



**Request for Quotation (RFQ)**

**Benjamin A. Gilman International Scholarship Program and Critical Language Scholarship Program  
Advisor Workshop: Connecticut, Delaware, District of Columbia, Maine, Massachusetts, New  
Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont, Virginia, West Virginia**

At the direction of the U.S. Department of State’s Bureau of Educational and Cultural Affairs (ECA), the Institute of International Education® (IIE®) invites accredited U.S. higher education institutions in Connecticut, Delaware, District of Columbia, Maine, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont, Virginia, and West Virginia to submit a quotation to host a full-day Advisor Workshop for campus advisors of the Benjamin A. Gilman International Scholarship Program (Gilman) and the Critical Language Scholarship (CLS) Program. The benefits, responsibilities, and expectations of hosting the workshop are outlined below. The RFQ consists of a Quotation Form and supplementary information as described herein.

The workshop is expected to take place on a mutually-agreed-upon Friday in May, June, July, August, or September of 2020. The workshop will host approximately 50 Gilman and CLS advisors, as well as three program staff (one from ECA, IIE, and American Councils for International Education).

IIE anticipates selecting one institution in Connecticut, Delaware, District of Columbia, Maine, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont, Virginia, West Virginia to host the workshop\* with a maximum budget of \$10,000 to cover costs outlined in this RFQ. The contract resulting from this award will be a U.S. government-funded Subcontractor Agreement serving the below-mentioned workshop.

\*This workshop is one of three Advisor Workshops that will be offered for campus advisors in 2020. The workshops will be hosted at three U.S. institutions in different geographic locations. The workshops are conceptualized and sponsored by ECA as part of the Gilman Program, implemented by IIE, and the CLS Program, implemented by American Councils for International Education. The recipient institutions are therefore required to comply with the Uniform Guidance at 2 CFR 200 as applicable.

**RFQ SCHEDULE**

<b>Event</b>	<b>Date</b>
RFQ issue date	November 25, 2019
Question submission deadline	December 16, 2019, 5:00 p.m. (ET)
Q & A Webinar	December 18, 2019, 12:30 p.m.-1:00 p.m. (ET)
Q & A Webinar recording and responses to questions released	December 19, 2019

RFQ submission deadline	January 21, 2020, 5:00 p.m. (ET)
Anticipated decision and selection of host institution	February 10, 2019

**Questions:** Any questions are to be submitted in writing, to the email address listed below, no later than December 16, 2019, 5:00 p.m. (ET). IIE is unable to respond to questions if they are received by means other than the specified email address.

**Contact**

Dr. Karen Wrightsman  
 Institute of International Education (IIE)  
 Benjamin A. Gilman International Scholarship Program  
 RE: Advisor Workshops  
 Email: [gilmanevents@iie.org](mailto:gilmanevents@iie.org)

**RFQ Submission:** The Quotation Form, including any attachments (limited to 6MB), must be sent electronically in PDF format to [gilmanevents@iie.org](mailto:gilmanevents@iie.org). Please include in the subject line “Quotation - Gilman & CLS Advisor Workshops.” IIE is unable to accept documents via fax.

**SECTION 1: BACKGROUND AND PURPOSE**

**Institute of International Education**

The Institute of International Education ((IIE) is a New York not-for-profit corporation that is among the world’s largest and most experienced international education and training organizations. Founded in 1919, IIE promotes educational exchange around the world through a wealth of programs and services including Fellowship and Scholarship Management, Higher Education Institutional Development, Emergency Student and Scholar Assistance, and Leadership Development. For 100 years, IIE has promoted educational exchange around the world. IIE currently implements more than 200 programs benefiting 40,000 participants from 183 countries. Foremost among these programs is the world-renowned Fulbright Program, which IIE has had the honor to administer on behalf of the U.S. Department of State since the program’s inception in 1946. In addition to the U.S. Department of State, program sponsors include: the U.S. Agency for International Development (USAID); World Bank; major philanthropic foundations; private and public corporations; foreign governments; and individuals. IIE has its global headquarters in New York City and additional offices around the world, including in the United States (Washington, D.C.; Chicago; Denver; Houston; and San Francisco) and in other countries (China, Egypt, Ethiopia, Hungary, India, Indonesia, Mexico, Russia, Thailand, Ukraine, and Vietnam).

**Benjamin A. Gilman International Scholarship Program**

The U.S. Department of State’s Benjamin A. Gilman International Scholarship Program enables students of limited financial means to study or intern abroad, thereby gaining skills critical to our national security and economic prosperity. The merit-based Gilman Program broadens the student population that studies and interns abroad by supporting undergraduates who might not otherwise participate due to financial constraints. Gilman scholarships are up to \$5,000. The Gilman Program aims to encourage students to study and intern in a diverse array of countries and world regions. The Gilman Program also encourages students to study languages, especially critical need languages (those deemed important to national

security and diplomacy) and provides limited additional funding through the Gilman Critical Need Language Award which is up to \$8,000. By supporting undergraduate students who have high financial need, the program has been successful in supporting students who have been historically underrepresented in education abroad, including but not limited to first-generation college students, veterans, students in a wide array of fields, ethnic minority students, students with disabilities, students attending HBCUs or other minority-serving institutions, students attending community colleges, and students coming from U.S. states with less study abroad participation. The Gilman Program seeks to assist students from a diverse range of public and private institutions from all 50 states, Washington, D.C., and all U.S. territories. The Gilman Program is a program of the U.S. Department of State with funding provided by the U.S. government and supported in its implementation by IIE.

### **Critical Language Scholarship Program**

The U.S. Department of State's Critical Language Scholarship (CLS) Program is an intensive overseas language and cultural immersion program for American undergraduate and graduate students enrolled at U.S. colleges and universities. The program includes intensive language instruction and structured cultural enrichment experiences designed to promote rapid language gains in 15 critical languages: Arabic, Azerbaijani, Bangla, Chinese (Mandarin), Hindi, Indonesian, Japanese, Korean, Persian, Portuguese, Punjabi, Russian, Swahili, Turkish, and Urdu. CLS offers approximately 550 awards per year for eight- to ten-week summer overseas language immersion programs. CLS is part of a wider government initiative to expand the number of Americans studying and mastering foreign languages that are critical to national security and economic prosperity. The CLS Program is a program of the U.S. Department of State with funding provided by the U.S. government and supported in its implementation by American Councils for International Education.

### **Workshop Overview**

The Gilman and CLS Advisor Workshop is a benefit made available to advisors of the Benjamin A. Gilman International Scholarship Program and the Critical Language Scholarship Program, both of which are programs of the U.S. Department of State, Bureau of Educational and Cultural Affairs, with funding provided by the U.S. government.

The workshop participants will be Gilman and CLS advisors who work in study abroad, financial aid, career services, and academic advising offices, as well as regional studies and language faculty and fellowship programs. They may range from advisors who are new to the Gilman and/or CLS Programs to seasoned advisors with many years of experience. They also represent a variety of institutions (public and private), including community colleges.

The workshop should be highly participatory, with energetic and interactive activities during all sessions. Ample time must be allowed for participants to share their experiences with each other and with featured panelists and speakers (as applicable). Additionally, adequate time should be allocated for participants to reflect on and document knowledge gained throughout the workshop. Tangible takeaways should be built into every portion of the workshop. Creative, structured networking activities during breaks or lunch are encouraged. The overall structure and content of the workshop is outlined in Attachment A.

The Quotation Form should include the institution's definition of what an "interactive session" means and the selected host institution will ensure all facilitators, panelists, and speakers understand the importance of this aspect of the workshop. A mix of speakers, panels, and roundtable discussions is encouraged. Facilitators, panelists, and speakers must be approved by IIE prior to being confirmed for the workshop.

Applicants are encouraged to partner with another institution to develop a quotation and to integrate diverse institutional perspectives into their session content. If institutions decide to partner, they should submit one Quotation Form, and the form should include clear delineation of responsibilities between the institutions and the proposed workshop staff (e.g., workshop organizer, workshop facilitator(s)). Collaboration could range from full co-facilitation of the workshop to co-facilitating a single session.

### **Objectives of the Advisor Workshop**

- To share best practices for:
  - Promoting the Gilman and CLS Programs to potential applicants;
  - Supporting applicants during the application process;
  - Engaging with alumni upon program completion; and
  - Leveraging alumni for recruitment and promotion.
- To provide advisors with in-depth resources for and updates to the Gilman and CLS Programs.
- To build and strengthen the Gilman and CLS advisor networks for future sharing of resources and best practices

### **Benefits to Host Institution**

- The workshop is cost-reimbursable, including facilities costs and labor.
- It is an opportunity to demonstrate the institution's leadership in the area of study abroad.
- It is an opportunity to provide professional development on the topic of national, merit-based scholarships for higher education professionals from institutions across the nation.
- It is an opportunity to be engaged with the U.S. Department of State, Bureau of Educational and Cultural Affairs, in addition to IIE and American Councils for International Education.
- The host institution will receive recognition as a host and program partner in Gilman and CLS promotional materials, press releases, websites, and social media.

## **SECTION 2: SCOPE OF WORK**

The host institution will host approximately 50 Gilman and CLS advisors and three program staff for a full-day workshop, to take place on a Friday in May, June, July, August, or September of 2020. The Quotation Form should list all Fridays the institution could host the workshop during these months. The workshop should be approximately eight hours in length, commencing at 8:30 a.m. and concluding at approximately 4:30 p.m.

The host institution will provide the catering, development and delivery of specific sessions, event signage, facilitation of the workshop overall and specific sessions (including the Topical Working Groups), logistical support (i.e., audio/visual support, coordination with campus services, parking, room set up, and any necessary troubleshooting), and the venue.

### **Workshop Design and Facilitation**

Applicants should propose an individual or individuals who will design specific interactive sessions and materials, as well as facilitate the overall workshop and Topical Working Groups. The proposed individual(s) should have familiarity with and knowledge of the Gilman and CLS Programs and national competitive awards, but individuals who are more familiar with and knowledgeable about one program are still eligible and applicants should note in the Quotation Form if these individuals would like additional support and sample materials from Gilman or CLS program staff. The individual(s) will work with Gilman and CLS Program staff to tailor the workshop content to highlight the strengths of the host institution (i.e., study abroad activities, best practices, materials, resources), as well as to meet the needs of the specific

locality and/or workshop participants. In addition, the individual(s) will ensure all workshop content has equal representation of the Gilman and CLS Programs.

Pursuant to the authorizing legislation of the U.S. Department of State's Bureau of Educational and Cultural Affairs, the workshop must maintain a non-political character and should be balanced and representative of the diversity of American political, social, and cultural life. "Diversity" should be interpreted in the broadest sense and encompass differences including, but not limited to, ethnicity, veteran status, race, gender, socio-economic status, and disabilities.

Gilman and CLS Program staff will facilitate sessions aimed at providing specific program resources and information (see Attachment A).

### **Responsibilities of Host Institution**

- Identify a workshop organizer and an experienced workshop facilitator who have knowledge of the Gilman and CLS Programs. (The institution may identify one person to conduct both of these roles, should they wish.)
  - The workshop organizer will liaise with ECA, Gilman, and CLS program staff on the logistical planning, implementation, and follow-up of the workshop.
  - The workshop facilitator (or facilitators) will collaborate with ECA, Gilman, and CLS program staff to tailor the workshop design, providing and delivering innovative, interactive, and practical content for the workshop as appropriate.
- Identify and secure an on-campus venue that meets the logistical requirements (see below).
- Order and ensure proper set up of A/V (see logistical requirements below). Have staff available throughout the day to troubleshoot any technical issues.
- Secure parking near the workshop venue for participants and program staff (see logistical requirements below). Applicants should propose parking options in the Quotation Form and offer parking vouchers (if possible). Costs for parking vouchers can be included in the budget and/or cost-share.
- Secure catering, accommodating possible dietary needs of participants and program staff (see logistical requirements below).
- Secure a professional photographer to take photos throughout the day. Photos should be high quality and include a variety of angles and subjects. Photos must be shared with IIE during the workshop for social media purposes and after the workshop (within 2 business days of the workshop).
- Provide recommendations on local hotels, as well as information about any special rates or discounts for university-affiliated individuals. Participants and program staff will book and pay for their hotel accommodations.
- Provide campus logistical information (i.e., campus map, venue information, parking instructions and vouchers) to IIE at least two weeks in advance of workshop.
- Design and print a workshop handbook for participants. Where possible, the handbook content should be written and designed in a way that makes it self-explanatory and beneficial to advisors who did NOT attend the workshop. U.S. Department of State branding must be included. (Branding guidelines will be provided to the selected host institution.) A digital draft of the handbook must be provided to IIE for review ten business days prior to the workshop. Any edits must be incorporated into the final version unless discussed prior with IIE. Participants will receive a digital copy of the workbook after the workshop, and the workbook may be posted on the Gilman, CLS, and/or relevant U.S. Department of State websites to provide resources/training

materials on best practices in a variety of key areas for Gilman and CLS advisors across the United States. The workshop handbook must include the following items:

- The workshop agenda;
  - Bios of all facilitators, program staff, panelists, and speakers;
  - All PowerPoint Presentation slides, handouts, and interactive materials;
  - Copies of study/intern abroad resources used by the host institution that it is willing to share as samples with attendees and the wider community of advisors;
  - Any suggested reading materials; and
  - A worksheet where participants can reflect on what they learned, outline steps they will take upon returning to campus, and name three other participants they plan to follow up with in order to continue to share ideas and best practices related to study/intern abroad. (A sample worksheet can be included in the Quotation Form.)
- Create and print name tags for all workshop attendees (see logistical requirements below). U.S. Department of State branding must be included. (Branding guidelines will be provided to the selected host institution.)
  - Create and print event signage for the check-in table and all workshop spaces (e.g., main workshop room and rooms for the Topical Working Groups). Signs should be at least 24" x 36". U.S. Department of State branding must be included. (Branding guidelines will be provided to the selected host institution.)
  - Print a sign-in sheet for the check-in table and all handouts and materials as needed by facilitators, panelists, speakers, and participants.
  - Publish an event press release with campus and local media and invite media to attend the workshop.
  - Conduct on-site management during the entirety of the event, including event setup, event check-ins, catering, tear-down, and overall event management.
  - Submit a concise after-action report that discusses lessons learned from planning and hosting the workshop, best practices used when planning for and hosting the workshop, and suggestions for future workshops (i.e., the planning process, communication with IIE/U.S. Department of State/American Councils, content). The report should also include the key ideas, take-aways, or questions for follow-up that note-takers documented during the Topical Working Groups. (A report template will be provided to the selected host institution.)

## **Logistical Requirements**

### *Catering*

- Secure catering company and order an appropriate menu selection for 55 individuals, including:
  - Breakfast and lunch (both with beverages)
  - Coffee and tea service (for coffee/tea break in morning and afternoon)
- Catering should provide a range of options that consider common dietary needs (i.e., vegan, vegetarian, halal, gluten-free, nut-free), as well as two-to-three beverage options. Based on past workshops, the host institution is encouraged to include more vegetarian options than indicated on the participant list.
- All food must be labeled to indicate dietary needs and potential allergens.
- The catering menu must be provided to IIE three weeks before the workshop.

### *Parking*

- ADA-accessible parking spaces in close vicinity to the workshop location.
- Provide parking vouchers for participants and staff (in the event there is a cost associated with parking).

*Name Tags*

- Must be provided for all workshop attendees, including participants, program staff (ECA, IIE, and American Councils), facilitators, panelists, speakers, and the workshop organizer.
- Must be high-quality and should be on a lanyard or use either magnetic backings or clip.
- Must print 10 extra (blank).

*Workshop venue:*

- ADA-accessible event space that accommodates 55 individuals at round tables (to facilitate discussion and interaction) and has 2-3 additional spaces that accommodate 20 individuals/room (for the Topical Working Groups). All spaces must have free Wi-Fi.
- Has an area outside the main event space for a designated check-in table and two chairs. Event signage must be present at the check-in table.
- Has capacity to set up a catering buffet in the space or a nearby location (if needed).
- Has A/V capabilities, including a projector, screen, and microphones in all reserved spaces.
- Is accessible from 7:30 a.m.- 5:30 p.m. the day of the workshop to allow sufficient time for set up and tear down.

**Responsibilities of IIE:**

- Provide onboarding information to host institution, clarify roles, responsibilities, and timelines, and provide Gilman-related information, templates, and materials as needed.
- Manage advisor applications and travel stipends to attend the workshop.
- Communicate with participants before arrival and share campus logistical information (to be provided by host institution).
- Provide final list of participants to host institution along with dietary needs and allergens.
- Co-facilitate the Gilman and CLS Program overviews with American Councils for International Education and convey specific Gilman program information. (American Councils can provide specific CLS program information and hold a briefing meeting with the host institution, if requested, to ensure there is equity in understanding and program materials.)
- Work closely with facilitator(s) to finalize all aspects of the workshop and provide support wherever necessary.
- Assist with on-site check-ins and event logistical support, as needed.
- Conduct an online evaluation survey following the event, the results of which will be shared with the host institution.
- Email digital copies of workshop materials to workshop participants and share them with the wider advisor community on the Gilman website.
- Arrange a follow-up meeting with the workshop organizer and all workshop facilitators to discuss how to improve future advisor workshops.

**Submission Instructions**

Applicants should submit a proposal per the instructions in the attached Quotation Form.

**Evaluation Criteria**

Applicants must demonstrate they meet the following evaluation criteria:

Item	Requirement	Points Available
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<b>Organizational Capacity</b>	Assessment of the institution’s capacity to complete the scope of work, including overall workshop plan, potential contributions to the workshop content, and experience with supporting Gilman and CLS applicants and recipients.	15
<b>Proposed Facilitator(s)</b>	Assessment of qualifications of proposed session facilitator(s).	15
<b>Logistics</b>	Assessment of proposed venue space, A/V, catering, parking, and accessibility to transportation options for workshop attendees outside the local area.	10
<b>Cost Proposal</b>	Assessment of the overall cost of the quotation, including cost sharing and/or in-kind contributions to the workshop. IIE’s review of the cost proposal shall determine if the overall costs proposed are realistic for the work to be performed, reflect a correct understanding of the project requirements, and are consistent with the Quotation Form. Higher scores will be awarded to the most cost-effective budgets and those with cost sharing and/or in-kind contributions.	10
	<b>Total</b>	<b>50 points</b>

An Evaluation Committee will evaluate each quotation in accordance with the evaluation criteria listed above. The evaluation will be based on information provided in the Quotation Form. Any information required by the RFQ that is omitted, illegible, or unintelligible may be treated as failing to fulfil the relevant requirements.

The Evaluation Committee may request some or all applicants to provide additional information to clarify aspects of their quotation, either in writing or during post-tender interviews. If a written response is requested, it must be provided within 48 hours. The Evaluation Committee may make inquiries regarding applicants’ past performance organizing similar events.

All information submitted in the Quotation Form or obtained subsequently by the Evaluation Committee will be treated as confidential. Any quotation that does not demonstrate that the applicant meets all the mandatory evaluation criteria listed above will be eliminated from consideration.

The U.S. Department of State’s Bureau of Educational and Cultural Affairs will determine the final selection of the host institution.

**SECTION 3: TERMS OF PAYMENT**

Payment terms for the award shall be approximately net thirty (30) days after satisfactory completion of each deliverable or milestone agreed upon and established in the resulting agreement. Payment shall be made by the Institute of International Education (IIE) via check or electronic funds transfer/bank wire. The final payment terms in the contract will control, not this RFQ. No advance payments will be provided.

Staff Requirements: Primary organizers will be provided with financial support. In the Quotation Form, applicants must identify staffing requirements by each position title and, as necessary, brief description of duties, in addition to listing the annual salary of each position, percentage of time and number of



months devoted to project (e.g., Program Coordinator: \$30,000/year x 25% x 3 months; calculation: \$30,000/12 = \$2,500 x 25% x 3 months = \$1,875). IIE is not authorized to provide institutions of higher education supplemental compensation. All institutions of higher education compensation must comply with 2 CFR 200.430 (h).

Honoraria for presenters is not included in “Staff Requirements.” The Quotation Form can include recommended honoraria amounts for anticipated speakers, as applicable (not to exceed \$200 per speaker). Honoraria as compensation for institutions of higher education faculty at their institution must comply with their institutional policy and 2 CFR 200.430 (h).

Thank you for your interest in hosting this workshop. We value our partnerships with U.S. higher education institutions. Please feel free to contact us with any questions. (Questions should be directed to the email address provided, using the guidelines provided within this document.)

#### **ATTACHMENT A: Sample Agenda**

- |                         |   |
|-------------------------|---|
| 8:30 a.m. – 9:00 a.m.   | <b>Check-in, Breakfast, and Networking-</b> required session<br>The networking portion of this session should be a 10-15-minute activity where participants meet each other and find areas of commonality. Applicants are encouraged to propose creative ideas for this activity.   |
| 9:00 a.m. – 9:15 a.m.   | <b>Welcome and Introduction of Staff</b> (Host Institution, ECA, IIE, American Councils)- required session<br>Brief remarks from the host institution and a representative from the U.S. Department of State.   |
| 9:15 a.m. – 10:00 a.m.  | <b>Participant Introductions-</b> required session<br>This session should be robust and ensure participants know who is in the room, including participants’ names, institutions, role on campus, and connection to the Gilman and/or CLS program. Interactivity is highly desired. This session should go beyond simple introductions and strategically promote networking, a key goal of the workshop. Applicants are encouraged to propose creative ideas for introductions. |
| 10:00 a.m. – 11:00 a.m. | <b>Gilman and CLS Program Overviews and Q&amp;A</b> (Gilman and CLS Staff)- required session<br>Gilman and CLS staff will provide an overview of each program.  |
| 11:00 a.m. – 11:15 a.m. | <b>Coffee/Tea Break</b>   |
| 11:15 a.m. – 12:15 p.m. | <b>Gilman and CLS Application Review and Selection Criteria</b> (Gilman and CLS Staff)- required session<br>Gilman and CLS staff will lead a deeper dive into selection criteria and how program participants are chosen.   |

12:15 p.m. – 1:00 p.m.

### **Lunch**

1:00 p.m. – 3:00 p.m.

### **Content from Host Institution**

Sessions topics are listed below; however, all of these topics do not need to be included in the workshop. Applicants should propose the combination of topics they believe to be the most impactful and relevant for study abroad advisors and the best fit within the allotted timeframe. See Attachment B for session descriptions.

Of primary importance is ensuring the sessions are interactive and engaging. Lecture-style-only sessions are not permitted.

- Role of the Gilman and CLS Campus Advisor
- Promotion and recruitment for the Gilman and CLS Programs
- Supporting students through the application process
- Writing a competitive essay
- Utilizing the Gilman and CLS Programs to build/expand study abroad campus capacity
- Strategies for leveraging Gilman and CLS Programs on campus
- Strategies for increasing awareness of study abroad opportunities
- Engaging and leveraging Gilman and CLS Alumni

3:00 p.m. – 3:15 p.m.

### **Coffee/Tea Break and transition to Topical Working Groups**

3:15 p.m. – 4:00 p.m.

### **Topical Working Groups**

These will be concurrent groups, and facilitators will lead the group discussions. Participants will choose one group to attend, and the group will discuss a specific topic and exchange their ideas, strategies, and resources related to it. Participants will be encouraged to bring institutional resources related to the topic to share and discuss with the group either as an example of a best practice or something they would like feedback on from the group.

Potential topics are listed below; however, all of these topics do not need to be included. Topics in the “Content for Host Institution” that the applicant does not propose for the 1:00-3:00 timeframe could be proposed for a Topical Working Group. Applicants should propose 3-5 topics they believe to be the most interesting and useful for study abroad advisors and the best fit within the allotted timeframe.

Of primary importance is ensuring the sessions are interactive. Lecture-style-only sessions are not permitted.

- Developing or strengthening campus partnerships
- Designing and implementing writing workshops
- Overcoming institutional barriers or challenges

4:00 p.m. – 4:20 p.m.

### **Time for Reflection-** required session

This session should include an activity or discussion on take-aways from the workshop and time for participants to complete the reflection worksheet in the workshop handbook. (Note this is not a time for an evaluation of the day as IIE will be conducting an online survey of all participants.)

4:20 p.m. – 4:30 p.m.

**Wrap-Up/Closing Remarks** (Host Institution and ECA)- required session  
Brief remarks from the host institution and a representative from the U.S. Department of State.

## **ATTACHMENT B: Session Descriptions**

### ***Role of the Gilman and CLS Campus Advisor:***

This session should be short and interactive with advisors sharing how they see their roles as Gilman and CLS Advisors, including the challenges and rewards. This discussion should set the stage for more in-depth sessions on essay writing, student support, and outreach.

### ***Promotion and recruitment for the Gilman and CLS Programs***

This session should cover best practices for reaching specific student groups (i.e., Pell grant recipients, students studying critical languages, first-generation students) and sharing information with the general campus community so they understand the purpose and expectations of the Gilman and CLS Programs. Advisors should learn about social media and other communication systems that can be used to access diverse groups and recruitment strategies such as information sessions for first-year students and collaborating with faculty and staff.

### ***Supporting students through the application process:***

Many students start scholarship applications, but never finish them. This session should include advisors sharing tips and best practices for supporting students through the process.

### ***Writing a Competitive Essay:***

This session should be a discussion among advisors about the challenges and successes of advising students on essay writing. It should also include a discussion about essay brainstorming activities and tips.

### ***Utilizing the Gilman and CLS Programs to build/expand study abroad campus capacity***

Many institutions utilize study abroad scholarships to expand study abroad capacity on their campuses, which often includes expanding staff numbers, gaining campus senior leadership support of study abroad activities, engaging faculty, cross-departmental relationship building, and leveraging other scholarship dollars. In this session, participants should have time to discuss strategies their office or campus have employed and the associated challenges and successes.

### ***Strategies for leveraging Gilman and CLS Programs on campus***

This session should allow for participants to share how they leverage Gilman and CLS to support students with financial need. Discussions can include how to prepare students to budget for their time abroad and best practices for combining other resources on campus with Gilman and CLS.

***Strategies for increasing awareness of study abroad opportunities***

This should be an interactive session that utilizes the skills and expertise of participants and focus on various strategies for increasing applicants for study abroad and awareness of these programs on campus. This might include a panel discussion and small-group activities related to campus networks, outreach activities, and utilization of study abroad alumni. Advisors should be encouraged to share best practices.

***Engaging and leveraging Gilman and CLS Alumni***

This session should be a moderated panel with 3-5 alumni who share about the following topics: how they learned about study abroad (including internships and language study), their specific program, and the Gilman or CLS program; tips and tricks for the application process; and 1-2 examples of how their overseas experience has impacted their academic, personal and professional trajectories.