and their circumstances.

- Participants will be sponsored under a SEVIS program number to be provided by the Bureau and for which a Bureau officer will be the principal responsible officer. In accordance with J-1 Visa regulations, participants will be expected to maintain the equivalent of a full-time course of study. They must comply with all of the requirements of the program and host institutions. Participants must return immediately to their home countries upon completion of the academic program. Programs should not be extended. Participants may be removed from the program for violations of J-visa terms and conditions including but not limited to academic non-performance, behavioral misconduct, or inability to fulfill the program goals. The final decision to remove a participant will be made by the Bureau after consultation with the recipient organization. Each participant is required to read and sign a “terms and conditions” document, which must be approved by the Bureau.
- The recipient organization will be responsible for designating one Alternate Responsible Officer under a SEVIS program number under the Bureau’s responsibility to issue DS-2019 forms to participants in this program. Visa support will not be offered for dependents. Organizations cooperating with the Bureau on this program will retain all administrative work for the issuance of DS-2019 forms. In addition, cooperating organizations must ensure that administration of these scholarships is in compliance with reporting and withholding regulations for Federal, state, and local taxes as applicable.
- Develop alumni programming in the form of newsletters, listservs, and use of social media provides critical program follow-on and maximizes and extends the benefit of the participants’ program in the United States. Proposals should outline how the recipient organization will organize and support alumni activities creatively at no further cost to the Bureau. Alumni tracking is critical for the evaluation of the program and for the implementation of worthwhile follow-on programs. Proposals should describe how long-term links with alumni will be fostered and maintained.
- Enroll participants in the Bureau’s ASPE health benefits program or other health insurance and provide assistance to participants regarding medical coverage issues. The Bureau health coverage program provides limited accident and sickness, repatriation of remains, and medical evacuation coverage for participants in the exchange phases of the program. The Bureau will provide the necessary instructions and forms for the participants to complete prior to travel. Host institutions will assist in presenting claims to the ASPE program administrator and consult with the Bureau on participant health issues that may affect successful program completion. Please note that the Bureau’s health benefits program is described in the PSI.

PROPOSAL CONTENTS

The proposal should describe the program in a convincing and comprehensive manner.

The proposal should address succinctly, but completely, the elements described below and must follow all format requirements. The proposal should include the following items under the section headings in the GrantSolutions' Application Control Checklist.

Online Forms

SF-424, "Application for Federal Assistance"

SF-424A, Budget Information – Non-Construction Programs

SF-424B, "Assurances - Nonconstruction Programs"

Include other attachments, if applicable, such as indirect agreements, form 990, SF-LLL, etc.

Program Narrative

Executive Summary (One page)

In one double-spaced page, provide the following information about the project:

1. Name of organization/participating institutions
2. Beginning and ending dates of the program
3. Proposed theme
4. Nature of activity
5. Funding level requested from the Bureau, total program cost, total cost-sharing from applicant and other sources
6. Scope and Goals
 - a. Number and description of participants
 - b. Wider audience benefiting from program (overall impact)
 - c. Geographic diversity of program, both U.S. and overseas
 - d. Fields covered
 - e. Anticipated results (short and long-term)

Narrative

In 20 double-spaced, single-sided pages, provide a detailed description of the project addressing the areas listed below.

1. Vision (statement of need, objectives, goals, benefits)
2. Participating Organizations
3. Program Activities (orientation, academic component, leadership component, cultural program, participant monitoring)
4. Program Evaluation
5. Follow-on
6. Project Management
7. Work Plan/Time Frame

Additional Information to be Submitted

Detailed Budget

We anticipate awarding up to two cooperative agreements for an estimated total funding level of \$2,300,000 to administer a minimum of five, six-week programs. Funding for a single six-week program should not exceed \$460,000. The proposal should include comprehensive line item budgets for program and administrative costs. In addition, a clear and cogent budget narrative must accompany the budget to explain and justify each line item. The budget format should break out costs on a program-year basis. Sample budget format may be found in the PSI document. The number of participants that the institution proposes to sponsor should be clearly stated. The Bureau reserves the right to reduce, revise, or increase the renewal budgets in accordance with funding availability and the needs of the program.

Please refer to the RFGP and PSI for complete budget guidelines and formatting instructions. In addition, the budget notes or narrative should indicate how the organization will monitor and track expenditures throughout the duration of the Cooperative Agreement to avoid under- or over-expenditure.

As with other exchange programs, the Bureau is committed to containment of costs consistent with overall program objectives and sound management. The total administrative costs funded by the Bureau must be reasonable and appropriate.

Cooperative Agreement funded expenditures may include, but are not limited to, the categories below.

1. Detailed Budget

PROGRAM EXPENSES

- Round-trip travel domestic and international travel for all participants from home city to the U.S., coach class (via American carrier and following “Fly America” regulations);
- Tuition or instructional fees if necessary;
- Maintenance allowances (estimate and explain an appropriate stipend level). Maintenance allowances should be sufficient to enable participants to meet the costs of lodging, food, clothing, and incidental purchases throughout the period of the Cooperative Agreement in the locations where the participants will be residing;
- Educational materials including books, laptop rental, and other professional equipment necessary to facilitate full participation (estimate and explain an appropriate stipend level);
- Executive Dialogue and program overview materials and expenses and for an orientation luncheon, dinner, or reception;

- Honoraria for outside speakers, if necessary;
- Ground transportation;
- Return travel allowance no less than USD 100 and not to exceed USD 200;
- Baggage fees for return travel;
- Advising and monitoring of students;
- Interpretation services;
- Costs of academic and cultural support and enrichment activities;
- Evaluation;
- Withholding of taxes as necessary;
- Costs associated with registering participants in SEVIS.

ADMINISTRATIVE COSTS

- Staff salaries and benefits (each staff member and his/her position must be listed separately.) Please also note the percentage of his/her total time spent on the program;
- Communication costs (e.g. fax, telephone, postage, communication equipment, etc.);
- Office supplies;
- Printing and duplication costs:
- Administration of tax withholding and reporting as required by Federal, State, and local authorities and in accordance with relevant tax treaties;
- A-133 Audit fees;
- Other direct costs;
- Printing and duplication costs; and
- Indirect costs.

Calendar of activities/itinerary,

Letters of endorsement

Resumes and CVs (resumes of all staff should be included in the submission; no resume should exceed two pages.)

First Time Applicant Attachments, if applicable.

Please note: Effective January 7, 2009, all applicants for ECA federal assistance awards must include in their application the names of directors and/or senior executives (current officers, trustees, and key employees, regardless of amount of compensation). In fulfilling this requirement, applicants must submit information in one of the following ways:

- Those who file Internal Revenue Service Form 990, "Return of Organization Exempt From Income Tax," must include a copy of relevant portions of this form.
- Those who do not file IRS Form 990 must submit information above in the format of their choice.

As part of final program reporting requirements, award recipients will also be required to submit a one-page document, derived from their program reports, listing and describing their grant activities. For award recipients, the names of directors and/or senior executives (current officers, trustees, and key employees), as well as the one- page description of grant activities, will be transmitted by the State Department to OMB, along with other information required by the Federal Funding Accountability and Transparency Act (FFATA), and will be made available to the public by the Office of Management and Budget on its USASpending.gov website as part of ECA's FFATA reporting requirements.

Include other attachments, if applicable, i.e. the SF-LLL form, etc.

ADHERENCE TO ALL REGULATIONS GOVERNING THE J VISA

The Bureau of Educational and Cultural Affairs places critically important emphases on the secure and proper administration of Exchange Visitor (J visa) Programs and adherence by award recipients and sponsors to all regulations governing the J visa. Therefore, the proposal should demonstrate your capacity to meet all requirements governing the administration of Exchange Visitor Programs as set forth in 22 CFR 62, including the oversight of Responsible Officers and Alternate Responsible Officers, screening and selection of program participants, provision of pre-arrival information and orientation to participants, monitoring of participants, proper maintenance and security of forms, record-keeping, reporting and other requirements.

Award recipients will be responsible for issuing DS-2019 forms to participants in this program. A copy of the complete regulations governing the administration of Exchange Visitor (J) programs is available at <http://J1visa.state.gov> or from:

Office of Designation, Private Sector Programs Division
U.S. Department of State
SA-44, Suite 668
301 4th Street, SW
Washington, DC 20547

APPLICATION SUBMISSION

The solicitation letter provides details on the renewal submission. For further information regarding the program, contact ECA/A/S/U Program Officers Emily Spencer (202-632-6329, SpencerEW@state.gov) or LaRita Hagar (202-632-9458, HagarL@state.gov).