



Request for Proposal

Meridian Global Leadership Institute: Capstone Curriculum Developer, Facilitator, and Advisor

I. Statement of Purpose

Meridian's **Global Leadership Institute** seeks a skilled leadership curriculum developer and facilitator to develop and implement a young leaders' capstone project that serves as the culminating activity of one of its immersive summer 2026 leadership program for college students, the Meridian Future Leaders Fellowship.

II. Background

[Meridian International Center](#) is a nonpartisan center for diplomacy founded in 1960 and headquartered on a historic campus in Washington, D.C. Our mission is to empower leaders to advance the next era of diplomacy. Our programs strengthen American leadership by accelerating collaboration on shared challenges, increasing economic competitiveness, and building geopolitical resilience. We equip leaders from business, science and technology, cities and states, culture and sports with the insights, networks, and resources to navigate a complex world.

Meridian's [Global Leadership Institute](#) prepares tomorrow's changemakers for leadership in a rapidly evolving global landscape. Through immersive programs in Washington, D.C., ambitious high school and college students from around the world gain the skills, networks, and confidence to lead across diplomacy, international business, law, public policy, and global service.

Meridian Future Leaders Fellowship – College

This four-week summer fellowship offers college students immersive experiences in international affairs, combining leadership training, mentorship, and hands-on work with global professionals. Participants explore diplomacy, policy, and global business in real-world settings, gaining the skills, credentials, and confidence to stand out in competitive careers and graduate programs.



Program dates: June 8 – July 3, 2026 | Washington, DC

- Summer Enrichment Program: June 8 – 12
- Fellowship/Internship: June 12 – July 2

Curriculum Facilitator will be present at the following Capstone Sessions:

- June 8, 12, 19, 26, and July 2

Cohort size: 16 students maximum

III. Scope of Work

The Capstone Project is the culminating experience of the program, providing students with a hands-on opportunity to apply the leadership, policy, and diplomatic skills developed throughout the program. Students are introduced to the Capstone on the first day of the fellowship and continue building their projects through structured Friday sessions, guided work periods, and mentorship, concluding with final presentations.

The Curriculum Facilitator will:

Pre-Program:

- Develop a structured framework for the Capstone Project, including objectives, themes, guidelines, milestones, and expected outcomes.
- Assist students in identifying and refining a project theme or focus that aligns with program goals, learning objectives, and the broader curriculum (including potential creation of a policy brief, as outlined in our [existing framework](#), but allowing flexibility for alternative project concepts as long as the topic is international in nature).
- Outline the session structure, including timing, skills development, and work periods, to position the Capstone within the larger Fellowship program.

In-Program:

- Deliver content within the following structure:
 - **June 8, 2026: Day 1 – One-hour introduction**
 - Present Capstone objectives, expectations, project themes, and resources. Guide students through initial brainstorming for project ideas.
 - **June 12, 19, 26, 2026: Weekly Friday sessions**



- **Skills sessions (2 hours to 2.5 hours):** Establish targeted competency-building exercises supporting Capstone completion (e.g., research, writing policy analysis, collaboration, presentation skills).
- **Hands-on work sessions (2–3 hours):** Provide office-hours style guidance for students to develop and advance projects
- **July 2, 2026: Closing direction for final Capstone showcase (2-3 hours)**
 - Facilitate the cohort’s final Capstone showcase and provide culminating guidance on how to transition projects to real-world applications.

IV. Deliverables

The Consultant will prepare all materials necessary for the Capstone experience, including but not limited to:

- Capstone project framework and guidelines
- Facilitator guide with detailed session instructions, exercises, and discussion prompts
- Student-facing instructions, worksheets, templates, and planning tools
- Evaluation rubrics for assessment and feedback
- Supporting materials for presentations, simulations, or interactive exercises and a proposed structure for providing mentorship and support for student learning and project development
- Optional: proposed alternative project approaches or formats (e.g., policy brief, policy memo, creative project)

V. Description of Required Work and Tasks

The Meridian Global Leadership Institute: Future Leaders Fellowship will be delivered fully in-person in Washington, DC.

- Two (2) preparation meetings between Capstone Creator, Meridian, and other program stakeholders before the beginning of the Fellowship, with at least one being held more than one month prior to the program.
- One (1) post-training meeting between Capstone Facilitator and Meridian after the completion of the Fellowship, for program evaluation.
- The Capstone Facilitator should create / provide:



- A bespoke syllabus to match the trainings, including 3-5 sentence descriptions for each session.
- A list of suggested (ideally open source) readings, between 3-5 resources, for each module.
- A slide deck for each session, updated to match current events / new materials.
- A draft syllabus should be submitted to Meridian six weeks prior to the first training date. Syllabus should also clearly outline plan for additional support including but not limited to:
 - Office hours, check-ins, or coaching sessions
 - Methodologies for providing feedback to support student learning and project development.
 - Facilitation of final project presentations, including guidance on presentation design and delivery.
- All updated program materials, including the final syllabus, lecture notes, slides, suggested readings, should be submitted to Meridian three weeks before the first training date.

VI. Qualifications, Proposal Requirements & Submission

Qualified applicants will have:

- Experience designing or facilitating experiential learning, leadership development, or diplomacy-focused programs
- Strong instructional design and facilitation skills
- The ability to guide undergraduate students in identifying project topics and producing structured outputs
- Experience producing clear, user-friendly educational materials

This is a **fixed fee non-exclusive** term contract. Please provide a quote inclusive of all costs and possible expenses to complete the services listed above. Please specify any expense beyond personnel hours.

Submission Materials:

In addition to providing a quote for services and estimated working hours, please provide the following materials / information:



- Letter of interest outlining your relevant experience with international affairs, curriculum development, college leadership programs, facilitation, mentorship, and program themes
- Single page, brief proposal outline of one (1) Weekly Friday session of your choice from the list within Section III that reflects the learning objectives as well as the student and learning supports necessary to achieve these objectives
- Resume/CV
- Two (2) references (name, relationship, title, email, phone number)

Please submit all information to Shelby Keegan, Associate Director, Center for Global Leadership, at leadership@meridian.org. The subject line should include “[Your Name] MGLI Facilitator RFP Submission.” Kindly submit all documents in PDF format where possible.

Awarding the Proposal: Final proposals must be submitted no later than 11:59 PM EST, Wednesday, January 28, 2026. Short list candidates may be requested for a brief 30-minute interview and session demonstration between February 16-25, 2026. Proposals will be evaluated based on experience, quality of proposed module development, interview, and price. **The anticipated award date is Monday, March 2, 2026.**

Questions: There will be an open period for questions about the Meridian Global Leadership Institute and Request for Proposals from Monday, January 5, 2026, through Monday, January 26, 2026 at 11:59 PM EST. These questions should be submitted to leadership@meridian.org. Meridian will also circulate a Frequently Asked Questions running document to interested parties; please indicate your interest in being included on this distribution list to leadership@meridian.org.

VII. General Terms and Conditions

- a) Your proposed quote must remain valid for a period not less than 60 days after submission date.
- b) Meridian reserves the right to accept or reject any quotations, cancel the bidding process and to reject all quotations at any time prior to the award of the contract.
- c) If the vendor demonstrates a continued failure to meet the needs or the performance standards required by Meridian teams, Meridian reserves the right to terminate the contract
- d) Selected contractors will adhere to Data Processing Agreement terms and to prohibition on use of certain telecommunication and Video surveillance services or equipment as defined in Section 889(a)(1) of the National Defense Authorization Act for Fiscal Year 2019 (Pub. L. 115-232) and as more specifically defined in Federal Acquisition Regulation



(FAR) clause 52.204-25 “Prohibition on Contracting for Certain Telecommunications and Video Surveillance Services or Equipment.

e) Sample terms are detailed below.

Meridian’s general terms and conditions:

Except or otherwise provided in the main body of this Agreement, the Terms and Conditions that follow are part of and shall be deemed to be incorporated in this Agreement.

With the exception of Appendix A of the following terms and conditions, **should there be any inconsistency between the terms of this Agreement and the terms that follow, the Agreement terms shall prevail.**

1. Relationship between Meridian and Contractor

The relationship between Meridian and Contractor is that of independent contractors, and nothing in this Agreement shall be construed to constitute either party a partner, employee, or agent of the other; to create a joint venture, pooling arrangement, partnership, or business organization of any kind; or to provide either party with authority to bind the other in any respect, it being intended that each party shall remain an independent contractor solely responsible for its own actions. Meridian shall have no responsibility whatsoever to collect or withhold any monies from Contractor for purposes of complying with any worker’s compensation, disability, and/or unemployment insurance laws, Social Security tax laws, wage and hour laws, state and federal income tax laws, or any other employment-related tax laws.

2. Confidential Information and Nondisclosure

- a. During the Term of this Agreement, each party may be provided information by the other party (including information that the U.S. Government considers confidential) that the other considers confidential and proprietary. The parties agree that all information marked or otherwise designated as confidential, or that under the circumstances is reasonably understood to be confidential, is the confidential information of Meridian or Contractor, as applicable (“Confidential Information”). Contractor expressly acknowledges and agrees that all Meridian proprietary information and trade secrets and all information relating to or belonging to Meridian’s clients constitutes the Confidential Information of Meridian for purposes of this Agreement. Each party must use the Confidential Information of the other party only for the purposes of this Agreement and may not disclose such Confidential Information to any third party for any purpose without the other party's prior written consent. Each party agrees to take measures to protect the confidentiality of the other party's Confidential Information that, in the aggregate, are no less protective than those measures it uses to protect the confidentiality of its own Confidential Information, but each party must, at a minimum, exercise reasonable care with respect to such Confidential Information and take reasonable steps to advise its employees of the confidential nature of the Confidential Information and of the



restrictions on disclosure and use thereof as contained herein. Meridian and Contractor each agree to require that the other party's Confidential Information be kept in a reasonably secure location. Notwithstanding anything to the contrary contained in this Agreement, Confidential Information shall not include any information disclosed by the other party (the "Disclosing Party") to the receiving party (the "Receiving Party") that:

- i. Is rightfully known to the Receiving Party prior to its disclosure by the Disclosing Party;
 - ii. Is released by the Disclosing Party to any other person, firm, or entity (including governmental agencies or bureaus) without restriction;
 - iii. Is independently developed by the Receiving Party without any reliance on, use of, or reference to Confidential Information of the Disclosing Party; or
 - iv. Is or becomes publicly available without violation of this Agreement or may be lawfully obtained by a party from any nonparty.
- b. Notwithstanding the foregoing, the Receiving Party may disclose the Disclosing Party's Confidential Information where required under applicable federal, state, or local law, regulation, or a valid order issued by a court or governmental agency of competent jurisdiction, provided that the Receiving Party shall first make commercially reasonable efforts to provide the Disclosing Party with (i) prompt written notice of such requirement so that the Disclosing Party may seek, at its sole cost and expense, a protective order or other remedy and (ii) reasonable assistance, at the Disclosing Party's sole cost and expense, in opposing such disclosure or seeking a protective order or other limitations on disclosure.
- c. Nothing herein shall be interpreted to grant to either party any license or other interest, including any ownership right, in the other's Confidential Information or any intellectual property rights therein.
- d. The provisions of this Article 1 shall survive the termination or expiration of this Agreement for any reason for a period of 5 years following such termination or expiration, and shall survive with respect to any Confidential Information that constitutes a trade secret of a party until such information is no longer protected by trade secret status. Upon termination or expiration of this Agreement or otherwise upon Meridian's request, Contractor shall return or destroy, as requested by Meridian, all Confidential Information of Meridian and all business records and other information in its possession or control that in any way relates to Meridian, and shall certify in writing its compliance with the foregoing requirements.
3. Termination for Convenience

This Agreement (including any Statement of Work) may be terminated in whole or in part by Meridian, or at the request of the award funder, without cause upon a 30-day notice period. Upon such termination, termination for a Force Majeure Event, or at the expiration of this Agreement,



Meridian is liable only for payment for Services and deliverables reasonably satisfactorily performed or delivered, as applicable, prior to termination or expiration and all reasonable, documented expenses incidental to the cost-effective, timely, and orderly termination of the Services that are incurred as a result of such termination or expiration.

4. Termination by Default

- a. Contractor may terminate this Agreement if Meridian breaches any of the terms and conditions set forth in this Agreement and does not cure such breach to Contractor's reasonable satisfaction within a period of 30 days after receipt of notice from Contractor of such breach or failure or, if such breach is not capable of cure within 30 days, does not commence efforts to cure such breach within 30 days of receipt of such notice.
- b. Meridian may terminate this Agreement in whole or in part if Contractor (i) breaches any of the terms and conditions set forth in this Agreement, fails to perform any of its obligations under this Agreement, or fails to make progress so as to endanger performance of this Agreement in accordance with its terms, and (ii) in any of these circumstances, does not cure such breach or failure to Meridian's reasonable satisfaction within a period of 10 days after receipt of notice from Meridian of such breach or failure.
- c. Meridian may terminate this Agreement and/or Contractor's performance hereunder, effective immediately, if Meridian reasonably determines that Contractor has acted dishonestly, carelessly committed an act of misconduct, failed to provide contracted Services or deliverables, committed any unlawful act, or acted in any way that materially adversely affects Meridian's reputation.
- d. In the event that Contractor defaults under this Agreement and as a result Meridian terminates this Agreement with respect to certain Services or deliverables as permitted under Article 3 (b) above, Meridian may elect to procure the same or substantially the same Services or deliverables as those so terminated and Contractor shall be, without prejudice to any other rights or remedies available to Meridian, liable to Meridian for any excess costs for the procurement of such substantially similar work, Services, or deliverables, provided, however, that Contractor must continue the performance of this Agreement to the extent not terminated by Meridian. Meridian must use reasonable care to mitigate the amount of excess costs for which Contractor may be liable hereunder.
- e. If, after termination, it is determined for any reason whatsoever that Contractor was not in default, or that the default was excusable, the rights and obligations of the parties are the same as if the termination had been issued for the convenience of Meridian in accordance with Article 2 of this Agreement. The provisions of this Article 3 shall survive termination or expiration of this Agreement for any reason.
- f. The rights granted to Meridian hereunder are in addition to any rights that Meridian may have at law or in equity.



APPENDIX A

DATA PROCESSING AGREEMENT

and

OTHER CONTRACTUAL PROVISIONS

A. DATA PROCESSING AGREEMENT

In the event that the services contracted through this Data Processing Agreement (DPA) include the transfer or processing of Personal Data, Contractor ensures through this DPA that it has implemented applicable technical and organizational measures in such a way that its processing of Personal Data will comply fully with applicable Data Protection Law.

Definitions

“Data Protection Law” means EU Data Protection Laws including GDPR and, to the extent applicable, the data protection or privacy laws of any other country. The terms “controller,” “processor,” “process,” “processes,” and “processed” will be construed accordingly.

“GDPR” means EU General Data Protection Regulation 2016/679.

“Personal Data” means any information relating to an identifiable individual that is processed by Contractor on behalf of Meridian in connection with services defined under the Agreement.

“Data Subject” means the individual to whom Personal Data belongs.

“Data Transfer” means 1) a transfer of Personal Data from Meridian to Contractor and/or 2) an onward transfer of Personal Data from Contractor to a subcontractor.

“Personal Data Breach” means a breach of security leading to the accidental or unlawful loss, destruction, or unauthorized disclosure of, or access to, Personal Data held or processed by Contractor.

Scope and Processing of Personal Data



Contractor will comply with all applicable Data Protection Laws in the processing of Personal Data while providing the services defined in the Agreement. The Contractor will not process Personal Data other than on Meridian's specific documented instructions.

Contractor may be processing special categories of data defined under GDPR ("Sensitive Data"), depending on the services outlined in the Agreement. Sensitive Data includes racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetic data, biometric data, data concerning health, or data concerning an individual's sexual orientation.

Confidentiality

Contractor will ensure that any person authorized to process Personal Data (including staff, volunteers, agents, and subcontractors) is provided access on a strict need-to-know basis and is subject to an obligation of confidentiality under organizational policy or statutory mandate.

Security

Contractor will maintain organizational and technical security measures appropriate to their assessed risk of accidental or unlawful loss, destruction, or unauthorized disclosure of Personal Data. Such measures may include hardware and software protection, firewalls, secure storage, access controls, breach detection, encryption, or password protection of Personal Data during Data Transfer or at rest.

Subprocessing or Data Transfer

Contractor will not contract a subprocessor, or further disclose or transfer Personal Data, unless authorized by Meridian through documented instruction.

Data Subject Rights

Contractor will provide reasonable assistance to enable Meridian to respond to any request by Data Subjects exercising their rights under applicable Data Protection Law.

GDPR Data Subject rights include:

1. Right of access: Data Subjects can access their data at any time and have the right to know how the business is using it. A copy of the data must be given to the Data Subject free of charge and in electronic form if requested.
2. Right to be forgotten: Data Subjects can withdraw their consent for a business to use their data and request for it to be permanently removed.



3. Right to data portability: Data Subjects can request for their data to be transferred to another provider and the business must carry this out via a commonly used, accessible, readable format for the individual.
4. Right to be informed: Data Subjects must be notified by the business before they gather Personal Data on the individual, and this must be done via a transparent opt-in process where the individual gives consent. Additional Data Subject rights apply to automated individual decision-making and profiling.
5. Right to rectification: Data Subjects have the right to amend or update data that is related to them.
6. Right to restrict processing: Data Subjects can restrict processing of their data. This means their records can remain in place with the business but must not be used.
7. Right to object: Data Subjects have the right to stop their data from being processed. The business must immediately stop using the individuals' data after receiving the request.
8. Right to be notified of a breach: If a breach occurs in the business and the individuals' data is at risk of being compromised, the business must inform the Data Subject within 72 hours of the breach.

If such a request is made directly to Contractor, it will promptly inform Meridian and will advise the Data Subject to submit their request to Meridian. Meridian will be solely responsible for responding to any Data Subject request under applicable Data Protection Law.

Personal Data Breach

Contractor will notify Meridian immediately but within no more than 36 hours upon becoming aware of a Personal Data Breach affecting Personal Data, providing Meridian with all information required by Meridian to inform Data Subjects and appropriate regulators of the Personal Data Breach under relevant Data Protection Laws. Contractor will take all reasonable efforts, as directed by Meridian, to assist in the investigation, mitigation, and remediation of each Personal Data Breach.

Deletion or Return of Personal Data

Contractor will delete all copies, in all formats, of Personal Data held or processed under the Agreement either 1) within ten (10) business days of the end date of the Agreement or 2) at the time that a program final report is submitted to Meridian, if applicable.

If Contractor wishes to retain some or all of the Personal Data following the Agreement end date to use for its own purposes, fully unrelated to and independent of the Agreement, Contractor assumes all responsibilities of Data Controller, as defined under Data Protection Law. This includes but is not limited to issuing appropriate disclosures to all impacted Data Subjects, obtaining and tracking consent for data



use, and ensuing compliance with all regulatory obligations of a Data Controller under Data Protection Law. In this case, the Contractor must **either** 1) provide a written certification that the appropriate disclosures, privacy statements, and consents have been implemented within ten (10) days of the end date of the Agreement, **or 2) certify** in the final program report when submitted to Meridian, if applicable, that the appropriate disclosures, privacy statements, and consents will be implemented. If such certification is not produced, the Contractor must delete all Personal Data held under the Agreement.

Audits

Meridian has the right to audit Contractor's activities in order to ensure appropriate security and confidentiality measures and compliance with Data Protection Law as applied to Personal Data. Contractor will make available to Meridian on request all information necessary to demonstrate compliance with all terms of this DPA.

B. OTHER CONTRACTUAL PROVISIONS

The following provisions apply to this Agreement as federal regulation and/or statute:

1. Debarment and Suspension

Contractor certifies that it will comply with subpart C of the OMB guidance in 2 CFR § 180, *OMB Guidelines To Agencies On Governmentwide Debarment And Suspension (Nonprocurement)* and will include a similar term or condition in any covered transaction into which it enters at the next lower tier.

2. Lobbying Certification

Contractor certifies, to the best of its knowledge and belief, that:

- a. No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract; the making of any Federal grant; the making of any Federal loan; the entering into of any cooperative agreement; and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.
- b. Contractor will require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients will certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by 31 USC 1352. Any person who fails to file the required certification may be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

3. Audit



Meridian, or any of their duly authorized representatives will have access to any books, documents, papers, and records of Contractor that are directly pertinent to this Agreement for the purpose of making audits, examinations, excerpts, and transcriptions.

4. **Partner Code of Conduct**

The Meridian Partner Code of Conduct (Code) sets forth the minimum standards we expect from our partners when providing goods and service to Meridian. This code helps to communicate our principles and outline expectations for compliance with legal obligations, fair dealings, and responsible business operations. By signing this contract, the Contractor certifies that it will comply with Meridian Partner Code of Conduct (code) linked here: [Meridian International Center Partner Code of Conduct – September 2024 | Meridian International Center](#)

5. **Executive Order 13224 on Terrorist Financing**

U.S. Executive Orders and U.S. law prohibit transactions with, and the provision of resources and support to, individuals and organizations associated with terrorism. It is the legal responsibility of Contractor to ensure compliance with these Executive Orders and laws. Contractor confirms that it will take reasonable steps to ensure that none of the funds under this Agreement will be used in support of or to promote violence, terrorist activity, or related training, whether directly through Contractor's own activities and programs or indirectly through support of, or cooperation with, other persons or organizations known to support terrorism or that are involved in money laundering activity.

6. **Ending Illegal Discrimination and Restoring Merit-Based Opportunity (EO 14173):**

None of the funds awarded under this agreement may be used for initiatives or programs, or in any activities that do not comply with Executive Order 14173. By signing this agreement, Contractor hereby certifies that:

- a-It is in compliance in all respects with all applicable Federal anti-discrimination laws, which are material to the government's payment decisions for purposes of section 3729(b)(4) of title 31 of US Code, and;
- b-It does not operate any programs promoting Diversity, Equity, and Inclusion that violate any applicable Federal anti-discrimination laws.