

CDDRL

APPLICATION GUIDELINES 2016

DRAPER HILLS SUMMER FELLOWS PROGRAM

Application Deadline:

Wednesday, November 16, 2016

Program Dates: Sunday, July 16-

Friday, August 4, 2017

To Apply:

cddrl.fsi.stanford.edu/summerfellows



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About the Center on Democracy, Development, and the Rule of Law

The [Center on Democracy, Development, and the Rule of Law](#) (CDDRL) at Stanford University engages in research, training, teaching, and organizes intellectual and policy dialogues aimed at increasing public understanding of economic and political development. Founded in 2002 and led by Francis Fukuyama, CDDRL has collaborated with scholars, policymakers, and practitioners around the world to advance collective knowledge about the linkages between democracy, sustainable economic development, human rights and the rule of law.



ABOUT THE FELLOWSHIP PROGRAM

Launched in 2005, the Draper Hills Summer Fellowship on Democracy and Development Program (DHSFDD) is a three-week academic training program that is hosted annually at Stanford University's Center on Democracy, Development, and the Rule of Law. The program brings together a group of 25 to 30 mid-career practitioners in law, politics, government, private enterprise, civil society, and international development from transitioning countries. This training program provides a unique forum for emerging leaders to connect, exchange experiences, and receive academic training to enrich their knowledge and advance their work.

For three weeks during the summer, fellows participate in academic seminars that expose them to the theory and practice of democracy, development, and the rule of law. Delivered by leading Stanford faculty from the Stanford Law School, the Graduate School of Business, and the departments of economics and political science, these seminars allow emerging leaders to explore new institutional models and frameworks to enhance their ability to promote democratic change in their home countries.

Guest speakers from private foundations, think tanks, government, and the justice system provide a practitioners viewpoint on such pressing issues in the field. Past program speakers have included: Associate Justice of the Supreme Court of California Honorable Tino Cuéllar; Carl Gershman, president of the National Endowment for Democracy; Stacy Donohue, director of investments at the Omidyar Network; Eric Schmidt, executive chairman of Google; and Judge Lucy Koh, judge for the United States District Court for the Northern District of California. Summer Fellows also visit Silicon Valley technology firms such as Benetech, TechSoup, Google and Twitter to explore how technology tools and social media platforms are being used to catalyze democratic practices on a global scale.

Alumni of the DHSFDD become part of the [Omidyar Network Leadership Forum](#), an alumni program that strives to build a global community of democracy activists. Fellows continue to strengthen their connection to Stanford and with members of the network through regional workshops, reunions and capacity-building opportunities around the world.

The program is funded by generous support from Bill and Phyllis Draper and Ingrid von Mangoldt Hills.

View the latest [program agenda](#) and read the [2016 class bios](#).



PROGRAM CURRICULUM

Our program curriculum combines five different session styles, which include:

1. Academic sessions provide a framework and theory to understand democratic development taught by interdisciplinary faculty from across Stanford's Freeman Spogli Institute for International Studies. Sessions examine political development, democratic transitions, the relationship of law to economic development, public administration, administrative law, transitional justice, food security, and global health policy, among others. Lectures are accompanied by a set of academic readings drawn from books and journals that participants are asked to complete before each lecture. Please reference our 2016 [program agenda](#) to learn more about our academic sessions.
2. Case study workshops are rooted in real-world stories and scenarios of specific policy reforms that have taken place in developing countries. Rather than serve as examples of "best practices" or "how-to" guides, the cases are designed to encourage participants to think critically about the key decisions that have led to policy reforms. They are written from the perspective of decision-makers who have designed or executed specific policies and they demonstrate how effective public officials think and act strategically. They show how these leaders address technical obstacles while simultaneously taking into careful consideration the political, cultural and social constraints to reforms. The cases we use for teaching can be found in our [case study library](#).
3. Ted-style talks allow fellows to tell their story to the group to uncover more about their work, personal life, and struggles to overcome injustice and advance democracy. These talks begin in the first week of the program and conclude by the second week, allowing fellows a chance to connect on a personal level and develop peer connections early in the program. Fellows are asked to begin preparing their Ted-style talk in advance of the fellowship program. You can watch select Ted-style talks from our 2015 fellows [here](#).
4. Guest lectures feature prominent figures in public service, the technology industry, and the philanthropic community who provide a practitioner's perspective for our fellows, and allows them to make strategic connections to these organizations.
5. Site visits to leading technology firms, such as Google and Twitter, allow fellows to get an inside perspective on Silicon Valley's leading tech giants and how their platforms can help support democracy leaders.

ABOUT THE FACULTY

The program's interdisciplinary faculty includes leading political scientists, lawyers, and economists pioneering innovative research and analysis in the fields of democracy, development and the rule of law. Faculty engage the fellows to test their theories, exchange ideas and learn first-hand about the challenges activists face in places where democracy is at threat. CDDRL Draper Hills Summer Fellows core faculty includes: [Francis Fukuyama](#), [Larry Diamond](#), [Kathryn Stoner](#), [Erik Jensen](#), [Stephen Krasner](#), and [Michael McFaul](#).



Larry Diamond

Larry Diamond is a senior fellow at the Hoover Institution and at the Freeman Spogli Institute for International Studies. He is the former director of the Center on Democracy, Development, and the Rule of Law. Diamond also serves as the Peter E. Haas Faculty Co-Director of the Haas Center for Public Service at Stanford.



Francis Fukuyama

Francis Fukuyama is the Olivier Nomellini Senior Fellow at the Freeman Spogli Institute for International Studies (FSI), and Mosbacher Director of FSI's Center on Democracy, Development, and the Rule of Law (CDDRL). He is also a professor by courtesy in the Department of Political Science.



Stephen Krasner

Stephen D. Krasner is the Graham H. Stuart Professor of International Relations at Stanford, and a Senior Fellow at the Freeman Spogli Institute, the Hoover Institution, and at SIEPR. From February 2005 to April 2007 he was Director of the Policy Planning Staff at the Department of State.



Erik Jensen

Erik Jensen is a professor of the practice of law at the Stanford Law School, co-director of the law school's Rule of Law Program, and a CDDRL faculty member. A lawyer trained in Britain and the United States, he has, for the last 20 years, taught, practiced and written about the field of law and development in 20 countries.



Michael McFaul

Michael McFaul is professor of political science, director and senior fellow at the Freeman Spogli Institute for International Affairs, and the Peter and Helen Bing Senior Fellow at the Hoover Institution. He served for five years in the Obama administration, first as Special Assistant to the President and Senior Director for Russian and Eurasian Affairs at the National Security Council at the White House (2009-2012), and then as U.S. Ambassador to the Russian Federation (2012-2014).



Kathryn Stoner

Kathryn Stoner is a Senior Fellow at FSI and CDDRL, and (as of Sep 1, 2010) Faculty Director of the Ford Dorsey Program in International Policy Studies at Stanford University. Prior to coming to Stanford in 2004, she was on the faculty at Princeton University for nine years, jointly appointed to the Department of Politics and the Woodrow Wilson School for International and Public Affairs.



ABOUT OUR DRAPER HILLS SUMMER FELLOWS

The Draper Hills Summer Fellows alumni network includes 298 alumni from 78 developing democracies worldwide. Their professional backgrounds are as diverse as the problems they confront in their home countries, but the one common feature is their commitment to building sound structures of democracy and development. The regions of Eurasia, which includes the former Soviet Union and Central Asia, along with Africa constitute almost half of our alumni network. Women represent 46 percent of the network and the program is always looking to identify strong female leaders working to advance change in their local communities.

Previous Draper Hills Summer Fellows have served as presidential advisors, senators, attorneys general, lawyers, journalists, civic activists, entrepreneurs, judges, think-tank directors, and influential members of the international development community. The program is highly selective and receives hundreds of applications each year.

Please see the ["alumni" section](#) on our website for a complete listing of program alumni and to read their bios. [Click here](#) to view alumni interviews and to watch them present their work in TED-style talks.

Our Summer Fellows include:

- Former Prime Minister of Mongolia
- United Nations Special Rapporteur on the Right to Freedom of Peaceful Assembly and of Association
- President of the East Africa Court of Justice
- Members of the Ukrainian Parliament
- Political activists at the forefront of the Egyptian uprising
- National representative of Argentina
- Investigation officer with the Tanzanian Commission for Human Rights and Good Governance
- Advocate for the high court of Zambia
- Leading democratic intellectual in China
- Former political prisoner in Burma and member of the National League for Democracy, Aung San Suu Kyi's party
- Researcher at an independent polling agency in Russia
- Technology entrepreneur in Nigeria
- Social entrepreneurs pioneering new



ELIGIBILITY

This program is aimed at mid-career practitioners working actively in the fields of democracy, development, and the rule of law. Applicants can be working as policy-makers, academics, legal professionals, social entrepreneurs, business entrepreneurs, and leaders of civil society organizations (such as representatives of trade unions, nongovernmental organizations, the media, business and professional associations). In their present capacity, applicants should play **important and influential roles in their country's political, economic, and social development**. Participants should have demonstrated professional and personal achievements in a relevant sector of democracy, development, and the rule of law.

Each year we strive to recruit a diverse group of 25 to 30 individuals who are at the right stage in their professional trajectory to benefit from rigorous academic training to enhance their potential to promote democratic change in their home countries. **Successful applicants will have academic credentials necessary** to participate and contribute to the six-hour seminars each day, and tackle advanced academic readings to complement the classroom-based curriculum. Ninety-nine percent of our alumni hold a bachelor's degree at the time of their participation in the program but this is not a requirement for admission to the program.

A working knowledge of English is an important prerequisite for participation in the program. It is expected that each fellow have a solid command of written and spoken English to fully benefit and participate in the program.

The ideal participant will **have extraordinary motivation** and a keen interest in learning as well as sharing knowledge and experiences to help build and enrich the alumni community.



COUNTRIES WITH MOST APPLICATIONS

2016 CLASS INTAKE



SELECTION CRITERIA

Due to the large volume of applications we receive each year to the fellowship program, we take our selection criteria very seriously. **Please review the criteria below very carefully before submitting your application to the program. If you do not meet these criteria your application will not be reviewed.**

1. This is not an academic fellowship but meant for **practitioners only**. We value practical experience over academic credentials, and we admit scholars only to the extent that they are active in government, public policy, civil society, economic development and rule of law. **They should hold leadership roles in their respective sector.**
2. Applicants must be mid-career practitioners and have at least **ten to 12 years of experience** to qualify for the fellowship. Those with more experience are much more competitive in the selection process.
3. Candidates must be **from and currently reside in a country** where democracy is not well entrenched. Candidates residing outside their home country due to war or conflict may be granted exceptions. Applicants will **not be accepted** from countries such as: the U.S., Canada, Australia, Japan, and member states of the European Union.
4. Candidates must be at least **28 years of age** at the start of the fellowship in July 2017. The average age of our fellows at the time of the program is 38.
5. Candidates must be actively working in the field of democracy, development, and the rule of law. **We do not accept candidates who are in the midst of full-time university degree programs.**
6. Candidates must have a solid command of **written and spoken English**. All program materials and sessions are in English. Participants will also be required to give 9-minute TED-style talks throughout the three-week program regarding their work and motivation. English language proficiency is very important in order to benefit and contribute to the program dialogue.

DATES FOR THE 2017 PROGRAM

The dates for the 2017 Draper Hills Summer Fellows Program are Sunday, July 16- Friday, August 4, 2017.

Applicants are required to participate the entire duration of the fellowship program. They must be sure that they can be absent from their professional obligations during that time and must make a commitment to attend the full program upon acceptance.



FUNDING

Stanford asks all applicants to be prepared to contribute towards the cost of their participation in the fellowship, if they are selected. Typically this comes in the form of a fellow covering round-trip airfare to the Program. Stanford will pay for accommodations, meals, and transportation costs during the duration of the Program. In the past, some fellows have asked their employers to subsidize their travel to Stanford based on the benefits that the training will contribute towards their professional and organizational advancement. They may also choose to fundraise for these costs after selection decisions are issued in April 2017.

A small travel fund is available for fellows who under no circumstances can support their travel or need to apply for a partial subsidy. Priority for accessing the travel fund will be given based on need, and destinations where airline fares to California are exorbitant.

FAMILY POLICY

The program is unable to provide funding for families to accompany fellows to Stanford for the program or to accommodate them during the program's duration. It is against Stanford policy to house children on campus, so any fellow traveling with family would have to locate and self-fund off campus housing.

We do not recommend that families accompany fellows to the Program as it distracts participants from the bonding and network-building experience that is integral to the Program.



APPLICATION GUIDELINES

We ask that all applicants carefully read the application guidelines in their entirety before applying to the program. You should also carefully review the frequently asked questions section at the end of the booklet to address any questions you may have concerning the application process. The guidelines cover all steps in the application process. We ask that you please do not reach out to the program team unless a question is not covered in this booklet.

If there are any questions or difficulty with the application, please email: summerfellows@stanford.edu.

HOW TO USE THE ONLINE APPLICATION SYSTEM

The Draper Hills Summer Fellows program uses the WizeHive application system to manage all incoming applications. This system is widely employed by other fellowship programs and should be easy to use. Here are some guidelines to take note of when using the application system:

- You can save your work at any time and return to the form at your convenience. You do not need to complete the application form in one sitting. It is strongly suggested that you save your work often by clicking on the "Save Draft" button at the end of the page.
- Once you submit your application form you can no longer return to make any changes. Please review all your work before clicking the "Submit" button at the end of the application form.
- The system will notify you by email during the following stages in the application submission process:
 1. When your application form has been received.
 2. When letters of recommendation have been submitted on your behalf.
 3. Once your application file is complete with a minimum of two letters of recommendation.

APPLICATION OVERVIEW

In order to apply to the Draper Hills Summer Fellows Program please create an account through our [online portal](#). The application form is available once you login and will be available through the deadline, **Wednesday, November 16, 2016**. Due to the volume of applications, we strongly suggest that you submit the application form **as soon as possible**. You will be asked to contact two references to furnish letters of recommendation to support your candidacy to the program. A complete application package will be due no later than **Wednesday, November 16, 2016**.

Applicants will be informed of their selection to the program by April 2017. Please do not email us concerning your application status before that timeframe as the program team will be very busy processing and reviewing files.

You can access the application [portal here](#).

All application materials must be submitted in English. Applicants should be sensitive to word count and not exceed any of the stated word count limits in the narrative sections of the form as you will automatically be cut off.

Please remember that you are always able to save and return to your work at any time by clicking on the "Save Draft" button. We encourage you to save your work often during the application process so you do not jeopardize losing your material.

The application contains the following sections:

- I. Applicant Information
- II. Academics & Career Information
- III. Resume/CV
- IV. Essay Questions
- V. English Language Proficiency
- VI. Video Submission
- VII. Financial Information
- VIII. Letters of Recommendation
- IX. Personal Certification



Sections 3, 4, 6 and 8 require the most attention from applicants. More detailed instructions are provided below.

3. RESUME/CURRICULUM VITAE

Please prepare a resume or curriculum vitae to upload with the application form. **The document should be in English and a minimum of one page and no longer than three pages in length. We will not accept CV's longer than 3 pages or in other languages.**

The document must be formatted in MS Word Document (.doc) or Adobe Acrobat PDF (.pdf), all other file types will not be accepted. The resume should list in order of priority the following:

1. Your professional experience with your most recent position listed first and dates of employment
2. Your educational credentials, including all degrees earned
3. Awards and honors if applicable
4. Publications if applicable (please do not include an exhaustive list)

The maximum file size is 300 MB. Please note that once you submit the application you will not be able to make any changes. We ask that you carefully review the form before submitting.

4. ESSAY QUESTIONS

We suggest that you draft your responses in a word processing document and then copy and paste in into the application form. In drafting your responses, please try and avoid overly technical language and explain acronyms so that your ideas can be easily understandable to people who are not working in your field of expertise.

If appropriate, please feel free to provide some brief country-based context or historical reference so the reviewers have a sense of how your work is impacting the current state of democratic development in your country of origin.



Our application system has a word count limit and will track your word count on the form. It is important that you be concise in answering questions. Please focus on the most important points that you want to convey.

1. Please provide a short description of your organization's mission and scope of work. (50 words maximum)
2. Describe your current profession and general responsibilities (please do not cut and paste from your CV here, but provide a general description of your work, 100 words maximum).
3. How many years have you been actively working in the field of democracy, development, and the rule of law? (50 words maximum)
4. How has your work, as well as any community activity or public life accomplishments, contributed to the advancement of democracy, economic development, justice, or social reform in your country? In other words, how would you describe your impact on your community, country, region, or beyond? (200 word maximum)
5. On a personal level, what inspires you to do the work that you do? (100 word maximum)
6. Why are you interested in applying to our fellowship program? (200 word maximum)
7. Where do you see yourself in 5-10 years? How does this fellowship help you to achieve your goals? (200 word maximum)
8. If you are accepted into our program and become a member of our alumni community, how do you anticipate contributing your skills or time towards alumni activities? (100 word maximum)
9. Have you participated in academic or professional fellowship programs in the past? If so, which ones and how is this fellowship program different? (100 word maximum)

6. VIDEO SUBMISSION

We are requesting applicants to submit a 3-4 minute video. Using a webcam, cell phone, or video camera, please record yourself presenting your response to the questions below. Please note that we **will not watch videos that are longer than 4 minutes in length**, so please prepare, rehearse, and time your comments before submitting the final video product.

In preparing your video submission, please keep the following in mind:

1. Remember to speak clearly and at a natural pace so the reviewers can absorb your delivery.
2. You do not need to invest any time or resources into editing, visual effects, music, or other post-production efforts. We only care about your delivery and the content of your video message.
3. The program now incorporates TED-style talks, which allows our fellows a platform to introduce themselves and their work. Consider this a bit of a test run to practice your delivery and ability to capture the audience's attention succinctly and persuasively.

Using a video camera, webcam or cell phone, please record yourself presenting a response to the prompt below.

Prompt:

- a) Briefly introduce yourself (state your name, country, and profession)
- b) Why do you do the work that you do?
- c) What is your strongest leadership quality, and why?
- d) Why at this stage in your professional career are you interested in participating in this fellowship program?

To Submit:

All videos should be titled with your full name.

Maximum size is 600 MB. Preferred formats are MP4 and MOV.

Upload the video directly to the application form.



8. LETTERS OF RECOMMENDATION

Instructions for Applicants

Candidates will need to request at least **two** but no more than **three** letters of recommendation to support their application to the program. Any application with less than two letters will be judged as incomplete and not considered in the selection process.

In the main menu of the application portal you should click on the field "Letters of Recommendation." Please identify and enter two or three recommenders to complete letters of recommendation on your behalf.

At least one of the recommenders should be your current supervisor in your place of employment. If an alumni from the program has nominated you to apply, we strongly suggest that you ask them to draft a letter of recommendation on your behalf. We take nominations from our alumni very seriously and they are reviewed favorably in the selection process. Please do not ask family or friends to draft letters of recommendation, they should be from professional associates who can speak to your experience and the impact of your work in advancing democratic change.



Once you enter the names and contact information for your referees the system will automatically send them instructions for completing the letter of recommendation. The instructions will include the program criteria, guidelines on writing the letter, the recommended format and link for upload. You will have the option of adding a personal note to the email generated to your referees. **It is your responsibility to follow up with referees to inform them that you would like them to complete the recommendation.** The letters of recommendation weigh heavily in the review process so it is strongly suggested that you provide as much direction to your referees as possible so they can write a letter that relates your professional experience to the program goals. Referees will receive an email confirming their letter has been received.

All recommendation letters must be received by **Wednesday, November 16, 2016** to be considered part of your application file. Applications with less than two letters of recommendation will be judged as incomplete and not reviewed.

Checking the Status of your Letters of Recommendation

All letters of recommendation are due by **Wednesday, November 16, 2016**. It is the applicant's responsibility to follow up on the status of your letters of recommendation. You can access the [application portal](#) at any time to inquire about the status of your letters of recommendation and follow

up with your recommenders directly to remind them of the November 16 deadline. You will receive an email when your letters of recommendation have been uploaded to the system.

Within the online system, when your letter of recommendation has been uploaded and received by the system you will see the following message next to the Status field:

"Your letter of recommendation has been received from this recommender and is complete. No further action for the applicant is required at this time."

If your letter of recommendation has not been uploaded to the system you will see the following message next to the Status field:

"This person has been contacted but no letter of recommendation has been received as of today."



The program team will not answer any requests concerning the status of your letters or recommendation.

Guidelines for Referees

The letter of recommendation is due by **Wednesday, November 16, 2016**. Referees should upload the letter via a link that will be provided to them by email.

Format for Letters of Recommendation:

- Written on official organization letterhead
- Be signed with your name, official position, and contact information
- Be formatted in MS Word Document (.doc) or Adobe Acrobat PDF (.pdf), all other file types will not be accepted.
- Uploaded as one file (please do not try to upload individual pages)

Letter of Recommendation Guidelines

1. The length of time you have known the applicant and the context of your relationship to the applicant.
2. Your opinion of his or her background, qualifications, accomplishments, and experiences as they relate to the field of democratic development.
3. Reflect on the candidate's English language comprehension
4. Your views on the suitability of the applicant for a fellowship of this academic nature.
5. How their work has impacted the field(s) of democracy, development, and the rule of law.
6. Any other information you feel is important to share concerning the candidate.
7. Please indicate if you are an alumnus of this program and why you believe the candidate is a strong fit for the fellowship based on your experience.

FREQUENTLY ASKED QUESTIONS

1. Q: I am not sure I am eligible for the program.

A: Please review the eligibility and selection criteria available in the packet on page 7 and 8.

2. Q: I submitted an application last year. Do I need to submit another one again with new letters of recommendation?

A: Yes, you will need to submit a new application as we have changed some of the questions from the previous years. However, if you did submit an application for the class of 2016 or 2015 we can retain your letters of recommendation through our system and add them to your 2017 class application file. Please reach out to Sadaf Minapara (minapara@stanford.edu) if you would like your nomination letter retained for your new application.



3. Q: How do I access the application portal?

A: Visit: <https://app.wizehive.com/appform/login/sudhf2017>

4. Q: What are the dates for the 2016 program?

A: Sunday, July 16, 2017 - Friday, August 4, 2017.

5. Q: What if I cannot attend the entire length of the program?

A: It is required that all fellows attend the entire duration for the program. You must check with your employer to make sure that you can take three weeks away from your responsibilities to attend the program. No exceptions will be made.

6. Q: What are the deadlines for the application process?

A: The application form and two letters of recommendation are due by **Wednesday, November 16, 2016**.

7. Q: I have unreliable or inconsistent Internet access in my home country and cannot submit an electronic application. Would it be possible to submit a paper application?

A: Yes. If you send us a fax number, we are happy to fax you a hard copy of the form. We are unfortunately unable to receive and send hard copies of the applications by mail. You can contact us at summerfellows@stanford.edu to make this inquiry.

8. Q: I have submitted my application but still not heard back from the program. It has been over three months!

A: Due to the high volume of applications received to the program and the review process, applicants will be informed of their selection to the program by April 2017.

9. Q: I submitted my application form but want to make a change? Can I re-access it through the system?

A: It is not possible to draw up either form to edit or revise. It is very important that you make sure your application forms are complete to your liking before submitting them in the system.

10. Q: I was typing into the application form and it cut me off mid-sentence. What is the problem?

A: Our application system has a word count limit and will track your word count for you on the form. It is important that applicants be concise in answering questions, so please focus on the most important points that you want to convey.

11. Q: I was not accepted to the program. Will I find out why?

A: Due to the high volume of applications received, the program will not be able to follow up with each individual applicant concerning their application.

12. Q: Can I reapply to the program next year if I was not accepted this year?

A: Yes, you can re-apply provided you meet the core criteria. Many applicants decide to re-apply once they have gained more professional experience and can benefit and contribute more fully to the program. The ideal candidate has over 10 years of professional experience in a position of influence within the field of democracy, development, and the rule of law.

13. Q: My CV is longer than 3 pages, will the system accept it?

A: Your CV should be no longer than 3 pages in length and contain the information outlined in the Resume/CV section above. The program team will not review CV's longer than 3 pages in length. The must be uploaded as an MS Word Document (.doc) or Adobe Acrobat (.pdf). All other file types will not be accepted.

14. Q: How do I know if my letters of recommendation have been submitted?

A: The system will send you an email message when your letters of recommendation have been submitted to the application system. It is also your responsibility to check the status of your letters of recommendation through the application portal and follow up with your recommenders directly about the **Wednesday, November 16, 2016** deadline.

If a letter of recommendation has been uploaded to the system you will see a note in the "Status" field that reads: "Your letter of recommendation has been received from this recommender and is complete. No further action for the applicant is required at this time." If a letter of recommendation has not been

uploaded to the system you will see the following note in the "Status" field: "This person has been contacted but no letter of recommendation has been received as of today."

15. Q: Who should write letters of recommendation on my behalf?

A: You must request a letter of recommendation from your current supervisor at your institution of employment. If you are the founder or head of that respective institution then it is suggested that you ask a board member or senior advisor to the organization to draft the letter on your behalf. If you are currently unemployed or between jobs then it is suggested that you ask your previous supervisor for a letter of recommendation.

If you were nominated to the program by an alumni of the Draper Hills Summer Fellows, please ask that individual to write a letter of recommendation for you highlighting why you would be a good fit for the program. We take recommendations from our alumni very seriously and this will certainly help boost the success of your application.

We will not accept letters of recommendation from your family or friends and will require each recommender to state their relationship to the candidate. The strongest letters of recommendation are from those who can comment on your professional contributions to the field of democracy, development, and the rule of law.

16. Q: How will I know when my application is complete and ready to be reviewed by the committee?

A: The system will send you an email message when your application file is complete. It is the applicant's responsibility to follow up with their recommenders. If two letters of recommendation are not submitted, your application cannot be judged complete.

17. Q: When will I find out if my application was successful?

A: We will inform applicants of the status of their application by April 2017. Please do not follow-up with the program team before that time concerning the status of your application.

18. Q: I would like to bring my family with me to Stanford, will the program accommodate them?

A: No. We do not have the funds or accommodations to host family members. All rooms are single-style or shared and family members are not permitted to stay. In addition, the fellowship is an opportunity for the fellows to connect outside of the classroom through informal activities and dinners in the evening. Family members can prohibit this type of interaction and are not encouraged to accompany participants to Stanford.

We wish you the best of luck in the process and thank you for your interest in the program.

