

**2025 THOMAS R. PICKERING GRADUATE FOREIGN AFFAIRS FELLOWSHIP
FUNDING OPPORTUNITY NUMBER: SFOP0010282**

**BUREAU OF GLOBAL TALENT MANAGEMENT
TALENT ACQUISITION DIRECTORATE
OFFICE OF RECRUTIMENT
STUDENT PROGRAMS AND FELLOWSHIPS DIVISION**

SCOPE OF WORK

I. Program Goals, Objectives and Outcomes

Effective management of the Thomas R. Pickering Graduate Foreign Affairs Fellowship program is fundamental to its overall success. The Department is fully invested in this program and seeks to maintain a program of integrity and high quality. The goals and objectives of the program include, but are not limited to:

i. Program Goals

The overarching goals of the Thomas R. Pickering Graduate Foreign Affairs Fellowship are to:

- Contribute to a Foreign Service that is “representative of the American people.”¹
- Develop new talent for the Department of State’s Foreign Service at the graduate level; individuals who are dedicated to pursuing Foreign Service careers, can effectively “respond to the complex challenges of modern diplomacy and international relations,”² and can “provide the highest caliber of representation”³ for America’s interests abroad.
- Advance the Department’s diversity goals.

ii. Program Objectives

The objectives of the Thomas R. Pickering Graduate Foreign Affairs Fellowship are to:

- Attract and recruit highly talented and qualified candidates from across the United States who represent ethnic, racial, gender, social and geographic diversity to a Foreign Service career in the U.S. Department of State through a

¹ Foreign Service Act of 1980, Section 101(a)(4).

² FSA 1980, 101(a)(3).

³ FSA 1980, Sec. 101(b)(10).

program of educational support and professional development.

- Provide candidates and fellows with information on the service elements, benefits, challenges, and requirements of a Foreign Service career.
- Provide candidates and fellows with information on the benefits and obligations of the fellowship and need to complete Foreign Service entry requirements including obtaining and maintaining required clearances (security, suitability and medical) and taking the Foreign Service Officer Test (FSOT) and passing the Foreign Service Officer Assessment (FSOA).
- Provide funding to assist fellows towards completing graduate degrees in academic disciplines representing the skill needs of the Department's Foreign Service.
- Enhance fellows' understanding of U.S. foreign policy and the work and lifestyle of the Foreign Service through a domestic internship in Washington D.C. and an overseas summer development experience at an embassy, consulate, or mission.
- Provide Fellows with one-on-one mentoring and professional development training to expose them to information that will help to prepare them to be successful Foreign Service Officers. To assist Fellows with career track selection, emphasis will be placed on the important contributions of all five career tracks to the Department's mission.
- Administer the program in a strategic and efficient way that produces the intended results.

iii. **Expected Results**

Based on the goals and objectives of the program, expected results include, but are not limited to the following:

- Recruitment activities will target diverse candidates and institutions across the United States and highlight the Department of State's commitment to building a workforce that represents the broad and inclusive elements of our nation's diversity.
- The applicant pool will represent ethnic, racial, gender, social, and geographic diversity.
- Candidates' knowledge of the benefits, challenges and requirements of a Foreign Service career will increase.

- 45 fellows will be selected through a highly competitive nationwide selection process.
- Fellows will be prepared for careers with the Department of State as Foreign Service Generalists through a program that includes financial assistance towards the completion of a two-year master's degree, mentoring, a domestic internship, an overseas summer development experience, and professional development.
- Fellows will complete graduate degrees in academic disciplines representing the skill needs of the Department's Foreign Service.
- Fellows will complete Foreign Service Officer Test (FSOT), Foreign Service Officer Assessment (FSOA), medical review, security and suitability clearance requirements as outlined in the fellowship agreement in a timely manner.
- The program will be administered in a cost-effective manner, resources will be matched to program objectives, and all program elements will be completed within budget.

II. **General Recipient Responsibilities**

- Adhere to all GTM/TAC guidance and procedures.
- The Recipient will need to be attentive and responsive to Pickering Fellows' needs and those of the Department.
- The Recipient will need to demonstrate dedication and commitment in pursuing the goals of the programs as well as the ability to engage and work closely with GTM/TAC in meeting all requirements.
- The Recipient must have sufficient staff with relevant qualification to administer the program and liaise with GTM/TAC on all aspects of the programs. Knowledge of the Department's Foreign Service career system and/or diversity recruitment experience is preferred.
 - A senior level program manager with decision-making authority must be readily available and responsive to GTM/TAC requests during the period of performance.
- The Recipient must submit to GTM/TAC in draft, for review and final approval, a milestone schedule for the 2025 cohort. Key activities to be identified in the milestone schedule should include, but are not limited to:
 - Opening and closing dates for Fellowship application
 - Dates associated with the selection process (when applications are sent to panelists for review, date by which applications must be read and

scores submitted, dates panelists meet, when selection interviews occur, when finalists are notified, etc.)

- Dates associated with orientation
 - Completion, delivery and posting dates for promotional materials
 - Tuition and stipend payment dates
 - Frequency of social media postings with description of content
 - Dates associated with domestic internship, professional development series, and overseas summer development experience (including lodging move-in/move-out dates for domestic summer internships)
 - A separate travel plan must be submitted as an addendum to the milestone to include dates, location, and purpose of staff recruitment trips
- The Recipient will be responsible for submitting required quarterly performance progress reports and financial reports.
 - Recipient must develop an evaluation strategy to measure the impact and outcomes of the Pickering Fellowship Program. Recipient must submit proposed evaluation strategy to GTM/TAC for prior approval.
 - Recipient must conduct surveys of the cohort to elicit opinions on effectiveness of program components and program administration and submit to GTM/TAC via performance progress quarterly reports and final report.
 - Recipient will consent to meetings, as requested, with GTM/TAC leadership participation to review status of the programs.
 - Recipient agrees that GTM/TAC has proprietary rights to all databases, surveys, statistics, and related information regarding cohorts under its management. If, during an open competition, this grant was awarded to another entity, the Recipient will be required to relinquish said information to GTM/TAC.

III. Substantial Involvement

The Pickering Fellowship is administered via a cooperative agreement. GTM/TAC, as the grantor, is substantially involved in the program activities above and beyond routine monitoring. GTM/TAC activities and responsibilities for this program include but are not limited to, the following:

- Provide overall program and policy design and direction to Recipient regarding the administration of the fellowship.
- Ensure that the Recipient complies with the stated program goals and objectives.
- Review and analyze the Recipient's promotion of the Department's DEIA and Fellowship program goals.

- Monitor and evaluate Recipient's delivery of the desired product.
- Review Recipient's budget submissions to ensure they meet GTM/TAC's requirements for the program.
- Review Recipient reports of program activities, evaluating the effectiveness of the Recipient and its ability to favorably impact the programs.
- Review and approve annual milestone schedule and any programmatic date changes.
- Recruitment/Outreach
 - Collaborate with Recipient on the design and development of the recruitment strategy.
 - Review and approve recruitment strategy and materials, application forms, publicity, selection, orientation, mentoring, and professional development materials.
 - Review and approve all content to be posted on the website and social media outlets.
- Selection
 - Provide selection criteria and review selection procedures prior to implementation.
 - Provide criteria for selection of panel members; approve and designate selection panelists.
 - Draft interview and essay questions in collaboration with Recipient.
 - Final approval selection interview and essay questions.
- Graduate School
 - Review and approve graduate school degrees programs prior to new Fellow orientation.
- Orientation
 - Collaborate with Recipient on the design and development of the orientation schedule.
 - Organize orientation networking events with Recipient.
 - Arrange orientation briefing sessions with Recipient for new Fellows on issues related to the Fellowship and a Foreign Service career including a mandatory information session on the FSOA.
- Domestic Internship/Summer Development Experience
 - Identify Department of State domestic and overseas summer development experience placements for fellows.

- Review any requests for internships/summer experience funds that exceed the limit.
- Review and counsel Fellows regarding their internship evaluations when necessary.
- Professional Development
 - Review and approve professional development series schedule and topics.
 - Review and approve professional development facilitator and presenters.
- Mentors
 - Review and approve all Foreign Service mentors.
- FSOA/FSOT
 - Provide information to Fellows FSOA and FSOT requirements and assist them with scheduling.
 - Collaborate with Recipient on verifying Fellows' completion of FSOA and FSOT requirements.
- Security Clearance, Suitability Clearance, Medical Review
 - Provide information to Fellows on the security/suitability clearance and medical review process.
 - Track security/suitability clearance and medical review status of fellows and inform fellows and Recipient of determination.
- Deferrals and Termination/Repayment
 - Make final decision termination and repayment obligation of Fellows.
 - Review and make final decision on deferral requests.

IV. Program Description

The Pickering Fellowship provides outstanding candidates entering graduate school with funding to assist in the completion of a two-year master's degree in an area relevant to the Foreign Service of the Department of State. Fellows complete a domestic internship at an office of the Department of State in Washington D.C. and an overseas summer experience at a U.S embassy, consulate or mission. In addition, Fellows receive mentoring from a Foreign Service Officer and professional development training during the program. Fellows who successfully complete the fellowship program and Foreign Service entry requirements receive appointments as Foreign Service Officers, in accordance with applicable law and State Department policy. Fellows are obligated to complete a minimum of five years of service as a Foreign Service Generalist. Fellows who do not successfully complete the fellowship program and the subsequent five-year service obligation may be subject to a reimbursement obligation.

This award will provide for the selection of 45 fellows and will cover approved program expenses for the program period. Recipient will be advised of the final number of fellows prior to the selection cycle. The current model allocates: 1) up to \$24,000 per academic year per Fellow for actual expenses for tuition and mandatory fees during the first and second years of graduate school, 2) a stipend for up to \$18,000 per academic year, for each of the two years of graduate study to help cover room and board, books/laboratory fees, other academic fees not covered by tuition, and travel between the Fellow's residence and the academic institution and 3) up to \$11,000 per summer for costs related to the summer domestic internship and overseas summer experience—stipend, housing during the domestic internship, domestic and overseas travel, visa fees, mandatory inoculation fees, and emergency medical evacuation insurance.

Fellowship Applicant Criteria

The Pickering Graduate Fellowship Program requirements include: 1) proof of US citizenship at time of application; 2) seeking admission to a two-year full time master's degree program for the following academic year (fall entrance) in selected fields of study representing the needs of the Department including public policy, public administration, international relations, business administration, economics, history, political science, communications, foreign languages, management science, and organizational development/leadership (degrees must have an international component); 3) minimum 3.2 undergraduate grade point average or higher on a 4.0 scale; ; and 4) in addition to outstanding leadership and academic achievement, demonstration of financial need.

V. Projected Program Timeline

GTM/TAC envisions the Pickering Fellowship Program timeline as follows:

- **June 2024:** Conduct program planning and develop program materials.
- **July – mid September 2024:** Open program application and conduct recruitment and outreach
- **Mid-September 2024:** Application deadline
- **Mid-September – early December 2024:** Selection review (eligibility and selection of finalists)
- **Week of December 2, 2024:** Pickering Selection (interview/written exercise) – 45 Fellows selected
- **Mid-late December 2024:** Fellows onboarded to program – clearance process begins, agreements signed
- **January 2025:** Fellows begin medical review process
- **Week of June 2, 2025:** Pickering Fellowship Orientation
- **Summer 2025:** Fellows matched with Foreign Service mentor
- **August/September 2025:** Pickering Fellows begin two-year graduate program
- **May/June 2026:** Pickering Fellows complete domestic Department of State internship and professional development series

- **August/September 2026:** Pickering Fellows begin second year of graduate program
- **May 2027:** Pickering Fellows complete two-year graduate program
- **May/June 2027:** Pickering Fellows complete overseas Department of State summer development experience
- **September 2027:** Pickering Fellows onboard as Entry-level Foreign Service Generalists

VI. Program Specific Guidelines

The specific responsibilities of the Recipient are detailed below:

In consultation with GTM/TAC, the Recipient will be responsible for the programmatic, financial, and administrative activities for the Pickering Fellowship. GTM/TAC will work collaboratively with the Recipient in administering the program. The Recipient will be responsible for conducting the day-to-day activities associated with the management of the program and must consult with GTM/TAC, which will have final approval in consultation with the Grants Officer, on all policy matters affecting the program.

A. Outreach and Recruitment

Outreach activities include both recruitment and publicity efforts. The Recipient will coordinate all necessary outreach efforts to encourage students to apply for the fellowship program and will produce all needed promotional materials that stresses the importance of each of the five career paths. The materials will describe the program in detail giving all necessary eligibility requirements and application deadlines. Recruitment efforts must stress the importance of each of the five Foreign Service Officer (FSO) Generalist career paths – Consular, Economic, Management, Political, and Public Diplomacy – and the challenges, requirements, and benefits of a Foreign Service career so that potential Pickering Graduate Fellows may realistically determine whether they are suited for a career as an FSO. Because the Political and Public Diplomacy tracks are the most commonly selected cones among Fellows, the critical nature of the Consular, Economic, and Management career paths should be emphasized.

Specific activities include:

- **Recruiting Diverse Candidates:** The Recipient will identify and attract, based on financial need, outstanding students who represent ethnic, gender, social and geographic diversity and have an interest in pursuing a career as a Foreign Service generalist in the U.S. Department of State. The Recipient is expected to target diverse institutions, concentrating its efforts in the following categories:
 - Public universities and colleges, major research universities, liberal arts colleges, and major community colleges.
 - Historically Black Colleges and Universities (HBCUs). More than 100 institutions

fall into this category and include schools ranging from Morehouse College, Spelman College, and Howard University to smaller institutions such as Lane College, Lincoln University, and Shaw University.

- Hispanic Serving Institutions (HSIs). These are institutions that serve a substantial number of Hispanic college students (20% population or higher). Some examples include Gavilan College, Our Lady of the Lake University, St. Mary's University, University of New Mexico and branches, and University of Puerto Rico.
- Asian American and Native American Pacific Islander-Serving Institutions (AANAPISIs)
- Tribal Colleges and Universities (TCUs) and American Indian Higher Education Consortium (AIHEC) schools such as Heritage College, Salish Kootenai College, and Sinte Gleska University. While many AIHEC institutions are community colleges, it is important to reach their students early in order to interest them in international affairs and Foreign Service careers when they transfer to four-year colleges.
- Actively target universities, departments, associations, and other organizations with students and members partial to management, consular and economic work.

There should be a combined effort between in-person and virtual recruitment with an emphasis placed on virtual recruitment efforts and use of digital resources such as but not limited to "sourcing" through online resume databases and professional networking sites.

- **Producing Promotional/Recruitment Materials:**

Recipient must prepare promotional/recruitment materials and application for the Pickering Fellowship Program. These materials should also conform to GSA section 508 guidelines to ensure equal access to users with disabilities and be compatible with appropriate assistive technology. GTM/TAC must review and approve all publicly distributed promotional/recruitment materials and application (print and online) prior to final print/posting. Once produced, recipient should distribute materials to and/or direct intended audiences to online postings. Intended audiences include academic institutions, students, GTM/TAC and the recruiters and Department's Diplomats in Residence (DIRs). NOTE: "DIRs" are Department of State Foreign Service personnel hosted by universities throughout the United States for regional recruitment purposes.

- **Website:**

Recipient will establish and maintain a website to include up-to-date program description, including eligibility requirements, application information and information about Foreign Service careers with the U.S. Department of State. The program website should also conform to GSA section 508 guidelines to ensure equal access to users with disabilities. In addition, the Recipient will establish an email address for the program.

Recipient will obtain GTM/TAC approval for all content posted on the website.

- **Using Social Media and Online Recruitment Tools:**

Recipient will work closely with GTM/TAC to develop an online recruitment and social media outreach plan including online information sessions, webinars, workshops, and Q&A sessions. The elements of this outreach plan should conform to GSA section 508 guidelines with equal access to audiences with Visual, Auditory, Motor, & Cognitive disabilities. Recipient will obtain GTM/TAC approval for all content posted on online regarding the program and provide sufficient time to review and comment on proposed postings.

- **Maintaining Contact with Diplomats in Residence and Fellows' Alumni Association:**

Recipient will be expected to provide promotional materials directly to GTM recruiters including each DIR (Department of State Foreign Service Officers assigned to universities throughout the United States for recruitment purposes) and notify them of applicant profiles, selected finalists, and visits to their respective areas. Additionally, Recipient will collaborate with the Pickering and Rangel Fellowship Alumni Association (PRFA; former Fellows now serving as Foreign Service Officers) to garner support for and assistance with Pickering Fellowship activities such as mentoring, orientation and other related events.

- **Explaining Fellowship and Foreign Service Entry Requirements:**

Recipient must counsel interested applicants on the seriousness of the Foreign Service entry requirements and obligations of the Pickering Fellowship program to ensure they understand these requirements and the consequences if they are unable to obtain and maintain required Fellowship clearances. Recipient should clearly explain fellowship's repayment obligation conditions.

- **Institutional Database:**

Recipient must develop and maintain a list of institutional databases used for recruitment. A copy of this list will be provided to GTM/TAC periodically upon request.

- **Other Outreach Activities:**

Perform other related outreach activities as needed by GTM/TAC.

B. Screening and Selection

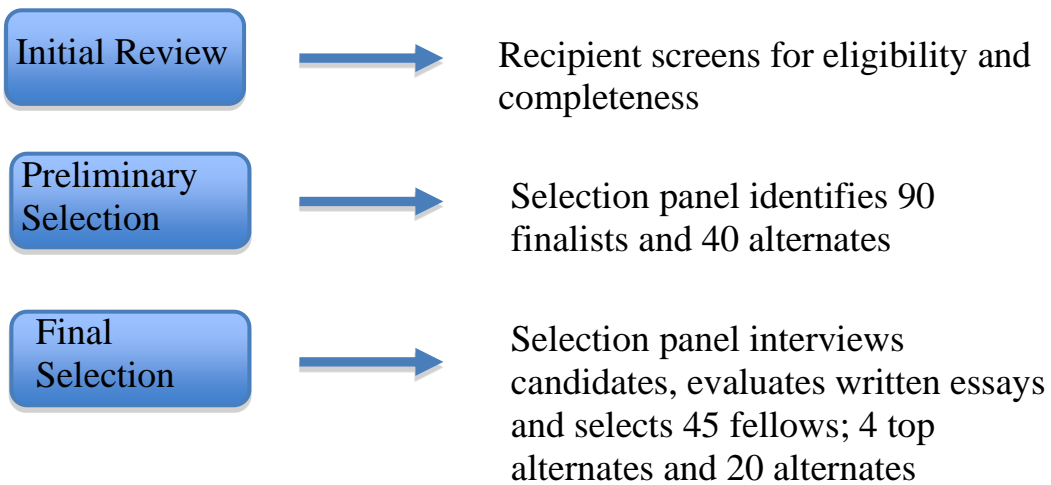
In collaboration with GTM/TAC, Recipient will organize the screening and selection process. **The Pickering Program final selection takes place in early December and it will be conducted virtually.**

- **Structure of Selection Committees:** Committees consist of 12 panel members who will conduct interviews and six panel members who will review the essays. GTM/TAC will select eight of the eighteen panelists (four for interviews and four for writing) and the Recipient will select ten panelists (eight for interview and two for

writing). GTM/TAC designated panelist will chair the panels. GTM/TAC will provide the criteria for selection of panel members. Initial designations and renewals must be approved by GTM/TAC. Panelists serve one-year terms, which are renewable. For budgeting purposes, estimated honorarium per panel member is \$500 per day. Depending on the overall number of eligible applications, additional panels may be needed to review applications, conduct interviews, and review essays. Selection of additional panelists would be comparable to the practice outlined above.

- **Candidate Selection Process:** The candidate selection process for the graduate program is conducted once a year, typically in mid-November or early December, and is done in three phases. The first phase is the initial review conducted by the Recipient. The initial review screens candidates' applications for adherence to eligibility criteria and completeness. Following the initial review, in the second phase, the Recipient forwards eligible applications to the selection committee members. The selection committee conducts a preliminary review narrowing the candidate applicant pool to 90 semi-finalists. In the third and final phase, semi-finalists undergo interviews and a written exercise. The interview selection committee meets virtually or for a 3.5-day meeting in Washington D.C. which includes a half-day mandatory training, interviewing and final selection period. The writing panel meets virtually or in Washington, D.C. for a two-day meeting – a mandatory training and 1.5 days of scoring finalists' essays. Selection committee members make their final 45 Fellow selections, based on the scoring of the interview and the essay.

The selection process is as follows:



Recipient is responsible for the following tasks:

- Conducting initial screening of candidates' applications for adherence to eligibility criteria and completeness.
- Submitting to GTM/TAC, in a timely fashion, the names and biographies of

proposed panel members. GTM/TAC will provide the criteria for selection of panel members.

- Keeping GTM/TAC informed of all instructions and information provided to panelists with regards to the selection process.
- Providing panelists with electronic access to applications and scoring sheets for selection of finalists. Copying and distributing hard copies of application packets if asked.
- Contacting all finalists prior to selection and brief them on selection process and fellowship benefits and obligations.
- Coordinating all administrative functions associated with the selection process, to include but not limited to:
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 - Processing honoraria for designated panelists. Honoraria may be provided only to: 1) those panelists who do not receive a full time U.S. Government salary, and 2) those with an active Reemployed Annuitant (REA) status appointment with the Department of State but who are not receiving compensation for their work as an REA while serving as a panelist. The daily estimated honorarium is \$500 per day.
 - Preparing a selection program and scheduling time for presentations regarding Fellowship obligations and clearances.
 - With GTM/TAC, preparing selection questions, for interviews and writing exercise.
 - Preparing a user guide for each panelist.
 - Distributing and with GTM/TAC, explaining the agreement Fellows will sign upon accepting the Fellowship.
 - Notifying in writing those finalists selected for the Fellowship, securing written acceptances from finalists and forwarding final list of Fellows to GTM/TAC.
 - Preparing lists of selected fellows, alternates, non-selected candidates with panelist scores for GTM/TAC for review prior to notifying candidates.
 - Notifying in writing those applicants not selected and alternates of their status within two working days of decision by selection committee.

- Notifying in writing GTM/TAC Recruitment team of selected finalists and fellows.
- Preparing a list of non-selected candidates for the GTM/TAC.

C. Fellowship Agreements

- In consultation with the GTM/TAC, distribute the agreements to those selected as finalists.
- Recipient must submit all signed agreements together to GTM/TAC prior to orientation.
- Ensure that all Fellows agreements have been received and counter-signed by the Department prior to Fellows attending the Pickering Orientation.

D. Orientation

In collaboration with GTM/TAC, Recipient will organize the week-long orientation program for new Fellows conducted **in early June**. The orientation program is conducted in Washington, DC. In organizing the orientation program, the Recipient will be expected to:

- Provide all administrative functions for the orientation and professional development seminars to include arranging travel and lodging for the Fellows, name tags, folders, etc.
- Counsel Fellows on the benefits and obligations of the Fellowship.
- Ensure Fellows receive all instructions related to the medical examinations and are present for their appointments if they are conducted during orientation.
- In consultation with GTM/TAC, identify speakers and organize briefing sessions and networking events to discuss issues related to the Pickering Fellowship and a Foreign Service career including sessions on all five career tracks.
- Arrange an information session on the FSOA, in consultation with GTM/TAC. The session must be offered by a qualified consultant approved by GTM/TAC.
- Perform other related activities as needed by GTM/TAC.

E. Domestic Internship and Overseas Summer Development Experience

There is one **domestic internship in Washington D.C. during the summer after the first year of graduate school and one overseas summer development experience at a U.S embassy, consulate, or mission after the second year of graduate school** during the two-year Fellowship program. In collaboration with GTM/TAC, Recipient will be

expected to:

- Ensure Fellows have successfully completed their academic requirements, received required clearances, and met the minimum medical qualification standard before disbursing funds associated with the domestic internship/overseas summer development experience and arranging travel. Fellows must receive Top Secret (TS) security clearance to participate in the domestic DOS internship. Fellows must receive the TS security clearance and meet the minimum medical qualification standard to participate in the overseas DOS summer development experience. For both the domestic internship and overseas summer development experience, the fellow must not have been denied suitability clearance.
- Counsel Fellows on domestic internship/overseas summer development experience choices.
- Ensure that Fellows understand what the program covers with regards to travel, housing, stipend, evacuation insurance, baggage, inoculations, and visas.
- In consultation with GTM/TAC, ensure coverage of all required visas and mandatory inoculations for Fellows traveling abroad.
- Maintain a productive relationship with a reliable travel agency that can produce results as needed.
- Maintain a productive relationship with a reliable insurance agency that can produce results as needed. In consultation with GTM/TAC, facilitate and ensure Fellows have reasonable emergency medical evacuation insurance coverage and have met the required Department of State medical minimum medical qualification standard prior to beginning overseas summer development experience.
- Ensure Fellows have required emergency medical evacuation insurance coverage prior to beginning the overseas summer development experience.
- Identify and arrange appropriate housing for Fellows during their domestic internships, generally in university dormitories; handle payments for housing and provide GTM/TAC with accounting information. Domestic lodging rates during domestic internships are subject to standard U.S. government per diem rates. Recipient may reimburse Fellows choosing alternate housing up to the amount of the cost of lodging provided by Recipient.
- Remain current on fellows' start and end dates of the domestic internship and overseas summer development experience.
- Follow up with Fellows, in writing, to ensure that they have arrived and reported, as scheduled, at their overseas summer development experience location. Notify GTM/TAC of any late arrivals with accompanying explanation.

- Review and counsel Fellows regarding their domestic internship/ overseas summer development experience evaluations and recommend ways to improve and strengthen their future performance if the Fellow receives a rating that does not meet expectations.
- Require Fellows submit in writing a 1–2-page assessment of their two experiences highlighting what they learned about the Foreign Service and how the experience will help them in their future Foreign Service careers. Recipient must receive the assessment within two weeks of the Fellow completing his/her domestic internship/overseas summer development experience. Recipient must submit a copy of each assessment to GTM/TAC upon receiving the Fellow’s assessment.
- Perform other related domestic internship/overseas summer development experience activities as needed by GTM/TAC.

F. Professional Development

- Recipient is to develop and conduct a mandatory series of professional development seminars that will take place **during the summer after the Fellows’ first year of graduate school** when they are in Washington D.C. completing their domestic internships. These sessions should help prepare them for careers with the Department of State as FSOs. Session topics will be determined in collaboration with GTM/TAC.
- Professional development series facilitators and presenters must be reviewed and approved by GTM/TAC.
- At the end of the series, the recipient is to conduct a participant survey and present the findings with recommendations to GTM/TAC.
- Recipient is responsible for monitoring Fellows’ attendance and address Fellows’ unapproved absences.
- Recipient must ensure professional development series includes sessions on all five Foreign Service career tracks.

G. Mentoring

- Recipient is to assign Foreign Service mentors and sponsors to all newly selected Fellows **no later than the beginning of the Fellows’ first semester of graduate school**. Recipient must submit for GTM/TAC review and approval, a list of all proposed mentors and sponsors. Mentors must be tenured FSOs. Mentors and sponsors should be assigned from all five career tracks.

- Recipient should also serve as mentor to the Fellows. Recipient will be expected to conduct quarterly one-on-one sessions with the Fellow during which issues that could impact participation in the fellowship and/or completion of the Foreign Service entry requirements should be discussed.

H. Foreign Service Officer Test (FSOT) and Foreign Service Officer Assessment (FSOA)

- Ensure each Fellow is aware of their obligation with regard to taking the FSOT and FSOA. Fellows are required to take the FSOT once prior to completion of their academic program and prior to the FSOA. Fellows are required to take the FSOA at least once prior to completion of their academic program. In the event the Fellow is unsuccessful on their first attempt at the FSOA, the Fellow must attempt to take the FSOA one additional time prior to Foreign Service onboarding
- The Recipient must submit reports to GTM/TAC on the status of each Fellow and cohort with regard to this requirement prior to their entry into the Foreign Service.

I. Tracking

- Maintain institutional databases for recruitment.
- Maintaining databases of Fellows for purposes of tracking: a) current contact information b) GPA and academic program status, c) successful completion of program requirements, d) successful completion of contractual obligations, e) withdrawals/dismissals from the program prior to completion, f) deferrals, g) areas of study, h) languages spoken and other relevant statistical information.
- Perform other related tracking activities as needed by GTM/TAC.

J. Monitoring

The Recipient should monitor and report on performance indicators that are specific, measurable, achievable, reasonable, and time bound. Performance targets for each expected result should be established and details should be included on what sources of data will be used to document performance. Indicators should be relevant to the goals or objectives of the program.

Indicators may include but are not limited to:

- Demographics of the applicants including information on race, ethnicity, gender, geographic origin, disability, and financial need
- Number of recruitment events held during which information was shared with applicants about the benefits and obligations of the Fellowship, Foreign Service entry requirements, Foreign Service career tracks, and the benefits and challenges associated with a Foreign Service career
- Number of recruitment events held at Minority-Serving Institutions, public universities and colleges, major research universities, liberal arts colleges, and

- major community colleges
- Number of recruitment events held that target candidates with an interest in management, consular and economic work
- Number of applicants
- Effectiveness of program elements in preparing Fellows for Foreign Service careers and increasing their knowledge of U.S. foreign policy and the work and lifestyle of the Foreign Service:
- Assessed through participant surveys on program elements - orientation, professional development training, internship, summer development experience, and mentoring
- Percent of Fellows indicating an increase in their understanding of the five Foreign Service career tracks
- Percent of Fellows indicating successful to fully successful performance ratings on delivery program elements - orientation, financial assistance towards the completion of a two-year master's degree, professional development training, internship/summer development experience support, and mentoring
- Number of Fellows completing the program requirements – including: graduate degree in a discipline representing the skill needs of the Foreign Service medical review and security and suitability clearances in a timely manner taking the FSOA/FSOT as outlined in the Fellowship agreement in a timely manner
- Number of Fellows matched with Foreign Service mentors by the start of their first semester of graduate school
- Number of quarterly one-on-one mentoring sessions held with Fellows
- Attrition and retention rates of the cohort
- Program elements completed on time and within budget

K. Administrative

- Maintain document file for each Fellow with all written correspondence, contractual agreement, payments, and other pertinent data and provide to GTM/TAC as requested.
- Provide GTM/TAC, in a timely manner, with additional information on Fellows as needed.

a. Disbursement of Funds

- Prior to disbursement of any Fellowship funds, Recipient coordinates with GTM/TAC to ensure the Fellow has met all necessary requirements.
- For each semester, provide GTM/TAC with a list of: 1) Fellows enrolled in academic programs, 2) their graduate institution and 3) the amount of Fellowship funds disbursed. Prior to disbursement of Fellowship funds, Recipient

will coordinate with GTM/TAC to determine if the Fellow has requested a deferral.

- Should a Fellow not receive and maintain a worldwide available medical clearance, top secret security clearance, or not pass the required suitability review prior to the start of their first academic semester after being selected for the Fellowship program, GTM/TAC will present the Fellow with the option to defer for a maximum of one academic year while their medical, security, or suitability clearances are pending.
- Ensure that the Fellow understands the reasons for any payment delays and must help manage the Fellow's expectations with regard to the disbursement of Fellowship funds.
- Establish and maintain effective and productive relationships with Student Accounts Offices at each Fellow's graduate institution and make timely payment of tuition and other fees up to the established cap limit. Provide GTM/TAC with accounting.
- Ensure Fellows have received the required security clearance and met the minimum medical qualification standard before disbursing funds associated with the overseas summer development experience, including travel and stipend funds.
- Make academic/domestic internship/overseas summer development experience stipend disbursements to Fellows. Provide GTM/TAC with accounting.

b. Deferral Requests

- Ensure Fellows understand conditions under which deferrals may be accepted and that any deferral request be accompanied by required supporting documentation and Recipient's recommendation for granting deferral request. Counsel Fellows that deferral requests for purposes beyond those authorized will not be accepted.

c. Record Keeping

- Maintain transcripts of all Fellows.
 - a. Fellows will be required to send an official transcript each semester to Recipient per their agreement. Should Recipient fail to receive a transcript from a Fellow, Recipient will send a letter to the Fellow requesting compliance with their contract and notify GTM/TAC immediately.
- Monitor Fellows' academic progress ensuring adherence to academic terms of agreement which are that Fellow must maintain a 3.2 grade point average on a 4.0 scale. If cumulative GPA falls below 3.2 in any given semester, Recipient

must: 1) notify Fellow that they have been placed on probation, 2) require Fellow to submit a plan outlining actions to improve GPA and 3) notify GTM/TAC of this matter. If cumulative GPA falls below 3.2 for second semester (consecutive or otherwise), Recipient must: 1) notify Fellow with second probation alert; 2) require Fellow to submit plan outlining actions to improve GPA and 3) notify GTM/TAC within 15 days with recommendation for continuing /discontinuing Fellows' participation in the program. GTM/TAC will make final decision.

- Maintaining file for each Fellow with correspondence, contractual agreement, payments, and other pertinent data. These files must be kept in accordance with 2 CFR 200.