Request for Proposal

**THE LANGUAGE
ROADMAP INITIATIVE**

Application Guidelines

DEADLINE FOR RECEIPT OF PROPOSAL:

Friday, March 31, 2017

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PREFACE

The Institute of International Education (IIE) is pleased to provide you with application materials to create or further develop and sustain a Language Roadmap in your state. 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 a statewide Language Roadmap or to reinforce and grow and strengthen an existing Language Roadmap.

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 Flagship support in establishing or reinforcing and strengthening a Language Roadmap. 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;
- African Flagship Languages Initiative;
- South Asian Flagship Languages Initiative;
- 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.

The objectives of the Flagship State Language Roadmap Initiative are to:

- Delineate current and future language and cultural skills needed for a competitive workforce that can function locally and globally;
- Examine state and local needs for language proficiency in the workforce (public and private sector), and corresponding state and local capacity to train qualified graduates;

- Build connections between state and local government, academia, and industry in addressing language needs and capacity;
- Increase public understanding of the importance that language plays in workforce readiness;
- Identify and address how state and local government, and public and private education in the state can increase or adjust resources to meet local, state and national needs;
- Identify and address barriers and challenges to meeting state needs (e.g. teacher training and certification, resources, coordination; tracking of language enrollments and outcomes);
- Increase the pipeline of students graduating with language proficiency for entry into Language Flagship and other federal language, culture and international studies programs, or government and military careers; and
- Create a state-specific Language Roadmap document to articulate a plan forward for a statewide effort to address language needs and capacity, with consensus from state and local government, educators, and the private sector.

FUNDING FOR FLAGSHIP LANGUAGE ROADMAP INITIATIVE

Institutional funding will be administered by IIE, which anticipates making three cost-reimbursable awards of up to $100,000 for the first year of funding for a new State Roadmap, and up to $60,000 for a second year or up to $60,000 for one year for a continuation project. 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 each Language Roadmap 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 awards over a total of two (2) years, for periods of 12 months each, beginning on or around June 1, 2017. Applicants will address important outcomes and timetables in their proposals for the following periods:

Project Year 1: June 1, 2017 – May 31, 2018

Project Year 2: June 1, 2018 – May 31, 2019

PERFORMANCE MEASURES AND OUTCOMES

NSEP and IIE will monitor program performance throughout the 2017-2019 award cycle through reviews of annual program and quarterly financial reports, and through site visits. Performance measures and outcomes for the 2017-2019 Roadmap cycle include:

- Publication of a State Language Roadmap that incorporates input from state and local government, education sector, and private sector;
- Evidence of progress toward language capacity goals (e.g. Seal of Biliteracy, teacher training and certification, establishment of new or improved language programs, private sector engagement); and
- Successful review achieved during onsite sponsor visit(s).

SECTION 2: PROGRAM GUIDELINES

The purpose of this solicitation is to award funding to Domestic Flagship Programs for the Language Roadmap Initiative. Successful applicants 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. Integration of state and local government, academia, and industry;
3. Efficient timeline that outlines Roadmap activities and intended outcomes;
4. Effective plan for writing and executing a State Roadmap; and
5. Institutional commitment to support the Language Roadmap through adoption by their state.

LEADERSHIP AND ADMINISTRATIVE STRUCTURE

Committed administration and senior faculty leadership, and clear and effective reporting lines are essential to the success of the Language Roadmap 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 Language Roadmap Director.

- Describe how the Roadmap faculty will be supported by the institution and how the institution will leverage governmental and professional connections and resources of the host institution to support the development of the Language Roadmap.

- Position the Language Roadmap 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 Language Roadmap Initiative resides outside the usual academic structure.

INTEGRATION OF STATE AND LOCAL GOVERNMENT, ACADEMIA, AND INDUSTRY

Integral to the success of the Language Roadmap Initiative is the participation and involvement of the state and local government, the state's K-12 and higher education community, and local business and industry leaders. State and local governments provide strategic direction, policies, and credibility, and are positioned to ensure that recommended Language Roadmap policies become adopted. The education sector oversees the language learning within the state, and therefore is challenged to provide graduates with high-level communicative competence. Businesses require individuals with language and cultural skills and provide the demand for a workforce with these skill sets. It is vital that the education community, government, and businesses work collaboratively on this initiative as equal partners.

Applicants will provide details of how they will:

- Convene a group or groups of state and local government leaders, K-12 and higher education representatives, and local business leaders to identify language needs and capacity in the state.

- Include state and local government leaders to communicate the government's position on the importance of language and cultural skills in the state and also to engage in planning for any initiatives arising from the Roadmap.

- Involve both K-12 and higher education representatives to communicate the capacity and challenges for increasing student outcomes in language and cultural skills.

- Engage local businesses to establish what companies need for language and cultural skills, the type of additional skills needed, and how government and academia can assist in developing qualified individuals to meet these needs.

- Convene a working group to develop, write and present a draft Language Roadmap to stakeholders. The working group will revise and refine the Roadmap document based on feedback from stakeholders.

- Identify plans or mechanisms to follow through on Roadmap recommendations beyond the term of the grant.

ROADMAP TIMELINE

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

- Provide a detailed timeline for both years of funding. The first year must include the development of a State Language Roadmap proposal by the Roadmap leadership and drafting committee. Second year activities may also include activities that serve to strengthen and improve the Language Roadmap. For states that already possess a Language Roadmap, one year of funding will be available to focus on activities to improve and reinforce the Language Roadmap, to include an updated Roadmap strategic document, if needed.

- Outline in the timeline the activities needed to bring representatives of the entirety of the state education community, state and local government, and industry together. These should include anticipated dates, events, activities, and the organization/individual responsible for coordinating each event.

- For states that already possess a Language Roadmap, include successes and lessons learned during the initial Roadmap period and articulate how this continuation effort will build upon previous efforts. Additionally, innovative ideas should be included that address aspects, partners, and environments that were not components of the original Roadmap or activities that require reinforced or renewed efforts.

STATE ROADMAP PLANNING AND EXECUTION

Planning and executing a Language Roadmap requires concerted effort and working with stakeholders across government, education, and industry. This plan will chronicle the events and activities necessary to generate a Language Roadmap, which will serve as a statewide strategic document to identify and address unmet language needs. In addition to the development of a Language Roadmap, this plan must address how the Language Roadmap activities will be executed. As such, an effective proposal will:

- Demonstrate activities where businesses, education communities, and government representatives identify the languages of need across the state. The proposed activities clearly address how business, academia, and local government will be involved and how language needs will be elicited.

- Articulate how these sectors of interest propose to develop the multilingual talent to meet the identified needs for business, education, and government. This may be presented across various sectors of the state's resources, to include K-12, the university system, local communities, etc.

- Define clear educational objectives for the education sector, and what policy changes are necessary to achieve this outcome.

- Include the general public as a stakeholder and detail how and through what means the importance of high-level language and cultural skills will be disseminated to this important audience, and the benefits to the state that will result.

INSTITUTIONAL COMMITMENT

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 to support and ensure the implementation of Language Roadmap efforts. Institutional support must be demonstrated by a clear commitment to the Roadmap Initiative and by support for project undertakings. Successful applicants will:

- Describe how the Language Roadmap Initiative will be supported by the institution's administration and how the 2017-2019 Roadmap Initiative funding will impact the institution.

- Demonstrate that the host institution, government, and industry are committed to supporting Flagship efforts that ensure that the Language Roadmap will be integrated and supported by the state with no further financial contributions by Flagship.

- Identify collaborative current or potential external funding sources to support Language Roadmap efforts.

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
- Language Roadmap Project Director/Principal Investigator (PI): Applicants are strongly encouraged to provide institutional support for most of the time to demonstrate commitment to the Language Roadmap effort. A course release or other form of institutional support for the PI is acceptable given the level of anticipated effort.
- Coordinator: Applications are encouraged to include a percentage of a Project Coordinator's time for this effort to support the planning and coordination of events as well as the management of Language Roadmap documents.

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 Language Roadmap, or to make presentations in support of the Language Roadmap.
- Other Travel: As necessary for invited participants and speakers at Language Roadmap events.

Other Costs
- Honoraria: Honoraria or other forms of payment may not be provided to staff from other Flagship programs for consultation or evaluation work. Reimbursements for travel, per diem and lodging can be provided. Additionally, honoraria may not be provided to U.S. or foreign government officials.
- K-12 Outreach and Dissemination Activities: Limited funding may be used for outreach and dissemination of Language Roadmap elements to K-12 schools that have a role in the Language Roadmap Initiative.
- Promotional Materials: Limited funding may be used for Language Roadmap-related brochures, handouts, signs, banners 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 events and cultural activities may be included in the budget. All organized events must demonstrate their relevance toward the development and later adoption of the Language Roadmap.

SECTION 4: MERIT REVIEW PROCESS AND EVALUATION CRITERIA

MERIT REVIEW PROCESS

Proposals will be evaluated by a merit-review panel organized by IIE. The panel, which may include outside evaluators, will rank proposals and make recommendations. Final funding decisions will be made by 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. Quality of leadership, proposed administrative structure and staffing: 20 points

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

- Show evidence of experienced leadership capable of implementing and staffing a high-quality Language Roadmap?
- Describe the administrative structure of the Language Roadmap with clear reporting arrangements to senior campus administration?
- Describe a clear plan to develop and author the Language Roadmap, including the partnership with government, the education community, and representatives from industry?

II. Integration of state and local government, academia, and industry: 20 points

Proposals will be evaluated on the degree to which they integrate government, education, and industry in the development of a Language Roadmap. Does the proposal:

- Show evidence that government, education, and industry will play an active role in the development and execution of the Language Roadmap?
- Describe how government, the education community, and industry will be involved in identifying the language needs of the state and proposing solutions that can be achieved at the state level?
- Describe clear roles in articulating and addressing the language needs for each of these stakeholders?

III. Efficient timeline that outlines Roadmap activities: **20 points**

Proposals will be evaluated on the degree to which they provide a single, detailed timeline that outlines the planned activities, the stakeholders involved, the roles of the stakeholders, and how a Language Roadmap will be developed and executed. Does the proposal:

- Provide a detailed timeline for both the first and second year of potential funding?
- Include the completion of a State Language Roadmap in the first year?
- Focus second year efforts on the adoption of the Language Roadmap at the state level, and also include activities that serve to strengthen and improve the Roadmap?
- (For states that already possess a Language Roadmap) Focus on activities that improve and reinforce their current Roadmap, to include an updated Language Roadmap strategic document, new partners and/or activities?
- (For states that already possess a Language Roadmap) Focus activities on execution of the updated strategy?
- Include in the timeline an outline of activities and events necessary to bring the education community, government, and industry together (e.g. these should include specific dates, events, activities, and the organization/individual responsible for coordinating each event) and the anticipated goals for each of these?

IV. Effective plan for writing and executing a State Roadmap: **20 points**

Proposals will be evaluated on the degree to which they clearly and effectively include a plan for how a Language Roadmap will first be developed and then executed. This plan will chronicle the events and activities necessary to generate a Language Roadmap, which will serve as a statewide strategic document to meet identified language needs. Does the proposal:

- Work with businesses, the education community, and government to identify the languages needed and the language needs across the state?
- Clearly address how business, the education community, and the government will be involved and how language needs will be elicited?
- Articulate how the state will develop the multilingual talent to meet the identified needs for business, the education community, and local government (e.g., this may be presented across various aspects of the state's resources, to include K-12, the university system, local communities, etc.)?
- Define the educational objectives to achieve the desired outcomes?
- Include the general public as an important stakeholder and detail how and through what means the importance of language and culture will be disseminated to this audience?

V. Institutional commitment: **10 points**

Proposals will be evaluated on the degree to which the institution demonstrates support for and capacity to work with governments, educational communities, and businesses. Institutional commitment can be shown in a number of ways. Applicants must demonstrate how they will invest in the success of this project. Does the proposal:

- Demonstrate institutional support and commitment for the Language Roadmap?
- Indicate how the Language Roadmap is supported by the institution's administration and how it fits into the institutional goals?

VI. Budget and Cost Effectiveness: 10 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 a Language Roadmap?
- 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 a Language Roadmap 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 adoption of a State Language Roadmap, 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 Language Roadmap, 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), business partners, education community members and government representatives who indicate a willingness to support the Language Roadmap Initiative.

BUDGET CONTENT

A complete budget should include:

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

Submit budget narrative justifications encompassing separate timeframes. The first Language Roadmap budget justification should correspond to the June 1, 2017 through May 31, 2018 budget. If this is a new Language Roadmap effort, a budget justification covering June 1, 2018 through May 31, 2019 will also be required.

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, 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

Applicants are required to attend a webinar that will be held to field questions regarding this solicitation on:

- **February 13, 2017, 2:00 – 4:00 p.m. ET**

To participate in a webinar, please send an e-mail to flagship@iie.org indicating the names and e-mail addresses of the attendees. Participants will receive a confirmation email with instructions for joining in the webinar.

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, Inc.
> 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, March 31, 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.