

Request for Innovation Fund Proposals

Supported by Santander Bank, N.A.

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**Subject: Request for Proposals for the Santander Competition for Innovations in Study
Abroad Partnerships & Collaboration**

Dear Applicants,

Partners of the Americas (Partners), the U.S. Department of State (DOS) and NAFSA: Association of International Educators are pleased to announce a new grant competition as part of *100,000 Strong in the Americas* Innovation Fund.

The *100,000 Strong in the Americas* Innovation Fund is the public-private sector collaboration between the U.S. Department of State, Partners of the Americas, NAFSA: Association of International Educators, corporations, foundations, regional governments, and Embassies working together to inspire U.S. universities and colleges to team up with universities and technical education institutions in the Western Hemisphere to create and increase student exchange and training programs. Innovation Fund grants build institutional capacity, increase student mobility, stimulate regional education cooperation, and contribute to workforce development by facilitating partnerships between universities and community colleges in the United States and higher education institutions in the Western Hemisphere.

The Santander Competition for Innovations in Study Abroad Partnerships & Collaboration is supported through a generous contribution from Founding Circle Partner, Santander Bank N.A. through its Santander Universities Global Division, and is open to all higher education institutions in **northeastern United States (Connecticut, Delaware, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, and Rhode Island) and all non-U.S. countries in Latin America, the Caribbean, and Canada** that promote study abroad and training opportunities in all fields of study.

In applying for this competition, higher education institutions from the eligible geographic locations will demonstrate how they will assert leadership in implementing proposed innovations, increase student mobility, maintain student and faculty engagement, and commit to making concrete changes to expand access to study abroad for all students as sending and/or hosting institutions.

The intent of the Santander Competition is to award approximately eight (8) Innovation Grants of up to \$25,000 to selected proposals. Partners, DOS, and NAFSA reserve the right to fund any or none of the Innovation Fund grant applications submitted.



Santander Bank, N.A. is one of the country's largest retail and commercial banks with more than \$83 billion in assets. With its corporate offices in Boston, the Bank's 9,500 employees, more than 650 branches, 2,100 ATMs and 2.1 million customers are principally located in Massachusetts, New Hampshire, Connecticut, Rhode Island, New York, New Jersey, Pennsylvania and Delaware. The Bank is a wholly-owned subsidiary of Madrid-based Banco Santander, S.A. (NYSE: SAN) - one of the most respected banking groups in the world with more than 125 million customers in the U.S., Europe, and Latin America. It is managed by Santander Holdings USA, Inc., Banco Santander's intermediate holding company in the U.S. For more information on Santander Bank, please visit www.santanderbank.com.



Table of Contents

Section I: Funding Opportunity Description.....	1
Section II: Award Information.....	3
Section III: Eligibility Information.....	4
Section IV: Application and Submission.....	5
Section V: Agency Contacts.....	5

Section I: Funding Opportunity Description

A. Background of the Innovation Fund

Many Latin American and Caribbean students do not have the English language skills or resources to succeed at U.S. institutions. Conversely, many U.S. students are unaware of the opportunities available in the hemisphere, and U.S. colleges and universities face challenges integrating study abroad into degree programs, designing programs for nontraditional students, and developing cost-effective opportunities for all students. There are approximately 49,000 U.S. students studying in Latin America and the Caribbean and 86,000 Latin American and Caribbean students studying in the U.S. each year. Canada contributes an additional 27,000 students studying in the U.S. while 1,400 U.S. students are studying in Canada. We are seeking to nearly double the number of students studying abroad in our region in less than ten years.

In 2011, *100,000 Strong in the Americas* was launched with the goal of increasing the annual number of students to and from the United States and Latin America and the Caribbean to 100,000 in each direction by 2020. To reach our goal, it is imperative that colleges and universities make study abroad accessible for all students, regardless of their major, socio-economic status, or the type of institution in which they are enrolled.

The central mechanism for supporting the goal of achieving 100,000 students studying abroad annually in each direction by 2020 is the **100,000 Strong in the Americas Innovation Fund**, a dynamic public-private sector collaboration between the U.S. Department of State, Partners of the Americas, and NAFSA: Association for International Educators – leveraged by commitments by the private sector, foundations, and higher education institutions in the Americas. Since January 2014, the Innovation Fund has awarded 134 grants to teams of 263 higher education institutions from 25 countries in the Western Hemisphere region. Innovation Fund partnerships between universities and community colleges in the United States and higher education institutions in the Western Hemisphere are increasing student exchange opportunities and strengthening regional education cooperation throughout the Americas.

B. Background of Competition Donor

The Santander Competition for Innovations in Study Abroad Partnerships & Collaboration is supported through a generous contribution from Founding Circle Partner, Santander Bank N.A. through its Santander Universities Global Division. Santander Bank, N.A. is one of the country's largest retail and commercial banks with more than \$83 billion in assets. With its corporate offices in Boston, the Bank's 9,500 employees, more than 650 branches, 2,100 ATMs and 2.1 million customers are principally located in Massachusetts, New Hampshire, Connecticut, Rhode Island, New York, New Jersey, Pennsylvania and Delaware. The Bank is a wholly-owned subsidiary of Madrid-based Banco Santander, S.A. (NYSE: SAN) - one of the most respected banking groups in the world with more than 125 million customers in the U.S., Europe, and Latin America. It is managed by Santander Holdings USA, Inc., Banco Santander's intermediate holding company in the U.S.



C. Purpose of Grant Competition

The purpose of the Santander Competition for Innovations in Study Abroad Partnerships & Collaboration is to provide incentive grants to higher education institutions (HEIs) in northeastern United States (Connecticut, Delaware, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, and Rhode Island) and all non-U.S. countries in Latin America, the Caribbean, and Canada that promote study abroad and training opportunities in all fields of study.

Proposals can focus on increasing outbound opportunities for students; on expanding the capacity for the partner institutions to host them or to reciprocate the exchange by sending students; on expanding their own capacity to host international students; or offer models that integrate increased flow in both directions. For example, applicants may propose to provide small sub-grants to students in order to have an impact on their study abroad decisions as well as their ability to “find a way” to follow through on their study abroad plans. Another example of an innovative idea is to incorporate variations on traditional study abroad models toward *100,000 Strong in the Americas* goals, such as student and faculty engagement through service learning. We envision that innovations are likely to include proposed activities that address many of the topics discussed at *100,000 Strong in the Americas* capacity-building workshops and [NAFSA Latin America Fora](#), including entrepreneurship; smart collaboration; language barriers; diversity and inclusion; alumni engagement; communications and marketing; accreditation and credit transfer; resource development; and safety and security.

The Review Committee understands that a small institutional grant does not, in itself, create a sustainable long-term program. However, applicants should convincingly convey how this initial grant will set in motion additional plans and resources that will extend beyond the grant period and support the attainment of the goals of *100,000 Strong in the Americas*.

D. Expected Results

Higher education institutions that are successful in implementing Innovation Fund grants will demonstrate increased capacity to develop and administer study abroad programs that receive and/or send students between northeastern United States and all non-U.S. countries in the Western Hemisphere. These HEIs will:

- Increase the number of students studying abroad in the Western Hemisphere;
- Demonstrate increased awareness of the barriers to study abroad at their institution;
- Possess a new model to engage students in northeast U.S. and non-U.S. countries throughout Western Hemisphere; and
- Demonstrate an increase in the number of effective partnerships in northeast U.S. and non-U.S. countries throughout Western Hemisphere above and beyond what would have taken place without the grant.



Section II: Award Information

A. Estimate of Funds Available and Number of Awards Envisioned

The intent of this competition is to award approximately eight (8) *100,000 Strong in the Americas* Innovation grants of up to \$25,000 to selected proposals. Partners of the Americas, the U.S. Department of State, and NAFSA reserve the right to fund any or none of the applications submitted, and may or may not select *100,000 Strong in the Americas* Innovators.

B. Notification of Grantees

Winning institutions will be notified no later than April 30, 2018. The list of grant recipients will be published on www.100kstrongamericas.org.

C. Period of Performance

The period of performance will be from **August 15, 2018 – August 15, 2019**, with the possibility of an extension following an analysis of the program at the time of the request.

D. Award Responsibilities

1. Grant Recipients

Grant recipients will be responsible for keeping the Innovation Fund's staff updated on the achievement of proposed program activities and interventions through reports on:

- Progress on program objectives and innovations, including student mobility data;
- Successes, challenges, and lessons learned in program implementation and evaluation;
- Student/faculty testimonials; and
- Program expenditures and cost-sharing

2. Innovation Fund Staff

The Innovation Fund staff, based in Washington, D.C., will be involved in the following areas:

- Review of the recipient's reports, including quarterly and final reports;
- Approval of budget changes and additional expenditures;
- Approval of changes in program personnel;
- Approval of the recipient's Program Monitoring and Evaluation Plan.
- Approval of program extensions; and
- Request for regular updates on proposed program, student engagement, faculty and administrator outreach.



Section III: Eligibility Information

A. Eligible Applicants

Higher education institutions located and legally registered in Connecticut, Delaware, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, and Rhode Island, and any of the non-U.S. countries in the Western Hemisphere are eligible to apply for grants from the Santander Competition. This competition seeks to receive applications from a diversity of HEIs, including public and private; four-year and shorter-term degree-issuing institutions; and large, small, rural, and urban institutions. The intention of selecting from these categories is to ensure that the selected institutions represent the broadest diversity of institutional profiles, so that successful innovations have the greatest possibility of replication across the institutions that will ultimately be critical to reaching the overall goal of *100,000 Strong in the Americas* Innovation Fund.

As autonomous, foreign institutions dedicated to the promotion of mutual understanding between the host country and the United States, bi-national centers (BNCs) are eligible to compete; however, if a BNC is applying as prime, it must do so in partnership with at least one in-country HEI, in addition to a U.S. HEI. Also, if a BNC is competing as prime and is unable to issue credit themselves, they must ensure that students who participate in the proposed study abroad program will receive some level of academic credit from an identified in-country or U.S. HEI partner in the proposal. Proposals should focus on creating sustainable study abroad programs within the partnering institutions. Those whose primary focus is support for BNC language training programs as preparation for study abroad are not eligible.

Proposals may involve new institutional partnerships or build on existing partnerships, but in all cases, should demonstrate strong institutional support from the partners involved. Short-term and long-term programs are eligible, as long as students receive some level of credit from their home institution. Proposals that convincingly address inclusion and diversity in study abroad to provide study abroad access to underserved/underrepresented populations will be viewed favorably.

Overall, proposals must include a partnership between at least one higher education institution in the northeast United States and at least one higher education institution from any non-U.S. country in the Western Hemisphere.

In order to increase the diversity of participating institutions, the Review Committee reserves the right to give preference to institutions that have not previously received Innovation Fund grants, however, all are encouraged to apply.



Section IV: Application and Submission

A. Proposal Application Format

Applications must not exceed a total of 25 pages and must utilize 12-pt Times New Roman font, single-spaced, typed in standard 8 ½” x 11” paper with one-inch margins, and each page numbered consecutively. Keep in mind the page limitations for each section of the proposal application as listed below. Any additional pages that exceed the page limitations will not be reviewed by the Review Committee.

- Cover Page (1 page)
- Table of Contents (1 page)
- Technical Narrative (10 pages max)
- Budget (3 pages max)
- Annexes (10 pages max)

A detailed description of the application format and requirements can be found at www.100kstrongamericas.org/app-format/.

B. Online Submission Process

Applications must be submitted online through the Application Form found on the *100,000 Strong in the Americas* website (www.100kstrongamericas.org/grants) by January 15, 2018.

Any prospective applicant desiring an explanation of this competition must request it by completing the Inquiry Form at www.100kstrongamericas.org/questions. Before submitting questions, it is recommended that interested applicants review the questions and answers submitted in past competitions at www.100kstrongamericas.org/100k-competition-faqs. Oral explanations or instructions given before an award is disbursed will not be binding.

Applicants must comply with the instructions for submission. Applications received by the closing date will be reviewed for responsiveness and programmatic merit in accordance with the specifications outlined in these guidelines and the application format. Applications that are received late or are incomplete will not be considered in the review process. No applications will be accepted via email unless otherwise instructed by Partners of the Americas. **Applications may only be submitted in English.**

Section V: Agency Contacts

Questions concerning this solicitation must be sent via www.100kstrongamericas.org/questions during the open application period indicated on the cover letter of this document. **No phone calls please.**



100,000 Strong in the Americas is supported by the *U.S. Department of State* in partnership with *Partners of the Americas* and *NAFSA: Association of International Educators*.