

ARTHUR S. FLEMMING AWARD

FOR LEADERS WHO MAKE AN IMPACT IN
PUBLIC SERVICE, FOR PERFORMANCE
THROUGH DECEMBER 31, 2025

2025 AWARDS NOMINATION FORM

sponsored by the

ARTHUR S. FLEMMING AWARDS COMMISSION

in partnership with

Trachtenberg School
of Public Policy
& Public Administration

THE GEORGE WASHINGTON UNIVERSITY



SEVENTY-SEVENTH ANNUAL ARTHUR S. FLEMMING AWARDS PROGRAM

Presented By

THE ARTHUR S. FLEMMING AWARDS COMMISSION

In Partnership With

GW AND THE NATIONAL ACADEMY OF PUBLIC ADMINISTRATION

To Honor

OUTSTANDING INDIVIDUALS

In The

FEDERAL GOVERNMENT

The George Washington University announces the Seventy-Seventh Annual Arthur S. Flemming Awards Program honoring outstanding individuals in the federal government in 2025.

Purpose of the Arthur S. Flemming Awards Program

The Flemming Award was established in 1948, in order to reflect Dr. Arthur S. Flemming's desire to recognize early to mid-career public servants who go beyond what is expected and whose federal government achievements have a broad, positive impact on society. Throughout his life, through his roles within government and through service to his community, Dr. Flemming championed work to better serve those most in need of support. Dr. Flemming emphasized that the recognition of outstanding service by federal employees from all walks of life, in all government endeavors, can serve to inspire others to follow their lead, leading to a more representative and more distinguished federal workforce. Dr. Flemming's work in the public sector serves as a shining example of his commitment to making a difference in society, which is reflected in Flemming Award winners and their work. His passion and commitment to federal service did not stop at the boundaries of his work in any single agency, but extended across countless organizations and disciplines, including shaping Social Security policy for more than forty years and chairing the US Commission on Civil Rights and the US Commission on Aging. He also served as a university president where he established a School of Community Services and Public Affairs and strongly defended the right of free speech on campus. The Flemming Award recognizes strong performers who bridge disparate missions and drive toward a single goal of exemplary, innovative, and impactful public service. Dr. Flemming's commitment to a government that justly serves all its people, as well as his own remarkable accomplishments serve as a beacon of direction and encouragement to public servants of all backgrounds, and we will look for this same commitment in our award winners. We especially encourage nominations of employees with diverse backgrounds or from historically underserved communities.

Eligibility of Nominees

- Any career civilian employee of the executive branch of the U.S. government or member of the uniformed services who has **at least three (3), but no more than fifteen (15), years of service** as of December 31, 2025, is eligible for nomination for the Arthur S. Flemming Award.
- Similar employees of the Library of Congress, Government Accountability Office, Office of the Capitol Architect, Administrative Office of the U.S. Courts, Government Printing Office, and Botanical Gardens are also eligible.
- A nominee may be an officer or employee in the agency headquarters or field service throughout the world.
- Awards will be made to individual government employees who have made outstanding contributions to public service on either a sustained basis or through a single exceptional accomplishment achieved or completed during 2025. Individuals previously nominated, but not selected, for a Flemming Award may be renominated, subject to the eligibility criteria stated above.

Award Categories

Awards will be made in five categories:

- Leadership and/or Management;
- Legal Achievement;
- Social Science, Clinical Trials, and Translational Research;
- Applied Science and Engineering; and,
- Basic Science.

A nomination must be submitted in only one category, even though duties may overlap in two or more areas. Nominees should have demonstrated exceptional ability and superior performance during the year for which the nomination is made, either in work undertaken during that year or in successful completion during that year of a task commenced in the prior year(s). Nominations for work undertaken entirely in, or completed in, prior years are not eligible. Nominees also should have demonstrated either a single, outstanding achievement, or a continuously superior level of performance over a period of time, as well as recognition through awards and publications.

Definition of Categories

Leadership and/or Management: Exceptional achievement in the leadership and management of significant federal programs or projects of all kinds or in the direction or development of innovative administrative aspects of management, such as human capital management, financial management, procurement, budget and policy analysis, strategic planning, information technology management, physical asset management, and successful program implementation through working with other levels of government.

Legal Achievement: Outstanding success in the research, trial preparation, and prosecution of major legal cases, civil or criminal, the outcome of which have had significant impact on the future conduct of the government's legal activities, allowed the government to recoup significant monetary savings, and/or have led to the introduction of major legislation with far-reaching consequence on the national level.

Social Science, Clinical Trials, and Translational Research: Innovative contributions toward the understanding of our democratic society and its individual members (social science), or rigorous guidance of a comprehensive test of a new method or drug that may significantly enhance the treatment of various prevalent diseases in the world (clinical trials), or major entrepreneurial effort to move the results of basic or applied science out of the laboratory to the stage of producing a prototype drug, instrument, or method of treatment (translational research). It can be expected that a wide spectrum of highly qualified individuals may be nominees under this heading. To be eligible to be nominated under one of the components of this category, the nominee must be the prime instigator or leader of the work.

Applied Science and Engineering: Creative application of basic science or mathematical understanding to solve a major problem or problems important to a government agency's objectives. Such applications may lead to a new technology or device that has broad application. Applied scientists, applied mathematicians, computer scientists, and engineers are expected to be nominees in this category. It is expected that the nominee is the individual personally responsible for the application.

Basic Science: Forefront work in the nominee's field of scholarship/ research in the basic sciences that is considered to be fundamental to the advancement of that field. This work is usually of a pioneering nature that leads to unique and innovative understanding, with whole new directions within a field or whole new fields of scholarship/ research being created. It is expected that the nominee is the individual personally responsible for the breakthrough.

Award Selection and Presentation

A panel of distinguished, nationally prominent judges will choose winners of the award. Each award winner will receive a suitably engraved medal. Awards will be presented at the Arthur S. Flemming Awards Program in Washington, DC, in Fall 2026.

Award Criteria

In evaluating the nominations, the judges will give special emphasis to the professional achievement of the nominee.

Judges will also consider the following criteria in evaluating nominees:

- **Personal and professional imagination and vision:** To what extent does the nominee create a large impact or tangible result through creativity in process, collaboration, and technology?
- **Cross boundary leadership:** To what extent does the nominee engage people and/or organizations over which the nominee has no direct administrative control?
- **Aligning work objective to important public policy issues:** To what extent does the nominee create a result or impact that affects an enterprise or large constituency?
- **Broader Impact:** To what extent has the work and accomplishments of the nominee resulted in a more fair and just distribution of public services and/or implementation of public policy?

Preparation of Nominations

When preparing the nomination packet, please follow these technical requirements:

- Nominations MUST be submitted electronically via PDF.
- All information submitted in a nomination must be typewritten, using Times New Roman or Cambria 11- or 12-point font. The nominations should be single-spaced, with double-spacing between paragraphs.
- No more than two nominations per category will be accepted from any one agency.
- The George Washington University must be specifically notified of any facts or information that may not be released to the public news media.
- There is no page limit, but we recommend that nominations be as concise as possible.

Each nomination packet should include the following components in the specified order:

Page 1:

Nomination Form Cover Page:

- The first page of the nomination should be the "Arthur S. Flemming Awards Nomination Form" that is found in the nomination packet, and should be completed in detail.
- If it is not possible to use the nomination form provided, a substitute must be drafted in exactly the same way and contain all of the information requested, including an original signature.

Page 2:

Citation of Government Service:

- The second page of the nomination packet must be a citation (a paragraph of at least 125 words but no more than 175 words in length) giving a synopsis of the work and accomplishments performed by the nominee who is being considered for the award.
- The citation should include **a compelling statement describing how the nominee exceeded performance expectations, as opposed to merely doing his or her job.** Please note, while exceeding a performance metric and contributing to the accomplishment of the agency's organizational mission and strategic goals is laudable, it does not necessarily evidence exceptional work above that which would have been expected by the nominee in the normal course of his or her job. The impact of the nominee's accomplishment must be truly exceptional and reflect only the highest level of achievement in the agency.
- The citation should be drafted in a format suitable for use in the awards program, press releases, and a commemorative brochure.
Nominations that fail to include such a paragraph will be considered incomplete and may be subject to disqualification.

Page 3 - End of Nomination:

The remaining pages of the nomination packet should include the sections listed below. Each of the four sections should begin on a NEW sheet of paper and have the section title at the top of the page.

Federal Employment History:

- A brief chronological review of the nominee's federal employment (military and/or civilian) indicating the number of years in each position.
- A brief description of the nominee's present duties and responsibilities, including the scope of his or her work.

Professional Accomplishments:

- A description of the nominee's specific accomplishment(s). This description should make clear the nature and significance of the achievements and the nominee's specific role.
- Include a statement of the extent of impact of the nominee's achievement, e.g., installation, an entire agency, or government wide.

Awards and Publications:

- A list of any government or professional awards received and a list of any professional publications germane to the nominee's career objectives. (Copies of publications should not be submitted.) If the publications list is longer than one page, additional pages may be included to capture all relevant publications.

Broader Impact

- Accomplishments of the nominee that resulted in a more fair and just distribution of public services and/or implementation of public policy should be described.
- Meaningful and worthwhile public service activities that benefit the community where the candidate lives will also be considered.

Submission of Nominations

A nomination must bear the signature approval of the agency head or acting agency head. Nominations that are not approved in this manner may be liable to disqualification.

Nominations must be received by the George Washington University NO LATER THAN 5:00PM, Saturday, January 31, 2026. They must be submitted via e-mail in PDF format to Eliana Hensley at **FlemmingAwards@gwu.edu**.

More Information

To see frequently asked questions about the nomination form, requirements, or timeline, please visit the Flemming website (see FAQs at <http://tspppa.gwu.edu/flemming-awards-faqs>).

For more information or to request additional packets, please contact Eliana Hensley at **FlemmingAwards@gwu.edu** or visit **tspppa.gwu.edu/arthur-s-flemming-awards**.

2025 Arthur S. Flemming Awards Nomination Form

PLEASE SUBMIT ELECTRONICALLY TO FLEMMINGAWARDS@GWU.EDU

Award to be considered for:

Leadership and/or Management
Legal Achievement
Social Science, Clinical Trials, and Translational Research
Applied Science and Engineering
Basic Science

Checklist

Completed Nomination Form	Awards and Publications
Authorized Signature	Broader Impact
Citation of Government Service	Personal
Federal Employment History	Professional
Professional Accomplishments	Additional Attachments (e.g., Notification of facts not to be released to the media)

PLEASE TYPE ALL INFORMATION

Full Name of Nominee _____

E-mail _____

Total Years of Federal Service _____

(Please distinguish between military and civilian)

Present Home Address _____

Telephone: Home _____ Work _____

Employing Agency/Department _____

Agency/Department Mailing Address _____

Title of Current Position _____

Point of Contact at Agency/Department _____

Telephone _____ E-mail _____

Agency's Media/Public Affairs Point of Contact _____

Telephone _____ E-mail _____

The nomination must include a citation of government service between 125 and 175 words in length, giving a concise description of the nominee's accomplishment(s). If the nominee is selected for the award, this paragraph will be used by the George Washington University for immediate publication and will also be incorporated in the commemorative brochure and in the awards program. A nomination that fails to include this paragraph will be considered incomplete.

THE NOMINATION MUST BE SUBMITTED BY, AND HAVE THE APPROVAL OF, THE AGENCY/DEPARTMENT/SUB AGENCY HEAD OR ACTING HEAD OF THE AGENCY/DEPARTMENT/SUB AGENCY, WHOSE PERSONAL SIGNATURE IS REQUESTED BELOW.

I attest to all facts contained on this nomination form and give permission for the facts to be used for publication and promotional materials.

Signature (Head/Acting Head of Agency/Department/Sub Agency) Date _____

Nomination Deadline:

Saturday, January 31, 2026

Please Type Name

Title

Return to:

Eliana Hensley at

FlemmingAwards@gwu.edu

Agency or Department Name