Defense Intelligence Agency (DIA)

FUNDING OPPORTUNITY ANNOUNCEMENT

FOR

INTELLIGENCE COMMUNITY

CENTERS FOR ACADEMIC EXCELLENCE

HHM402-17-FOA-399

6 February 2017

ISSUED BY:

Virginia Contracting Activity

200 MacDill Blvd.

Washington, D.C. 20340

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FY 2017 Intelligence Community

Centers for Academic Excellence (IC CAE) Program

2017 FUNDING OPPORTUNITY ANNOUNCEMENT (FOA) #HHM402-17-FOA-399

I. OVERVIEW INFORMATION

A. Required Overview Content

1. **Federal Awarding Agency Name:**
   Defense Intelligence Agency (DIA)

   Issuing Acquisition Office:
   Virginia Contracting Activity

2. **Funding Opportunity Title:**
   FY 2017 Intelligence Community Centers for Academic Excellence (IC CAE) Program

3. **Announcement Type:**
   Initial Announcement

4. **Funding Opportunity Number:**
   HHM402-17-FOA-399

5. **Catalog of Federal Domestic Assistance (CFDA) Number and Title:**
   12.598 - Centers for Academic Excellence

6. **Response Date:**
   Proposal Due Date is **11:59PM Eastern Standard Time 17 March 2017**.

B. Additional Overview Information:

Office of the Director of National Intelligence (ODNI) designated the Defense Intelligence Agency (DIA) as the Service of Common Concern (SOCC) for the Intelligence Community Centers for Academic Excellence (IC CAE) Program on behalf of the Intelligence Community. This Funding Opportunity Announcement (FOA) describes the FY 2017 competition for grant awards under the IC CAE Program for institutions determined to be rural and under-resourced schools as described in the FY2016 Intelligence Authorization Act (House Permanent Subcommittee on Intelligence).

C. Academia Day:

On February 22, 2017, the Defense Intelligence Agency will present for the Intelligence Community, an unclassified forum to be held at the University of South Florida, located in the Dr. Kiran C. Patel Center for Global Solutions building. The event is entitled 'Academia Day'. The purpose of the event is to share general and publicly available information about the IC CAE Program to interested universities and colleges.

II. DETAILED INFORMATION ABOUT THE FUNDING OPPORTUNITY

A. Program Description

Office of the Director of National Intelligence (ODNI): The Office of the Director of National Intelligence (ODNI) serves as the head of the U.S. Intelligence Community, overseeing and directing the implementation of the National Intelligence Program and acting as the principal advisor to the President, the National Security Council, and the Homeland Security Council for intelligence matters related to national security.

The ODNI maintains budgetary oversight of the Intelligence Community Centers for Academic Excellence (IC CAE) Program. ODNI reviews and approves the National Intelligence Program resources planned to execute the goals, objectives and requirements of the IC CAE Program.

The component of ODNI responsible for conducting oversight of the IC CAE Program and serves as the primary interface with the DIA on matters relating to IC CAE is the Office of the Assistance Director of National Intelligence for Human Capital (ADNI/HC).

Defense Intelligence Agency (DIA): The Defense Intelligence Agency (DIA), Directorate for Mission Services, Academy for Defense Intelligence, is the **Service of Common Concern (SOCC) for the Intelligence Community Centers for Academic Excellence (IC CAE) Program**. DIA's role as the SOCC includes developing and distributing this FOA, managing the proposal review process, awarding the competitive grants using DIA's grant authority, and providing post-award grants administration.

The design of the IC CAE Program was formulated and executed in accordance with

- Executive Order 13355 (Strengthened Management of the Intelligence
- Community);
- The Intelligence Authorization Act for Fiscal Year 2010;
- 50 *U.S.C.*, 3224 ("Intelligence Officer Training Program") and;
- 50 *U.S.C.*, 3024(n) ("Acquisition and Other Authorities").

The IC CAE Program is a congressionally-mandated program and is designed to promote the acquisition of competitive talent in concert with the U. S. Intelligence Community's Five Year

Strategic Human Capital Plan (SHCP). While all accredited four-year colleges and universities in the United States are eligible, the legislation that established the program emphasized increasing the gender and ethnic diversity of the IC workforce; therefore, the IC CAE Program is especially interested in institutions with diverse populations of talent and in geographic diversity. Such institutions include Historically Black Colleges and Universities (HBCUs), Hispanic-Serving Institutions (HSIs), Tribal Colleges and Universities (TCUs) and Asian-American and Pacific Islander-Serving Institutions (AAPI-SIs). Also included are those majority institutions with significant populations of minorities and/or women that possess credentials in disciplines and specializations that meet IC core mission requirements and Director of National Intelligence (DNI) Directives.

The IC CAE Program's purpose is to develop a cadre of qualified intelligence professionals to carry out America's long-term national security initiatives by creating a competitive, knowledgeable and diverse workforce through the provision of multi-year grants to colleges and universities. The program encourages eligible institutions of higher education to submit proposals that support intelligence and national security curricula and programs that will create, attract and sustain a robust and knowledgeable talent pool in multi-disciplinary areas of interest to the Intelligence Community. To implement the IC CAE Program, this FOA offers opportunities for colleges and universities to compete for IC CAE discretionary grants.

Potential applicants are encouraged to obtain and become familiar with the information on the IC CAE Program by accessing the DIA website at http://www.dia.mil/training/ICCentersforAcademicExcellence.aspx.

NOTE: Applicants are advised to read this entire announcement carefully, as it explains the program needs, eligibility, and submission requirements as well as the terms, conditions, and selection criteria and process for this competition.

B. Federal Award Information

Anticipated Amount/Number of Award(s): This announcement anticipates awarding two (2) discretionary grants with a base year of Twelve (12) month period of agreement amount, not to exceed $300,000.00 each; along with Four (4) Twelve-month optional periods at a Not to Exceed amount of $300,000.00 per optional period. However, the Government reserves the right to make zero, one, or multiple awards based on the available funding and proposal ratings, as determined by the evaluation board for those submitted in response to this announcement.

The following is a brief description of the funding instrument:

Grant: A legal instrument, that consistent with 31 U.S.C. 6304, is used to enter into a relationship in which-

a) The principal purpose is to transfer a thing of value to the recipient to carry out a public purpose of support or stimulation authorized by a law or the United States, rather than to acquire property or services for the federal government's direct benefit or use.
b) Substantial involvement is not expected between the Defense Intelligence Agency and the recipient when carrying out the activity contemplated by the grant.
c) No fee or profit is allowed.
d) Grants for Institutions of Higher Education are governed by the Uniform Guidance, Title 2 Code of Federal Regulation, and Part 200.

III. ELIGIBILITY INFORMATION

A. Eligible Applicants

Proposals are sought from Institutions of Higher Education for workforce development in intelligence and national security curricula areas specified in Part II, Section A of this FOA. The applicant institution—i.e., the lead institution that will be the prime awardee for purposes of award execution—must be a regionally accredited college, university, or other four-year degree-granting institution in the U.S., its territories or possessions, that provides post-secondary school courses of study.

B. Under-Resourced Institutions

The following types of under-resourced Institutions of Higher Education are encouraged to apply for IC CAE support as Public or Private Institutions of Higher Education:

- Hispanic-Serving Institutions (HSIs)
- Historically Black Colleges and Universities (HBCUs)
- Tribally Controlled Colleges and Universities (TCCUs)
- Alaska Native and Native Hawaiian Serving Institutions (ANNHSI)
- Asian American Native American Pacific Islander Serving Institutions (AANAPISIs)

The applicant Institutions must be part of a consortium to specifically enhance collaboration with under-resourced schools (as defined herein) in the university's area, in a manner that promotes diversity.

A community college can participate if it is partnered with a four-year regionally accredited institution as a consortium member of the four-year regionally accredited institution, which grants at least baccalaureate degrees and which will serve as the prime awardee recipient. The

Council for Higher Education Accreditation (CHEA) is the body responsible for regional accreditation; its website is www.chea.org.

Rural and under-resourced universities and colleges are defined as the following:

- **Rural** – Universities and Colleges are considered rural as listed in the National Center for Education Statistics (NCES), Integrated Post-Secondary Education Data System (IPEDS), College Navigator Tool located at http://nces.ed.gov/collegenavigator/.

- **National Center for Education Statistics (NCES)** - is the primary federal entity for collecting and analyzing data related to education in the U.S. and other nations. NCES is located within the U.S. Department of Education and the Institute of Education Sciences. NCES fulfills a Congressional mandate to collect, collate, analyze, and report complete statistics on the condition of American education; conduct and publish reports; and review and report on education activities internationally.

- **Under-resourced Institutions** – As defined by White House Initiatives:
    1. Executive Order 13532 - Historically Black Colleges and Universities (https://sites.ed.gov/whhbcu/one-hundred-and-five-historically-black-colleges-and-universities/);

    2. Executive Order 13555 - Hispanic-Serving Institutions (https://sites.ed.gov/hispanic-initiative/hispanic-serving-institutions-hsis/) ;

    3. Executive Order 13592 – American Indian and Alaska Native Education (https://sites.ed.gov/whiaiane/tribes-tcus/tribal-colleges-and-universities/), and;

    4. Executive Order 13515 - Asian Americans and Pacific Islanders (https://sites.ed.gov/aapi/asian-american-and-native-american-pacific-islander-serving-institution-aanapisi/).

C. Cost Sharing or Matching:

There is no required cost sharing, matching, or cost participation to be eligible under this FOA and cost sharing and matching is not an evaluation factor used under this FOA.

D. Other Eligibility Criteria

Eligible institutions include:

1. Offerors that demonstrate having current academic programs which serve as a foundation for an intelligence or national security studies certificate, major or minor.

2. The offeror must have a Principal Investigator (PI) named as the single point of contact. This PI must:

    a. Be a U.S. citizen;
    b. Be an employee of the applicant institution and;
    c. Be on the faculty of the applicant institution.
    d. Have a co-PI following the same guidelines as the PI.

3. The applicant must be able to commit university/college resources to support the infrastructure needed for the institution's CAE initiative. Institutions are expected to possess the necessary facilities needed to host an IC CAE program.

4. The applicant must submit with their proposal, a signed letter on official letterhead from the university's President acknowledging the university's intent in and support of this FOA, IC CAE program.

5. Institutions who previously received an IC CAE grant may re-apply and are termed 'sustaining applicants' for the purpose of this FY17 FOA. Status as a consortium with under-resourced and/or rural schools, as well as past performance of sustaining applicants will be considered. All sustaining applicants must have made significant progress toward the intent of the Fiscal Year 2012 and/or 2014 grants during their previous participation period.

    "Reflective evidence" must include:

    a. Having developed and implemented a minor, major or certificate program in intelligence or national security studies;
    b. Having met objectives in earlier government approved work plan cycles;
    c. Successfully completing previous grant award period with the IC CAE Program;
    d. Proposal of future grant activities reflect a significant increase in the performance level of the IC CAE program achieved in the past.

6. Those which submit an application that is received by the date specified and which is accurate and complete.

E. Required Registrations

Applicant Organizations

Applicant organizations must complete and maintain the following registrations as described in the SF 424 (R&R) Application Guide to be eligible to apply for or receive an award. All registrations must be completed prior to the application being submitted. Registration can take 6 weeks or more, therefore, applicants should begin the registration process as soon as possible. The DIA Policy on Late Submission of Grant Applications states that failure to complete registrations in advance of a due date is not a valid reason for a late submission. Proposal submission shall only be via the Grants.gov website. No other submission medium is permitted.

1. **Dun and Bradstreet Universal Numbering System (DUNS)** - All Offerors are required to have a DUNS number. The DUNS number will be used to verify status within the System for Award Management (SAM) registrations. The same DUNS number must be used for all registrations, as well as on the grant application.

   DUNS number is the nine-digit number established and assigned by Dun and Bradstreet, Inc. (D&B) to uniquely identify business entities. A DUNS number may be obtained from D&B by telephone (currently 866-705-5711), email govt@dnb.com or the Internet (currently at http://fedgov.dnb.com/webform).

2. **System for Award Management (SAM) (formerly Central Contractor Registration (CCR))** – Applicants must complete and maintain an active SAM registration, which requires renewal at least annually. The renewal process may require as much time as the initial registration. SAM registration includes the assignment of a Commercial and Government Entity (CAGE) Code for domestic organizations which have not already been assigned a CAGE Code.

   Unless the applicant is exempt from this requirement under 2 *CFR* 25.110, the applicant shall maintain the currency of the information in the SAM database until submission of the final financial report required under this award or receive the final payment, whichever is later. Additional information about registration procedures may be found at the SAM website (https://www.sam.gov).

3. **Grants.gov** – Applicants must have an active DUNS number and SAM registration in order to complete the Grants.gov registration.

IV. APPLICATION AND SUBMISSION REQUIREMENTS

A. Website to View Funding Opportunity Announcement:

This FOA is only accessed from the following website: Grants.gov - http://www.grants.gov.

Amendments, if any, to this FOA will be posted to the Grants.gov website when they occur. Interested parties are encouraged to periodically check this website for updates and amendments.

The Government will evaluate all proposals submitted under the terms and conditions of this FOA.

The following information is for those wishing to respond to the FOA:

B. Content and Form of Proposal Submission:

1. Completeness of Information

Proposals must include all of the information specified in this FOA to prevent delays in evaluation. Be sure to specify the Commercial and Government Entity (CAGE) Code, the Data Universal Number System (DUNS) Number, and the Taxpayer Identification Number (TIN) with your submission. Completion of the Representations and Certifications as well as registering with the System for Award Management (SAM) are prerequisites before receiving an award.

2. Proposal Process Overview

The IC CAE Program, through DIA as its Service of Common Concern, intends to issue two (2) multi-year grants. To be considered and evaluated, the full proposal must be received by the government via Grants.gov (www.grants.gov) on or before **11:59 PM Eastern Standard Time on March 17, 2017.** It is the offerors responsibility to ensure proposals are up-loaded and accepted prior to suspense date and time. DIA will not accept proposals after the time and date specified in this proposal. The IC CAE Program Office will use the process and criteria described in the Merit Evaluation, Appendix A to evaluate each proposal submitted under the terms and conditions of this FOA. Applicants are encouraged to plan proposal submissions well before the FOA deadline to avoid missing an opportunity to submit a proposal. The estimated grant award date of **September 15, 2017**, should be used for budget and proposal start date purposes.

After evaluations, a notification letter for award will be sent to the Principal Investigator and to the Authorized Organizational Representative.

Successful offerors will receive a letter of congratulations for award. Unsuccessful offerors will receive a letter of unsuccessful notification with instructions to request a debriefing. It is the responsibility of offerors and all interested parties to stay apprised of amendments pertaining to this Funding Opportunity Announcement including revision information, posting of questions and answers, as well as, all notifications by checking www.grants.gov.

3. Inquiries from Applicant

Users need to register with Grants.gov to utilize the system as an applicant. To safeguard the security of your application information, Grants.gov requires all users to create an account in the Grants.gov system. The user must verify they are able to obtain a username and password. This process confirms the identity of the organization applicant.
Before you can create your Grants.gov organization applicant username and password, your SAM registration must be complete and active.

Once registered and logged into the website, an applicant can click the "Current Efforts" tab and select the "Intelligence Community Centers for Academic Excellence Funding Opportunity Announcement # HHM402-17-FOA-399" page under the list. Applicants shall use the "Q&A" link on that page to submit questions or comments, and to view the responses to all other questions and comments, including those submitted by other organizations.

Answers will be posted as they are developed. Applicants are encouraged to review all previous questions and answers prior to posting a question to avoid duplication of questions. **Questions/comments submitted via email or phone will not receive a response. Cut-off date for questions is 11:59 p.m., Daylight Savings Time, on February 14, 2017.**

4. Program Updates

It is the applicants' responsibility to check Grants.gov for updates, revisions and responses to questions/comments from other applicants which may include additional guidance regarding this program. All amendments/announcements referencing this grant (to include Questions and Answers) will be posted only on www.grants.gov.

5. Proposal Preparation Instructions

a. The proposal shall be clear, concise and include sufficient detail for meaningful evaluation.

b. Elaborate brochures or documentation, binding, detailed artwork, or other embellishments are unnecessary and are not desired.

Offerors proposals shall be separated into Three (3) distinct Volumes. Each volume will be a separate file with Offeror's Name and Volume Number as the file name. SAMPLE: FILE ONE name is "Volume I – Yourschoolname.docx"; FILE TWO name is "Volume II – Yourschoolname.docx"; FILE THREE name is "Volume III – Yourschoolname.docx. At the offerors discretion, all three volumes can be compressed using a zip compression tool resulting in a single transport file. The single zipped file should be named HHM402-17-FOA-399 V1-2-3 YourschoolnameMASTER.zip. It is not the Government's responsibility to ensure the files can be expanded and/or data content readability of the expanded files. In the event any file is unable to be expanded and/or read, the offeror's submission will be deemed unreadable, unacceptable and disqualified for evaluation. No requests for alternate proposal submission will be discussed or allowed.

c. Format for Attachments: Proposals shall be complete and stand-alone to qualify for review. Documents should be typed, single-spaced on standard-sized paper (8.5" x 11") with 1" margins on all sides. Use a clear font that is highly readable. Recommend using 12 point Times New Roman font.

d. Separate attachments, such as institutional brochures or reprints, shall not be evaluated.

e. Embedded links to external websites within any volume will not be activated or reviewed. Proposal information submitted shall be complete, concise and self-contained within each respective volume.

f. All documents submitted shall not be locked or password protected.

g. All electronic files shall have names that represent the individual volume number.

h. The Government will retain copies of all electronic proposals.

6. Submission Process

The Grants.gov Applicants feature includes a simple, unified application process that makes it possible for applicants to apply online. Grants.gov have comprehensive instructions on how to apply for the FY 17 IC CAE grant on its website at www.grants.gov/CompleteApplication; applicants are referred to those instructions to carry out the application process. The site also contains registration checklists, FAQs and videos to help applicants through the registration process. It is recommended that

applicants download the checklists and prepare the information requested before beginning the registration process.

All offerors shall follow the directions for submitting a proposal response under the Intelligence Community Centers for Academic Excellence Funding Opportunity Announcement #HHM402-17-FOA-399 tab on the Grants.gov site. **(Proposals submitted by any applicant via the "Submit Unsolicited" link on the site, as well as by email, fax or other means, will not be accepted and determined as nonresponsive resulting in disqualification for evaluation).** Grants.gov will acknowledge Government receipt of the proposal. Proposals can be submitted as one or multiple files, but if multiple files are submitted, they shall be combined into one compressed folder (.zip) and submitted as one .zip file. If an applicant fails to follow this requirement and submits multiple files individually (i.e., not zipped) for a proposal, the Government may elect to not review all the individual files in the interest of efficiency while downloading and reviewing responses. Allowable file formats are MS Word (.doc or .docx MS Word 2016 or earlier version), Adobe Acrobat (.pdf) searchable file with copy permission granted, and MS Excel (.xls or .xlsx 2016 or earlier version). The single or zipped (.zip) file shall be less than 3.0 MB in size.

In the event of system problems when submitting a proposal, contact Grants.gov Applicant Support listed under the "Support" link on the www.grants.gov homepage. These Applicant Support personnel are available to assist 24/7 (except federal holidays).

Failure to follow the submission instructions shall result in the offeror's proposal being determined as non-responsive and disqualified for evaluation. Applicants are strongly encouraged to submit proposals well before the submission deadline as proposals submitted the day of the deadline may be deemed late proposals and not accepted if they cannot be tallied and time stamped as submitted due to applicant, website or Government technical problems.

DIA will use the process and criteria described in this FOA to evaluate each proposal. To be accepted for evaluation, a proposal shall be received from an eligible institution in the complete and proper format as described below.

7. Submission Deadline

a. All submissions shall be received on or before **11:59 PM Eastern Standard Time March 17, 2017**. The Grants.gov website *will not accept* proposals after the deadline.

b. Acknowledgement and Proof of Timely Submission. Proof of timely submission is automatically recorded by Grants.gov. An electronic time-stamp is generated within the system when the proposal is successfully received. When an applicant has successfully transmitted a proposal, the applicant will receive an electronic receipt and tracking

number from Grants.gov. The applicant should print the receipt and save it as proof of timely submission. Furthermore, when DIA successfully retrieves the proposal from Grants.gov, the website will provide an electronic acknowledgement of receipt to the e-mail address of the applicant institution's Alternate Organizational Representative.

Applicants using dial-up connections should be aware that their transmission could take longer before Grants.gov receives it. In all cases, Grants.gov will provide either an error or a successfully received transmission message. In the event of errors, please contact the Grants.gov Applicant Support listed under the "Support" link on the www.grants.gov homepage. Email support@grants.gov or visit http://www.grants.gov/web/grants/support.html. Please be patient and give the website time to process the submission. Uploading and transmitting multiple files with associated HTML schemas may take a while.

V. CONTENT SPECIFICS

A. VOLUME I: PROGRAM INTENT

Volume I shall have no reference to financial/budget information. This volume is exclusively for non-budget focused proposal information detailing the approach and intent in addressing objective components 1 through 9 herein. Inclusion of budget information or reference to budget figures imbedded in this volume shall be reason for a determination of non-responsiveness and result in proposal disqualification. It is the offerors responsibility to edit and quality check all volumes prior to up-loading for transmission/submission on Grants.gov website.

Section 1 and 2 along with objectives 1-9 shall include all of the following items with a page limitation of no more than twenty (20) pages:

Section 1 - Provide a Program Overview shall include:

- **a.** The FY 17 FOA number (HHM402-17-FOA-399);
- **b.** The proposal title;
- **c.** The legal name of the applicant institution;
- **d.** The names of both the Principal Investigator and an appropriate Authorized Organizational Representative (AOR) in the university's administrative/grants/contracting office, along with contact information including, at least:
  - i. full, legal name;
  - ii. academic/functional title;

iii. telephone number;
iv. fax number;
v. postal mailing address and;
vi. Electronic-mail address.

e. The Project Mission Statement;

f. Measurable, time-bound, and attainable objectives that reflect a reasonable and thoughtful build of a sustainable program.

g. The Project Overview shall not exceed **one (1)** page.

h. Alternate contact information should also be included in the overview. If proposal clarifications are required during the receipt, evaluation, or negotiation process, DIA will make every effort to contact the listed PI or AOR based on the information provided by the applicant within the proposal. If those efforts fail, however, DIA will be forced to terminate the evaluation or award process for that proposal. Therefore, the Principal Investigator should provide alternate contact information—alternate telephone numbers and, if possible, the names of other persons and their telephone numbers—that will ensure DIA's ability to contact the PI and AOR whenever needed.

i. Additional data: School ranking, percentage of male and female students, percentage of Native American, Asian, African-American, Hispanic, Pacific Islander and multi-racial students.

Section 2 - Provide a Program Narrative:

Program Context: The IC CAE Program encourages offerors to submit proposals with innovative ideas of establishing/enhancing the IC CAE Program in order to create, attract, and sustain a robust and knowledgeable talent pool in multi-disciplinary areas of interest relevant to the Intelligence Community. Provide a program narrative that details offer's understanding of the IC mission, goals and objectives when crafting their proposals.

The IC CAE Program Office has found the most successful participants to be those which are guided by personnel with knowledge of and experience in the Intelligence Community. Further findings have shown that university programs are enhanced by partnerships with and outreach to Intelligence Community installations (offices, bases, or other concentrations of personnel) and private industry supporting intelligence/national security work; as it allows for additional resources to provide Subject Matter Expert speakers, internship opportunities and other interactions with intelligence professionals.

Objectives 1 through 9 are Program Components: In the FY 17 FOA, the IC CAE Program has nine (9) objective components upon which proposals shall be evaluated:

OBJECTIVE - 1. Curriculum Development - Intelligence/National Security Related Curricula:

A key objective of the program is to strengthen academic programs in Intelligence or National Security in historically **rural and under-resourced** population schools. Proposers shall explain how they plan to creatively expand, upgrade, enrich, or integrate undergraduate or graduate course offerings to better prepare graduates to perform work in intelligence or national security. The program is to be called an "IC Center for Academic Excellence." **Examples of core intelligence courses include, but are not limited to:**

- **a.** History of U.S. Intelligence and National Security
- **b.** The U.S. Intelligence Community
- **c.** Intelligence Cycle
- **d.** Intelligence Collections
- **e.** Critical Thinking Skills for Intelligence Analysis
- **f.** Analytic Writing and Briefing
- **g.** Introduction to Structured Analytic Techniques

A minimum of four (4) courses from the above list shall be required for students who participate in the IC CAE program.

OBJECTIVE – 2. Language of Interest Course Available:

Have available language study program/courses in one or more of the following languages: **Arabic (all dialects), Azerbaijani, Bangla, Burmese, Cambodian/Khmer, Chinese (all dialects), Dari, Farsi, Georgian, Hindi, Indonesian, Japanese, Korean, Kurdish, Lao, Pashto, Persian, Punjabi, Russian, Swahili, Turkish, Turkmen, Urdu, Uzbek, Vietnamese or other less commonly taught languages of interest to the Community.**

This list represents languages of interest to the intelligence Community. Applicants who have the ability to provide study in these languages (either through their own schools or through consortium school agreements) will be evaluated as meeting this criterion. It should be noted that students sent abroad for the study of language should have completed at least two semesters or its equivalent prior to their study abroad.

OBJECTIVE – 3. Adherence to CAE mission Ethic and Cultural Diversity:

As the Intelligence Officers Training Program (50 *U.S.C.* 3224) states, that ethnic and cultural diversity are an intent of this grant program, institutions with diversity will receive credit for same.

OBJECTIVE - 4. Consortium:

Institutions must be part of a consortium to specifically enhance collaboration with under-resourced schools in their area in a manner that promotes diversity.

OBJECTIVE - 5. Facilitate Student Participation In On-Campus Academic Programs, and Professional Development Activities:

IC CAE students shall be involved in the program and aware of the numerous benefits it provides. There shall be on-campus workshops, seminars and other activities that encourage their engagement as well as support for off-campus activities such as intelligence or national security conferences, seminars, workshops, or simulations.

OBJECTIVE - 6. Students Study Abroad, Cultural Immersion and Regional Studies Opportunities:

Study abroad shall only be for the purpose of cultural immersion, regional studies, or language instruction. Support of semester abroad or other lengthy immersion experiences are preferred. **A minimum stay of four weeks, maximum 8 weeks is sufficient to qualify as an IC CAE-funded study abroad program.** All foreign travel shall be in accordance with U.S. laws and regulations.

OBJECTIVE - 7. Faculty Research and Professional Development in Support of Teaching an Intelligence or National Security Curriculum:

Faculty research and professional development shall include participation in intelligence and national security classes, conferences, seminars, and similar activities. It should support or enhance the faculty member's ability to develop and present intelligence or national security curriculum.

Any papers or deliverables resulting from faculty research shall be submitted to the IC CAE Program Office within two weeks of publication.

OBJECTIVE - 8. In Collaboration with Rural and Under-Resourced Regional Colleges and Universities, Host an Annual Colloquium or Speaker Series on Intelligence and National Security Topics:

Each prime awardee school shall hold an annual colloquium or speaker series on Intelligence or National Security issues, inviting **rural and under-resourced regional colleges and universities,** government speakers and industry partners with a primary goal of maximizing relationships/outreach. A colloquium should be at least one day in length; a speaker series may include shorter presentations scheduled over weeks or months which meet the intent to bring together a wider audience and speakers on intelligence or national security and total at least a similar number of hours as that of a day-long colloquium. Opportunities for display of student papers and/or presentations must be included as part of the event.

OBJECTIVE - 9. Establish and Maintain Program Management Plan and Sustainment Action Plan:

Each school shall have both project management and sustainment action plans.

(9.a.) **The Program Management Plan** shall detail the responsibilities of personnel to attain explicitly stated, measureable and achievable program objectives. The Principal Investigator's expertise and experience will be evaluated relative to their ability to manage an Intelligence related program.

The Program Management Plan will detail how the project staff will capture the project milestones to include comparison of actual results to expected results, accomplishments, status of progress made, upcoming activities, lessons learned and **cumulative quantitative data** on:

1. **Number of students in the program;**
2. **Number of students who receive an IC internship;**
3. **Number of students who have been hired by the IC;**
4. **Number of students that attended the Summer Seminar Sessions;**
5. **Number and names of students who traveled abroad as part of the IC CAE Program;**
6. **Number and title of Research Papers published by faculty members.**

The plan shall also detail what steps the school will take to ensure appropriate **IC CAE 'labeling' and 'publicizing'** so students/faculty/administration are aware

they are participating in an IC CAE program. ***The school's IC CAE Program must be publicized robustly on the university's website and the site kept up-to-date.***

(9.b.) **The Sustainment Action Plan** shall detail what the school will do during the grant period to build sustainability of the IC CAE program at that institution after the grant has expired and the funding by the Government has ended.

TOP 6 BENEFITS TO CREATE AND EXECUTE A SUSTAINABILITY ACTION PLAN:

1. Maintain designation as an IC CAE school post-grant.
2. Continued IC association post-grant.
3. Recruitment fairs facilitated by IC agencies at your university.
4. Student participation in the 2-week federally funded and sponsored National Security Analysis and Intelligence Summer Seminar (NSAISS).
5. University participation in the IC sponsored Biannual Five Eyes Analytic Workshops
    a. The Five Eyes Workshop brings together the intelligence agencies of Australia, Canada, New Zealand, the United Kingdom, and the United States as well as select academic partners to share their best analytic practices and newest analytic principles to improve present and future intelligence analysts.
6. University faculty/staff participation in the Annual 3-day Faculty Development Workshops facilitated by the IC CAE Program Office.

The essentials of creating a sustainability action plan includes strategic planning, partnership and communication.

- **Strategic planning** is the glue that holds sustainability efforts together. Without a strategic direction and long-term goals, programs find themselves only reacting to day-to-day demands. Strategic planning leads to an outcome-oriented plan.
- **Partnership** is cultivating connections between your program and its stakeholders.
  Partners play an important role in sustainability in several ways:
    i. Partners can be connectors to greater resources or expertise;
    ii. Partners can take over providing services if your program has to cut back; or
    iii. Partners can advocate on behalf of your cause.

Building awareness and capacity for sustainability requires a strategic approach and partnerships across sectors, including alliances between private and public organizations.

- **Communication counts.** People need to know what your program does and why it's important. Communicating externally about your program's effectiveness helps the program gain greater visibility and builds support from stakeholders. Internally, evidence that a program works builds faculty/staff buy-in and support from institutional leaders. The more people know and care about your program and mission, the more likely they are to support your efforts in the long term. **Establishing and maintaining a robust, informative and easy to locate website, advertising your IC CAE Program, is an important communication method in marketing your program.**

NOTE: In order for institutions to **maintain their designation as an IC CAE school post-grant**, there are six requirements that should be met and sustained:

1. A program curriculum that successfully maps to the core and optional Knowledge Units (KUs) for intelligence and national security studies as listed and **described in Appendix D**. This narrative should describe the plan to build a sustainable program of intelligence and national security studies by developing, expanding, upgrading, enriching, or integrating undergraduate or graduate course offerings and activities in an efficient and effective manner.

2. Advanced studies offered at the institution of higher education in academic disciplines of interest to the intelligence community. The narrative describes the majors in the liberal arts and STEM disciplines offered that provide the basis for intelligence analysis.

3. **Program management, marketing and sustainment plans**
    - The **program management plan** shall detail the responsibilities of personnel to attain explicitly stated, measureable and achievable program objectives. The Principal Investigator's expertise and experience will be evaluated relative to his/her ability to manage an intelligence-related program.
    - The **marketing plan** shall detail steps the school will take to ensure appropriate IC CAE 'labeling and publicizing' so students/faculty/administration are aware of the IC CAE program, of the eligibility of most academic majors and the inclusivity of diverse populations.

- **The IC CAE Program must be publicized robustly on the university's website and the site kept up-to-date.**

- The **sustainment action plan** shall detail what the school will do during the grant period to build sustainability of the IC CAE program at that institution after the funding by the Government has ended.

4. Annual colloquium or speaker series on Intelligence or National Security issues, inviting rural and under-resourced regional colleges and universities, government speakers and industry partners with a primary goal of maximizing relationships/outreach.
   - Each prime awardee school shall hold an annual colloquium or speaker series on Intelligence or National Security issues, inviting rural and under-resourced regional colleges and universities, government speakers and industry partners in the region, with a primary goal of maximizing relationships/outreach.
   - A colloquium should be at least one day in length; a speaker series may include shorter presentations scheduled over weeks or months which meet the intent to bring together a wider audience and speakers on intelligence or national security and total at least a similar number of hours as that of a day-long colloquium.
   - Opportunities for display of student papers and/or presentations must be included as part of the event.

5. Faculty professional development activities funded and facilitated to support or enhance a faculty member's ability to develop and present intelligence or national security curriculum.
   - Faculty professional development activities shall include participation in intelligence and national security classes, conferences, seminars, and similar activities. It should support or enhance the faculty member's ability to develop and present intelligence or national security curriculum.

6. Institutional diversity, in both percentages and total numbers, accompanied by outreach to minority populations.
   - Plans to enroll minority students in the IC CAE program
   - Plans to reach out and include schools identified as minority, rural and/or under-resourced populations