

NASA Fellowship Program Guide

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Fellowship Guide

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Purpose of Fellowship Programs

NASA's vision and mission necessitate that its workforce is ready and able to lead the world in space exploration, scientific discovery, technology development, and managerial excellence. NASA's Fellowship Program plays a key role in this pursuit by ensuring that employees have the opportunity to obtain best-in-class development at the finest educational institutions. The NASA Fellowship Program is designed to:

- Align individual development with NASA's Vision and Mission,
- Ensure that programs offered address NASA needs as identified in the Agency Leadership Model and Strategic Plan Implementing Strategies,
- Provide competition to ensure that the most qualified candidates are selected for the right program at the right time in their career, and
- Ensure the knowledge gained is quickly applied and shared upon return to the Agency to be sure that NASA obtains the maximum benefit from its investment.

Overview

NASA's Fellowship Program offers various education programs provided by external organizations. These organizations are nationally recognized and fully accredited college, university, or Federal training institutes. Participants are selected on a highly competitive basis yearly.

About This Guide

This guide provides information on how to apply for a NASA Fellowship and includes information about eligibility, requirements, application and reentry procedures, forms, and program offerings. Specific questions about the Fellowship application process should be directed to your [Center's Fellowship Coordinator](#). Questions regarding Agency level policies should be directed to Chris Williams in Code FT at 202-358-2146 or email christine.r.williams-1@nasa.gov.

Throughout this guide reference is made to other documents, self-assessments, models, Fellowship Program descriptions, etc. Hot links to these sources are provided.

Determining if a Fellowship Experience is Right for You Now

The Fellowship experience is most productive when it is linked closely to the development needs of the individual, the strategic needs of the Agency, and when the participant has the requisite background, position, experience, and opportunity to apply the learning. We have found that you gain the most from a Fellowship experience:

1. When you and your management have a common and clear understanding of how the experience is going to benefit you, your Center, and the Agency.
2. When the Fellowship occurs after you have participated in in-house Center and Agency training programs. You should apply for an Agency-wide Fellowship only after you have taken advantage of Center and Agency management development programs (e.g. Managing the Influence Process or Management Education Program).
3. When you and your management have a specific plan for applying and sharing the knowledge, immediately, back on-the-job. NASA and the employee benefit most from a Fellowship when the employee is given an opportunity to quickly apply his/her learning to a broader context within the Center or Agency.

Determining Which Fellowship is Right for You

It is critical to remember that the Fellowship experience is part of an overall development strategy. To this end, the Fellowship that you select should complement goals and career strategies and align to your long-term development plan. The following process is recommended to determine which Fellowship is appropriate, given your stage of development.

1. Identify your development needs.
2. Identify your existing learning and development experiences.
3. Determine what is missing.
4. Develop a plan to get it.
5. Determine which Fellowship fits your plan.
6. Complete your application, including your reentry plan.

Step One: Identify Developmental Needs

It is important that the Fellowship program fit into your overall career strategy. The first step is to discuss your developmental needs with your supervisor and mentor/coach (if you have one). Review the NASA Development Programs Application Form, (NASA Form 1591, Feb 04) and information in this guide with your supervisor to be sure that this is the right type of developmental experience you need and that this is the right time in your career to pursue it. The Fellowship application process is considered part of the employee's development experience and is therefore comprehensive.

Further determine your developmental needs by completing the NASA Leadership Model On-line Self-Assessment (<http://www.creativesolutions-home.com/nasa/lmd/Assessment/Assessments.htm>). The NASA Leadership Model provides guidance about performance dimensions and competence areas for leaders across the Agency. The Fellowship process requires that you complete and submit this Self-Assessment for your leadership level and build the results into your application. The Leadership Model itself and the Self-Assessment can be found on the Code FT NASA Leadership Web site (<http://www.creativesolutions-home.com/nasa/lmd/home.htm>). Your application and ultimately your selection for a Fellowship, needs to reflect the Performance Dimensions found in the Leadership Model.

Step Two: Identify Learning Experiences

Your application will also need to reflect how this Fellowship will enable you to contribute to Agency, Center, or Enterprise goals and objectives such as the NASA Strategic Plan Implementing Strategies and your Center's Implementation Plan. Examine your learning and development experiences. These should fit into your overall career strategy, the results of your Self-Assessment, and NASA, Center, or Enterprise goals and objectives. Learning experiences include training, rotations, special assignments, and self-development experiences. Use the Fellowship Gap Analysis Matrix found on Page 4 of the NASA Development Programs Application, Form 1591, to align the Performance Dimensions areas from the Leadership Model to your development experiences. A worksheet for this process is found in this guide on Page 9.

Step Three: Analyze the Gap

Examine what learning and development experiences you need. Look for gaps in development areas across the Leadership Model or those that might help you contribute to the NASA Strategic Plan Implementing Strategies, Center, or Enterprise goals or objectives or other strategic areas. Again, these should fit into your overall career strategy and be based on the results of your self-assessment. Include on the Fellowship Gap Analysis Matrix, found on Page 4 of the NASA Development Programs Application, Form 1591, how this fellowship will contribute to your development and fill any identified gaps.

Step Four: Choosing the Right Fellowship

After you have identified gaps in your development, review the Fellowship descriptions against your goals and needs. Links to all Fellowship programs can be found on the Fellowship Web site <http://fellowship.nasa.gov/fellowlinks.htm>. To facilitate in your selection, review the "Mapping of Fellowship Programs to Leadership Model Performance Dimensions and Strategic Plan Implementation Strategies" section on Pages 10 - 13 of this guide. When selecting a program, be sure to consider scheduling considerations and logistics. Is this program offered at a time that will conflict with your other work or personal commitments? Will your family accompany you? (NASA funding is only provided for the employee.)

If you apply for a Space Club or the Local Executive Program (see Page 14), you have to perform the analysis described on the program you select. You will also be required to submit published university information on that program (e.g., brochure, Web site information) along with your NASA

Development Programs Application, Form 1591 and Supplemental Attachment: Fellowship Assessment and Cost, Form 1591C. Contact your Center Fellowship Coordinator for further instructions if you are considering applying for a Fellowship Program that is not listed.

Step Five: Reentry Plan

Develop a plan for applying and sharing the learning that you will acquire from your Fellowship Program. This should include how new knowledge and skills might be used in your current role, in near term future roles and to contribute to Center, Enterprise, or Agency goals and objectives. You can refine this plan following the Fellowship experience to better fit your actual learning experience.

Eligibility

1. The applicant must be a full-time permanent NASA civil servant.
2. The applicant has not received a Fellowship designated as Long (L) (see Pages 10-13) within five years.
3. The applicant has not received a Fellowship designated as Short (S) (see Pages 10-13) within three years.

The start of the waiting period is assumed to begin at the end of the calendar year in which the Fellowship was attended. For example, if an employee attended a Short, Agency-wide Fellowship Program from April 2000 to November 2000, the three-year waiting period would be 2001, 2002, and 2003, making the individual eligible to reapply for a Fellowship in 2004.

Requirements

The following requirements are important factors that the selection panel uses in its evaluation. To be considered, the applicant must:

1. Complete the NASA Development Programs Application Form (NASA Form 1591, Feb 04).
2. Have line management and Center level sponsorship.
3. Complete the self-assessment (<http://www.creativesolutions-home.com/nasa/lmd/Assessment/Assessments.htm>) on the NASA Leadership Model for his/her managerial level and demonstrate how the specific Fellowship Program he/she selected fits into his/her individual development plan and the results of this self-assessment.
4. Demonstrate how his/her development links to the Center or Agency's, Vision, Strategy, or Strategic Plan Implementing Strategies processes (http://www.nasa.gov/pdf/1968main_strategi.pdf).
5. Have taken full advantage of appropriate Center and Agency opportunities for development and have completed at least one of the following appropriate for their level: Center-level leadership program and/or the Management Education Program or Managing the Influence Process, (<http://www.leadership.nasa.gov/nasa/lmd/Development/Leader%20Development%20main%20page.htm>).

In addition,

1. The applicant's management and the Center Director must commit to a reentry strategy that fosters applying and sharing the knowledge and skill gained. There must be a plan for the applicant to contribute to the Agency through new and broadening assignments that will leverage the learning acquired following the Fellowship experience. THIS DOES NOT NECESSARILY IMPLY A PROMOTION.
2. Applicants applying for the MIT SLOAN Systems Design and Management Program must complete the Accelerated Leadership Option (NASA Form 1591B, Feb 02) in addition to the NASA Development Programs Application (NASA Form 1591, Feb 04)
3. Applicants applying for the NASA Space Club or Local Executive Program Option must complete the Supplemental Attachment: Fellowship Assessment and Cost Form (NASA Form 1591C, May 03) in addition to NASA Development Programs Application (NASA Form 1591, Feb 04).

Your Management's Role in the Process

Applying for a Fellowship is part of an overall development strategy that should not be undertaken alone. Applicants should work with their supervisor, Center management, and, if available, a mentor/coach to complete the pre-work and the application process. The Fellowship experience is developmental: it begins long before you actually attend the Fellowship Program and continues long after you return. The more you and your management work together the more rewarding and valuable the experience will be for you and for NASA.

For Your Manager

Each applicant's manager and management team plays a critical role in the application and development process. Although the applicant typically takes the initiative to complete the self-assessments, fill out application forms and do the research around Fellowship programs, the manager's input, guidance and active support are critical to an employee's selection. Managers need to work jointly with the applicant to complete the application process. Managers also have specific responsibilities in the following areas:

- ❑ Assisting the applicant with analyzing their development needs.
- ❑ Determining how the Fellowship experience fits into the applicant's total career development strategy.
- ❑ Selecting the Fellowship that is right for the applicant (not necessarily the one the manager went to).
- ❑ Determining how the Fellowship experience will be used in the applicant's current job and in near term future roles.
- ❑ Determining how the Fellowship experience will be used to fulfill NASA, Center and/or Enterprise strategic goals and objectives.
- ❑ Determining how the Fellowship experience will be applied and shared with others outside the workgroup.
- ❑ Jointly completing the application form.
- ❑ Obtaining sponsorship for the Fellowship from the Center Director,
- ❑ Executing a meaningful reentry strategy.

For Your Center Director

The Center Director plays an important role in ensuring that the individual's development and reentry strategy align and support the technical and business goals of the Center and the Agency. It is the Center Director's responsibility to:

- ❑ Ensure that the program and timing for each Center applicant supports the Center's Employee Development strategy.
- ❑ Ensure that Center applicants possess the requisite skills, experience, and position to leverage their Fellowship learning in support of Center, Enterprise, and Agency goals.
- ❑ Provide personal endorsement and support of each Center applicant.
- ❑ Coordinate the Center's overall development strategy with the Enterprise Head.
- ❑ Ensure that the applicant has the opportunity to effectively apply the knowledge and skills gained through the Fellowship in a broad Center or Agency-wide context.
- ❑ Ensure the reentry strategy is complete and develop a mechanism for evaluating the effectiveness of the strategy used. Ensure completion and submission of the Fellowship Program Evaluation and Reentry Report (NASA Form 1591A, Aug 02).

Fellowship Development Matrix Worksheet (must be completed for application review)

PERFORMANCE DIMENSION AREA	PUT AN X IN THE BOX BELOW IF THAT AREA RATED LESS THAN 4	AVERAGE SCORE FROM SELF-ASSESSMENT (Enter the Score in Each Box Below)	DEVELOPMENT EXPERIENCE THAT CLOSES GAPS <i>(Explain How Proposed Program Fits)</i>
Leadership Model Performance Dimension			
1. Personal Effectiveness			
2. Discipline Competency			
3. Business Acumen			
4. Working Internationally			
5. Managing Information And Knowledge			
6. Leading And Managing Others			
NASA Implementing Strategies*			
IS-1. Achieve management & institutional excellence comparable to NASA's technical excellence.			
IS-2. Demonstrate NASA leadership in the use of information technologies.			
IS-3. Enhance NASA's core engineering, management, & scientific capabilities & processes to ensure safety & mission success, increase performance, & reduce cost.			
IS-4. Ensure that all NASA work environments, on Earth and in space, are safe, healthy, environmentally sound & secure.			
IS-5. Manage risk & cost to ensure success and provide the greatest value to the American public.			

*** Implementing Strategies are not included in the on-line leadership model self-assessment. Therefore, there will be no numeric ratings. Candidates should address (in the third column) how the Fellowship selected will help close any skill gaps they have identified for themselves as they relate to NASA's Strategic Plan Implementing Strategies.**

Mapping of Fellowship Programs to Leadership Model Performance Dimensions and Strategic Plan Implementing Strategies

Performance Dimension Area	Carnegie Mellon Senior Executive Seminar (S)	Delft Institute of Technology Masters of Space Systems Engineering (L)	Harvard Mid- Career Master Program (L)	Harvard Program for Management Development (L)	Harvard Program for Senior Executives in National & International Security (S)	Harvard Senior Executive Fellows (L)	Harvard Senior Managers In Government (L)
Leadership Model Performance Dimension							
1. Personal Effectiveness	X	X	X		X	X	X
2. Discipline Competency	X	X	X	X		X	X
3. Business Acumen	X		X	X	X	X	X
4. Working Internationally		X	X	X	X		
5. Managing Information and Knowledge	X			X		X	X
6. Leading and Managing Others	X		X			X	X
NASA Implementing Strategies							
IS-1. Achieve Management & Institutional Excellence.	X		X	X	X	X	X
IS-2. Demonstrate Leadership in Information Technologies.		X					
IS-3. Enhance Core Capabilities & Processes.		X					
IS-4. Ensure Safe and Healthy Work Environments.	X		X	X	X	X	X
IS-5. Manage Risk and Cost.	X	X			X	X	X

L = Long Program, S = Short Program. The designation of Long indicates that this is considered a high investment program and candidate selection is therefore very competitive. NASA will normally send only one candidate to these programs. Even if nominees are available, NASA may choose not to send any candidate unless their qualifications are exceptional. Short indicates less expensive programs that are not as competitive and which NASA normally sends more than one candidate.

Mapping of Fellowship Programs to Leadership Model Performance Dimensions and Strategic Plan Implementing Strategies

Performance Dimension Area	Industrial College of the Armed Forces (S)	MIT Advanced Study Program (L)	MIT Sloan Fellows Program In Innovation And Global Leadership (L)	MIT System Design & Management (SDM) for Accelerated Leadership Option (ALO) (See Guidelines on Page 14) (L)	NSC Dryden Science Fellows (L)	NSC Low Engineering Fellows (L)
Leadership Model Performance Dimension						
1. Personal Effectiveness	X		X	X		
2. Discipline Competency		X	X	X	X	X
3. Business Acumen	X		X	X		
5. Working Internationally	X		X	X		
5. Managing Information and Knowledge	X		X	X		
6. Leading and Managing Others	X	X	X	X		
NASA Implementing Strategies						
IS-1. Achieve Management & Institutional Excellence.	X	X	X	X		
IS-2. Demonstrate Leadership in Information Technologies.				X	X	X
IS-3. Enhance Core Capabilities & Processes.	X			X	X	X
IS-4. Ensure Safe & Healthy Work Environments.	X	X	X	X		
IS-5. Manage Risk and Cost.	X	X	X	X		

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Mapping of Fellowship Programs to Leadership Model Performance Dimensions and Strategic Plan Implementing Strategies

Performance Dimension Area	NSC Webb Space Administration Fellows (L)	Penn State Developing Managerial Effectiveness (S)	Penn State Leading with Impact (S)	Princeton Masters In Public Policy (L)	Simmons Strategic Leadership for Women (S)	Stanford Stanford Sloan Program (L)
Leadership Model Performance Dimension						
1. Personal Effectiveness		X	X		X	X
2. Discipline Competency	X	X		X		X
3. Business Acumen	X	X	X	X	X	X
4. Working Internationally				X	X	X
5. Managing Information and Knowledge	X	X	X	X	X	X
6. Leading and Managing Others	X	X	X		X	X
NASA Implementing Strategies						
IS-1. Achieve Management & Institutional Excellence.	X	X	X	X	X	X
IS-2. Demonstrate Leadership in Information Technologies.						
IS-3. Enhance Core Capabilities & Processes.	X					
IS-4. Ensure Safe & Healthy Work Environments.		X	X	X	X	X
IS-5. Manage Risk and Cost.	X	X		X	X	X

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Mapping of Fellowship Programs to Leadership Model Performance Dimensions and Strategic Plan Implementing Strategies

Performance Dimension Area	Syracuse Certificate in Public Administration (S)	Syracuse National Security Management Course (L)	UCLA Creativity & Innovation in the Organization (S)	University Michigan Management Development Program (L)	University North Carolina Executive Development Institute (L)	University Tennessee Engineer/Scientist as Manager (S)	Local Executive Program (analysis to be completed by candidate) (S)
Leadership Model Performance Dimension							
1. Personal Effectiveness	X	X	X	X	X	X	
2. Discipline Competency	X	X					
3. Business Acumen	X	X	X	X	X	X	
4. Working Internationally	X	X		X	X		
5. Managing Information and Knowledge	X	X			X		
6. Leading and Managing Others	X	X		X	X	X	
NASA Implementing Strategies							
IS-1. Achieve Management & Institutional Excellence.	X	X	X	X	X	X	
IS-2. Demonstrate Leadership in Information Technologies.							
IS-3. Enhance Core Capabilities & Processes.		X	X			X	
IS-4. Ensure Safe & Healthy Work Environments.	X	X		X	X	X	
IS-5. Manage Risk and Cost.	X						

L = Long Program, S = Short Program. The designation of Long indicates that this is considered a high investment program and candidate selection is therefore very competitive. NASA will normally send only one candidate to these programs. Even if nominees are available, NASA may choose not to send any candidate unless their qualifications are exceptional. Short indicates less expensive programs that are not as competitive and which NASA normally sends more than one candidate.

Guidelines for MIT Systems Design and Management Program (SDM)

Participation in the MIT SDM Program is only available as part of the NASA Accelerated Leadership Option (ALO). ALO is a resource-intensive program designed to provide talented Program/Project Managers with advanced technical capability and essential management concepts. The ALO blends the best of tailored practitioner experiences and academic learning to prepare future NASA leaders in the system design of complex programs, and in sound business management practices.

Participants in ALO are required to complete a three-year learning process – approximately two years at MIT and a one-year developmental work assignment.

Only candidates intending to be ALO participants will be considered for this Fellowship. Participation in ALO does not imply a promotion.

Individuals interested in applying for the MIT SLOAN Systems Design and Management Program must complete the Accelerated Leadership Option (NASA Form 1591B, Feb 02) in addition to the NASA Development Programs Application (NASA Form 1591, Feb 04)

This is the only Fellowship program in which more than one candidate per Center will be accepted.

Guidelines for Space Club and Local Executive Programs

NASA has provided Fellowship opportunities not on the defined lists (Pages 9 – 13), the National Space Club and Local Executive Program. Employees applying under these options must provide NASA Headquarters, Code FT, with additional information along with their applications. This additional information includes:

1. A Program Summary and complete cost analysis including tuition and in the case of the Space Club travel costs. (See NASA Form 1591 C, May 03)
2. An analysis of the Performance Dimension and Strategic Plan Implementing Strategies areas covered by the program requested. This analysis is to be reflected on Page 4 of the NASA Development Programs Application (NASA Form 1591, Feb 04).

Only programs offered by nationally recognized, fully accredited colleges, universities, or Federal training institutes, will be considered under these options.

NASA and the Center's obligation to Space Club candidates is limited to \$10,000 in tuition and the travel funds needed to support only this \$10,000 in training. There is no obligation either expressed or implied, to support the candidates through the acquisition of a degree.

The goal of the Local Executive Program is to provide employees who are unable to leave their local geographic area, with the opportunity to acquire world-class academic training. No travel funds will be provided for these fellowships.

Applicant Checklist for Fellowship Application

Application Activity	✓
1. Read and be sure you understand the Fellowship application and eligibility guidelines and process.	
2. Review the NASA Leadership Model, Strategic Plan including Strategic Plan Implementing Strategies and other applicable NASA, Enterprise, and Center plans.	
3. Complete the NASA Leadership Model Self-Assessment and assess yourself against the Strategic Plan Implementing Strategies.	
4. Work with your management to assess your development needs based on the results of your Self-Assessment and how you contribute to the Strategic Plan Implementing Strategies. (See Development Matrix, Page 9).	
5. Review the Fellowship Program Summary, http://fellowship.nasa.gov/fellowlinks.htm , for the program that you have selected, and make sure you meet the University application requirements.	
6. Work with your management and/or mentor/coach to complete the Matrix that links the results of the self-assessment to specific Fellowship Programs.	
7. Work with your management to complete the NASA Development Programs Application Form and additional forms required for ALO, Space Club, or the Local Executive Option.	
8. Discuss and obtain input on your reentry strategy from your management, and complete the reentry portion of the NASA Development Programs Application Form.	
9. Conduct a final review of your application with your manager and obtain management approval, sponsorship, and signatures	
10. Submit to your Center Fellowship Coordinator according to Installation's guidelines and schedule.	

Be sure your application is concise and well written. **Only one page of attachments beyond the required 1591 Forms will be accepted with the application.** Additional pages will not be given to the Executive Development Education Panel for rating.

Selection Process

All applications are evaluated against the guidelines identified on Page 16. After rating and ranking all candidates, the Executive Development Education Panel makes a preliminary selection and the top candidates for "long" programs are invited to interview.

Interview Guidance

Specific questions used for interviews are developed annually, however candidates should be prepared to discuss how the Fellowship contributes to their ability to achieve NASA's mission. Candidates should have a broad understanding of Agency policy, an understanding of the overall mission, and how NASA contributes to National goals. Interviewees should also be familiar with the key issues affecting the Agency, how their program relates to these issues, and be able to explain their strategy for effectively dealing with these issues.

Guidelines for the Executive Development Education Panel (EDEP)

Points	Question No. (NASA Form 1591)	Factor	Description
0-10	13	Vision	Ability to articulate a clear personal vision that aligns with the strategic goals of the Agency. Candidates should provide specific examples of how their personal goals and abilities connect to NASA's and what they are committed to accomplishing. Just restating the NASA vision and indicating support is not adequate.
0-30	14 through 19	Developmental Preparation	How well is the candidate prepared to make maximum use of this training opportunity? Does he/she have the requisite background, experience and training necessary? Is there a clear link between this Fellowship and the needs of the individual and the Center? Is this the "right" program for this individual at this time?
0-25	20 through 22	Competitive Factors	Has this individual proven to be able to effectively translate their opportunities into measurable results for the Agency?
0-30	23	Reentry Strategy	Does the Center have a clear strategy for this individual that effectively uses the knowledge, skills, and abilities gained to support the achievement of Center goals? Is there a good plan to enhance the Agency's return on investment? The reentry plan must state specific actions that Center management will support that will provide for the participant to contribute beyond their regular duties upon return.
0-5		Discretionary	At the discretion of the evaluator, up to 5 points may be added to the above factors, based on the information available. This allows the evaluator the latitude to recognize any exceptional strength and/or to express clear preference for one candidate over others despite the fact that the numerical weighting to that point may have been more or less equal.

Maximum Points 100

Candidates do not necessarily have to be supervisors or managers to receive an Executive Fellowship. Qualities that will be considered are; ability to work with and through others, ability to create conditions where people feel empowered, having an understanding of complex issues and/or ability to see the "big" picture.

What Should You Do After You Are Selected

The NASA Training and Development Division will normally notify Center management within a week of the Executive Development Education Panel (EDEP) Meeting. Applicants should receive notification of results from their Center Fellowship Coordinator or EDEP member. Your Center representatives will also have specific feedback for all successful and unsuccessful Center candidates on areas recommended for development.

Once you have been selected for a Fellowship, you should initiate the following activities:

1. Contact your Center's Fellowship Coordinator for guidance including travel guidance.
2. Obtain the University Program's application and submit as required. Note application deadlines.
3. Attend the Fellowship Program.
4. Upon return, coordinate with your Center Fellowship Coordinator to meet with your Center Director and other management officials specified by the Center Director to debrief the program and review your reentry strategy.
5. Complete the reentry requirements.
6. Complete the Fellowship Program Evaluation and Reentry Report (NASA Form 1591A, Aug 02), coordinate with your Center Fellowship Coordinator to obtain your Center Director's signature, and submit to Code FT within six months of the program's completion.

Mutual Obligations of NASA and Nominees

Prior to nomination, candidates must be informed of the requirements of the program, which they are considering, including the extent of NASA support. Fellowship candidates must be informed of the requirement to sign a "continued service agreement" with NASA (on a 3 to 1 time ratio) as a condition of their selection. Candidates should understand the program objectives, reentry requirements and possible future job assignments upon completion. Candidates on Fellowship programs continue to be covered under the Center's Performance Appraisal system.

Covered Expenses

In addition to full tuition support, it is Agency policy to provide assistance with funding for enroute and return transportation between the learning institution and the home Center, as well as living expenses, consistent with NASA Headquarters and Leadership Development Program travel guidelines and policies for extended temporary duty. The participant should be aware, however, that the Government does not reimburse out-of-pocket expenses to the same extent as normally occurs in private industry. In particular, the Agency does not cover expenses for the movement or support of family members or household goods or return trips during the program. NASA HQ transfers funds to Centers to cover tuition and travel costs based on the following criteria. Specific funding questions should be directed to your Center Fellowship Coordinators.

Tuition Costs

Tuition costs include books, materials, class trips, and any required fees such as for the Student Association or health insurance. Since these fees vary from program to program, you must research the particular requirements published within the university brochures for those items that are covered. All expenses itemized by the individual brochure as a required expense will be covered under tuition fees by NASA. For example, some programs require the student to purchase a computer and software; in that instance, the participant must surrender the computer to the Agency upon the completion of the program. Some institutions require that the Training Coordinator at the Home Center establish an arrangement with the University in order to pay for books. NASA will not pay for participants' expenses to qualify, such as exams (e.g. GRE).

Travel Expenses

For long-term programs, participants may wish to travel to and from the university in a personal vehicle. In this case, participants are reimbursed for mileage and lodging overnight at the local per diem rate, if traveling over 300 miles per day. If the participant wishes to fly to the training location, he/she is entitled to airfare, taxis to and from the airport, and shipping up to a maximum of 1,000 pounds under a Government bill of lading. If the training institution does not provide lodging, participants are allowed three days upon arrival to secure housing, and are reimbursed at the per diem rates listed below.

Once at the training site, per diem expenses are determined on the basis of the intended length of stay. If the program is:

- 1-30 days, participants are entitled to full per diem.
- If 31-120 days, participants receive 65% of per diem.
- If 121-364 days, participants receive 55% of per diem.

These rates are figured allowing for rental of a one-bedroom apartment, rental furniture, utilities, basic telephone, basic cable and cleaning service.

Per diem does not cover daily commuting expenses, parking fees, larger rental space, change of residence during the program for any length of time, use of an apartment locator, ads in local newspapers, premium cable fees, long distance, trips home during the program, internet charges, membership in alumni associations or graduation fees.

Per diem rates are listed on the Government Services Administration Web site:
(<http://www.policyworks.gov/org/main/mt/homepage/mtt/perdiem/travel.htm>).