



THE LANGUAGE FLAGSHIP

Creating Global Professionals

The Language Flagship

PROMOTING THE DIFFUSION OF INNOVATION

2009

Program Information and Application Materials

An Initiative of the National Security Education Program

Deadline for Submission

December 19, 2008

PROMOTING THE DIFFUSION OF INNOVATION GRANT PROGRAM

Table of Contents

BACKGROUND 1

PURPOSE 2

WHAT IS “DIFFUSION OF INNOVATION”? 2

GRANTS 3

 Diffusion of Innovation Grants 3

 Collaborative Innovation Grants 4

 Funding Levels 5

 Eligible Applicants 5

 Institutional Contribution and Matching Funds 5

 Equipment 6

FLAGSHIP FOCUS 6

PROPOSAL CONTENT 6

SELECTION CRITERIA 8

SUBMISSION PROCESS 8

REVIEW PROCESS 9

CONTACT 9

GRANT APPLICATION COVER SHEET 10

PRELIMINARY BUDGET SUMMARY: Lead Institution 11

PRELIMINARY BUDGET SUMMARY: Partner 12

PRELIMINARY BUDGET SUMMARY: Non-Federal Funds 13

FLAGSHIP CENTERS AND DIRECTORS LIST 14

PROMOTING THE DIFFUSION OF INNOVATION GRANT PROGRAM

BACKGROUND

The Language Flagship is a breakthrough initiative in foreign language and culture instruction designed to help establish and institutionalize programs that afford individuals an opportunity to achieve superior-level proficiency. These programs focus on critical languages including African languages (Swahili and Yoruba), Arabic, Central Asian Turkic languages, Chinese, Eurasian languages, Hindi/Urdu, Korean, and Persian.

The National Security Education Program (NSEP) first established Language Flagship Centers at U.S. universities to provide advanced language instruction; these Centers then established articulated overseas programs for intensive language immersion experiences.

Through The Language Flagship, NSEP has led the effort to build articulated domestic and overseas programs of language instruction that begin in elementary school and progress through advanced instruction at the university level. Its K-12-university partnerships foster innovative and articulated instruction that provide enhanced and cohesive instruction at all levels. All components work collectively toward the goal of developing professional level proficiency in foreign language.

The core mission of The Language Flagship is to be a leading force in designing, supporting, implementing and institutionalizing a new paradigm for advanced foreign language education. To achieve this goal, The Language Flagship concentrates on two core principles: INNOVATION in advanced second language acquisition, and DIFFUSION of those proven innovations to increase the number of students and institutions benefiting from these innovations. Promoting the diffusion of innovation underscores these principles.

Flagship Centers and Programs

The Language Flagship supports undergraduate, post-baccalaureate, and a limited number of pilot K-12 programs. Flagship Centers are housed at institutions of higher education around the United States and offer an on-campus curriculum coupled with a strategy for intensive study at an Overseas Flagship Center.

The Language Flagship currently consists of thirteen Domestic Flagship Centers, six Flagship Partner Programs, three K-12 Flagship Programs, and seven Overseas Flagship Centers. While all Flagship Centers have the same goal – to create graduates of American colleges and universities who are professionally proficient in key languages – each Flagship Center follows its own pathway to reaching that goal.

The methodological approach of the language experts and the types of students enrolled differ across programs and by language. Chinese is a high demand language; therefore, The Language Flagship supports seven different domestic Chinese Flagship Centers and Programs as well as two Overseas Centers. A Chinese Flagship Academic Council coordinates these Overseas Centers to ensure that the overseas structure and curriculum articulate well with the different domestic curricula. In addition, two Chinese Flagship Centers work closely with Flagship-funded K-12 programs and two Chinese Flagship Centers offer post-baccalaureate /graduate degrees.

On the other end of the spectrum, The Language Flagship approaches the teaching of lower enrollment languages by focusing on language groupings, such as Central Asian Turkic languages, Eurasian languages, and African languages. The Language Flagship advances these languages through partnerships or consortial approaches. Recognizing that no one institution of higher education has a large number of students who are prepared to learn these languages at the higher levels, these programs engage multiple partner institutions to create a critical mass of students. These students eventually study overseas in Flagship-developed programs at selected locations that can also accommodate direct enrollment at universities.

The Flagship approach is based on flexibility. Flagship Centers are designed to accommodate students who enter the program at different levels of proficiency. Some Flagship Centers focus on attracting students who already have intermediate-level language skills. As Flagship Centers become more experienced in training students at the higher levels, entering freshmen with no prior knowledge of the target language may need an extra year to reach professional proficiency.

Regardless of the language in which students enroll, the pathway to proficiency ensures that they receive intensive, directed language and cultural instruction alongside their academic majors. All Flagship Centers and Programs aim to produce students with professional language proficiency by the time they complete their undergraduate education. The Language Flagship has established its target proficiency at “Superior” as measured by the American Council for Teachers of Foreign Languages (ACTFL) or Interagency Language Roundtable (ILR) Level 3.

PURPOSE OF THIS GRANT PROGRAM

The Promoting the Diffusion of Innovation grant program provides institutions and organizations the opportunity to team up with Flagship Centers to increase the Flagship’s scope and scale. This grant program is intended to increase collaboration within the Flagship framework as well as the number of participating institutions, language programs, degree programs, and students.

The Language Flagship is soliciting proposals for two types of projects: Diffusion of Innovation and Collaborative Innovation. Diffusion of Innovation projects must clearly identify effective and innovative language practices at existing Flagship Centers and diffuse these practices to create new Flagship Partner programs. Collaborative Innovation projects must foster collaboration in developing additional curricular innovations, language tools, and applied language research that will benefit the larger Flagship and academic community. Both of these goals are keys to expanding the effectiveness, scope, and scale of The Language Flagship.

Note: Applicants should visit www.thelanguageflagship.org to gain a more thorough understanding of the program and the Centers before contacting a Flagship Center to discuss partnership. Abstracts for the 2007 and 2008 Promoting the Diffusion of Innovation grantees are available on this website.

WHAT IS “DIFFUSION OF INNOVATION”?

The underlying rationale for this grant competition comes from Everett Rogers¹, whose seminal work in diffusion theory defined diffusion as the “process by which an innovation is communicated through certain channels over time among the members of a social system.”

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

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 that identify themselves as innovators to engage an identified 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 this effort, it will significantly increase the probability that advanced language-learning approaches and curricula will gain a stronger foothold throughout higher education.

The key to Rogers' theory is "critical mass." He points out that the rate of adoption of innovations such as e-mail, the Internet, the compact disc, and the iPod reached critical mass when those innovations developed a level of usage and adoption that is self-sustaining.² Rogers shows 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

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 Flagship Centers have unique approaches to promoting advanced language proficiency. However, all Flagship Centers have the common goal of promoting Flagship students to professional language proficiency regardless of major. Institutions wishing to become Flagship Partners should have at least one Flagship Center as their mentor institution but should examine practices across Flagship institutions in order to improve their chances of becoming part of a community of innovators.

GRANTS

For the 2009 competition, The Language Flagship will provide funding for two types of approaches to support diffusion of innovation:

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

Though each grant will promote the diffusion of innovation, the method for diffusion will be different. Applicants must elect which type of grant they wish to be considered for on the application cover sheet. The narrative must support the grant type selected.

Diffusion of Innovation grants support the expansion of The Language Flagship through the creation of Flagship Partner Programs that replicate effective advanced language teaching practices to produce professionally proficient undergraduate language speakers.

Projects are required to demonstrate how strategic partnerships will be developed between the applicant institution and existing Flagship Centers and how these will expand the opportunity for students to achieve professional proficiency in key languages and cultures. Projects must focus on

² Rogers, *Diffusion of Innovation*, p. 343

³ Rogers, *Diffusion of Innovation*, p. 361.

undergraduate education. Projects should be instruction-oriented and detailed, focusing on effective curricular or program development.

Specifically, project proposals shall answer the following key questions:

1. How will an existing Flagship Center (or Centers) assist the applicant institution create a new Flagship Partner Program? What specific activities will a Flagship Center undertake to support the development of Flagship learning at a Partner Program?
2. What are the specific plans for development of Flagship learning at the Partner institution? What specific actions will be undertaken to build the program? What specific changes will be made to the existing administrative structure and educational process to create highly effective language programs that can produce students with professional proficiency by the time of graduation?⁴
3. Where will this program reside and who will be overseeing it? What departmental resources will be used to support and maintain this project? How will the host institution commit over the long term to the development of this program? How does it fit within the overall mission of the Partner institution?
4. What specific resources will the Partner institution/organization commit, on a long-term basis, to demonstrate sustainable institutionalization of Flagship methods and goals?
5. What specific strategies are proposed to enroll, retain, and facilitate student completion of advanced language instruction at the Partner institution?
6. How will the new Partner program cooperate and articulate with the existing Flagship overseas program?

Collaborative Innovation grants support innovations between the applicants, Flagship Centers, and Flagship Partners to advance the Flagship mission of undertaking and promoting advanced instruction in Flagship languages. Collaborative Innovation projects are smaller grants that support specific initiatives that address a specific need or needs identified by the Flagship Centers and their Partners in the broader community.

Project proposals for materials development, curricular enhancements, or other learner tools that directly benefit Flagship Centers and the larger instructional community will be considered. In addition, 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. **Applications that promote stand-alone projects that do not clearly support collaboration or the mission of The Language Flagship will not be considered.**

Examples of collaborative innovation areas of focus:

1. Development of new curricular materials for Flagship Centers and their Partner institutions.
2. Development of innovative improvements to methods and approaches for highly effective language teaching at Flagship Centers and their Partner institutions.

⁴ The Language Flagship has established its target proficiency at “Superior” as measured by the American Council for Teachers of Foreign Languages or Level 3 as determined by the Interagency Language Roundtable.

3. Development of innovative assessment tools and testing procedures to measure language proficiency at Flagship Centers, their Partner institutions and, potentially, nationwide.
4. The development of innovative technology-based enhancements for language teaching and acquisition, assessment and testing for Flagship Centers and their Partner institutions.

Note: For applications to be competitive, applicant institutions must demonstrate full commitment to this undertaking by demonstrating financial commitment and strong departmental support to the project.

Funding Levels

Diffusion of Innovation grants have a range up to \$250,000 per year for up to three years. Budget requests must reflect the reasonable cost of meeting the objectives and scope of the proposed projects.

Collaborative Innovation grant projects can request funding up to \$100,000 per year for up to three years. Budget requests must be reasonable and also adequate in the context of the project objectives and scope.

Limited Collaborative Innovation funding, up to \$25,000 per year for up to three years, is available for technical assistance to apply the Flagship approach to non-Flagship languages.

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, including making a case for national diffusion and for long-term sustainability.

Note: Applications must be endorsed by a Flagship Center Director. Depending on the size and scope of the proposed grant activity, The Language Flagship suggests that the applicant consider including a project director whose time is dedicated to this initiative.

Eligible Applicants

All Diffusion of Innovation grants must be led by an institution of higher education or an organizational partner affiliated with an institution of higher education. The grant proposal should clearly identify the primary applicant institution and the role of all partners, which may consist of a group of institutions and/or organizations.

The Language Flagship encourages institutions and organizations to propose ways of becoming part of Flagship diffusion of innovation. A single lead institution must submit the application on behalf of the Flagship Center and all project partners. Applications must be approved and signed by a Flagship Center Director prior to submission. Institutions, organizations, or individuals should first contact Flagship Center directors, not NSEP or the Institute of International Education (IIE), regarding their ideas. The directory of Flagship Centers and directors may be found at the end of this document.

Institutional Contribution and Matching Funds

While the Diffusion of Innovation program does not require a fixed matching amount, proposals are considered more competitive if they clearly demonstrate long-term institutional commitment by incorporating the long-term costs of the project into normal institutional operations. To ensure

institutionalization and sustainability beyond the period of the grant, The Language Flagship expects the applicant and all partners to contribute substantial financial and in-kind support for their projects to ensure that project activities will be sustained well after The Language Flagship funding ends.

Equipment

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

FLAGSHIP FOCUS

All applications must focus on the objectives, standards, teaching methods and outcomes (ACTFL Superior and/or ILR Level 3 competency) 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 diffusion, collaboration or the mission of The Language Flagship will not be considered.

PROPOSAL CONTENT

All complete applications must have the following:

1. **Cover Sheet** – Use the form included in this application booklet. This cover sheet must indicate the grant for which you are applying, either Diffusion of Innovation or Collaborative Innovation. The cover sheet must also have the signature of a Flagship Center Director, as well as the signature(s) of the certifying official(s) from the applicant institution.
2. **Abstract** – One page, single-spaced project summary, which includes the proposed activities, the Flagship Center’s role, the proposed adoptors and partners, and the proposed outcomes.
3. **Narrative** – Twenty (20) page narrative responding to selection criteria and guidance provided below. Applicants must submit a complete and concise narrative that clearly responds to each of the selection criteria. The narrative length is a maximum of twenty (20) double-spaced pages, with 1” margins, using a 12 point font. The proposal narrative must reflect the grant type selected on the Cover Sheet.
4. **Summary Budget** – Use the forms included in this application booklet.
5. **Itemized Budget** – A spreadsheet containing itemized costs per year using budget summary categories.
6. **Budget Narrative/Justification** – A document accompanying the budget that explains and justifies budget line items being requested.
7. **Appendices** – Mandatory appendices include a list of complete project contacts, three-page maximum curricula vitae for project personnel, and letters of support. Appendices should be kept to a minimum and follow the format listed below.

The narrative for both Diffusion of Innovation and Collaborative Innovation should include the following:

1. A clear description of the proposed project stating the need, the approach, the methodology, and the significance relative to the goals of The Language Flagship.
2. A description of specific activities to be conducted that will improve language instruction at the target proficiency level and how these will affect student language proficiency.

3. A critical commentary on current research and practices in the field that will guide the development of this project.
4. A clear project management plan with a timeline showing itemized activities and outlining when they will take place, by whom, during which project period.

The budget documents for both Diffusion of Innovation and Collaborative Innovation should include the following:

1. Budget summary forms included at the end of this document to provide a complete budget overview for a project performance period *not to exceed three years*.
2. Budget spreadsheets per project year that include itemized costs using budget summary categories.
3. Budget narratives by project year that 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 and
 - b. How the major cost items relate to the proposed activities.
4. A detailed breakdown of institutional and other support for the project in addition to the federal funds requested.

All project budgets must include the following:

- a. Funding to support participation of up to two individuals at The Language Flagship Annual meeting. This applies only to partners not already covered by a Flagship Center grant;
- b. \$3,000 annually for project dissemination on The Language Flagship website; and
- c. \$4,000 annually for project evaluation to show evidence of progress on the project objectives.

The appendices for both Diffusion of Innovation and Collaborative Innovation should include the following:

1. A list of institutions and/or organizations who have agreed to be partners. This list must contain each partner's complete contact information. The proposal narrative should provide rationale for each partner's involvement.
2. A three-page maximum curriculum vitae for all key personnel listed in the proposal.
3. Letters of support from senior administrators (i.e.: Provost, Dean) for institutions that are proposing to become partner institutions. Letters should indicate institutional support and willingness to institutionalize and contribute to the proposed project.

Applicants must provide ten (10) copies of their proposal, one original and nine review copies.

Note: NSEP and IIE will work with finalists to negotiate a final budget to ensure projects receive appropriate funds that are reasonable and justifiable.

SELECTION CRITERIA

All Diffusion of Innovation and Collaborative Innovation applications will be reviewed based on the following criteria:

1. The 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 description of how the proposed project will contribute to the expansion and institutionalization of advanced level language at the partner institution(s).
3. The existing strength and capacity at the target institution in the areas of faculty personnel, existing degree programs and courses, and enrollments in the target language(s).
4. The extent the project integrates and/or develops research, materials, or proven strategies into advanced-level foreign language instruction.
5. An explanation of how the project will be used to expand, improve and institutionalize advanced-level language education and impact student learning nationally.
6. A description of how this project will contribute and impact the overall success of The Language Flagship through innovation and/or diffusion.
7. The operation and management plan, and a timeline for the project to ensure effective oversight and administration.
8. The qualifications of personnel undertaking the project, demonstrating sufficient time commitment to successfully complete the project.
9. 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.
10. An articulated plan for periodically evaluating project effectiveness and measuring project and learning outcomes.

The Language Flagship recommends that applicants fully address all of the selection criteria.

SUBMISSION PROCESS

You must mail or commercial courier ten (10) copies (an original and nine copies) of your application, on or before the application deadline date, to the following address:

PROMOTING THE DIFFUSION OF INNOVATION APPLICATIONS

The Language Flagship/NSEP
ATTN: Sharon Nishizaki
Institute of International Education
1400 K Street NW
Washington, DC 20005

All applications MUST BE RECEIVED by IIE by 4:30 p.m. on December 19, 2008.

REVIEW PROCESS

A panel of external peer reviewers, IIE, The Language Flagship Office and NSEP staff, will evaluate all eligible applications received by December 19, 2008. Following external and internal review, finalists may be required to provide additional clarification, materials, and project and budget revisions.

The Language Flagship will make final funding decisions for projects following the submission of revised applications. At this time, The Language Flagship cannot make an estimate of available funds, nor project the number of applications to be funded. The Language Flagship, through the IIE, hopes to make funds available for recommended projects starting **June 1, 2009**.

FOR FURTHER INFORMATION CONTACT

Ed McDermott
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National Security Education Program
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**THE LANGUAGE FLAGSHIP: PROMOTING DIFFUSION OF INNOVATION
COVER SHEET**

1. Application Number (Leave Blank): _____

2a. Project Director (Note: project director must be approved by a 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. Proposal Summary:

7. Federal Funds Requested (from Budget Summary)

1st Year: _____

2nd Year (if applicable): _____

3rd Year (if applicable): _____

Total Amount: _____

8. Duration of Project:

Starting Date: _____

Ending Date: _____

Total No. of Months: _____ (no more than 36)

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 governing body of the applicant has duly authorized the filing of the application.

Print Name: _____

Title: _____

E-mail: _____

Telephone: _____

PRELIMINARY BUDGET SUMMARY
THE LANGUAGE FLAGSHIP
PROMOTING DIFFUSION OF INNOVATION

Name of Lead Applicant Institution

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 Institution(s)" 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)				

Signature: _____

Date: _____

PRELIMINARY BUDGET SUMMARY

THE LANGUAGE FLAGSHIP

PROMOTING DIFFUSION OF INNOVATION

Name of Institution/Organization
Partner # _____

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 Institution(s)" 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 CENTERS AND DIRECTORS

AFRICAN

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