

CHAPTER 100 - PROGRAM PLANNING AND ADMINISTRATION

Section 110 Program Objectives 4

110.1 Conformity to Mutual Educational and Cultural Exchange Act of 1961 (Public Law 87-256; the Fulbright-Hays Act)

110.1-1 Executive Supervision for Exchanges Vested in the J. William Fulbright Foreign Scholarship Board

110.2 Binationalism in Academic Exchanges

110.3 Role of Binational Commissions

111 Preparation of Program Plans

111.1 Binational Commission Program Plans

111.2 Non-Commission Countries Program Plans

111.3 Projects Proposed by Individuals, Organizations, and Institutions

111.4 Seminars

111.5 Foreign Area and Language Training Projects of the Department of Education

112 General Guidelines for Development of Program Plans

112.1 Determination of Fields of Activity

112.2 Criteria for Specific Projects

112.3 Attendance at International Conferences

112.4 Consideration of Open Competition

113 Relative Emphasis in Ratio of U.S. Grantees to Grantees from Partner Countries

113.1 Emphasis on Different Categories of Grantees

113.2 Intercountry Lecturer Program

114 Affiliation of U.S. Grantees with *U.S.* Educational Institutions Abroad

Section 120 Orientation, Briefing, and Counseling of Grantees 8

120.1 Purpose

120.2 Predeparture Orientation of U.S. Grantees

120.3 Practical Information

120.4 Orientation and Counseling Abroad

121 Orientation of Students and Scholars from Participating Countries

122 Orientation in the United States

Section 130	Program Reporting	10
131	Purpose	
132	Reports Required	
	132.1 J. William Fulbright Foreign Scholarship Board	
	132.2 Binational Commissions	
	132.3 Posts Abroad	
	132.4 Ad Hoc Reports	
	132.5 Cooperating Agencies	
	132.6 Grantee Reports	
	132.7 Final Reports on Grantees	
133	Research or Evaluation Reports	
Section 140	Information to the Public	11
141	Content	
142	Responsibility	
	142.1 Bureau of Educational and Cultural Affairs of the U.S. Department of State	
	142.2 Cooperating Agencies	
	142.3 Commissions	
	142.4 J. William Fulbright Foreign Scholarship Board	
143	Public Relations Factors	
144	Maintaining Relations with Former Grantees	
145	Providing Information Regarding the Reasons for Selection or Nonselection of Applicants for Awards	
Section 150	Role of Private, Voluntary and Government Organizations	13
151	Advice and Counsel	
152	Assistance in Conducting Programs	
	152.1 Cooperating Agencies	
	152.2 Assistance From Other Sources	
153	Financial Assistance	

Section 160 Dissemination of Information and Sharing of Resources Among the Commissions 14

161 Interchange of Information

162 Regional Meetings of Commission Representatives

163 Visits of Staff Personnel to the United States

100 PROGRAM PLANNING AND ADMINISTRATION

110 PROGRAM OBJECTIVES

The J. William Fulbright Foreign Scholarship Board [hereinafter called the Board] has enunciated its role, functions and purpose under the Mutual Educational and Cultural Exchange Act of 1961, as amended (Public Law 87-256; the Fulbright-Hays Act), hereinafter called "the Act" in a Statement of Objectives (see Introduction). The Board's Statement of Objectives is designed to define clearly and explicitly the scope of the academic exchange program under the Board's supervision.

110.1 Conformity to Mutual Educational and Cultural Exchange Act of 1961 (Public Law 87-256; the Fulbright-Hays Act)

All grants proposed to the Board under the academic exchange programs it supervises, must be consonant with the statement of purpose set forth in the Act:

The purpose of this Act is to enable the Government of the United States to increase mutual understanding between the people of the United States and the people of other countries by means of educational and cultural exchange; to strengthen the ties which unite us with other nations by demonstrating the educational and cultural interests, developments, and achievements of the people of the United States and other nations, and the contributions being made toward a peaceful and more fruitful life for people throughout the world; to promote international cooperation for educational and cultural advancement; and thus to assist in the development of friendly, sympathetic, and peaceful relations between the United States and the other countries of the world.

In accordance with the Act, as amended, Fulbright grants shall be administered by the U.S. Department of State or the U.S. Department of Education.

110.1-1 Executive Supervision of Exchanges Vested in the J. William Fulbright Foreign Scholarship Board

Under the Act, the Board is vested with legal authority for executive supervision of the academic exchange program in all of its facets. The ramifications of this responsibility are that no grants under the program can be dispensed or announced until the Board, acting in conformity with its rules, gives its final approval. Applicants may receive preliminary notification of their status but no grants are final until all pre-conditions have been satisfied. Compliance with these simple yet necessary rules will fulfill our diverse responsibilities for the proper and successful functioning of the program.

Where these policies conflict with existing U.S. laws, such laws supercede any inconsistent provisions of the Policies.

110.2 Binationalism in Academic Exchanges

- a. The Board has long championed the role and contribution of the binational Commissions in maintaining the integrity and international stature of the Board's academic exchange programs. The Commissions have amply demonstrated the fact that this program is not a unilateral one, based on narrowly conceived national self-interest, but that its strength derives from its mutuality of interests.

While binational Commissions are established in over 50 countries, the Board believes it equally important that its academic exchange programs between the United States and other countries be founded and conducted on the principle of mutual respect and mutual responsibility. To this end, the Board encourages the creation or continuation of binational committees, or other arrangements, which will ensure mutual consultation in the selection of students and scholars and in the general conduct of academic exchange under the Act.

Binationality is not based on *quid pro quo* but is a principle that permits common academic efforts for common academic goals, involving an exchange of talents and services across national lines. This principle should be reflected in all Fulbright exchange programs.

- b. Further to achieve bi-nationality, some degree of detachment between binational Commissions and the U.S. embassy is desirable. Such factors as autonomy in choosing office space, setting up administrative procedures, and maintaining contacts with educational institutions and scholars are factors to be considered.

110.3 Role of Binational Commissions

The Board recognizes that the binational Commissions represent a unique and highly experienced resource, in many cases unmatched by any other organization or institution, in the field of academic interchange and that many of the Commissions are already engaged in program assistance or services beyond those involving their immediate academic exchanges. The Board encourages a broad role for binational Commissions. This may include:

- a. Providing a central source of information for colleges, universities and organizations in the United States seeking to give their programs an international dimension;
- b. Providing educational services to U.S. scholars abroad under private auspices or under other sponsorship;
- c. Assisting joint or regional planning of educational and cultural programs publicly or privately sponsored;
- d. Providing other services or assistance consonant with the goals of the Fulbright Program.

Where volume so dictates, adequate reimbursable financial support should be provided from organizations and institutions receiving such services. In other cases, the Commissions would identify such services more specifically in their program proposals so that proposed administrative costs for such services are adequately provided for in the review and approval of

over-all activities proposed by the Commission, by the Bureau of Educational and Cultural Affairs and the Board.

111 *Preparation of Program Plans*

111.1 **Binational Commission Program Plans**

- a. Responsibility for the initial development of program plans is primarily that of the respective binational Commissions. Plans shall be submitted to the Bureau of Educational and Cultural Affairs for examination and approval and to the Board for review. The Bureau shall establish guidelines to assist the Commissions in the preparation of the program plans. In general, a project or programmatic approach should be emphasized in developing the plans. Projects should support the efforts of each Commission to contribute to the goals of the United States and partner countries.
- b. A project may be defined as a planned activity designed to accomplish a particular program objective. It may consist of a single grant, a number of grants in several categories, grants to U.S. applicants, to participating nationals, or both, and grants in one of several fields. A project may be completed in one year or may extend over several years.
- c. To the extent feasible, program plans shall be developed on the basis of long-range planning.
- d. Program plans shall specify, among other things, the number of grants to be given in each category and wherever possible the general field of study, research, or instruction recommended for these grants.

111.2 **Non-Commission Countries' Program Plans**

In countries without binational Commissions, information on the program shall be submitted by the Bureau to the Board for review. The Bureau and the cooperating agencies shall assist the posts to achieve the maximum effective utilization of U.S. facilities, personnel, and resources in the formulation of the program plans.

111.3 **Projects Proposed by Individuals, Organizations, and Institutions**

- a. While the procedure for the preparation of program plans, as outlined in section 111, will be the principal basis for planning and conducting the program with each participating country, it is recognized that special academic projects may be proposed from time to time by private individuals (other than applicants), organizations, institutions, or by the Bureau. Such supplementary projects shall be submitted in appropriate form for consideration by the Board. Special projects originating overseas shall be submitted to the respective Commission and/or post for comments and further transmittal to the Board; projects originating with individuals or organizations in the United States shall be submitted to the Bureau for review and presentation to the Board.
- b. Proposals for all such projects shall be approved by the Board before financial commitments are made.

- c. To the extent possible, projects that are financially supported under private auspices shall be encouraged.

111.4 Seminars

Seminars in American Studies, summer seminars, seminars for secondary school teachers, and other similar programs of from one to three months' duration, may be approved as integral parts of binational Commission-sponsored programs.

111.5 Foreign Area and Language Training Projects of the Department of Education

Proposed projects under the foreign area and language training provisions of the Act shall be submitted annually by the U.S. Department of Education to the Board for review and approval prior to their implementation. (See also section 310.)

112 General Guidelines for Development of Program Plans

112.1 Determination of Fields of Activity

Fields of activity that are to be recommended in the program plans shall be determined by: (1) the needs and interests of the respective countries; (2) the needs and interests developed by students, teachers, professors, and research scholars both American and nationals of participating countries; (3) the opportunities and resources afforded by the respective countries; and (4) the contributions that can be made to overall Fulbright program objectives in each country.

112.2 Criteria for Specific Projects

- a. Projects should contribute both to general objectives of the educational exchange program stated in the Act and to the specific long-range objectives of the individual countries and the United States.
- b. Projects should contribute to well-planned and well-balanced overall programs.
- c. The general welfare and the current needs and interests of people in the participating countries are factors for consideration; e.g., educational reform and English language training.

112.3 Attendance at International Conferences

Attendance at an international conference is not, in itself, a project that is eligible for consideration under the program.

112.4 Consideration of Open Competition

Program plans should not be so narrowly defined as to restrict unduly or to eliminate the basic principle of open competition for the grants considered therein.

113 *Relative Emphasis in Ratio of U.S. Grantees
to Grantees from Partner Countries*

The program plans shall maintain a reasonable balance between the number of grants to citizens of the United States and the other participating country.

113.1 **Emphasis on Different Categories of Grantees**

The academic exchange program authorized under the Act provides for the participation of students, teachers, professionals and lecturers/research scholars. The Board recognizes that needs and opportunities vary in countries participating in the program and that a measure of flexibility in program planning is desirable. However, the Board considers that due regard should be given to a balanced program so that grants are included for all categories wherever priority criteria permit.

113.2 **Inter-country Lecturer Program**

Program plans may provide for exchanges among countries of U.S. senior scholar grantees. The general purposes of such inter-country exchanges are (1) to provide scholars for special seminars or lectures in areas of specialization not included in the program of the country visited; (2) to provide consultative services on programs a Commission may wish to develop; or (3) to provide the grantee with an opportunity to extend the grantee's professional interests to another country. (See also section 660 for basic criteria and procedures.)

114 *Affiliation of U.S. Grantees with U.S. Educational Institutions Abroad*

In general, program proposals should not propose the affiliation of U.S. grantees with U.S. educational institutions abroad unless the affiliation affords them an educational exchange experience comparable to the experience they would have in an educational institution of the partner country. The criteria for determining whether the experience is comparable are listed under section 212.5. Where approximately equal opportunities exist for the placement of U.S. teachers in both U.S. and national schools in the participating country, an appropriate balance should be maintained between the placement in the two types of schools, consistent with the basic purposes and objectives of the program. (See also section 212.5-3.)

120 **ORIENTATION, BRIEFING, AND COUNSELING OF GRANTEEES**

120.1 **Purpose**

The importance to the success of the program of effective orientation, briefing, and counseling of U.S. and (partner country) participants is recognized by the Board. An important function of the Bureau of Educational and Cultural Affairs, the binational Commissions and posts shall be to insure appropriate orientation, briefing, and counseling to assist grantees to derive maximum benefit from their experience abroad.

120.2 Pre-departure Orientation of U.S. Grantees

- a. The Bureau of Educational and Cultural Affairs is responsible for developing pre-departure orientation for U.S. grantees in accordance with the needs of the geographic areas and financial feasibility.
- b. The cooperating agencies shall provide to U.S. grantees background information on their specific assignments.

120.3 Practical Information

- a. The Commissions shall prepare and keep current information for U.S. grantees, on living conditions in the partner country, suggestions regarding available literature concerning the country, its customs, its people, visas, the academic system, clothing, currency, insurance, availability of commodities, language problems, travel and reception arrangements, customs requirements, living accommodations, medical facilities, registration requirements, social activities, schools and universities, etc.
- b. Similar information shall be provided by the Bureau for U.S. grantees going to non-Commission countries.

120.4 Orientation and Counseling Abroad

- a. The Commissions and/or posts are encouraged to provide systematic programs of orientation for U.S. grantees to help with adjustment to their new environment. Such orientation programs shall be compulsory for recipients of U.S. student grants. Participation in the orientation program by U.S. grantees who are lecturers, research scholars, and teachers shall be optional at the discretion of the Commissions and/or posts. Schedules for orientation are the responsibility of the Commission and/or post.
- b. In general, orientation programs for U.S. grantees should include information on the historical, economic, political and cultural background of the respective country; the social customs and traditions of the people; the university educational system and its relation to the grantees and their proposed projects; and other matters pertinent to the grantees' participation in the program in the partner country. The Commission and/or post, in its discretion, may request the participation of nationals of the country, including members and staff of the Commission, student organizations, the U.S. Embassy staff, etc.
- c. In recognition of the fact that orientation is a continuing process throughout the period the grantees remain in the partner country, Commissions and/or posts are urged to follow actively the progress of U.S. grantees, to provide appropriate counsel and guidance whenever necessary, and to arrange, as appropriate, periodic lectures or social activities designed to bring together Americans and nationals of the participating country.

121 *Orientation of Students and Scholars from Participating Countries*

An orientation program, similar to that described in section 120.4, shall be provided where practicable for all nationals who are receiving grants prior to their departure for the United States. The Commission and/or post, in its discretion, may request the participation of resident

Americans, officers of the U.S. Embassy, nationals familiar with the United States, and returned successful grantees.

122 *Orientation in the United States*

Programs of orientation in the United States shall be provided for foreign grantees with academic programs where practicable and when financially possible. Such programs shall be similar in content and purpose to those described in section 120.4.

130 **PROGRAM REPORTING**

131 *Purpose*

Grantees, Commissions and/or posts, and the cooperating agencies will be required to prepare reports in order to provide data for counseling and guidance of grantees as well as for the planning and evaluation of programs.

132 *Reports Required*

132.1 **J. William Fulbright Foreign Scholarship Board**

The Board "shall submit annual reports to the Congress and such other reports to the Congress as they deem appropriate, and shall make reports to the public in the United States and abroad to develop a better understanding of and support for the programs authorized by this Act," pursuant to Section 107, of the Act.

132.2 **Binational Commissions**

- a. Each binational Commission shall prepare an annual report to the Board on its program activities for the preceding year in the form prescribed by the Bureau. The reports shall be made available to members of the Board, officers of the U.S. Department of State, representatives of the cooperating agencies, and to other Commissions that may request copies. Each Commission shall also prepare such other reports as may be required.
- b. Each Commission shall prepare summary minutes of its meetings that will reflect the action taken by the Commission on matters that come before it, including policy and operational decisions affecting the administration of the program. The minutes shall be made available to the Bureau in the form and manner prescribed by existing instructions.

132.3 **Posts Abroad**

The Bureau shall prepare and present to the Board brief annual reports on the academic exchange program in non-commission countries.

132.4 Ad Hoc Reports

The Commission and/or posts shall keep the Bureau and the Board informed on a current basis of special events, such as outstanding activities in the program, the performance or achievements of outstanding grantees or former grantees, activities arranged for grantees, program anniversaries, etc.

132.5 Cooperating Agencies

The cooperating agencies shall prepare periodic reports to the Board on their program activities. The reports shall be made available to members of the Board, officers of the U.S. Department of State, and members and staff of the Commissions and/or posts abroad. They shall be submitted in the form and manner prescribed by existing instructions.

132.6 Grantee Reports

Grantees shall submit final reports on their exchange experiences. Grantees of participating countries shall prepare such reports as may be requested by the Bureau. Final reports shall be made available, as appropriate, to the Board, U.S. Department of State, cooperating agencies, and Commissions and/or posts.

132.7 Final Reports on Grantees

Commissions and/or posts shall complete brief questionnaires on U.S. grantees at the end of their grant period and submit them to the appropriate cooperating agency.

133 *Research or Evaluation Reports*

- a. The Board reserves the right to review and approve all proposed evaluation and research surveys involving grantees under its sponsorship. The Board will also review questionnaires or interview forms to be used in surveys and studies that are based on selection or participation of grantees in the exchange program under the Fulbright-Hays Act.
- b. The sponsors of approved research projects in their instructions will inform respondents of these surveys that the questionnaire and study have been approved by the Board.
- c. Grantees also will be advised by the sponsors of the research project that responding to the questionnaire is a voluntary personal decision and not a requirement of the grant.

140 INFORMATION TO THE PUBLIC

141 *Content*

Information concerning the program shall be widely disseminated to the public. Generally, such information should be on all aspects of the program, including the announcement of available grants, announcements of the names and activities of recipients of grants, information for the local press concerning the achievements under the grant upon the return of the grantees to their homes, articles and feature stories by returned grantees, and special announcements on important

developments, such as American Studies conferences, special workshops, establishment of chairs, etc.

142 *Responsibility*

142.1 **Bureau of Educational and Cultural Affairs of the U.S. Department of State**

The Bureau of Educational and Cultural Affairs of the U.S. Department of State shall be responsible in the United States for the issuance of such public announcements concerning the program as it deems appropriate including the delegation to the cooperating agencies of the responsibility for such announcements as pertain to their program responsibilities.

142.2 **Cooperating Agencies**

The cooperating agencies, in consultation with the Bureau, shall be responsible in the United States for the issuance of such public announcements concerning the program, including announcements concerning the grants available under the program and such other announcements as may be requested.

142.3 **Commissions**

The Commissions, in consultation with the U.S. Embassies, shall be responsible in their respective countries for the issuance of such public announcements concerning the program as they deem appropriate.

142.4 **J. William Fulbright Foreign Scholarship Board**

The Board shall issue such public announcements and reports concerning the program as it deems appropriate, as authorized under Public Law 87-256; it may delegate to the Bureau the responsibility for public announcements.

143 *Public Relations Factors*

To insure the continuity of the necessary support of the program by the U.S. public, appropriate reference shall be accorded the Board and the Bureau of Educational and Cultural Affairs of the Department of State, in all public announcements, published news and feature material, radio and television broadcasts, etc., relating to the academic exchange program under the Act.

144 *Maintaining Relations with Former Grantees*

The Commissions and/or posts are urged to maintain contact with returned grantees and to encourage their participation, when appropriate, in activities that fall within the broad objectives of the exchange program. Commission annual program budgets may include items for follow-up, such as: maintaining a current and detailed electronic or paper file; assisting and encouraging alumni associations; publishing directories and newsletters; organizing conferences or seminars for returned grantees in specific fields; arranging lecture programs, etc. A monthly or periodic

153 *Financial Assistance*

Non-governmental financial participation in exchanges of persons under the Fulbright-Hays Act is essential to the success of the program. Every effort shall be made to enlist and to maintain the active cooperation of all qualified institutions and organizations in the United States and abroad and, in turn, to aid and encourage the efforts of these groups in the field of international educational exchange. (See the Fund-Raising Guidelines in the Appendix of the FSB Board Policies.)

160 **DISSEMINATION OF INFORMATION AND
SHARING OF RESOURCES AMONG THE COMMISSIONS**

161 *Interchange of Information*

The Board encourages the widest dissemination of program information among the participating Commissions and/or through personal visits and other communications on an intra-regional and worldwide basis. Commissions should consider, among other suggestions, the use of electronic technology for disseminating information, the publication of a newsletter for the information of the members and staffs of other Commissions, the sending of information and copies of reports on significant activities to other Commissions, and the distribution of copies of annual reports to other Commissions.

162 *Regional Meetings of Commission Representatives*

The Board encourages the various Commissions to plan regional meetings of the executive directors in cooperation with the officers of the respective U.S. Embassies for the purpose of interchanging program information and administrative procedures and practices in the participating countries. The Board recognizes fully the value to the program of such meetings and the personal contacts that they afford. Whenever possible, members of the Board shall also participate in such regional meetings.

163 *Visits of Staff Personnel to the United States*

The Board encourages the various Commissions to send their executive directors and staff members of their Commissions to the United States periodically to attend meetings of the Board and consult with officers of the U.S. Department of State, the cooperating agencies, the U.S. Department of Education, and the faculty and staff of institutions participating in the program. Individual members of the various Boards of Directors are also encouraged to meet and consult with members of the Board and officers of the U.S. Department of State when visiting the United States.