

CHAPTER 100 - PROGRAM PLANNING AND ADMINISTRATION

Section 110 Program Objectives 4

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

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

110.1-2 Waiver of Policy

110.2 Binationalism in Academic Exchanges

110.3 Role of Binational Commissions

111 Preparation of Program Plans

111.1 Binational Commission Program Plans

111.2 Non-Commission Countries Program Plans

111.3 Projects Proposed by Individuals, Organizations, and Institutions

111.4 Seminars

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

112 General Guidelines for Development of Program Plans

112.1 Determination of Fields of Activity

112.2 Criteria for Specific Projects

112.3 Attendance at International Conferences

112.4 Consideration of Open Competition

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

113.1 Emphasis on Different Categories of Grantees

113.2 Intercountry Lecturer Program

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

Section 120 Orientation, Briefing, and Counseling of Grantees 9

120.1 Purpose

120.2 Predeparture Orientation of U.S. Grantees

120.3 Practical Information

120.4 Orientation and Counseling Abroad

121 Orientation of Students and Scholars from Participating Countries

122 Orientation in the United States

Section 130 Program Reporting 10

131 Purpose

132 Reports Required

132.1 Fulbright Foreign Scholarship Board

132.2 Binational Commissions

132.3 Posts Abroad

132.4 Ad Hoc Reports

132.5 Cooperating Agencies

132.6 Grantee Reports

132.7 Final Reports on Grantees

133 Research or Evaluation Reports

Section 140 Information to the Public 12

141 Content

142 Responsibility

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

142.2 Cooperating Agencies

142.3 Commissions

142.4 Fulbright Foreign Scholarship Board

143 Public Relations Factors

144 Maintaining Relations with Former Grantees

145 Providing Information Regarding the Reasons for Selection or Nonselection of Applicants for Awards

146 Provisions for Use of the Fulbright Logo

146.1 Use by authorized organizations and individuals

146.2 Use by other organizations or individuals not listed above

146.3 Sale of items with the Fulbright Logo

146.4 Additional Information and Usage Instructions

Section 150 Role of Private, Voluntary and Government Organizations 14

151 Advice and Counsel

152 Assistance in Conducting Programs

152.1 Cooperating Agencies

152.2 Assistance From Other Sources

153 Financial Assistance

**Section 160 Dissemination of Information and Sharing of Resources Among the
Commissions 15**

161 Interchange of Information

162 Regional Meetings of Commission Representatives

163 Visits of Staff Personnel to the United States

100 PROGRAM PLANNING AND ADMINISTRATION

110 PROGRAM OBJECTIVES

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

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

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

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

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

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

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

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

110.1-2 Waiver of Policy

110.1-2a Waiver of FFSB Policies and Grounds for Waivers

Consistent with its legal authority to supervise the academic exchange program in all of its facets, the Board may waive any of its Policies in rare and compelling circumstances. Grounds for the Board's consideration of a waiver will be when (1) application of the Policy would have an unduly harsh and unintended effect inconsistent with the purpose of the Policy being waived and the fair administration of the Fulbright Program; and (2) waiver of the Policy would not be inconsistent with U.S. or host country law.

110.1-2b Authority to Recommend a Waiver and Procedures for a Waiver Request

The Bureau has the authority to recommend that the Board waive a Policy in a specific instance or case.

The procedure for requesting a policy waiver is as follows:

- 1) The Commission, post, or cooperating agency consults with the Bureau of Educational and Cultural Affairs and the Staff Director of the Board. (Prospective applicants, applicants and grantees interested in pursuing a policy waiver should consult with their Commission, post or cooperating agency.)
- 2) The Bureau prepares a Request for Waiver of Fulbright Foreign Scholarship Board Policy in consultation with the commission, post, or cooperating agency and submits the request to the FFSB Staff Director, along with the Bureau's recommendation on whether the Request should be granted.
- 3) The FFSB Staff Director provides a copy of the waiver request to the Board for a decision.
- 4) The Bureau will inform the Commission, post or relevant cooperating agency of the Board's decision.

110.2 Bi-nationalism in Academic Exchanges

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

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

in the selection of students and scholars and in the general conduct of academic exchange under the Act.

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

- b. Further to achieve bi-nationality, some degree of detachment between binational Commissions and the U.S. embassy is desirable. Such factors as autonomy in choosing office space, setting up administrative procedures, and maintaining contacts with educational institutions and scholars are factors to be considered.
- c. Spouses and other relatives of any currently serving U.S. public official or currently serving foreign government official are ineligible for appointment to any Fulbright Commission Board located in a country where the U.S. public official or foreign official has any role, direct or indirect, in appointments to that Commission. This applies to all new appointments, except where the relative's service to the Commission is required by the official duties of said relative as a direct employee of the U.S. or foreign government.

110.3 Role of Binational Commissions

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

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

Where volume so dictates, adequate reimbursable financial support should be provided from organizations and institutions receiving such services. In other cases, the Commissions would identify such services more specifically in their program proposals so that proposed administrative costs for such services are adequately provided for in the review and approval of over-all activities proposed by the Commission, by the Bureau of Educational and Cultural Affairs and the Board.

111 Preparation of Program Plans

111.1 Binational Commission Program Plans

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

111.2 Non-Commission Countries' Program Plans

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

111.3 Projects Proposed by Individuals, Organizations, and Institutions

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

- b. Proposals for all such projects shall be approved by the Board before financial commitments are made.
- c. To the extent possible, projects that are financially supported under private auspices shall be encouraged.

111.4 Seminars

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

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

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

112 General Guidelines for Development of Program Plans

112.1 Determination of Fields of Activity

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

112.2 Criteria for Specific Projects

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

112.3 Attendance at International Conferences

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

112.4 Consideration of Open Competition

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

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

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

113.1 Emphasis on Different Categories of Grantees

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

113.2 Inter-country Lecturer Program

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

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

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

120 ORIENTATION, BRIEFING, AND COUNSELING OF GRANTEEES

120.1 Purpose

The importance to the success of the program of effective orientation, briefing, and counseling of U.S. and (partner country) participants is recognized by the Board. An important function of the

Bureau of Educational and Cultural Affairs, the binational Commissions and posts shall be to insure appropriate orientation, briefing, and counseling to assist grantees to derive maximum benefit from their experience abroad.

120.2 Pre-departure Orientation of U.S. Grantees

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

120.3 Practical Information

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

120.4 Orientation and Counseling Abroad

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

whenever necessary, and to arrange, as appropriate, periodic lectures or social activities designed to bring together Americans and nationals of the participating country.

121 Orientation of Students and Scholars from Participating Countries

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

122 Orientation in the United States

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

130 PROGRAM REPORTING

131 Purpose

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

132 Reports Required

132.1 Fulbright Foreign Scholarship Board

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

132.2 Binational Commissions

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

132.3 Posts Abroad

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

132.4 Ad Hoc Reports

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

132.5 Cooperating Agencies

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

132.6 Grantee Reports

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

132.7 Final Reports on Grantees

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

133 Research or Evaluation Reports

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

140 INFORMATION TO THE PUBLIC

141 Content

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

142 Responsibility

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

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

142.2 Cooperating Agencies

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

142.3 Commissions

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

142.4 Fulbright Foreign Scholarship Board

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

143 Public Relations Factors

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

144 Maintaining Relations with Fulbright Alumni

The Commissions and/or posts are urged to maintain contact with returned grantees and to encourage their participation, when appropriate, in activities that fall within the broad objectives of the exchange program. Commission annual program budgets may include items for follow-up, such as: maintaining a current and detailed electronic or paper file; assisting and encouraging alumni associations; publishing directories and newsletters; organizing conferences or seminars for returned grantees in specific fields; arranging lecture programs, etc. A monthly or periodic newsletter may be a cooperative venture with an alumni association or the Embassy. Commissions are urged to coordinate their follow-up programs with those of U.S. agencies or institutions having follow-up programs in the area. Copies of alumni newsletters should be made available to the Board officers of the U.S. Department of State and Commissions.

145 Providing Information Regarding the Reasons for Selection or Non-Selection of Applicants for Awards

It is the policy of the Board not to give to individual applicants, to others inquiring on their behalf, or to the public generally, the specific reasons for selection or non-selection of applicants for awards under the program, to the extent not required to do so as a matter of law.

146 Provisions for Use of the Fulbright Logo

146.1 Use by authorized organizations and individuals

The Board encourages authorized organizations and individuals to use the official Fulbright logo on all appropriate print and digital material related to the Fulbright Program. The Fulbright logo should always be used in ways commensurate with the prestige of the Fulbright Program. Grantees may not use the Fulbright logo for personal fundraising or solicitation of gifts, as outlined in Sections 444.4, 544.4, 645.4, 745.4, 844.4, 944.4.

- a. Authorized organizations include, but are not limited to: the U.S. Department of State and U.S. embassies and consulates worldwide; Fulbright implementing partners; Fulbright Commissions; Fulbright partner governments; home and host institutions for Fulbright grantees; and Fulbright private sector partners (e.g., National Geographic).
- b. Fulbright grantees and alumni may use the Fulbright logo in publications and other work directly related to their Fulbright projects.
- c. Grantees and alumni may also use the logo to promote their Fulbright affiliation for professional purposes (e.g., business cards, CVs/resumes) and on social media sites (e.g., blogs, LinkedIn profiles, etc.).

146.2 Use by other organizations or individuals not listed above

Requests from external organizations and individuals not directly affiliated with the Fulbright Program to use the logo must be approved in writing from the Board and will be considered on a

case-by-case basis. The Board will consider such requests keeping in mind that the Fulbright logo should always be used in ways commensurate with the prestige of the Fulbright Program.

146.3 Sale of items with the Fulbright Logo

Under special circumstances, and only with express prior written consent from the Board, organizations (including authorized organizations, as listed above) may sell items bearing the Fulbright logo.

150 ROLE OF PRIVATE, VOLUNTARY AND GOVERNMENT ORGANIZATIONS

151 Advice and Counsel

The advice and counsel of competent nongovernmental agencies shall be welcomed at all times and solicited frequently. Such solicitation may involve, among other things, correspondence, individual interviews, the calling of conferences and meetings, and the formation and servicing of technical advisory committees, and may deal with such subjects as the consistency and uniformity of allowances for grantees, the avoidance of duplicate efforts in the program, and mutual cooperation.

152 Assistance in Conducting Programs

152.1 Cooperating Agencies

The Bureau, in consultation with the Board, designates principal agencies in the United States to assist in the conduct of the program under contractual arrangements with the U.S. Department of State. These contractual arrangements are renewed each year with the general plan that at five year intervals, a competition will be conducted to determine what organizations shall be selected to schedule and announce competitions; accept and review applications and recommend American candidates; orient, supervise, and arrange professional programs for foreign grantees; furnish specialized reports and assessments as needed; and help to enlist the support and participation of educational institutions and the public in the program. In addition, the Board encourages these cooperating agencies to develop plans, procedures, projects and other activities for further consideration of the Board.

152.2 Assistance From Other Sources

Other organizations and educational institutions with special competence in particular professions or areas of learning, and technical and specialized agencies both governmental and private, shall be requested by the Bureau, the Commissions, and the cooperating agencies to assist in various aspects of the program, including the selection and placement phases. Similarly, the Board welcomes projects proposed for its consideration by private institutions and agencies.

153 Financial Assistance

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

160 DISSEMINATION OF INFORMATION AND SHARING OF RESOURCES AMONG THE COMMISSIONS

161 Interchange of Information

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

162 Regional Meetings of Commission Representatives

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

163 Visits of Staff Personnel to the United States

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