

# PROJECT OBJECTIVES, GOALS, AND IMPLEMENTATION (POGI)

## FY 2027 Fulbright Scholar Program

**Funding Opportunity Number: DFOP0018696**

### Office of Academic Exchange Programs, ECA/A/E

The POGI guidelines apply specifically to the Notice of Funding Opportunity (NOFO) issued by the Office of Academic Exchange Programs (ECA/A/E) for the FY 2027 Fulbright Scholar Program. Proposals must conform to the solicitation, the guidelines in this document, and the standard Proposal Submission Instructions (PSI). Any application not adhering to these conditions may be deemed technically ineligible.

These guidelines are **in addition to** the requirements outlined in the solicitation and PSI. In the event of a discrepancy between documents, the solicitation takes precedence.

#### I. STATEMENT OF WORK

Pending the availability of funds, the Bureau of Educational and Cultural Affairs (ECA) of the U.S. Department of State will enter into a Cooperative Agreement with a U.S. public or private non-profit organization meeting the provisions of a 501(c) 3 to administer the FY 2027 Fulbright Scholar Program. The Fulbright U.S. and Visiting Scholar Programs annually provide approximately 970 awards to U.S. scholars and professionals to lecture and/or conduct research abroad and approximately 1,025 awards to visiting (non-U.S.) scholars to lecture and/or conduct research in the United States.

In addition to providing administrative services for the core U.S. and visiting scholar programs, the cooperating organization will be responsible for administering several Fulbright Scholar Program components and activities, including, but not limited to, the Fulbright Scholar-in-Residence Program (S-I-R); Global Scholars Program; International Education Administrator (IEA) Seminars; Fulbright Outreach Lecturing Fund (OLF); research-based, cohort programs to address priority policy areas and other special awards that align with U.S. government priorities. An abridged calendar of program activities is included below in subsection I.

Projected participant numbers for each of these programs are included in the chart below. ECA reserves the right to reduce, revise, or increase funding amounts and participant numbers, pending the availability of funds, the needs of the program, and U.S. Department of State foreign policy priorities. Should the Fulbright Scholar Program be awarded for FY 2027 to an

organization that does not currently administer the Program, the new organization and the current administrator of the Fulbright Scholar Program will be required to collaborate closely to ensure a successful transition.

<b>FY 2027 Fulbright Scholar Program Component</b>	<b>U.S. Scholars</b>	<b>Visiting Scholars</b>	<b>Total Scholars</b>
<b>Core One or Two Semester Awards</b>	850	950	<b>1,800</b>
<b>Fulbright Global Scholars Program</b>	20	0	<b>20</b>
<b>Scholar-in-Residence Program</b>	0	50	<b>50</b>
<b>International Education Administrators Seminars</b>	85	10	<b>95</b>
<b>Research-Based Cohort Programs</b>	15	15	<b>30</b>

The proposal should demonstrate a clear understanding of the higher education sector in the U.S. and in other countries, including current trends, opportunities, and challenges in U.S. higher education and abroad. The proposal should further demonstrate this understanding as it applies to the implementation of the Fulbright Scholar Program worldwide.

### **Recipient Responsibilities:**

#### **A. Responsibilities for the Fulbright U.S. Scholar Program include:**

The Fulbright U.S. Scholar Program provides awards to approximately 970 U.S. scholars to travel to more than 135 partner countries/locations to conduct advanced research and teaching at institutions abroad. For the core U.S. Scholar Program, programs range in duration from one semester to a full academic year.

##### **A.1. Recruitment of Applicants**

The award recipient will prepare a comprehensive plan for recruitment of U.S. Scholar applicants for all grant opportunities.

The recruitment plan should be a specific component of a general communications strategy, which includes both recruitment and general program marketing and promotion. The recruitment plan should take into consideration different audiences and key messages. A separate outreach, marketing, and publicity plan for general promotion should be provided separately and is described later in this POGI. The recruitment plan is subject to approval by the Office of Academic Exchange Programs (ECA/A/E) before implementation and should be

carried out in close coordination with ECA/A/E's Outreach staff. The recipient organization must follow all relevant Fulbright branding guidance and ECA communications requirements.

All plans for U.S. recruitment activities and initiatives for the Fulbright U.S. Scholar Program should incorporate specific strategies for recruiting a pool of qualified applicants. The award recipient should also include targeted recruitment efforts to attract qualified individuals from all higher education institutions, contingent faculty and scholars, professionals who are unaffiliated with colleges or universities, and applicants from a wide range of applicable academic fields and professions. Recruitment should be carried out at locations across the United States, with the aim of identifying applicants across all states. The recruitment plan should also include strategies for recruitment on a country/program and award-level basis.

ECA's sponsorship, management, and oversight of the Fulbright Program must be emphasized in all recruitment activities, and the <https://www.fulbrightprogram.org> website should be provided as the primary source for general program information.

A competitive proposal should contain a comprehensive recruitment plan that targets qualified applicants as follows:

- U.S. scholars, including early career academics (those who received doctoral degrees or terminal degrees in selected fields within the past five years).
- Contingent U.S. faculty and independent scholars, including adjunct faculty and instructors, postdoctoral fellows, and visiting professors who may have multiple institutional affiliations or whose institutional affiliation may change frequently.
- Faculty and administrators from U.S. higher education institutions of all sizes, classifications, and locations.
- Scholars who are experts working outside of U.S. higher education, in private research institutions, including research labs, museums, think tanks, and NGOs, and professionals including scientists, attorneys, business professionals, public policy professionals, artists, and others, especially in priority policy fields of strategic importance to the United States.

The recruitment plan should also include:

- Proposed recruitment materials and activities, including, but not limited to, print and digital content, social media assets, videos, conferences and campus visits, and other in-person or virtual outreach activities and events. Print and electronic recruitment and outreach publications may include targeted advertisements, flyers, one-pagers, presentation slides, brochures, and infographics, etc.

- A strategy for utilizing virtual recruitment tools and a plan for implementing a series of high-quality and engaging general information and program-specific webinars for potential applicants.
- Detailed plans for undertaking recruitment for specific disciplines, countries, and awards within countries. This should include ideas for coordinating with Fulbright Commissions and U.S. embassies involved in recruitment and outreach for the Fulbright U.S. Scholar Program.
- A plan to expand and develop the network of higher education administrators, faculty, and alumni who support recruitment efforts and serve as a point of contact for potential applicants and campus leadership.
- Tailored in-person and/or virtual seminars reaching Fulbright Scholar Liaisons and faculty from institutions throughout the United States.
- A targeted approach for engaging Fulbright U.S. Scholar Program alumni to assist in recruitment initiatives and activities for new applicants, and to provide these alumni with appropriate training. This should include innovative recruitment approaches such as alumni playing roles in virtual outreach and contributing to outreach initiatives and campaigns through involvement in videos, graphics, and social media deliverables, where applicable.
- A plan to conduct recruitment at U.S. campuses and relevant conferences through exhibits, presentations, and meetings with potential program applicants, alumni, and administrators, both in-person and virtually, to increase participation in the program.
- Ideas for new or continued partnerships with academic, educational, professional, non-profit, and private sector organizations to reach new audiences for the Fulbright U.S. Scholar Program. The award recipient should confer with ECA/A/E on an annual basis to catalog, review, assess, and revise the comprehensive list of organizations and associations that support Fulbright Scholar and Student recruitment and outreach.
- A communications strategy that includes regular content updates to the [www.fulbrightprogram.org](http://www.fulbrightprogram.org) and [www.fulbrightscholars.org](http://www.fulbrightscholars.org) websites, and a social media content plan for Fulbright's global platforms, for both outreach and recruitment.
- A detailed strategy to successfully pitch stories and articles highlighting the program's significance, prominent alumni, and award opportunities to a range of traditional and new media platforms and publications at various levels including, but not limited to, campus-based, local, and national higher education and others with distribution to target recruitment audiences across sectors.

- Plan for successful collaboration with the U.S.-based cooperating partners that administer other components of the Fulbright Program.

In addition to providing a comprehensive recruitment plan, the award recipient will:

- Develop a strategic approach to U.S. scholar outreach, including targeted collaboration with U.S. higher education leadership to increase support of, and participation in, the Fulbright Program. This includes ongoing review and analysis of all aspects of the U.S. scholar program model to ensure that the program is responsive to the needs of U.S. scholars and higher education institutions.
- Ensure that a broad network of U.S. college and university campus contacts for the Fulbright Scholar Program is appropriately identified, trained, and informed to act as program representatives at their respective institutions and play a robust role in recruitment and program promotional efforts on campus. Maintain a list of these representatives and share it with ECA/A/E staff and other Fulbright Program partners. These representatives are expected to share information about all Fulbright Program components, including the Fulbright Specialist Program and Fulbright Student Program, on their respective campuses. They should work with appropriate educational, professional, and academic newsletters, journals, and online publications to promote the Fulbright Scholar Program generally and specific award opportunities.
- Encourage scholar program alumni to highlight their Fulbright alumni status, identify themselves as alumni, and share their Fulbright experience at discipline-specific or other conferences not related to academic exchange.
- Provide participants and alumni with information about Fulbright alumni networks, promote their use of the *Fulbrighter* professional networking platform and the Fulbright Association, and collaborate with ECA/A/E to ensure that these networks further support recruitment, promotion, and outreach goals.
- Plan and implement regional, institution, and/or organization specific recruitment seminars, both in-person and virtually, for administrators, faculty, and professionals. The seminars should leverage innovative methods for engaging audiences both on U.S. campuses and outside of academia.
- Provide ECA/A/E with a list of proposed recruitment seminars, conferences, and meetings where the award recipient's staff will make presentations. Information about specific conferences, meetings, and events should be provided to ECA at least four months prior to each event. ECA/A/E should consult on proposals for participation in conferences and seminars. Participation, including panel and proposal submissions and speaker selections, should be approved by ECA/A/E four weeks before proposal submissions are due. Outlines of proposed presentations should be provided to ECA at least two months prior to submission deadlines for each event.

- For conferences and other outreach events listed in the recruitment plan, advise ECA of any complimentary registrations that the award recipient does not plan to use, which might be returned to ECA for use at its discretion. Returned registrations should be documented in the Performance Progress Report.
- Publish annually an online directory of U.S. Scholar and Visiting Scholar award recipients. Directory entries should be searchable, and include participant name, home country, home state, home institution, country of program, receiving state, receiving institution, and field of study.
- Develop and maintain outreach and recruitment mailing and email lists. In addition, for the purpose of targeted recruitment, develop a comprehensive list of publications by regional academic associations, professional organizations, the private sector, and specialized groups, and assess their applicability.
- Utilize public or subscription-based databases of academic research and scholarship for targeted recruitment of U.S. scholars. Provide access and training for Fulbright Commission staff on those databases.
- Design and implement tailored recruitment materials, events, and activities, both for virtual and in-person formats. These should include, but not be limited to, print and digital content, videos, conferences, and campus visits. Recruitment materials should include descriptions of Fulbright program participants' experiences and accomplishments; the positive impact that the program has made on individuals, institutions, and sectors; and a focus on resulting collaborations or partnerships in areas of interest or strategic importance. Recruitment materials and activities must align with the laws and policies of the United States and support public diplomacy goals. The award recipient should consult with and submit plans to the ECA/A/E Outreach staff on all proposed recruitment materials, events, and activities prior to development and deployment.
- Provide information on other Fulbright exchanges, including the Fulbright U.S. Student Program, the Fulbright Specialist Program, and opportunities for U.S. higher education and other eligible institutions to benefit from involvement with the Fulbright Program, at all of the award recipient's recruitment events and opportunities.
- Manage social media assets specific to the Fulbright U.S. Scholar Program. The Fulbright flagship social media accounts have nearly 900,000 followers collectively and have developed an audience that expects a specific storytelling framework which features stories about participants and alumni that show the impacts of the program on individuals, institutions, and sectors. Images, videos, profiles, infographics, and data visualizations may be used, within this framework, when appropriate, for recruitment.

The award recipient's social media content manager(s) should work closely with ECA/A/E Outreach staff for platform-specific guidance.

- Manage website assets specific to the Fulbright U.S. Scholar Program. The award recipient should utilize website assets primarily to share the impact of the Program through long-format stories and thematic landing pages, but the award recipient may also utilize profiles and feature pieces focused on specific programs for recruitment purposes, where appropriate. The award recipient's website content manager(s) should follow guidance provided by ECA/A/E Outreach staff.

## **A.2. Application, Screening, and Selection Process**

Maintaining an effective, merit-based selection process is a key requirement for the success of the Fulbright U.S. Scholar Program. The award recipient will be responsible for managing the application submission, technical review, and screening and selection process.

Applicants should demonstrate organizational capacity and plans to support the following activities for application submission, screening, and selection:

- Issue an annual request to U.S. embassies and Fulbright Commissions to review and update U.S. scholar award opportunities using an online editing platform, in close coordination with ECA/A/E. The award recipient should then incorporate the submitted updates for publication on the Fulbright Scholar Program website no later than February 2027. This listing should contain details regarding opportunities for Fulbright U.S. Scholar awards and include various indices for U.S. applicants to search for suitable awards.
- In consultation with ECA/A/E, develop, maintain, and publicize an online application form for Fulbright U.S. Scholar awards.
- Respond to queries by phone, electronically, or in person from potential applicants.
- Receive and screen all applications submitted to the program and conduct a technical review of all applications for eligibility and completeness based on Chapter 600 of the J. William Fulbright Foreign Scholarship Board (FFSB) Policies (<https://www.state.gov/wp-content/uploads/2025/12/FFSB-Policies.pdf>). Provide a checklist of criteria by which the applications were screened, and confirm that screening has taken place when slates of recommended candidates are transmitted to ECA/A/E.
- As part of the technical review process, screen applicants for eligibility under FFSB Policy 626.2 (Persons Arrested for, Indicted for, Charged with, or Convicted of a Felony or a Misdemeanor; or Subject to Disciplinary Measures for Misconduct). Collect additional documentation from applicants, as necessary, and transmit to ECA/A/E for eligibility review by the FFSB.



- Propose a peer review timeline and process, including: arranging a review of applications by external review committees; and recruiting, selecting, training, and compensating appropriate U.S. academic and professional experts to review applications. Peer review committees should include, but not be limited to, Fulbright U.S. Scholar alumni from all higher education institutions, other academics, and professionals with relevant backgrounds. Committees should incorporate country or regional experience in addition to discipline expertise.
- The proposal for peer review should include an approach to convening external review committees virtually, while still providing for real-time discussion of scholar applications. This virtual approach must include ECA/A/E staff as observers. The award recipient must provide ECA/A/E with biographical information on the committee members and logistics for these committees three to four weeks prior to the meetings (or at the same time that review committees receive their application materials).
- In December 2027, provide ECA/A/E with the results of the peer review process, including data on the number of applications and recommended candidates for all U.S. scholar awards, by country and world region.
- Submit the applications of candidates recommended by the U.S. peer review committees to U.S. embassies and Fulbright Commissions through an electronic system for in-country review and track responses in a timely manner.
- Assist in arranging post-peer review videoconferencing between commissions/U.S. embassies and U.S. scholar candidates, as requested.
- Submit the applications of candidates to ECA/A/E for transmittal to the FFBSB for final selection. Working with the recipient organizations of other Fulbright Programs, maintain and update the online transmittal system by which applicant data for all Fulbright Student and Scholar Programs is transmitted to ECA and the FFBSB.

### **A.3 Post-Nomination Services**

Fulbright U.S. Scholar Program applicants who are recommended through the U.S. peer review process are nominated for further consideration by the FFBSB and binational Fulbright Commissions or U.S. embassies abroad.

Following the nomination of Fulbright U.S. Scholar candidates through the peer review process, the award recipient will:

- Respond to queries from candidates about awards after nomination and before final selection decisions.
- Prepare and send notification letters to applicants who are not selected for awards (non-select letters).



- Prepare and send correspondence to all selected and alternate Fulbright U.S. Scholars, informing them of their status in a timely manner. This includes notification of final FFSB selection.
- Process participant withdrawals from the U.S. scholar program and notify ECA/A/E; indicate availability of alternates. Ensure that Fulbright Commissions and U.S. embassies are promptly informed of any changes.
- Work with ECA to prepare and distribute materials to finalists about their selection, including self-promotional materials like sample press releases for local institutions and media outlets.
- Provide pre-departure advice and information to all participants. Prepare and clear country-specific information with ECA/A/E staff and distribute it to selected participants. Promote the suite of virtual pre-departure resources and the *Fulbrighter* network.
- Provide an electronic system to collect, review, and track participant medical clearance forms, in consultation with ECA and other Fulbright Program partners worldwide. Ensure that the system facilitates the medical clearance process for selected participants while safeguarding personally identifiable information (PII). Contract with a qualified U.S. physician for review of medical forms and suggest methods for establishing a pool of qualified medical professionals as future resources. Systematize a method for pre-notifying ECA when there is a conditional medical clearance to ensure that the nominee, Fulbright Commission, and/or U.S. embassy address concerns prior to affiliation with a host institution and arrival in country.
- Prepare grant terms and conditions documents for Fulbright U.S. Scholars going to countries without Fulbright Commissions and certain Fulbright Commission countries, as directed by ECA/A/E.
- Respond to questions from Fulbright U.S. Scholars on issues related to their awards, including status of affiliation, stipend levels, dependent allowances and schooling, and housing allowances.
- Advise participants on regulations regarding use of U.S. airline carriers for U.S. government-funded travel. The award recipient should ensure that relevant travel adheres to regulations of the “Fly America Act.”
- Enroll participants going to countries without Fulbright Commissions in ECA’s health benefits program, Accident and Sickness Program for Exchanges (ASPE), and/or other health benefits plan as directed by ECA.

- Advise grantees participating in ASPE of program policies, benefits, limitations, and procedures for filing health benefits claims.
- In accordance with Federal, Department of State, and Fulbright Program policies and practices, and in close consultation with ECA/A/E, the award recipient should work directly with Fulbright candidates who may need reasonable accommodations for medical conditions.
- Develop and submit a comprehensive participant monitoring plan for the Fulbright U.S. Scholar Program, including specific approaches to monitoring scholars on special programs, such as the Global Scholars Program. The safety and security of U.S. citizens abroad is a top priority for the Fulbright Program. The monitoring plan should clearly indicate which staff members are responsible for the monitoring of U.S. Scholars and the level of effort anticipated. In consultation with ECA/A/E, establish protocols for systematic monitoring of Fulbright U.S. Scholars through in-person and/or virtual communication. At a minimum, the award recipient should communicate with program participants at the beginning and end of the grant period, and at least one additional time during the program. However, ECA welcomes the proposal of even more robust monitoring protocols. Fulbright U.S. Scholars should have clear points of contact to address any concerns or issues while on program. This plan does not supersede the role and responsibilities of Fulbright Commissions and U.S. Embassy Public Diplomacy Sections for in-country monitoring, which are outlined in the Commission Manual and the Foreign Affairs Manual (FAM). The proposed monitoring plan should include a clear approach to ensuring communication about grantee issues with ECA/A/E, Fulbright Commissions, and U.S. embassies.
- Assist ECA in handling crises affecting U.S. participants abroad including, but not limited to, medical emergencies and medical evacuations, health and well-being, natural disasters, political or societal unrest, and repatriation of remains. This includes emergency support services in the event of program suspensions and/or circumstances necessitating the repatriation of U.S. scholars from overseas.
- In consultation with the ECA/A/E regional branches, respond to renewal/extension inquiries and requests from U.S. scholars.

#### **A.4 Pre-Departure Orientation Programs (PDO)**

The award recipient is responsible for management of all components and logistics of the virtual PDO programs for participants of the Fulbright U.S. Scholar Program as well as for participants of the Fulbright U.S. Student Program. In addition to the PDO, the award recipient should develop, curate, expand, and maintain a suite of pre-departure resources in consultation with ECA. The award recipient will:

- In consultation with ECA/A/E, plan and administer up to eight interactive, virtual PDO programs. Orientation size will vary depending on the number of grantees for each program component. Regional orientations for Fulbright U.S. Scholar and Fulbright U.S. Student Programs should be planned, as well as separate sessions for the Fulbright English Teaching Assistant Program, focusing on teaching techniques and classroom management.
- In consultation with ECA/A/E, create an overall timeline for all PDO programs, including planning dates and deadlines. Notify ECA/A/E immediately if delays occur and the implications.
- Produce a plan to utilize U.S. embassy staff and/or program alumni to provide insight, support, and guidance to participants, through virtual participation and mentorship. Provide participants with the virtual suite of pre-departure resources and *Fulbrighter* networking platform and encourage their use during pre-departure as well as throughout the exchange program.
- In consultation with ECA/A/E, conduct a competition to solicit proposals from eligible organizations, including higher education institutions or other qualified entities, to organize virtual PDO events and develop related content. Manage the request for proposal and selection processes in collaboration with ECA. Identify organizations to deliver virtual PDOs based on participant numbers, dates, and other parameters set by ECA/A/E; negotiate cost-effective contracts for services; and coordinate with selected organizations on logistics, as required. The award recipient should not sign any contracts with selected implementing organizations until receipt of approval from ECA/A/E.
- In consultation with ECA/A/E, develop content for pre-departure orientations, webinars, and other possible uses, which prepares participants to have a successful exchange experience. Alumni should be used as speakers, resources, and consultants. Alumni stories and examples should be integrated throughout the orientations. Participants should be able to review materials and resources prior to and during their exchange. Maintain a virtual platform that provides orientation information, country-specific materials, and other resources. Solicit and analyze feedback from users to propose future improvements.

### **A.5 Program Planning and Reporting Management**

The applicant's proposal should demonstrate how program planning and management will contribute to the success of the Fulbright Scholar Program; ensuring that mutual understanding, lasting academic and professional connections, and the achievement of long-term U.S. foreign policy goals are strengthened by Fulbright Scholar exchanges. The award recipient will:

- Maintain participant data electronically, including individual grant amount, home and/or receiving institution cost-share, and fiscal year of funding. Required data fields for the electronic data system include, but are not limited to, the following: first name; middle name; last name; sex; race and ethnicity; date of birth; country of citizenship; country of program; country of residence; participant type; field of study/research topic; home institution; receiving institution or affiliation; Fulbright Program category/subcategory; fiscal year of funding; award amount; home/receiving U.S. state; and Congressional district. Ensure data is accurate prior to submitting to ECA for use in U.S. Department of State statistical reports.
- Design interim and final participant reports and an online system for their submission and ensure that scholars complete these programmatic reports as required. Ensure that submitted participant reports are available to ECA/A/E, Fulbright Commissions, and U.S. embassies.
- Submit all required reports. (See section on “Program Reporting” under “Program Specific Guidelines” for guidance on required statistical and financial reports.)

## **B. Fulbright Visiting Scholar Program**

The Fulbright Visiting Scholar Program provides grants to approximately 1,025 visiting (non-U.S.) scholars from over 120 partner countries to conduct advanced research and teaching at U.S. institutions, for programs ranging from an academic semester to an academic year. Responsibilities of the award recipient for the Fulbright Visiting Scholar Program include:

### **B.1 Outreach**

The award recipient should, in close consultation with ECA, develop a broad strategy for publicity and outreach for the Fulbright Visiting Scholar Program that recruits a broad range of U.S. higher education institutions to receive Fulbright Visiting Scholars. The award recipient will:

- Incorporate current Fulbright Visiting Scholars into the recruitment plan for applicants for the Fulbright U.S. Scholar Program and Fulbright U.S. Student Program and provide them with informational toolkits and training to successfully recruit at their home institutions and broadly.
- In consultation with ECA/A/E, promote a small number of awards established through interagency agreements. Respond to inquiries from prospective applicants, nominees, and participants.

### **B.2 Fulbright Scholar Outreach Lecturing Fund (OLF)**

The Fulbright OLF allows U.S. colleges and universities to request short-term (two- to five-day) visits by Fulbright Visiting Scholars on program in the United States. Colleges and universities and their surrounding communities benefit in a variety of ways. OLF scholars introduce U.S. students to cutting-edge knowledge, research, and technology from around the world and share the history and culture of their home countries while promoting the Fulbright Program. OLFs also learn about U.S. history and culture from activities designed by the receiving institution. In support of the Fulbright OLF, the award recipient will:

- In consultation with ECA/A/E, produce and disseminate materials to promote Fulbright OLF opportunities to U.S. colleges and universities. The materials should emphasize that OLF activities are driven by the academic needs of the U.S. colleges and universities and that they support the Fulbright Program's outreach efforts in every state and region and among all institution types. Where applicable, OLF promotion should be done in coordination with Fulbright stakeholders on campus, including current program participants, recent U.S. scholar alumni who have returned to campus, Fulbright Scholar Liaisons, Fulbright Program Advisors, and U.S. student alumni ambassadors.
- Develop and disseminate OLF materials that advise visiting scholars, Fulbright Commissions, and U.S. embassies about OLF program participation, ensuring that exchange participants are made aware of OLF and provided with up-to-date guidance during pre-departure orientations abroad.
- Provide promotional materials to OLF participants which promote the full range of Fulbright opportunities, managed by all Fulbright implementing partners, for dissemination during their OLF visit.
- Work with U.S. institutions and with Fulbright Visiting Scholars to distribute OLF stipends, arrange OLF travel, support other logistical arrangements as needed, and obtain reports from the receiving institution and scholar after the OLF visit.
- Integrate OLF activities into the broader recruitment and outreach plans for all Fulbright Programs and collect and use OLF content for broad program promotion. Provide guidance to OLFs and institutions to ensure that the content captured is high quality and usable for promotion.
- Provide ECA/A/E with quarterly and final reports on all OLF activity. Quarterly reports should be both programmatic and financial, including information such as scholar name, home country, discipline, home and receiving institution, receiving institution type, activity, cost, cost-share, etc. The final OLF report is due by November 30, 2027, and should be included in the Joint Annual Report (JAR).

### **B.3 Screening and Affiliation**

The award recipient is responsible for applicant screening and arranging and/or confirming institutional affiliations, as necessary, for Fulbright Visiting Scholars in tandem with work done by nominating bilateral Fulbright Commissions and U.S. embassies. The award recipient will:

- Receive and screen all nominated applications from binational Fulbright Commissions or U.S. embassies and conduct a technical review for program eligibility and application completeness. The award recipient will screen all applications for eligibility and suitability according to Chapter 700 of the Fulbright Policies (<https://www.state.gov/wp-content/uploads/2025/12/FFSB-Policies.pdf>), provide ECA/A/E with a list of criteria by which the applications were screened, and confirm that screening has taken place when slates of nominated candidates are transmitted through ECA/A/E to the FFSB for selection.
- In consultation with ECA/A/E, be prepared to manage the application and selection process and conduct a technical review of a small number of applications for awards established through interagency agreements; send eligible applications to the partner U.S. government agency for their review and recommendation of applicants; and solicit feedback on the short-listed candidates from Fulbright Commissions and U.S. embassies to inform final selection of applicants.
- As part of the technical review and eligibility screening, implement a plagiarism review of all visiting scholar applications.
- The majority of visiting scholars are currently self-placed and arrange their own affiliations in the United States. The award recipient will confirm institutional affiliation for self-placed scholars from countries designated by ECA/A/E.
- Arrange affiliations for the remaining Fulbright Visiting Scholars (approximately 30 to 40 scholars annually) at appropriate U.S. institutions. The award recipient should make U.S. embassies, Fulbright Commissions, and potential applicants aware of the affiliation services available for visiting scholars in need of assistance. To the greatest extent possible, Fulbright Visiting Scholars should be placed at institutions of higher education that reflect the wide range of institution types in the United States including, but not limited to, rural institutions, community colleges, and vocational/technical institutions that have less opportunity for, or experience with, foreign lecturers and researchers.
- Encourage and maximize receiving institution cost-sharing for all visiting scholar affiliations and provide detailed reports to ECA on actual cost-share. Monitor trends in receiving institution cost-share and other conditions affecting the Fulbright Visiting Scholar Program.
- Submit slates of Fulbright Visiting Scholar Program candidates from countries to ECA/A/E for transmittal to the FFSB for final selection.

## B.4 Basic Support Services

The award recipient will provide the following basic support services for the Visiting Scholar Program:

- Consult with ECA/A/E regarding the review of medical clearance forms for select visiting scholars; contract with a qualified U.S. physician for the review of medical forms in consultation with ECA/A/E.
- Collect data on primary and secondary health coverage for each participant enrolled in ASPE or other health benefits plan as directed by ECA.
- Enroll participants from countries without Fulbright Commissions in ECA's health benefits program, ASPE, and/or other health benefits plan as directed by ECA.
- Advise grantees participating in ASPE of program policies, benefits, limitations, and procedures for filing health benefits claims.
- In accordance with Federal, Department of State, and Fulbright Program policy and practice, and in close consultation with ECA/A/E, the award recipient will work directly with Fulbright candidates who may need reasonable accommodations for medical conditions.
- Prepare grant terms and conditions documents for participants from all countries without Fulbright Commissions and some countries with Fulbright Commissions, as directed by ECA/A/E, using established monthly stipend and allowance rates. Develop standard or template terms and conditions for use by Fulbright Commissions when issuing grants to commission-administered participants.
- In consultation with ECA/A/E, determine rates for participant monthly stipends (for housing and maintenance) and allowances. Request ECA approval of any changes to established stipend levels, as needed.
- Serve as Alternate Responsible Officers (AROs) for the issuance of DS-2019 forms via the Student and Exchange Visitor Information System (SEVIS), monitoring and maintaining appropriate nonimmigrant visa status for scholar participants at all times. Prepare DS-2019 forms for all Fulbright Visiting Scholars and their dependents and expedite delivery of these forms to Fulbright Commissions and U.S. embassies, well in advance of grant start dates to allow for scheduling of J-visa interviews at the appropriate U.S. embassy or consulate overseas.



- Provide timely documentation for participants' continuation of stay in the United States, border crossings, and employment. Process scholar employment authorizations per Department of Homeland Security regulations and in conjunction with ECA/A/E. Ensure that participants abide by all J-visa regulations.
- For visiting scholars coming from countries without Fulbright Commissions, arrange incoming and return travel for participants via U.S. airline carriers, following regulations of the "Fly America Act."
- In consultation with ECA/A/E, arrange transfer of J-visa program sponsorship to U.S. universities when ECA/A/E and Fulbright Commissions or U.S. embassies approve such requests.
- Contract with a tax service provider to assist visiting scholars in complying with Federal and state income tax regulations. In accordance with *The Tax Reform Act of 1986*, *The Tax Cuts and Jobs Act of 2017*, and other legal requirements, calculate the appropriate income tax amounts to be withheld from visiting scholar grants.
- Develop and submit a comprehensive participant monitoring plan for the Fulbright Visiting Scholar Program, including specific approaches to communicating with U.S. receiving institutions. The safety and security of visiting scholars in the United States is a top priority for the Fulbright Program. The monitoring plan should clearly indicate which staff members are responsible for the monitoring of visiting scholars and the level of effort anticipated. In consultation with ECA/A/E, establish protocols for systematic monitoring of Fulbright Visiting Scholars through both in-person and/or virtual communication. At a minimum, the award recipient should communicate with program participants at the beginning and end of the grant period, and at least one additional time during the program. However, ECA welcomes the proposal of even more robust monitoring protocols. Fulbright Visiting Scholars should have clear points of contact to address any concerns or issues while on program. This monitoring plan should also include a clear approach to ensuring communication about grantee issues with ECA/A/E, Fulbright Commissions, and U.S. embassies, when necessary.
- Proactively monitor Fulbright participants' status, focusing on issues such as cultural adjustment, health and well-being, personal safety, and overall success for their duration of sponsorship, ensuring that there is effective networking among participants in the same U.S. receiving institution or region, and with the U.S. scholars, faculty, and communities in which they are placed.
- Assist ECA in handling crises affecting visiting scholars in the United States, such as medical emergencies and medical evacuations, including issues related to health and well-being and natural disasters. This includes emergency support services in the event of program suspensions and/or circumstances necessitating the repatriation of visiting scholars.

- Provide ECA/A/E with a care list, which includes information on participants who require additional monitoring.
- Design interim and final participant report templates and an online system for their submission and ensure that visiting scholars and U.S. receiving institutions complete these programmatic reports. Provide reports to ECA/A/E, Fulbright Commissions, and U.S. embassies.
- In exceptional cases, process extensions, renewals, withdrawals, and transfers of J-visa program sponsorship, after obtaining ECA/A/E approval. Inform and seek advance approval from Fulbright Commissions and U.S. embassies as appropriate.

### **B.5 Fulbright Scholar Enrichment**

Fulbright Visiting Scholar enrichment programs currently consist of 1) thematically focused three- to four-day enrichment seminars for approximately 125 visiting scholars per seminar that are held in different parts of the United States, 2) a series of local enrichment activities and events organized in predetermined “Anchor Cities” where there are large concentrations of Fulbright Visiting Scholars, and 3) a virtual professional development series with at least two sessions (up to three) offered each academic semester allowing for visiting scholar participation regardless of program start dates. These activities allow scholars to experience the United States, learn from U.S. experts, participate in professional development, explore American excellence in industry and history, and focus on U.S. foreign policy priorities.

The award recipient will work closely with ECA/A/E in the development of a cohesive plan for Fulbright Visiting Scholar enrichment activities, which will:

- Ensure that all activities and programming align with U.S. government priorities, achieve predetermined goals, and are conducted in a fair and timely manner.
- Solicit proposals from eligible organizations to plan, implement, and assess up to two in-person events. Building on Freedom 250 themes, Fulbright Visiting Scholar enrichment seminars should focus on themes related to the promotion of American history and innovation. Activities should include visits to exhibits or cultural programs that showcase American excellence and might feature U.S. founding documents and local American heroes. Programming should also highlight the United States as a global engine of innovative, creative, and cultural leadership particularly in the fields of artificial intelligence, space exploration, medical research, and other frontier technology.
- Solicit proposals from eligible organizations to plan, implement, and assess a series of local enrichment events and activities in cities with significant numbers of Fulbright Visiting Scholars (e.g., Boston, Los Angeles, New York City, and San Francisco).

- Organize four to six virtual professional development programs (up to three each academic semester), open to all Fulbright Visiting Scholars on program in the United States. These activities should be interactive and include subject matter experts on topics of interest to visiting scholars, such as the history and innovation of the United States. Activities should also support their professional growth in areas such as developing professional networks, writing grants and proposals, project management, publishing in academic journals, establishing international collaboration and participation, etc.

To meet these goals, the award recipient will:

- Submit comprehensive plans to ECA/A/E for approval, including all proposed events, before funds are expended or speakers and participants are invited. ECA/A/E must also approve all print and electronic materials related to these activities.
- In consultation with ECA/A/E, solicit proposals from eligible organizations, including higher education institutions or other qualified organizations, to organize enrichment programs and content. Manage the request for proposal process and selection of partner institutions, in collaboration with ECA. Negotiate cost-effective contracts, including possible cost-sharing, for services. Coordinate with selected organizations on logistics, as required. The award recipient should not sign any contracts with selected implementing organizations until receipt of approval from ECA/A/E.
- In consultation with ECA/A/E, create a strategic plan and timeline for all enrichment programs, including planning dates and deadlines. If deviating from those timelines, notify ECA/A/E immediately and provide a summary of implications related to any delay.
- Create and maintain an online calendar of all enrichment events for use by ECA/A/E, the award recipient, and other Fulbright stakeholders.
- Work with the ECA/A/E Outreach staff at least four weeks prior to each event to develop and implement a strategic communications and content collection plan to showcase Fulbright enrichment seminars and highlight visiting scholars attending seminars, as appropriate.
- Remind participants of networking resources, such as the *Fulbrighter* platform, and encourage their use on program and post program.
- Share activity reports submitted by partners implementing activities with ECA in a timely manner, and prepare a final, comprehensive report to be presented to ECA no later than two months after the conclusion of the last FY 2027 activity. The final report contents should be designed through collaboration between ECA and the award recipient.

- For all activities and programming, follow branding guidelines established by the U.S. Department of State and the Fulbright Program.

## **C. Fulbright Scholar Special Program Activities**

### **C.1 Fulbright Scholar-in-Residence Program**

The Fulbright S-I-R Program enables U.S. colleges and universities to apply to receive Fulbright Visiting Scholars from abroad for a semester or an academic year to teach on campus. U.S. applicant institutions seek to receive visiting scholars in critical disciplines to help internationalize their campuses and communities.

In addition to teaching, S-I-Rs may assist in curriculum development, guest lecture, or develop study abroad/exchange partnerships. Scholars also interact with U.S. students, faculty, and staff across campus and within the surrounding community.

In addition to the support services for visiting scholars listed in section B.4 Support Services (above) the award recipient will:

- Develop and implement an innovative recruitment and publicity plan, to advertise the program to U.S. institutions of higher education. Efforts should be made to ensure that all types of institutions in all locations benefit from receiving a S-I-R.
- Produce online program guidelines and application materials in close collaboration with ECA/A/E.
- Carry out strategic planning activities, including conferring with ECA/A/E to design and implement institutional interest surveys, through which U.S. colleges and universities express their interest in submitting an application for the Fulbright S-I-R Program in future program cycles. Provide application guidance to U.S. institutions and feedback on draft proposals, if requested.
- Conduct a review process to evaluate proposals from U.S. applicant institutions and include ECA/A/E in the review.
- Produce and distribute S-I-R program and procedural guidance and related program materials for Fulbright Commissions and U.S. embassies, in close collaboration with ECA.
- After the review process is completed, work closely with the U.S. institutions, Fulbright Commissions, and U.S. embassies to recruit, confirm, and approve individual scholars-in-residence.

- Work with ECA/A/E to present individual scholars to the FFSB for approval.
- Work with scholars until their arrival in the United States and then at their U.S. receiving institutions to ensure that all requirements are met and all logistical arrangements are made. This includes writing grant documents, preparing DS-2019s, handling other J-visa matters, managing compensation, enrolling participants in ECA's health benefits program, and making other logistical arrangements as necessary.
- Provide virtual, pre-departure or arrival orientations and/or seminars specifically designed for S-I-R participants and receiving institutions.
- Monitor activities of S-I-R participants and receiving institutions to ensure that the intended program outcomes are achieved.
- In coordination with ECA/A/E, plan and implement an in-person seminar specifically for the S-I-Rs, which includes current or past representatives of S-I-R receiving institutions as facilitators.
- In collaboration with ECA/A/E, work with a select group of Fulbright S-I-R institutional alumni mentors to advise other U.S. colleges and universities in proposal development and supporting current and future S-I-R receiving institutions.
- Ensure that information about the S-I-R program is up to date and easily findable by scholars and institutions, including guidelines, procedures, participant statistics, etc. The program should be integrated into the strategic communications plan and content should be collected about participant experiences and the program's impact on U.S. receiving institutions. This content should be posted on the Fulbright Scholar Program website and, at the direction of ECA/A/E Outreach staff, should be considered for use across Fulbright digital platforms.

## **C.2 Fulbright Global Scholars Program**

The Fulbright Global Scholar Awards allow U.S. academics and professionals to carry out multi-country, multi-regional projects. Fulbright Global Scholars conduct research and teaching activities in two to three countries abroad with flexible scheduling options. Participants represent a broad range of fields and levels of professional experience. The award recipient will:

- Feature the Global Scholar Awards in U.S. scholar outreach and recruitment efforts, promoting the program to a wide range of scholars at different stages of their professional careers and applicants outside academia (such as attorneys, artists, journalists, and business professionals).
- Respond to inquiries from potential applicants, nominees, and participants.

- Manage the application and selection process for U.S. scholars and conduct a technical review of applications for eligibility and completeness. Arrange the review of applications in accordance with the core U.S. scholar peer review process, including peer review committees organized by disciplines represented in the applicant pool. Work with ECA/A/E to obtain FFSB approval of individual scholars.
- Provide ECA/A/E, Fulbright Commissions, and U.S. embassies with information on the results of the peer review process and solicit Fulbright Commission and U.S. embassy ratings and feedback on applicants.
- Coordinate program-specific virtual, pre-departure orientations for participants, in consultation with ECA, Fulbright Commissions and U.S. embassies, and other relevant stakeholders. Provide Global Scholars with access to the Fulbright PDO site.
- Assist participants with connecting to the relevant Fulbright Commissions and U.S. embassies in their receiving countries to ensure awareness of when these participants will be in-country.
- Provide ongoing support for participants, including disbursement of grant payments, arrangement of travel, and other services as needed.
- Monitor participants through check-ins and ensure the completion and submission of their mid-term and final reports.
- Collect and utilize impact stories and professional achievements from Global Scholars and promote continued networks between the U.S. scholar and the receiving institution(s).

### C.3 Special Cohort and Thematic Programs

In close coordination with ECA/A/E, the award recipient will design and plan special programs to place visiting scholars from selected countries at U.S. colleges and universities and U.S. scholars at receiving institutions in select countries abroad to enhance discipline knowledge, increase professional networks between U.S. and international counterparts, and help participants master new pedagogical approaches. Participants will be early career or senior faculty from tertiary institutions. Special regional and cohort and thematic programs include, but are not limited to:

**The International Education Administrators Seminars (IEA Seminars)** are designed to establish connections between international education professionals in the United States and education officials from higher education systems in other countries and regions. These two-week programs provide approximately 95 scholars the opportunity to explore a country's higher education system and establish new ties and networks with others in the field of international education. Participant numbers for the IEA Seminars vary year-to-year. Seminar activities may

include university and college visits and talks with administrators and faculty in the field of education. For the IEA Seminars, the award recipient will:

- In close consultation with Fulbright Commissions, assist with recruitment, publicity, outreach, and peer review for Fulbright IEA Seminars for U.S. administrators. Seminars will take place in France, Germany, India, Japan, South Korea, Taiwan, and a joint seminar in France/Senegal. In consultation with ECA/A/E, be prepared to conduct targeted outreach to administrators at U.S. community colleges for IEAs and propose a plan to incorporate an additional IEA in Israel into current programming, pending the availability of funds.
- Provide program planning, management, and support services for IEA Seminars for Visiting Scholars from India.
- If requested by ECA, the award recipient will design and manage other special and/or regional programs for Fulbright Visiting Scholars at U.S. colleges and universities and for U.S. scholars at institutions abroad.

ECA/A/E intends to continue supporting up to two research-based, cohort programs in FY 2027. Approximately 30 scholars will participate in cohort programs responsive to U.S. foreign policy priorities for an 18-month period. Additional cohort programs may be requested by ECA, pending availability of funds. For all cohort programs, the award recipient will:

- Actively advise, research, and assist ECA/A/E in the recruitment of highly qualified subject matter expert(s) to serve as distinguished lead scholar(s), and draft and manage a services agreement with the selected individual(s).
- Prepare a program budget and timeline of cohort program activities.
- In collaboration with ECA, manage the recruitment process for U.S. participants and provide guidance to participating Fulbright Commissions and U.S. embassies on the recruitment and nomination of visiting scholars, including the development and dissemination of recruitment materials.
- Develop and manage the application and selection process for U.S. and visiting scholars, including the development and implementation of an online application.
- Provide ongoing support for participants, including grant payments, travel and J visa arrangements, and other services as needed.
- In consultation with ECA and lead scholar(s), organize and administer one or more plenary meetings in Washington, DC, including managing all contracts with outside vendors and working together with lead scholar(s) to plan a complete schedule of



activities that communicate the outcomes of the program as relevant to U.S. foreign policy priorities.

- Assist Fulbright Commissions and distinguished lead scholar(s) to organize and administer meetings outside the United States.
- Provide and administer online communication platform(s) for participants and distinguished lead scholar(s), including monthly plenary webinars, virtual conferencing, etc.
- Monitor participant progress through regular check-ins and their submission of mid-term and final reports.
- Assist and support lead scholar(s) to organize and administer a virtual orientation and virtual monthly plenary webinars including, but not limited to, providing an online meeting platform and disseminating the session agenda.
- Maintain websites with program descriptions and lists of current participants and alumni.
- Encourage private sector participation and support, including cost-share.
- In consultation with ECA, develop a communications plan to highlight program impact and disseminate outcomes. This should include descriptions of the experiences and accomplishments of individual program participants and should utilize multiple platforms of dissemination, including social media, web, video, and traditional print media.

#### **D. General Program Responsibilities of the award recipient**

The award recipient will:

- Provide ECA/A/E with an organizational staff chart and update the staff chart quarterly.
- Provide position descriptions that describe the day-to-day responsibilities of staff, including key personnel, mid-level, and program support positions.
- Maintain current participant data electronically, including individual grant amount, receiving and/or home institution cost-share, name of U.S. embassy or Fulbright Commission, and the fiscal year of funding. Required data fields for the electronic data system include, but are not limited to, the following: first name, middle name, last name, sex, date of birth, race/ethnicity, country of citizenship, country of program, country of residence, participant type, project field/topic, home institution, receiving institution, Fulbright Program category, fiscal year of funding, award amount, home/receiving U.S. state, and Congressional district. Ensure data is accurate prior to submitting to ECA for U.S. Department of State statistical reports.

- Develop protocols for the collection, use, maintenance, and dissemination of PII ensuring that the personal information of Fulbright applicants and grantees is appropriately protected. Protocols should be applied to data submitted for the ECA Annual Statistical Exercise, as well as any PII being transmitted between the award recipient and ECA. Additionally, ECA/A/E encourages award recipients to establish internal protocols ensuring appropriate collection, use, maintenance, and dissemination of PII. Where applicable, ensure these practices fall within parameters required by the European Union's *General Data Protection Regulation* (GDPR).
- Ensure that reports submitted by all scholars are complete and made available to ECA/A/E staff in a timely manner. Material from scholar reports should be used to highlight significant accomplishments in publicity and promotional materials for the Fulbright Scholar Program.
- Populate the Fulbright Program's digital asset management system, the Fulbright Source, a shared virtual platform utilized by all Fulbright implementing partners and administrators. The award recipient must fully integrate the Fulbright Source into all recruitment, outreach, and communications initiatives. The Fulbright Source is designed to provide ECA with the capability to track the impact and success stories of the Fulbright Program worldwide, as well as to give program staff around the world the ability to access and share photos, videos, and other program resources such as informational flyers, press kits, logo files, and annual reports. The Fulbright Source should be utilized for print and electronic outreach, recruitment, and reporting. The award recipient should be prepared to provide the staffing resources necessary to collect, upload, tag, and curate accurate and relevant digital assets for the Fulbright Source, and coordinate with ECA/A/E Outreach staff and relevant program office staff regarding system content and protocols. Continue the analysis of this system and provide ECA/A/E a comprehensive plan for improvements for its organization, usage, and promotion.

#### **E. Fulbright Association (FA)**

In close consultation with ECA/A/E, the award recipient will enter into a sub-award that provides funding to the FA to:

Support activities and projects proposed by the FA and/or its local chapters, which strengthen the capacity and effectiveness of the FA. This may include funding for activities such as virtual or in-person networking events with current Fulbrighters and alumni, professional services for young U.S. student alumni, chapter training, NGO participation, membership drives, IT enhancements, etc. to promote the Fulbright Program and the Fulbright brand. As part of this support, discussion should take place between ECA, the award recipient, and the FA regarding ways the FA could most effectively serve the operational needs of the Fulbright Program, such as by developing, maintaining, and sharing data on high-achieving Fulbright alumni in relevant

fields and sectors, reaching a broad range of alumni; increasing use and adding relevant content to the *Fulbrighter* networking platform; and collecting and contributing materials to the Fulbright Source.

## **F. Outreach, Marketing, and Publicity**

In addition to targeted recruitment for U.S. scholars and professionals, as discussed above, the award recipient will develop and implement an outreach, marketing, and publicity campaign designed to raise public awareness of the Fulbright Scholar Program and to demonstrate the program's significance, innovations, and benefits to campuses and local communities in the United States and abroad. The campaign will also reflect the broad range of backgrounds, academic or professional fields, and geographic regions represented by Fulbright Scholars. The outreach, marketing, and publicity campaign should be designed in concert with recruitment planning, but should focus on informing both a broad, general audience and targeted strategic audiences in the United States and abroad about the objectives, significance, impact, value, and relevance of the Fulbright Program. Any new marketing materials for the campaign must be designed using the current Fulbright Program and U.S. Department of State style and brand guidelines.

The award recipient will:

- Work closely with ECA/A/E Outreach staff to design and implement the outreach, marketing, and publicity campaign to identify content (i.e., videos, images, alumni information, narratives, etc.).
- Maintain, update, and widely promote the [www.fulbrightprogram.org](http://www.fulbrightprogram.org) website, in consultation with ECA/A/E Outreach staff. The website should be used as a gateway directing potential applicants and the general public to the existing, relevant websites for program information and application guidelines, and should include information and content about all Fulbright exchanges, including those administered by other implementing partners. The content should be interactive and must emphasize the accomplishments, experiences, and impact of current and past program participants as well as provide details of current award opportunities. The award recipient must regularly check the website content to ensure that all posted material is current and must submit any new strategies or major revisions of current online materials to ECA for approval prior to development. ECA may request that website content be added or removed in a timely manner, including information pertaining to the awards catalog.
- Provide material on the Fulbright Scholar Program for use on ECA's websites as requested by ECA/A/E.

- Implement ECA/A/E Outreach staff's guidance to create high quality social media deliverables. Draft content considering monthly outreach themes, annual campaigns, media ads, audience needs, trends, behavior, and other factors such as worldwide events, and collaborate with ECA/A/E Outreach Staff to ensure a quality final product in line with Program goals.
- Information published on social media should highlight Fulbright participants and/or alumni, be of a general interest, and should feature Fulbright's impact to Americans and American communities, including the return on investment. A storytelling-based approach, infographics, data visualizations, and video should be employed. The award recipient's social media manager(s) should develop material in a timely manner and be available to collaborate, as requested, with ECA/A/E's Outreach staff.
- Use websites, networks of contacts at U.S. colleges and universities, and educational, professional, and academic discipline newsletters and journals to conduct recruitment and outreach. The award recipient should utilize other recruitment vehicles to reach a broad audience including, but not limited to, professionals, artists, and other at-large candidates outside of academia.
- Work with all Fulbright implementing partners to further develop the Fulbright Program's digital asset management system (the Fulbright Source), including its public-facing portal, to improve the user experience, as well as develop support resources for outreach, recruitment, and reporting. The award recipient should integrate the Fulbright Source into all marketing, outreach, and communication initiatives, if appropriate, regularly collecting, uploading, tagging, and curating digital assets in support of these initiatives. The award recipient should encourage and facilitate Fulbright Commissions, U.S. embassies, and partner organization staff use of the system as a repository for country-, program- and activity-specific outcomes.
- Solicit input about the Fulbright Scholar Program from leaders in U.S. higher education.
- Propose plans to collect, analyze, report, and present outcomes from Fulbright Scholars and alumni – illustrating return on investment and highlighting tangible impacts – and plans to maintain records of outcomes from previous years.
- Coordinate regular topical meetings with ECA/A/E to collaborate on communications related to the Fulbright brand – including outreach and recruitment - which focus on communications strategies including, but not limited to, social media and web. Outreach staff from ECA and other Fulbright implementing partners, the Fulbright Association, the *Fulbrighter* platform, and other Fulbright stakeholders should be invited.

- Propose and produce high-quality promotional videos demonstrating program impact, alignment with policy goals, and return on investment, as directed by ECA/A/E. All proposed promotional videos must be approved by ECA/A/E Outreach staff prior to production. The award recipient should combine resources with all Fulbright implementing partners and consult with outside video production and editing experts, as needed. The award recipient must also follow current Fulbright Program guidelines and ECA communications guidance, as appropriate.
- Provide Fulbright Scholars and alumni the appropriate tools to share stories about their experiences and accomplishments. In consultation with the Fulbright Association, Fulbright Commissions, and U.S. embassies, provide information to scholars and encourage them to join, and be active members of, existing Fulbright-associated professional networks, including the *Fulbrighter* networking platform, national and local alumni organizations, campus-based Fulbright networks, etc.
- Print and electronic publications, program materials, videos, and online platforms, including program websites and social media profiles, should explain the objective of the Fulbright Program and its binational character, and highlight the U.S. government and U.S. Department of State's role as the program's sponsor. Publications should highlight the impact of the program and its participants. All such material should include the current language, except when approved for adjustment: "The Fulbright Program, sponsored by the U.S. Department of State's Bureau of Educational and Cultural Affairs, is the U.S. government's flagship international educational exchange program and is supported by the people of the United States and partner countries around the world." This language should appear prominently on all print and electronic materials and should precede any language regarding the role of the cooperating partner in supporting the implementation of the program on behalf of the U.S. Department of State.
- Except when approved for adjustment, publications must prominently feature the U.S. flag (as applicable), the U.S. Department of State seal, and the Fulbright logo, in accordance with established guidelines outlined on <https://brand.america.gov/> and Fulbright brand usage guidance.
- Furthermore, all materials must adhere to the requirements in ECA's Communications Guidance on the creation of program branding and attribution, websites, social media, and press. For more information visit <https://www.state.gov/eca-grant-opportunities/>.

## **G. Fiscal Management**

The award recipient will:

- Communicate with Fulbright Commissions regarding anticipated FY 2027 awards to scholars and be able to provide ECA with anticipated participant numbers and estimated funding amounts for Commission-funded participants.

- Manage stipend payments for U.S. scholars going to countries without Fulbright Commissions.
- Manage stipend and university/affiliation payments for visiting scholars from non-commission countries and from a limited number of commission countries, as directed by ECA/A/E. Prepare and distribute payments to participants and U.S. receiving institutions, as appropriate.
- Administer memorandums of understanding (MOUs) and/or other agreements with program stakeholders in support of the Fulbright Visiting Scholar Program. As requested by ECA, provide status updates, financial reports, etc. regarding these funding relationships.
- Audit internal functions, systems, and controls, as necessary.

See Program Reporting under Section II, Program Specific Guidelines, for additional guidelines on fiscal reporting requirements.

## H. Abridged Calendar of Fulbright Scholar Program Activities

The following calendar provides a general workflow guide of a normal program cycle, but it should not be viewed as a comprehensive list of all programmatic activities. It is intended to provide applicants with an overview of significant activities and tasks that take place each quarter for the various program components.

October – December	January – March
<p><u>U.S. Scholar Program:</u></p> <ul style="list-style-type: none"> <li>• Facilitate application review panels</li> <li>• Start to release slate of recommended candidate to ECA, Fulbright Commissions and U.S. embassies via on-line application and FFSB transmittal systems</li> <li>• Start to inform candidates of their status</li> </ul> <p><u>Visiting Scholar Program:</u></p> <ul style="list-style-type: none"> <li>• Start to send application deadline reminders to commissions and U.S. embassies</li> <li>• Send general guidance on the visiting scholar program to include eligibility criteria, best practices for review panels, and sample interview questions</li> <li>• Monitor arrival of visiting scholars and related SEVIS validation needs, enrollment in ASPE</li> </ul> <p><u>Recruitment/Outreach:</u></p>	<p><u>U.S. Scholar Program:</u></p> <ul style="list-style-type: none"> <li>• Continue to inform candidates of their status</li> <li>• Start to verify individual scholars' award details with Fulbright Commissions and U.S. embassies, obtain medical clearance and prepare grant documents</li> </ul> <p><u>Visiting Scholar Program:</u></p> <ul style="list-style-type: none"> <li>• Visiting Scholar applications due to ECA and cooperating organization from Fulbright Commissions and U.S. embassies</li> <li>• Start the technical review of visiting scholar applications</li> <li>• Confirm U.S. institutional affiliations and place/affiliate scholars without identified receiving institutions</li> <li>• Start to verify grant details with Fulbright Commissions and U.S. embassies, obtain medical clearance, prepare grant documents,</li> </ul>

<ul style="list-style-type: none"> <li>• Participate in conferences and meetings</li> <li>• Start drafting the next U.S. Scholar Program Catalog of Awards in collaboration with Fulbright Commissions, U.S. embassies, and ECA</li> <li>• Start outreach to Fulbright campus contacts network</li> </ul> <p><u>General:</u></p> <ul style="list-style-type: none"> <li>• Develop methods for providing participants with tax information and filing support</li> <li>• Develop program materials – websites, handbooks, scholar reports, etc.</li> <li>• Contract with a physician to review medical clearance forms</li> <li>• Contract with venues for Pre-Departure Orientations (PDOs) for U.S. Scholars and Students</li> </ul>	<p>and issue DS-2019s</p> <p><u>Recruitment/Outreach:</u></p> <ul style="list-style-type: none"> <li>• Participate in conferences and meetings</li> <li>• Continue outreach to Fulbright campus contacts network</li> <li>• Develop Outreach Lecturing Fund (OLF) materials</li> <li>• Finalize the next U.S. Scholar Program Catalog of Awards</li> </ul> <p><u>General:</u></p> <ul style="list-style-type: none"> <li>• Provide scholars with tax resources and information</li> <li>• Start planning for U.S. PDOs for U.S. Scholars and Students</li> <li>• Submit quarterly financial report</li> </ul>
<p style="text-align: center;"><b>April – June</b></p> <p><u>U.S. Scholar Program:</u></p> <ul style="list-style-type: none"> <li>• 4/1/2027 - Preferred deadline to notify U.S. Scholar candidates of their status</li> <li>• Continue to verify individual scholars' award details with Fulbright Commissions and U.S. embassies, obtain medical clearance, and prepare grant documents</li> <li>• Plan/Implement PDOs for U.S. Scholars and Students</li> <li>• Begin planning next U.S. Scholar peer review panels and identify panelists</li> </ul> <p><u>Visiting Scholar Program:</u></p> <ul style="list-style-type: none"> <li>• Continue the technical review of visiting scholar applications</li> <li>• Continue to verify grant details with commissions and U.S. embassies, obtain medical clearance, and prepare grant documents</li> <li>• Continue to confirm U.S. institutional affiliations and place/affiliate scholars without identified receiving institutions</li> <li>• Start to verify grant details with Fulbright Commissions and U.S. embassies, obtain medical clearance, prepare grant documents, and issue DS-2019s</li> <li>• Begin Enrichment Seminar and Anchor Cities competition</li> </ul> <p><u>Recruitment/Outreach:</u></p>	<p style="text-align: center;"><b>July – September</b></p> <p><u>U.S. Scholar Program:</u></p> <ul style="list-style-type: none"> <li>• Establish and notify Fulbright Commissions and U.S. embassies of the U.S. Scholar peer review timeline</li> <li>• Continue to plan/implement PDOs for U.S. Scholars and U.S. Students</li> <li>• 9/15/2027– Application deadline for core U.S. Scholar Program</li> <li>• Begin technical review of U.S. Scholar applications</li> <li>• Share results of U.S. Scholar competition with ECA. Based on application data, consult with ECA to identify needs for late summer outreach or extended recruitment efforts</li> </ul> <p><u>Visiting Scholar Program:</u></p> <ul style="list-style-type: none"> <li>• Continue to prepare for arrival of visiting scholars, including enrollment in health benefits</li> <li>• Monitor scholar arrivals and validate arrival information in SEVIS</li> </ul> <p><u>Special Program Activities:</u></p> <ul style="list-style-type: none"> <li>• Scholar-in-Residence U.S. receiving institution application deadline</li> <li>• Conduct Scholar-in-Residence peer review of U.S. receiving institution proposals, as necessary</li> </ul> <p><u>Recruitment/Outreach:</u></p>



<ul style="list-style-type: none"> <li>• NAFSA, Fulbright campus contacts network seminar, and other outreach activities</li> <li>• Consult with ECA's Regional Branches concerning priority awards and regionally-specific outreach needs</li> </ul> <p><u>General:</u></p> <ul style="list-style-type: none"> <li>• Submit quarterly financial report</li> </ul>	<ul style="list-style-type: none"> <li>• Plan/implement recruitment and outreach activities</li> </ul> <p><u>General:</u></p> <ul style="list-style-type: none"> <li>• Submit quarterly financial report</li> </ul>
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## II. PROGRAM SPECIFIC GUIDELINES

### PROGRAM REPORTING

#### Staffing and Key Personnel:

The proposal and staffing plan should outline key personnel clearly, including responsible signatories and senior staff for program oversight and implementation. Additional key personnel may be identified during award negotiations and period of performance. Include job descriptions and resumes for key personnel in the proposal. ECA/A/E reserves the right to review and approve the roles and responsibilities of these positions prior to advertisement and hiring.

ECA requests that the award recipient present unit costs that accurately reflect the level of staff effort. This is increasingly important as new cost-share agreements come into place in various countries. The staffing pattern included in the proposal should include the level of effort for each staff allocated to Fulbright programming. The award recipient should also provide a quarterly staffing pattern to ECA/A/E; this should detail roles and responsibilities as well as make clear the volume of work per employee in support of the Fulbright Scholar Program. The staffing pattern should not include interns and assistants. The quarterly staffing patterns need only include level of effort should there be a change from the initial staffing pattern included in the proposal.

ECA recommends that the applicant identify intended key personnel positions via an asterisk (\*) or other marking in the proposal budget, budget narrative, or a separate appendix. Key personnel will be determined in consultation with the ECA Program Office during award negotiations. If no determination is made during award negotiations, recipients must submit the names, titles, roles, and experience/qualifications of key personnel involved in the program to the Grants Officer and GOR within 30 days of an award being issued. Applicants should also identify what proportion of their time will be used in support of the program. Additional information regarding key personnel requirements can be found in the State Department's Standard Terms and Conditions.

#### Program Reporting:

In collaboration with the implementing partners of the Fulbright Student Programs and the Fulbright Specialist Program, the award recipient must contribute program data and narrative

text to a Joint Annual Report of 2027-2028 Fulbright U.S. and Visiting Scholar Program and Student activity, for submission to ECA by November 30, 2028. This report should also include information on all of the enhancement activities and be developed in consultation with ECA/A/E.

The award recipient must prepare and submit to ECA semi-annual interim and final Performance Progress Reports (SF-PPR) detailing FY 2027 program activities carried out during the period of performance. Interim SF-PPRs are due to ECA semi-annually no later than 30 days after the end of the reporting period. The final SF-PPR is due to ECA no later than 120 days after the end of the award period of performance.

### **Financial Reports:**

To allow for the reprogramming of unobligated funds provided for in the Statement of Work (Section I), the award recipient shall provide detailed financial reports for scholar programs, organized by world region and country. Individual scholars should be listed, including the fiscal year when their program began. These reports should capture the amount of programmatic funds transferred to the award recipient to date, total paid expenditures, current balance, unpaid commitments, and projected balance. The first report is due approximately nine months after the start of the Cooperative Agreement. Programmatic financial reports are subsequently due after the end of each fiscal quarter. The award recipient should also provide a minimum of two status reports on overhead funds. The first report should be provided approximately six months after the start of the fiscal year.

The award recipient must also prepare and submit to ECA semi-annual and final Federal Financial Reports (FFR). Interim FFRs are due to ECA semi-annually no later than 30 days after the end of the reporting period. The final FFR is due to ECA no later than 120 days after the end of the award period of performance.

### **Other Reports:**

The award recipient should provide bi-weekly reports on Fulbright U.S. and Visiting Scholars currently on program. Prepare and submit “Care Lists” based on scholar monitoring to ECA/A/E per semester. Upon request, the award recipient will prepare summary reports on the applicant pool (number of applications, trends, distribution of applications by region, fields of study, quality), placement, projected costs, statistics, or expenditures, as necessary. The award recipient should provide a final list of participant placements by July 1, 2027. Upon request, the award recipient will provide detailed reports to ECA on cost-share from U.S. receiving institutions and monitor trends in institutional cost-share and other conditions affecting Fulbright U.S. and Visiting Scholar Programs.

## **III. PROPOSAL CONTENTS**

Applicants must submit a complete and thorough proposal that addresses the program’s objectives and requirements. Proposals should be clear, concise, and responsive to the criteria outlined in the solicitation and PSI.

Since there is no opportunity for applicants to meet with reviewing officials, the proposal should respond to the criteria set forth in the solicitation and other guidelines as clearly as possible.

All budget guidelines must be followed. The budget should indicate any cost sharing in the form of in-kind or cash contributions to the program from sources other than the U.S. Department of State. See PSI in the Solicitation Package for information on cost sharing and the cost of audits.

Please refer to the Solicitation Package for complete budget guidelines and formatting instructions. Please be sure to include a Summary Budget on a separate page before the Detailed Budget. The Summary Budget should clearly indicate the number of program participants and provide an overall unit cost per participant as well as a unit cost breakdown by budget category.

Applicant institutions should attempt to maximize cost-sharing throughout the program by enlisting the support of the U.S. private sector, including foundations and corporations. ECA reserves the right to reduce, revise, or increase proposal budgets and participant numbers in accordance with the needs of the program and the availability of funds.

## **Additional Information to be Submitted**

### **1. General Guidelines**

Applicants should submit a budget to support the following non-participant support costs: the U.S. and Visiting Scholar Programs; Fulbright Scholar-in-Residence Program; Global Scholars Program; International Education Administrators (IEA) seminars; research-based, cohort programs to address priority policy areas; other special awards; and program enhancement costs such as recruitment, pre-departure orientations, enrichment activities, and outreach. As outlined in the budget guidelines below, if the applicant does not include non-participant support costs specific to the 2027-2028 program in the budget, the proposal should demonstrate the applicant's capacity to provide these support services. Applicants should also submit a budget summary reflecting the budget request for all programs.

Submit a line-item budget in a four-column format as indicated below:

Column 1	FY 2027 Bureau funds request
Column 2	Amount of Direct Applicant Cost-Sharing in FY 2027
Column 3	Total FY 2027 Budget (Total of columns 1 and 2)

### **2. Budget Guidelines**

The total FY 2027 funding request for the non-participant support costs should not exceed \$8,650,000, pending the availability of FY 2027 funds.

The Bureau anticipates the following scholar caseload in FY 2027:

Core Fulbright Scholar Program Total: 1,800  
U.S. Scholars: 850

Visiting Scholars: 950  
 Scholar-in-Residence Program: 50  
 Global Scholars Program: 20  
 International Education Administrators Seminars: 95  
 Research-Based Cohort Programs: 30

Please note the following budget guidelines:

1. Provide estimated non-participant support costs, as well as unit costs, for each support service as follows for FY 2027:

Fulbright U.S. Scholar Program: Recruitment of Applicants; Application, Screening, and Selection Process; Post-Nomination Services (including Grant Administration); Pre-Departure Orientation Programs; Program Planning and Reporting Management; and Fiscal Management. NOTE: *The proposal should demonstrate the applicant's capacity to provide screening and selection for future program activities and full program planning and management. However, FY 2027 estimated overhead costs should NOT include recruitment, selection, and screening for the 2027-2028 U.S. Scholar Program.*

Fulbright Visiting Scholar Program: Outreach, Outreach Lecturing Fund, Screening and Affiliation, Basic Support Services (including Grant Administration), Enrichment, and Fiscal Management. NOTE: *Enrichment planning for the academic year 2026-2027 should not be included in the FY 2027 estimated overhead costs. The proposal should demonstrate the applicant's capacity to provide enrichment planning and implementation for visiting scholars with enrichment activities scheduled throughout academic year 2027-2028.*

2. Provide a detailed proposal and costs for domestic and international staff travel.
3. In consultation with ECA/A/E, plan and administer up to two in-person enrichment seminars for Fulbright Visiting Scholars. Provide programmatic cost estimates for enrichment seminars, including participant travel costs. Oversee implementation of Anchor City enrichment activities in Atlanta, Boston, Los Angeles, New York City, and San Francisco.
4. Provide a list of all staff who will administer the FY 2027 Fulbright Scholar Program, including the name, position, amount of time, salary, and benefits attributable to each.
5. Delineate other direct costs, e.g., postage, telephone, reproduction, with percentage attributable to administration of each of the Fulbright U.S. and Visiting Scholar Programs.
6. Provide a detailed explanation of overhead (what elements of the budget it is based upon and how it is calculated).

#### **IV. OTHER AWARD INFORMATION**

**Adherence To All Regulations Governing The J Visa**

Proposals must demonstrate the applicant's capacity to meet all requirements governing the administration of Exchange Visitor (J) Programs as outlined in **22 CFR 62**. For more information, visit <http://j1visa.state.gov>.

**V. APPLICATION SUBMISSION**

The solicitation document specifies the deadline and method for proposal submission. **There are NO EXCEPTIONS to this deadline.**

(END)