

Study Abroad Program Director's Manual

**Center for Global Engagement
Columbus State University**

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Original Manual Adapted in October 2000 by Dr. Neal R. McCrillis using materials from Georgia College & State University Study Abroad Program Director's Handbook, University of Georgia Office of International Education Handbook (*Transcending Borders, Expanding Minds: Handbook for Developing Study Abroad Programs*, 1998), the CSU Risk and Crisis Management Guidelines and the Valdosta State University Site Evaluation Guide. Many of the study abroad forms and guidelines are available online at http://cie.columbusstate.edu/fac_forms.php. Updated by Dr. Becky K. Becker, August 2017.

I. Program Development and Design

A. General Program Design

Faculty members who wish to offer a Columbus State University (CSU) study abroad program should work closely with the Center for Global Engagement (CGE), which will assist them in designing programs that meet CSU and University System of Georgia requirements. Study abroad is unusual because it incorporates traditional academic content with experiential learning abroad. In addition program directors must consider carefully the safety and well-being of participants during the whole program. In contrast to on-campus teaching, study abroad directors must consider the whole student experience, including travel to the program location(s), field trips and student life separate from the formal class activities.

Study abroad programs should always have clearly articulated learning outcomes related to the particular course content AND the general study abroad learning outcomes listed below.

Students should be able to:

1. Articulate a reasonably nuanced knowledge of the host culture and country;
2. Express an understanding of the student's home culture and country identity in comparison to the host culture and country; and
3. Understand and analyze their own developmental process as they study and learn abroad.

It is important to remember that all study abroad programs offered by CSU must be approved by the university. This ensures that students are given safe high quality opportunities to gain global competency through study abroad. In addition, the USG Board of Regents requires institutions to approve each study abroad program. Ultimately each institution's president is responsible for ensuring the programs meet the institution's standard for safety and quality.

B. Approval Process and Deadlines

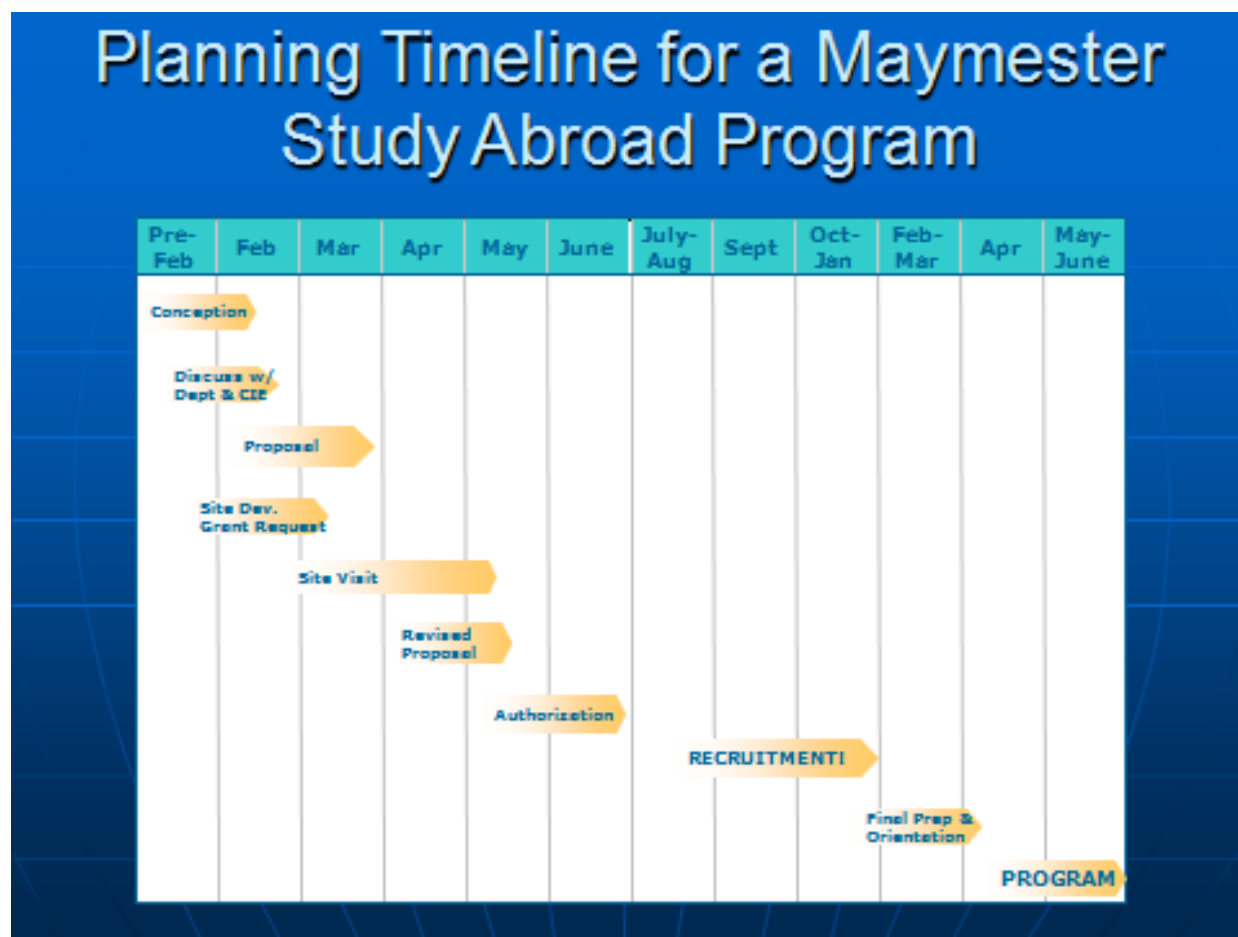
Developing a new program takes considerable time and effort on the part of the faculty member. It is likely to take 18 months to develop and operate a new program. Given the complexity of study abroad, this should not be surprising since even a new course at CSU must be proposed nearly a year in advance. With study abroad it typically takes at least 6 months to develop a complete proposal before it is ready to submit for consideration. This is particularly true if the proposer has not previously done a site visit to the proposed location and host providers. Working with a reputable recommended in-country program provider can reduce the amount of work.

All proposals for new study abroad programs must be submitted by 1 July of the year before the study abroad program is to occur. A study abroad proposal must be approved by these persons before submission to CIE:

1. Chair(s) of department(s) in which courses are to be offered;
2. Dean(s) of college(s) in which courses are to be offered;

All other signatures on the proposal form will be obtained by the Center IF the proposal is approved.

Many proposals must go through additional revisions based on feedback from the Center and review by the faculty and staff that compose the Study Abroad Subcommittee. This group will not meet during the summer and proposals will not be reviewed during that time. Therefore, to ensure that a proposal is revised in time for it to be offered, it is advisable that the proposal be submitted earlier than the due date.



C. Procedures for Proposing a New Program

Faculty interested in developing a study abroad proposal should follow these steps:

1. Describe the program to the department head(s) that would be involved and seek approval;
2. Meet with the Director of CIE to discuss the proposal and clarify the procedures for developing a proposal;
3. Develop a draft proposal, including all the components described in the proposal form;
4. Have the Director of CIE and department head(s) review the draft proposal and make suggestions for any revisions;
5. Submit the final proposal, along with the signature approval form, including the signatures of the proposer(s), department chair(s) and college dean(s);

6. The Study Abroad Subcommittee will review all proposals on behalf of the International Education Committee.
7. The Study Abroad Subcommittee may decide not to recommend the proposal unless specific changes or additions are made or a site visit is conducted.
8. The Subcommittee and IEC will make a recommendation to the Director of CIE who will then decide whether to seek institutional approval from the Provost/VPAA, VPBF and President.

D. Program Design and Implementation Checklists

The checklist below is meant to help assure that you address the most important tasks in designing a study abroad program. In preparing the program proposal, use the guidelines enumerated in the Study Abroad Program Approval Form (online):

1. Planning and Development

- ❑ Meet with department head, dean, and Director of CIE to confirm that there is:
 - ❑ No other program at CSU which makes the program redundant.
 - ❑ Sufficient student interest to generate minimum program enrollment.
 - ❑ Support for this program at the departmental and college levels.
 - ❑ Support for faculty to participate in the program, including the provision of salary for a summer program (CSU has committed itself to providing the standard summer salary for summer study abroad programs).
- ❑ Develop preliminary program design.
- ❑ Contact host/sponsor institution to discuss program design.
- ❑ Develop a timetable for program implementation.
- ❑ Make a site visit as necessary to assess accommodations, classrooms, academic facilities and resources, dining options, in-country transportation, health care centers and security. Site visit guidelines are available online.
- ❑ Negotiate costs with in-country service providers.
- ❑ Work with CIE to establish payment deadlines and refund policy.
- ❑ Prepare the Study Abroad Program Approval Form (online) and the Excel budget template (online), and submit to CIE for review and comments before submitting for final approval. The final version of the completed and signed Approval Form is due at CIE by 1 April for spring programs and 1 September for Maymester and summer programs.
- ❑ In addition to the items listed, a program proposal should include a draft syllabus, program budget (to determine student program fee), site evaluation report (if relevant), and information and references for any providers.

2. Offering Previously Approved Programs (*Authorization*)

- ❑ Programs that have already been approved whether offered previously or not must be authorized for the given year.
- ❑ The authorization process begins in the spring and should be completed by 1 July.
 - ❑ The faculty program leader or leaders discuss offering a previously approved program with the Director of CIE during April-June.
 - ❑ The faculty program leader completes an Authorization Form and a projected program budget (There's a budget template online). There is one form completed for each

program regardless of the number of faculty participating. If faculty members are from different departments or colleges, the relevant chairs and deans both review the form.

- ❑ The program leader submits the completed form to their department chair. The chair may add supporting comments or conditions appropriate or relevant to the program.
- ❑ The department chair sends the signed form to the Dean of the College to review the programs being authorized and any salary commitments thereby entailed. The dean may add supporting comments or conditions to the Authorization form.
- ❑ The Director of CIE indicates whether he supports the program and may add comments related to those of the chair or add new conditions or comments. Once this stage is complete, the program is ready to be offered during the coming academic year.

3. Program Recruitment and Implementation

- ❑ All study abroad faculty must participate in a Faculty Orientation meeting during late August or early September. This meeting will cover a variety of topics listed below.
- ❑ Developing and implementing a campus-wide recruiting plan with CIE. (Consider recruiting in the USG and other nearby universities. Travel and recruitment costs for particular programs must be included in the program budget.) During the first year of the program, there will be limited additional funds available from CIE for recruitment.
- ❑ Work the Center to create a brochure and website after the program is approved.
- ❑ Develop a program application form with the Center—***All programs must have a standard CSU Application Form.***
- ❑ Student Applications and Participant Information Forms must be submitted to the Center by the student after review and approval by the program director.
 - ❑ The initial student deposit is submitted to CIE with the application. To submit other payments, students must obtain a completed Program Payments Form from the Center. Once completed the form must be submitted to the bursar. ***Student payments should not be accepted by anyone outside of the bursar's office.***
 - ❑ All students must submit a completed Participant Information Form with their application.
 - ❑ ***If the information on the PIF suggests the student may have difficulty participating or that they may cause risk for others in the program, CIE will request additional information*** from the Office of Students Affairs or outside agencies such as the student's physician.
 - ❑ In consultation with the program leader and the Dean of Students, CIE may decide not to accept a student into a program if it is determined he or she is unlikely to successfully complete the program or his/her participation poses significant risk to others in the program.
 - ❑ The names of all study abroad applicants will be sent to the Dean of Students to obtain any student disciplinary records for those students. In consultation with the program leader and the Dean of Students, CIE may decide not to accept a student into a program if it is determined he or she poses significant risk to others in the program.
- ❑ 3-6 months before the departure date, submit an Airfare Quotation Request Form to the Center in order to obtain flights. If the program already has more than 10 confirmed participants, the Center will request a group booking well in advance. For smaller programs tickets will be purchased 2-3 months in advance once students have made sufficient payments to cover the cost and provided their passport copies.

- ❑ Send or arrange with CIE to send a letter to accepted students informing them of payment deadlines, orientation, refunds, missing documents, and passport/visa application procedures. Send regret letters to unqualified students.
- ❑ Direct students to the Financial Aid Office to make sure their financial aid will apply to program costs.
- ❑ Encourage students to apply for the various Study Abroad Grants and Scholarships. Information on scholarships and applications are available online and in the CIE office. CIE hosts a scholarship and financial aid workshop each semester and you should encourage your students to attend.
- ❑ Refer transient students to CIE so they can help the student apply for admission to CSU.
- ❑ Advise transient students to meet with study abroad and financial aid advisors at their home institutions to determine how credit will be transferred and financial aid disbursed. These students will be admitted and registered at CSU for the program course(s). Thus must attend orientation(s) and other class meetings before and after the program abroad.

4. Procedures for Programs That “Make”

- ❑ All faculty must participate in one of the Faculty Study Abroad Pre-Departure meetings scheduled 2-4 months before the program departure. During that meeting the topics listed below will be covered in must greater detail.
- ❑ Final decisions regarding all approved programs will be made based in part upon the program enrollment. Typically the program must have reached or nearly reached its enrollment target as established by the Authorization Form and budget. If the program falls well below its enrollment target, it will probably be cancelled. The final decision rests with CIE and the faculty member’s dean who is responsible for faculty salary.
- ❑ Once a program has reached its enrollment target or is otherwise approved to go, work with CIE to create all of the study abroad courses. These will be established at least 3 months before departure.
- ❑ Work with CIE to register all student participants in their course(s). Typically study abroad classes are capped with zero enrollments to prevent non-participants from enrolling. As a result CIE arranges for the registration of students for all programs.
- ❑ Make payments to service providers through CIE provided the program director provides an invoice, contract and an up-to-date program budget.
- ❑ Make sure students are encouraged to attend CIE’s mandatory general pre-departure orientation for that period (spring break, Maymester, summer).
- ❑ With the assistance of the Center, plan and conduct a pre-departure program-specific orientation 1-2 months before the program travels abroad. Typically the program orientation should last at 1.5-2 hours and is mandatory for all faculty and student participants. The program orientation should include the following:
 - ❑ Syllabi and course materials,
 - ❑ Budgeting for field trips and other costs not covered by the program,
 - ❑ Accessing funds abroad (ATMs, exchange, etc.),
 - ❑ Day-by-day itinerary for travel and the program on-location,
 - ❑ Housing and meals on location,
 - ❑ Packing, electricity, time zones, cell phones,
 - ❑ Immunizations and travel documents,
 - ❑ Plan for distributing airline and any other necessary tickets,

- ❑ Emergency information cards,
- ❑ CISI insurance information and general information about program location and safety.

5. Final Pre-Departure Preparations

- ❑ Complete faculty payment advances
 - ❑ Please submit a request to CIE for program advances. Requests must be itemized AND based on the program budget as approved by CIE.
 - ❑ Please include items such as faculty per diem, faculty airport shuttle to Atlanta, tips, honoraria, accommodation or transportation paid on location, etc.
 - ❑ Advances must be made on behalf of each faculty member leading, teaching or assisting in the program because checks are issued to each individual who is responsible for documenting expenditures.
 - ❑ CIE has a sample advance spreadsheet that can be used to calculate advances.
- ❑ Travel Applications
 - ❑ All faculty participating in study abroad (whether teaching, directing or accompanying) must submit a Travel Application signed by their department chair and the CIE Director.
 - ❑ Keep in mind that the travel application authorizes you to participate in travel abroad and provides USG liability insurance coverage. Program directors are responsible for ensuring other faculty or staff in their program complete the travel application.
- ❑ Participant Information Forms
 - ❑ CIE must have a completed Participant Information Form and copy of a valid passport from faculty/staff as well as students participating in a study abroad program. This information is for emergencies and needs to be kept in the Center for this purpose.
 - ❑ The form is online at <http://cie.columbusstate.edu/resources.php> under “Student Resources,” and then “Forms.”
 - ❑ Before departure all group leaders must pick up packets from CIE that include PIFs, student evaluation forms, passports, emergency cards and essential program information.
- ❑ Emergency Preparedness
 - ❑ Please take a copy of the current CSU Study Abroad Emergency Protocols with you. In the very unlikely event that something happens during the program, it's important to have the protocols on hand and to follow them. Under stress it's easy to forget things.
 - ❑ You'll notice that emergency contacts are listed on the protocols.
 - ❑ All program or site directors must report incidents to CIE using an Incident Report Form. In the event of an emergency, directors should contact persons in the order laid out in the protocol. The Center will keep these reports in case there are major consequences such as injury or death, expulsion from the program, etc. If you aren't sure whether to report something, report it. If you aren't sure whether something is an emergency, call CIE.

On-Site Preparations

- ❑ Student Program Evaluations
 - ❑ All study abroad programs must be evaluated by the students who participate. Please make sure you have copies of the Program Evaluation Form which are also online at

<http://cie.columbusstate.edu/resources.php> "Faculty Resources," "Forms," and "Current Study Abroad."

- ❑ The evaluations should be completed at the end of the program with all of the students assembled together. Please do NOT WAIT UNTIL YOU RETURN AS THE COMPLETION RATE WILL BE VERY LOW.
- ❑ As with class evaluations, faculty should not be present in the room and the completed forms should be collected by a student who places them in a sealed envelope. Afterward the faculty leader should convey the sealed packet to CIE.
- ❑ The director of CIE will summarize the evaluations and send to the lead faculty member that summary with copies of the student evaluations. CIE will not forward these materials to others unless the evaluations reveal a pressing problem that necessitates immediate action (See II.B.). Faculty receiving evaluations may choose to share them with their department chairs or include them in their annual evaluation packet.

6. Post-Program Activities

- ❑ Submit Student Program Evaluations to the Center within 2 weeks of the program's end.
- ❑ Travel Expense Forms
 - ❑ If you are to be reimbursed or receive an advance for the program, you must submit a travel expense form after your return, including only that information and documentation.
 - ❑ Administrator Coordinator will send a partially completed expense form which you must complete, sign and return to the Center. Please ask for her help as needed.
- ❑ Travel Advance Reconciliations
 - ❑ If you receive an advance to cover program-related costs in-country, you must submit all the receipts regarding those expenses.
 - ❑ The Administrative Coordinator will help you reconcile the amount spent against the advance.
 - ❑ If you had legitimate and authorized program expenses in excess of the advance and there are funds available in the agency account, you will be reimbursed. If you spent less than the advance, you will need to reimburse the program.

E. *Sample Planning Calendar for Developing a Summer Study Abroad Program*

Pre-Departure

Discuss Program Proposal with Department Chair and Dean	Fall-Spring of Prior Year
Discuss Program Proposal with Director of CIE	Fall-Winter of Prior Year
Submit Draft Program Proposal	Spring or Summer of Prior Year
Submit Program Proposal	Summer (before 1 Sept.)
Finalize Budget and Fees	July/August
Develop Marketing Materials	July/August
Faculty Orientation (if multiple instructors)	September-October
Finalize Arrangement with Providers	October-December
Student Application Deadline	March
Acceptance Letters to Students	As Needed
Submit Deposits to Providers	As Needed
Student Orientation	March-April
Confirm Participants for Mandatory Insurance	4 weeks before departure
Faculty Travel Application	4 weeks before departure

Faculty Advance Request	4 weeks before departure
Collect Copies of Participant Information Sheets	2 weeks before departure
Print Copy of Emergency Protocols	2 weeks before departure
Register with U.S. Embassy or Consulate in Country	2 weeks before departure

On-Site

Transportation from Airport to Study Site	Immediately upon arrival
On-Site Orientation	Within 3 hours
Check-in with CIE	Within 24 hours
Account for Expenditures and Collection of Receipts	Ongoing
Student Program Evaluation Form	Within two days of return

Post-Program

Submit program evaluations to CIE	Within 5 working days
Submit accounts and receipts	Within 5 working days
Submit grades to Registrar (or CIE)	Within 2 weeks or the regular ISIS deadline which is earlier

II. Academic Planning**A. Academic Design**

Because study abroad programs award academic credit, they must be academically substantive and the credit awarded must be in line with the standard curriculum, contact hours, and assignments. All study abroad syllabi are required to meet SACS standards and must include a detailed itinerary, learning outcomes and assessment procedures. The CIE will assist with articulating policies and interpreting non-traditional aspects of study abroad, but responsibility for academic quality and credit rests with the faculty member, department chair and dean.

Course plans should take advantage of the international setting while ensuring academic rigor. It is vital that instructors re-conceptualize their teaching by focusing on the development of the whole student and rooting their class in the unique experiential learning opportunities on location. The instructor should build upon the field trips and other learning experiences to develop a study abroad class. A good study abroad class starts with the learning outcomes for students to gain from the field trips and builds upon that. Class meetings should be designed to prepare students for field trip learning experiences beforehand and enable them to process and understand those experiences afterward. An excellent pedagogical guide for faculty is the Study Abroad Toolkit at <http://www.uky.edu/toolkit/>.

B. Academic Guidelines

- Study Abroad Programs are intensive academic programs. Directors and instructors must strive to maintain the academic integrity of a study abroad program, particularly in light of the perception by some that all travel is somehow “a vacation.”
 - Programs should only include the instructor(s), site director and students registered for the class(es). If other CSU faculty/staff wish to participate, they must be approved in writing by the program director and CIE. Their participation in the program must not interfere in any way with the program or the learning of students.

- Community members and others may participate but only if they are admitted as students and registered for academic credit appropriate to the program.
- When calculating contact hours, include faculty-led field experiences and class instruction.
 - ⇒ It is standard practice to reduce the number of classroom contact hours required for credit when the learning is taking place abroad, using the formula that two hours of field excursions equals one hour of classroom instruction.
 - ⇒ No more than one-half of the usual 12.5 contact hours per credit hour (37.5 hours for 3 credit course) should be field experience.
- Class attendance – no absences should be allowed on short-term study abroad programs. To ensure students' compliance, a standard one-grade penalty per missed field trip or class is strongly encouraged.
- Syllabus – should be prepared in initial planning stage and finalized by the orientation.
 - ⇒ Faculty should try to give reading assignments to students before the excursion so they may take maximum advantage of the overseas experiences.
 - ⇒ Consider replacing the AV media you use on campus with experiential field work.
- All programs and courses must include a contract, handbook that addresses the following:
 - ⇒ Student conduct and behavior;
 - ⇒ Safety issues;
 - ⇒ Faculty obligations and expectations;
 - ⇒ Required and optional expectations for the students; and
 - ⇒ Expenses not covered by the fees paid prior to departure (Some of the issues above can be covered in the syllabus/itinerary).
 - ⇒ Faculty in charge must provide information about course objectives and on-site living conditions to all students prior to students enrolling in a program. This can either be in the form of a student interview, group meetings or program information such as a brochure and application form.

C. *Who May Participation?*

- All participants in study abroad programs must be in good academic standing. All applicants to study abroad programs will undergo a review of their disciplinary records at CSU. If there are prior infractions, the Dean of Students will meet with Center staff and the program director to determine if the student will be allowed to participate in the program.
- All student participants must be enrolled for academic credit.
- All faculty/staff member participants must be approved by their department, college and the Center to teach and/or direct in the program.
- Additional non-teaching or directing faculty or staff members may participate in a study abroad program under the following conditions:
 - ⇒ Participation will benefit his/her professional development;
 - ⇒ The faculty or staff member's participation will not diminish or undermine the program in any way;
 - ⇒ The program director, department chair and the Center approve the participation of the additional non-teaching or directing faculty and staff; and
 - ⇒ The faculty or staff member will pay all costs of participation.
- Spouses, partners and family members of teaching or directing faculty may accompany the program under the following conditions:

- ⇒ They must make a formal request using the appropriate CIE form;
- ⇒ Their participation can be accommodated at the site and on the field trips without undermining or diminishing the academic quality of the program and the full engagement of the CSU faculty or staff member; and
- ⇒ Their participation is approved by the program director and the Center.

D. Evaluations

- Each study abroad program will have students complete study abroad program evaluations. These evaluations must be administered in the same manner as class evaluations on the main CSU campus:
 - ⇒ All programs must use the standard CSU study abroad program evaluation form (Program directors may add additional questions on a separate form. Course evaluations are separate from program evaluations and are the responsibility of the instructor and his/her department);
 - ⇒ Students complete the program evaluations **during** the program; the evaluations are collected by a student who seals them in an envelope with the full name of the program on the outside of the envelope and delivered by a faculty member or student to the Center. The faculty member should not see the individual evaluation forms;
 - ⇒ Study abroad program evaluations will be read by the CIE Director who will write summary and recommendations (if any);
 - ⇒ Copies of the study abroad program evaluations and comments by the CIE director will be provided to each program director and/or instructor after final grades are submitted for the course;
 - ⇒ Faculty members may decide to share the evaluations with their evaluator and include them in their annual evaluation; and
 - ⇒ If the program director agrees with the CIE director's recommendations, no action is required beyond those recommendations. If the faculty member disagrees with the recommendations, then the matter is referred to the Study Abroad Subcommittee.
- If a non-academic problem or concern is referred to the Study Abroad Subcommittee, members of subcommittee will meet to review the study abroad program evaluations.
 - ⇒ Recommendations by the subcommittee will be handled on a case by case basis.
 - ⇒ The subcommittee members will meet with the faculty member in charge of the course or program to seek to resolve the issues;
 - ⇒ If issues remain unresolved, the subcommittee will meet with the department chair responsible for the course;
 - ⇒ If issues are still unresolved, the subcommittee will address their concerns to the Dean of the College responsible for the course; and
 - ⇒ If the issues still remain unresolved, the final step will be for the subcommittee to bring its concerns to the Provost/VPAA.

III. Fiscal Procedures

A key element of study abroad programming is making sure that there is enough money in the program budget to pay for all program costs and that the management of funds follows federal, state, and institutional guidelines. This section will provide you with a procedural framework in which to manage the finances of your program.

A. **Budgeting**

Sound budgeting will serve you well in avoiding funding shortages and keeping student costs down. Once announced, student costs should not be increased as that will lead some students to withdraw and/or question the program's integrity. ***Program directors must use the budget template that is available online at the CIE website.***

Use the following guidelines when creating a program budget:

1. Determine an enrollment number for which you will budget based on an estimate of student interest and the program's capacity. Also keep in mind that faculty costs are factored into the program fee so more faculty or fewer students means a higher price;
2. In general terms the Center recommends a 10 to 1 ration of students to faculty. This is based on the optimal effectiveness of study abroad instruction and the need for the class to move easily among field locations;
3. However, having a second faculty member with the program is very helpful in the event that a student is ill or injured (how will the class be taught if the instructor has to help the student at a hospital? What happens to the class if the instructor is incapacitated for any reason?). If it is not possible to have a second faculty member, discuss the possibility of having a student program assistant who might assist;
4. Calculate per-student costs by adding student (use realistic estimate of student enrollments) and faculty expenses, then divide total cost by number of students;
5. If faculty meals are not pre-paid, you should budget a daily food allowance (per diem) for each faculty participant. The International Education Committee has approved study abroad faculty per diems up to \$45 per day. Per diems should be based on the actual number meals purchased and not provided by vendors during the time of travel or at the program location. For example, if breakfast is provided, the per diem should be lowered to reflect that.
6. Add to the budget the required CIE program management fee (\$65 per student) and a 13% budget buffer unless certain conditions (see below) apply.
 - ⇒ The program management fee covers the costs of Terra Dotta study abroad software, start-up costs for new programs and small emergencies that occasionally take place during a program.
 - ⇒ If the program is ongoing and the agency account has carried over at least 10% of its anticipated annual budget, the buffer should be reduced to 8%. If the agency account has carried over at least 20% of its anticipated annual budget, the buffer should be reduced to 3%. The minimum buffer is 3% which enables the Center to cover the processing charges to the university for student credit card payments.
7. Use a conservative estimate for exchange rates as they may fluctuate greatly;
8. **DO NOT INCLUDE TUITION AS PART OF YOUR PROGRAM BUDGET** – this will be handled through student accounts and will guarantee faculty salary.
9. Do not include passports or visas or immunizations in the program budget as these must be purchase by the students individually.
10. Other costs that students encounter that are not what the program provides (i.e. meals, independent travel, admissions, etc.), can be listed for students' information, but these must be kept separate from the program budget.

B. Budget Items

Please consult the budget template and the sample below. The following items (if they are parts of your program package) should be included with student and faculty costs:

1. International travel;
2. Airport transfers;
3. In-country travel;
4. Visas and departure taxes;
5. Baggage fees (if known);
6. Accommodations;
7. Student meals;
8. Faculty meals or per diem;
9. Honoraria (guided tours and guest lecturers);
10. Mandatory insurance;
11. Facilities and office rental;
12. Printing including program brochures;
13. Program Supplies;
14. Provider fees;
15. Buffer (5%-10%); and
16. CIE Program Management Fee.

C. Sample Budget

[Insert Name] Program Budget (Sample 1 Week Program with 10 students & 2 faculty) (Updated June 2015)				
Item <small>(Remove any lines that are not relevant to your program)</small>	Item Cost	Number of Occurrences or Days	Number of Persons/Items	Total Cost
Airfare (Roundtrip) Students	\$950.00	1	10	\$9,500.00
Airfare (Roundtrip) Faculty	\$950.00	1	2	\$1,900.00
Faculty Shuttle to Atlanta (Roundtrip)	\$76.00	1	2	\$152.00
Airport Transfers In Country (Roundtrip)	\$400.00	2	1	\$800.00
Coach/Bus Hire (inc. transfers)	\$250.00	3	1	\$750.00
Parking	\$50.00	6	1	\$300.00
Student Accommodation (per day)	\$35.00	7	10	\$2,450.00
Faculty Accommodation (per day)	\$55.00	7	2	\$770.00
Visas	\$100.00	1	12	\$1,200.00
Insurance (11.75/week or 38.75/month)	\$0.00	1	12	\$0.00
Faculty Per Diem (per day)	\$45.00	7	2	\$630.00
Program Provider Fee	\$250.00	1	1	\$250.00
Honoraria	\$100.00	2	1	\$200.00
Classrooms	\$50.00	3	1	\$150.00
Office(s)	\$0.00	0	0	\$0.00
Computers/Internet/Photocopying	\$50.00	1	1	\$50.00

Departure Tax(es)	\$0.00	0	0	\$0.00
Marketing (brochures)	\$150.00	1	1	\$150.00
Information Session (optional)	\$50.00	0	0	\$0.00
Gratuities	\$5.00	1	12	\$60.00
<i>Other (Provide Description)</i>	\$0.00	1	1	\$0.00
<i>Other (Provide Description)</i>	\$0.00	1	1	\$0.00
Subtotal				\$19,312.00
Buffer of 13% (includes 3% credit card chg)				\$2,510.56
Program Management Fee (per student)	\$65.00	1	10	\$650.00
Total Costs				\$22,472.56
Number of Student Participants				10
Number of Faculty Teaching/Directing				2
Total Number of Participants				12
Cost per Student				\$2,247
PAYMENTS				
Deposit (\$200)				\$200
1st Payment				\$1,023
2nd Payment				\$1,023
Total (Advertised cost)				\$2,246

D. Application Fees and Payment Schedules

The following are guidelines for application deposits, student payment options, and payment schedules. You will require funds well in advance to cover items like airfare deposits and accommodation costs. However, many students will not be able to pay the entire package cost in one payment. Breaking up the package cost into an application deposit and two payments should help you obtain funds early enough to pay advance costs while maintaining program affordability.

1. You should collect an application fee to be applied toward students' package costs. This allows the Center to reserve airfares and pay deposits for any providers. A standard deposit is \$200 but this can be adjusted if needed in the initial program budget. Applications are incomplete without the application fee. You can make part of the application fee refundable up to a specified date. CIE has adopted a policy of refunding \$100 of the \$200 deposit if the student withdraws before the application deadline.
2. The remainder of the program fees should be broken down into two payments. These should follow standard deadlines of the Center unless there is a good reason to deviate. These fees should be collected well in advance of when payments are needed

- for providers. The deadlines should be set at least three weeks in advance of when providers must be paid since processing student payments must be done first before requesting payment. The whole process can take a couple of weeks.
3. Students may pay their program fees by check, money order, debit card or credit card. ***All student program fees are made by having a CIE staff person complete a Program Payments Form which the student takes to the Bursar's Office in University Hall.***
 4. ***CSU does not to allow any student to travel with a study abroad program unless they have paid all program fees AND CSU tuition and fees which are assessed and collected separately from the program fees.*** Students who fail to pay all outstanding balances are dropped from classes and therefore become ineligible to participate in study abroad. If for any reason a student participating in a study abroad program has an outstanding balance during the program, the Bursar's will place a hold on his or her account to prevent registration and transcript requests.

E. Account Management and Record Keeping

As program director, you must work with CIE to monitor accurate financial records and follow the guidelines on the use of student money established by the University System of Georgia and CSU. Use the following guidelines to oversee financial matters.

1. As soon as plans are underway to launch your study abroad program, CIE will establish a study abroad agency account into which all program fees will be deposited and disbursements made for program expenses. CIE is responsible for administering these accounts BUT program directors should ask for financial reports. Student program payments should be made to the CSU Bursar or, in the case of the initial deposit, CIE. ***Other than deposits collected by CIE, no faculty or staff member is allowed to collect student payments directly.***
2. Students should submit their application forms and deposits to CIE. The application form should include a signature line for the program director to ensure he/she has reviewed the application and talked with the student. CIE will not accept those forms without that signature. Any other signatures will be obtained by CIE.
3. ***It is very important to keep in mind that student tuition payments must be kept separate from program fees.*** Charges for tuition will appear on students' accounts when they register for classes. Students are responsible for paying tuition money into their accounts as they would for other classes.
4. ***CSU does not to allow any student to travel with a study abroad program unless they have paid all program fees AND CSU tuition and fees which are assessed and collected separately from the program fees.***
5. According to CSU policy, students participating in summer study abroad programs and not taking any other CSU classes will only be charged the Institutional Fee, Technology Fee and International Fee.
6. Board of Regents policy also specifies that non-resident students participating in USG-approved study abroad programs should not be charged full non-resident tuition, but rather a maximum of \$250 above resident tuition. CSU has in the past charged only in-state tuition for Maymester and summer programs. ***However, the Center has no information regarding the student's residency status; therefore,***

- students MUST notify CIE in writing that they are requesting an out-of-state waiver BEFORE they are registered for classes.*
7. Once there is money in the program account, program directors should begin working with CIE to pay for program services. It is best to try and pay for as much as possible in advance to avoid the risks of carrying large amounts of money abroad. To do this, CIE needs an invoice from the service provider. Use the following procedure to make a payment by check or electronically.
 - a. Send a memo to CIE together with an invoice from the service provider requesting payment from an agency account. You should include the Federal ID number or SSN for an individual payee if the individual has one;
 - b. If there is more than one item being paid, please itemize on the check request;
 - c. Make a copy for your files;
 - d. CIE will submit a payment request to the CSU Business Office; and
 - e. The check will be sent to CIE and from there to the provider(s).
 8. In some cases, it will be impossible to acquire invoices for services (e.g., entrance fees, cab fares). To obtain a cash advance from your account to pay for services for which it is impossible to acquire invoices, use the following procedure:
 - a. Establish in your budget costs for such services (e.g. museum entrance fee: \$10 x 10 students = \$100);
 - b. Four weeks in advance submit a memo to CIE requesting the advance funds with an itemized budget;
 - c. **ON LOCATION COLLECT RECEIPTS FOR ALL PAYMENTS** using the generic receipt form that is on the CIE website. For tips keep track of what you paid, when and to whom;
 - d. Upon your return submit a memo and an itemized accounting of payments with receipts to CIE;
 - e. With receipts in a language other than English, attach an explanatory cover sheet and provide an exchange rate (available on the CIE website);
 - f. **Advanced funds not accounted for must be repaid to the study abroad agency account (per diem advances are exempt from this requirement).**
 9. If a daily meal allowance (per diem) for faculty is included in the program budget, you may get a cash advance from your account by using the following procedure:
 - a. Establish in your budget a per diem for faculty multiplied by the number of days the program will run (e.g. per diem: \$45/day x 10 days = \$450);
 - b. Submit a memo to CIE requesting funds in advance with your budget;
 - c. If you completed the program, you are not required to submit receipts for a per diem advance.

F. Financial Aid, Grants and Scholarships

Financial aid is often a critical issue for students wishing to study abroad. As a program director, you should be familiar with the use of student financial aid to pay for study abroad expenses and the availability of supplemental funding. Students may use Hope Scholarships and Federal Aid to cover the relevant costs of study abroad programs. Hope Scholarships pay for tuition at USG institutions, and Federal Aid may be applied to any study abroad program, which will earn the student academic credit. Students should contact the Financial Aid Office for state and federal monies and CIE for study abroad scholarship applications.

Federal and state financial aid is disbursed to student accounts and excess money is refunded to the student, just as if the student were studying on campus. Study abroad scholarships (except the Spencer Scholarship) are payable directly to the student. Advise students that if they need financial aid money for a summer program, they should make sure that there will be enough funds available from their annual financial aid package to cover summer costs. Students who have not applied for financial aid should obtain a Free Application for Federal Student Aid (FAFSA) at the Financial Aid Office as soon as possible.

CSU is fortunate to have grants and scholarships for study abroad. Our Study Abroad Grants are funded by a mandatory International Education Student Fee. Any degree-seeking CSU student in good standing who has been enrolled for at least one semester before applying can request the grant. The awards are flat amounts based on the length of the program. The amounts may vary but currently range from \$650 to \$1,250. The grants are awarded to students on a first-come first-served basis AFTER they have submitted a complete study abroad program application. There are specific periods during the year for each study abroad cycle (spring/spring break, Maymester, summer, fall). Grants are disbursed to the student through their CSU ISIS account and may be used for any charges related to the program fees or tuition.

The CSU Study Abroad Scholarships are merit-based and competitive. Many students who apply receive scholarships but the amount varies depending upon the merit of the application, the number of others applying, and the cost and length of the program. Allocations are made based on the review of applications by the Study Abroad Scholarship Subcommittee. There is a great deal of information about scholarships on the CIE website. Program directors should encourage students to apply for scholarships and to attend the scholarship workshop each semester.

IV. Risk and Crisis Management

No activity is risk-free, but study abroad may involve unique risks to participants and a higher level of responsibility for supervisors. This section will describe how program directors can best protect their students from harm and themselves from litigation. The final part of this section is devoted to procedures for handling crisis situations abroad.

A. Safety and Tort Liability Issues

Background

Tort law covers civil suits involving wrongful acts that result in injury, loss, or damage, and negligence is the most common tort litigation. In study abroad, the most common example of negligence is a failure to counsel students sufficiently about risks and dangers - natural, social, political, cultural, and legal - inherent in living in a foreign environment.

A legal judgment of negligence must prove duty, breach of duty, proximate cause, and actual injury. Duty is defined as an obligation recognized by the law. A duty is determined when the risk in question is deemed to be foreseeable through the objective eyes of “a reasonably prudent person in a similar situation.” Once a duty has been determined to exist, a standard of care is established. Disregard of this standard is a breach of duty and can result in a lawsuit. A director who takes a group of students into a known war zone, for example, has breached his duty.

With a breach of duty established, a litigant must determine proximate cause. Proximate cause is proof that the breach of duty resulted in the injury, loss, or damage in question. Finally, successful litigation request proof that an actual injury, physical or mental, occurred.

It is important to note that the standard of care in study abroad programs is higher than at the home campus because students are in unfamiliar environments without the support networks they are accustomed to. In addition, students may be operating in non-English speaking populations. You must be conscious of this fact during pre-departure preparations and on-site management of your program.

The following are ways to minimize the risk of tort litigation.

Program and Site Familiarity

You must be thoroughly familiar with the program; providers of services; and the cultural, political, and social conditions of the site. Investigate the security of all accommodations and the safety record of all transportation providers. Research the security of all destinations and the areas through which the group will travel using ground transportation. Monitor State Department Travel Advisories and Consular Information Sheets available at <http://www.state.gov/travel>. A site visit or planning trip well before the program begins is highly recommended.

Supervision and Backup

Make sure that someone is always in charge. An assistant director or leader must be available in case the director is unable to function. Students should always be accompanied during group travel. Someone (director, assistant or co-director, host institution staff, or student leader) should be available to handle emergency situations at all times. It is helpful if at least one person on location is certified in first aid or CPR.

Insurance

Students going abroad must carry the mandatory study abroad insurance (currently CISI). It covers medical expenses, evacuation, family visits, and repatriation of remains. Directors must include the cost of insurance in the program budget so funds will be available for the insurance provider. The insurance will be purchased on behalf of the participants by CIE. The program director should also make sure he/she has copies of the Participant Information Forms from all student and faculty participants during the program.

Orientation

One of the best ways to ensure the safety of students and minimize the occurrence of litigation over negligence is to provide a thorough orientation that clearly sets out expectations and consequences. The Center holds a separate mandatory general orientation for all students in each cycle (Fall, Spring, Maymester, and Summer). However program directors must also organize a separate program-specific orientation.

Please work with CIE to provide a quality study abroad orientation. During the study abroad program orientation, please include the following:

- a. Cautions about alcohol and drug abuse and a warning not to carry, buy, or sell illegal

- drugs;
- b. A warning that students are subject to local - not U.S. - laws and that little can be done by CSU or the U.S. Embassy to help students who are caught breaking the law, other than visiting the student in jail;
 - c. Region-specific health information such as the nature, prevention, and treatment of region-specific diseases; required and recommended vaccinations; what food risks; and descriptions of persistent and epidemic diseases. You may wish to distribute travel health information available from the Centers for Disease Control <http://wwwnc.cdc.gov/travel>;
 - d. Advice to prepare a customized medical kit including prescription medications in labeled bottles, generic prescriptions for refill, and an extra pair of eyeglasses;
 - e. Information about the physiological and psychological consequences of jet lag, culture shock, homesickness, loneliness, changes in diet, lack of exercise, and so on;
 - f. General instructions for emergency medical situations - using an emergency telephone system (like 911), calling an ambulance, a hospital or doctor, or an embassy or consular office;
 - g. Prudent advice on how to minimize the possibility of being the victim of crime;
 - h. Advice to avoid political activity;
 - i. How to locate routine and emergency professional medical help;
 - j. Facts on local crime and the political situation. You should distribute the State Department's Travel Advisories and Consular Information Sheets;
 - k. Providing students on-site with cards that include daytime and evening telephone numbers and addresses for the program (CIE provides a standard card at its orientation that requires program specific information);
 - l. Retaining copies of the passport information page and Participant Information Form;

Statement of Responsibility

All students who participate in study abroad must sign an application form that includes a Waiver of Liability for their program.

Alcohol Policy

Students are expected to follow the local laws governing the sale and consumption of alcohol in the country where they are studying. They are expected to exercise moderation and responsible conduct if they decide to consume alcohol. In addition, they should take special care to avoid excessive alcohol consumption because it impairs judgment and could possibly alienate members of their host community.

All CSU faculty and staff members directing, teaching or participating in study abroad programs should consider carefully whether their actions will model appropriate behavior for students. This applies to the consumption of alcohol whether in the presence of students or not. It is especially important that CSU employees limit consumption of alcoholic beverages to levels that will not impair their judgment and that will set appropriate models of behavior for students. Under no circumstances should a CSU faculty or staff member purchase for students or provide students with alcoholic beverages.

B. Contractual Liability

This form of liability stems from not providing the services or quality of services that are promised. In order to avoid contractual litigation, you should do the following:

1. Be honest about travel, prices, housing, food, etc.;
2. Include disclaimers - e.g. prices may vary, services may change - in program literature. For example, “all costs are subject to change because of unanticipated increases in airfares or other program elements or fluctuations in monetary exchange rates”;
3. Provide equivalent services when changes are made;
4. Obtain clear, written contracts with service providers that include services, costs, and a refund or alternate plan if first-choice services cannot be provided.

APPENDIX A

STUDY ABROAD EMERGENCY PROTOCOLS

If there is an *emergency*, program directors should contact persons in the order listed below:

1. Center for Global Engagement Main Number
 - a. (Int'l Access) 1-706-565-4036
2. CGE Director (*Eric Spear*)
 - a. (Int'l Access) 1-706-565-4038 (Work)
 - b. (Int'l Access)
3. CGE Assistant Director (*Becky Becker*)
 - a. (Int'l Access) 1-706-507-8267 (Work)
 - b. (Int'l Access) 1-706-341-9010 (Cell Phone)
4. CGE Administrator Coordinator (*Christine Murphey*)
 - a. (Int'l Access) 1-706-565-4036 (Work)
 - b. (Int'l Access) 1-706-761-2606 (Cell Phone)
5. CGE International Student & Scholar Coordinator (*Janet Crane*)
 - a. (Int'l Access) 1-706-565-4037 (Work)
 - b. (Int'l Access) 1-334-540-0425 (Cell Phone)
6. CGE Study Abroad Coordinator (*Kory Saunders*)
 - a. (Int'l Access) 1-706-565-3083 (Work)
 - b. (Int'l Access) 1-973-985-9166 (Cell Phone)
7. CSU Office of Student Affairs, Dean of Students (*Chip Reese*)
 - a. (Int'l Access) 1-229-310-9462 (Cell)
 - b. (Int'l Access) 1-706-507-8652 (Work)
8. CSU Counseling Center
 - c. (Int'l Access) 1-706-507-8740
 - a. Call the CSU Police if outside office hours in EST
9. CSU Police Department
 - a. (Int'l Access) 1-706-507-8911 (Emergencies or outside office hours)
 - b. (Int'l Access) 1-706-568-2022
10. U.S. Department of State's Office of American Citizen Services
 - a. (Int'l Access) 1-202-647-5225 for suggestions and assistance

Study abroad may involve unique risks to participants and a higher level of responsibility for supervisors. This document details procedures for handling crisis situations abroad. **Please note that these procedures for handling crises are mandatory. They are to be followed exactly by ALL program administrators or faculty in the situations described. PLEASE REMEMBER TO TAKE THIS DOCUMENT WITH YOU DURING THE STUDY ABROAD PROGRAM. AND REMEMBER TO DOCUMENT YOUR ACTIONS!**

All of the crisis management protocols below require that you contact CGE *as early as possible*.

Directors should definitely contact the Center immediately if a student or faculty member has

- Been arrested or involved in legal proceedings abroad;
- Become a victim of a significant criminal act;
- Become seriously injured or ill;
- Lost his/her passport or visa; or
- Lost a significant amount of money.

The Director of CGE or Assistant Director will keep the Provost/VPAA, VPSA and President informed as needed regarding study abroad incidences. Once the essential facts have been gathered, the Director of the Center may call a meeting of the Provost/VPAA, VPSA, Director of Public Safety and Director of Public Relations at CSU. The group will consider:

- any immediate measures needed to preserve the health and safety of students and staff;
- additional issues of health, safety, academics, financial aid, public relations, and legal liability;
- the appropriate course of action overseas (dealing with initial student panic, recommending appropriate student behaviors, developing a written course of action, and having students acknowledge in writing receipt of such information);
- developing and assisting with an evacuation plan, if necessary (considering the safety of various modes and routes of travel, the costs of evacuation and the method of meeting those costs, the possibility of reducing the level of threat by dispersing students in small groups to reconvene later in another locale, and available in-country resources);
- designating an individual to assume responsibility for the situation at the home institution (one person, with backup);
- developing a communication document to be utilized by all individuals involved (consistency is crucial);
- preparing a list of individuals to be alerted once the entire plan is in place (to include the president; faculty, staff, and students on the home campus; parents and family of students abroad; U.S. representatives and legislators; and media);
- developing a daily communication plan (people, organizations);
- providing appropriate individuals with a daily bulletin until the crisis is over; and
- assessing the impact of the event once ended and documenting all actions taken in a written report.

The CGE office will coordinate all communication and activities between the program, the student or faculty member's family, and the home campus(es). In the event of a crisis or emergency, the Director of CGE will contact the Provost, the Vice President for Student

Affairs, the Dean of Students, the Chief of University Police, and the Director of Public Relations as appropriate and needed to coordinate any campus-wide response.

In the case of the CSU in Oxford Visiting Student Program and some other exchange or direct enrollment programs, a partner institution provides some or all of the instruction and services. In these cases CSU must contact the coordinator for the partner college, university or organization. The investigation and decisions reached should be done in concert with the partner organization. All statements or actions by students or faculty that could be considered a threat should be reported through CSU's Behavior Assessment and Recommendation Team (BART). Behaviors or actions such as the following should be reported:

- Violent fantasy content
 - Anger problems
 - Fascination with weapons and accoutrements
 - Homicidal ideation
 - Stalking
 - Non-compliance or disciplinary matters
 - Academic misconduct or dishonesty
 - Interest in other shootings
 - Victim/martyr self-concept
 - Strange and aberrant behavior
 - Paranoia
 - Violence and cruelty
 - Acting out
 - Recent police contact
 - Mental health history which would pose dangers to others
 - Unusual interest in police, military, or terrorism
- [CSU BART Website, <http://sa.columbusstate.edu/bart.php>]

BART reports related to study abroad programs should be submitted by CGE personnel or by the on-site director or faculty if CGE personnel are not available or action must be taken immediately. Reports are submitted online at

<https://publicdocs.maxient.com/incidentreport.php?ColumbusStateUniv>

Program/Site Directors' Response Protocols (Always call the CSU Police if you cannot reach the relevant person at CSU first)

1. Medical Emergencies
 - a. Before departure you should learn about the general attitudes toward health care in the culture, e.g. do doctors hesitate to use potent drugs and take a wait-and-see approach or do they aggressively treat problems? This information will be invaluable in dealing with medical emergencies.
 - b. In cases of serious medical situations, you should do the following:

- c. Take the person to a hospital/clinic, verify the nature of the emergency with a doctor, inform health care personnel about chronic medical conditions, and assist with medical insurance paperwork;
- d. Obtain the medical help indicated;
- e. Contact the CGE office with nature of the medical emergency, and keep in regular contact with the CGE office until the emergency has passed. Advise the CGE office if the student does NOT want the emergency contact notified;
- f. Have the student call emergency contact. If the student is not able to communicate, the CGE office will call the contact;
- g. If the student is unable to make advance payments for treatment, they should be able to use their international insurance cards for the policy provided by the CGE for all students participating in the summer study abroad programs;
- h. If the student has not signed authorization for you to obtain medical treatment, seek authorization from the student's contact person. Remember, you are not the student's legal guardian, but you should try your best to get medical attention for her/him;
- i. The following is a list of information you should obtain to assess the situation:
 - 1) student's name;
 - 2) date of accident or commencement of illness;
 - 3) details of injuries, symptoms, present condition, including temperature;
 - 4) name and telephone number of attending physician;
 - 5) name, address, and number of hospital or clinic, if applicable;
 - 6) drugs administered;
 - 7) x-rays taken and results; and
 - 8) surgery proposed. Type of anesthesia. Wait for authorization if necessary and possible (work with doctor).

2. Psychological Emergencies

- a. If the student has discussed with you or others suicide or committing violence against others, it is an emergency situation. Please contact CGE or the others listed above immediately. CGE personnel should contact the Dean of Students and/or Counseling Center as appropriate.
- b. Any decision regarding the withdrawal (or not) of a student is ultimately the responsibility of the Dean of Students not CGE.
- c. It is absolutely vital that information about the incident be conveyed objectively and as observed without interpretation unless the person is professionally qualified to do so.
- d. If there is a counseling service available locally, please assist the student in obtaining access and arranging an appointment. Remember to consider any language or cultural barriers that might impend the student's counseling.
- e. In cases where the issue is serious, with the assistance of the CSU Counseling Center, arrange for the student to allow confidential information to be shared between their in-country counselor and CSU.
- f. If the situation is NOT an emergency, call the Counseling Center for advice. If you cannot reach them and you cannot wait until the office is open, CALL THE CSU POLICE AT 706-507-8911. They will contact the Counseling Center personnel.

3. Natural Disasters and Group Accidents: In the case of fire, earthquake, flood, avalanche, epidemic, bus crash etc., do the following:
 - a. See to the safety of all group members and follow the protocol appropriate to the site (e.g. in the event of a fire, everyone in building X will assemble in location Y);
 - b. Communicate immediately with the CGE office as to the safety and state of health of all group members, the group's location, plans, and when you will contact the CGE office again;
 - c. Communicate the same information to the nearest American Embassy or Consulate. Diplomatic channels are an alternative way to get information to the CGE office if public communication systems fail;
 - d. Consult with American Embassy/Consulate, local police, local sponsors, etc. for advice on how to respond to the situation;
 - e. Discuss plans with group members. This may include change of location, change in program schedule, cancellation of the program, or a shift in emphasis in the program;
 - f. Some students may decide to return home immediately. Of course, this is their prerogative and you should assist in making arrangements;
 - g. Keep in touch with the CGE office.
4. Civil Disturbance or Act of Terrorism
 - a. Be aware of situations and locations which can be potentially dangerous. Warn students and advise them to avoid such areas whenever possible. Discourage or forbid, if necessary, attendance at particularly sensitive political meetings, rallies, or other sizable gatherings;
 - b. Keep the American Embassy notified of your location at all times if you suspect problems are likely to erupt. Make sure you fully understand evacuation procedures to be followed in case it becomes necessary;
 - c. Keep the CGE office informed of developments and follow instructions issued by the American Embassy;
 - d. Faculty members and students away from the main program location should contact the on-site program director as soon as possible to inform he/her of their safety and location even if they are unharmed;
 - e. Contact the CGE office as soon as possible in the event of a coup, assassination, riot, revolution, etc. so parents who call may be fully informed.
5. Missing Program Participant
 - a. Inquire with friends and associates of the missing participant about her or his whereabouts;
 - b. Notify the American Embassy, local police, and local sponsor(s) and give them your telephone number;
 - c. Notify the CGE office. The CGE office will notify the student's emergency contact. Be sure to provide the CGE office with as many details as possible regarding what happened and what is being done;
 - d. Check with authorities daily, and inform the CGE office of any new developments.
6. Student Arrested
 - a. Call local law enforcement agency;

- b. Visit student in jail and determine what happened;
 - c. Have the student call emergency contact. If student is unable to make call, the CGE office will call contact;
 - d. Report situation to American Embassy or Consulate;
 - e. Assist student in obtaining funds for bail if possible;
 - f. Notify the CGE office about the incident.
7. Robbery
- a. Call local law enforcement agency;
 - b. Assist student in obtaining funds to replace stolen money;
 - c. Have student call emergency contact;
 - d. Notify the CGE office.
8. Assault
- a. Go through medical emergencies protocol in section 1;
 - b. Call local law enforcement agency to report incident;
 - c. Notify the CGE office about the incident.
9. Rape
- a. Go through assault protocol in section 7;
 - b. Notify the CGE office about the incident;
 - c. Help student find counseling. Keep in mind that in many cultures medical doctors often are the first point of contact for people struggling with emotional or psychological issues;
 - d. Help student (if requested or required) return home.
10. Death of a Student or Faculty Member
- a. If a student or faculty member dies while participating in the program, record all available facts accurately. The atmosphere surrounding the program will be emotionally charged, and it is very important that the tasks below are handled promptly and effectively.
 - b. Take the following steps if a student or faculty member dies:
 - 1) If word comes by phone, obtain the identity of the person giving the information;
 - 2) Determine the cause of death—if an illness, what illness; if an accident, what kind, where did it happen, who else was involved, etc.;
 - 3) Find out time and place of death;
 - 4) Get name and address of undertaker, if available;
 - 5) Find out participant's religion. If Catholic, check if last rites have been administered. If Jewish, contact a local Rabbi immediately. For those of other religions, wait until you have heard from the family as to their wishes;
 - 6) If the participant died in an accident, inquire about the local laws regarding autopsy;
 - 7) Find out if anyone has contacted the participant's family **but do NOT contact them**;
 - 8) Contact the CGE office regarding insurance coverage and procedures for repatriation of remains.
 - c. Reporting the Information:
 - 1) Notify the U.S. Embassy or Consulate where the Overseas Citizens Services personnel which should notify family members;

- 2) Inform the CGE office immediately. The CGE office will follow up with the participant's family personally.
- d. Follow-up:
- 1) Continue to keep a chronological record of events and actions as they occur;
 - 2) Talk to other student participants and keep them informed and counseled;
 - 3) The CGE office will give the participant's family as much support as possible;
 - 4) The CGE office will send a letter of sympathy to the participant's parents;
 - 5) The CGE office will assist the program director in making arrangements for the repatriation of the body or remains;
 - 6) Gather the participant's belongings and make an inventory;
 - 7) Ship the belongings and inventory to the CGE office, which will forward everything to the participant's family.

APPENDIX B

Guide to Evaluating Potential Study Abroad Sites and Providers

(Based on Document Developed by Tracy Harrington, VSU)

General Concerns

1. Transportation and accessibility: Are direct flights available from the US? If not, what are the most economical and convenient routes? How convenient is the site to the airport at which groups would arrive? How accessible is the site to destinations (a) within the city, (b) within the country and (c) within the region? How convenient and economical is ground transportation likely to be within the city and the region? How early and late do public transport systems operate? How central is the location within the country?
2. Name recognition and appeal: Is the city/site known to Georgia students and faculty? Are general associations with the site positive?
3. Security issues: How safe is the city, the site itself, and the region for American students and faculty? Are the campus and residences secure and is access limited to residents or their guests? Are there 24-hour security officers on site?
4. Health-related issues: How would emergency health care needs be met? Is there a dispensing clinic on site or nearby?
5. Dates: How flexible is the site regarding program beginning and ending dates? Are there dates when the site would NOT be available?
6. Are residences, academic buildings, and dining facilities accessible for persons with disabilities? Are field trip sites and public transport accessible for the disabled?

Residence and Eating Facilities

1. Are residences for students and faculty adjacent to or on the same site as teaching and dining facilities? If not, how convenient is travel to and from residences and teaching facilities?
2. Are student residence facilities single or double accommodations? How many people share bathroom facilities? Are bathroom facilities reasonably modern, by US standards?
3. What is the maximum number of students that can be housed?
4. Do student facilities have spaces for social gatherings, evening entertainment, etc.? Is there a campus bar or pub; if so, what is its standard and what amenities (pool, music, television, etc.) does it offer?
5. Is the student facility in pleasant, safe surroundings? Are there outdoor gathering areas for students?
6. Are facilities likely to be comfortable in temperature extremes? Is a/c available? If not, are fans available or economical to purchase?
7. Do facilities include students from the host country or other countries or are American students likely to encounter only other Americans while in residence?
8. How convenient to residence halls are dining facilities? Are there 24-hour or late night resources for getting food or drink?

9. What is the quality of food and efficiency of service in dining facilities? Are menus negotiable; for example, can we choose continental or full, cooked breakfasts, hot meals or packed lunches?
10. How would faculty be housed? Are faculty residences convenient to but apart from student residences? How convenient are faculty residences to dining and teaching facilities? Can faculty spouses or partners be accommodated?
11. How accessible is public transport from residences for students and faculty? How long does it take to get from residences to (a) teaching facilities and (b) the city center?
12. Do residence halls have telephones that can be used for both outgoing and incoming calls? Are public telephones convenient?

Teaching, Computer, and Academic Support Facilities and Personnel

1. Describe classroom facilities. Are basic media, such as overhead projectors and slide projectors, available? Are blackout rooms available?
2. How many students can be accommodated in a single classroom? How many classrooms could be allocated to the program?
3. Are computer resources with word processing and internet capabilities available? How many computers would students have access to?
4. Are there library holdings of English language books and videos available for our students and faculty? How large are these holdings?
5. Is there a faculty office available or can one be arranged that can accommodate faculty for planning, faculty meetings, etc.? Can such an office include at least two computers with word processing and internet access for faculty members? Can a telephone be provided in the office for use in planning field trips and excursions?
6. How would photocopying needs be met?
7. Can a small fridge as well as tea and coffee services be arranged in the faculty office?
8. Is there a program assistant or other local person available to assist faculty with field trip planning, troubleshoot problems with facilities, and assist in times of emergency or crisis? Is a program assistant available to arrange airport transfers at arrival and departure?

Resources for Field Trips, Excursions, and Entertainment

1. How plentiful and varied are resources for academic field trips in history, literature, the arts and architecture, social sciences (anthropology, sociology, and psychology), business, education, and natural sciences?
2. Are there sufficient significant field trip destinations within the city to for the day-long field trip visits over the course of the program?
3. Are field trip sites easy to reach, so that one-way transit time would be less than an hour and a half on public transport?
4. What sites are within easy distance of the city for longer, group excursions or weekend explorations? Can personnel on site assist in arranging group excursions (hiring buses, arranging group admission)?

5. At most museums, historical sites, etc., are English-language commentaries or printed materials available?
6. What resources are available for faculty and students for entertainment, beyond the academic or cultural resources? (Clubs, theatre, sporting facilities, cultural events, nightlife, etc.)

Budgetary Considerations

1. What would per-person costs be for a basic package (residence, meals, teaching rooms, academic support facilities and personnel)? How negotiable are these costs? What is the overhead/profit percentage charged for the package, per person?
2. Do room costs include linen and cleaning services? How frequently are rooms cleaned/linens changed?
3. Is the meal package flexible; i.e., does the service provider offer ONLY a fixed number of meals, or can we choose how many meals per day we want?
4. What travel passes (city, regional, country) are available, and how much do these cost? Are there special, reduced rates for students?
5. Can students and faculty take advantage of reduced-fare entrance fees for museums, theaters, and historical sites? Do these tend to have free admission or minimal fees, or are they relatively costly?
6. Is the general cost of living comparable to, say, London or New York, or is it lower? How much would you estimate students would need for extra expenses over the course of the program? What relatively cheap options are available for eating/drinking in the city and when travelling outside the city?
7. When travelling, are youth hostels or comparable facilities available for cheap accommodations?

Other

1. What unique advantages or disadvantages does the site have?

APPENDIX C
COLUMBUS STATE UNIVERSITY
STUDY ABROAD PROGRAM PROPOSAL

All proposals are due at CGE by April 1 of the preceding year for programs proposed for the next academic year, including the fall, spring or summer semester. Once a proposal has been approved, the Program Authorization Form must be completed each year the program will be offered.

Program Title

Program Location(s)

Dates of Program

In submitting a proposal, the faculty member accepts and commits to following the CSU Study Abroad Program Director's Handbook and the CSU Study Abroad Program Review and Fiscal Guidelines. Attach a description of the proposed program that addresses all of the following:

1. Mission Statement for the proposed program;
2. Explanation of the nature and purpose of the program;
 - a. Description of the academic component,
 - b. Faculty member's academic expertise relevant to the proposed program,
 - c. Course title(s) and number(s),
 - d. Number of contact hours (fieldtrips are counted at ½ rate)
 - e. Methods for student evaluation,
 - f. Course-related fieldtrips, activities and excursions outside the classroom,
 - g. Sample draft syllabus.
 - h. Justification for any program that is less than one week in duration or carries less than 3 credits.
3. Study abroad and/or off-campus programming experience of faculty member(s) proposing program;
4. Student behavior guidelines and/or policy contracts (sample contracts and handbooks);
5. Projected number of students and faculty members;
6. Program budget including projected cost to each student (attach Excel spreadsheet);
7. Room and board arrangements;
8. Source of faculty compensation;
9. Description of program affiliations, host institutions, and service providers;
10. Travel arrangements including all countries and cities to be visited;
11. Site visit report;
12. Security precautions and arrangements;
13. Recruitment plans;
14. Plan for administering the mandatory Study Abroad Course Evaluation on the CGE website; and
15. Letter from the chair of the relevant department(s) regarding the proposer's suitability to teach and to lead the students (and faculty) in the proposed study abroad program.

Signatures below certify that this program meets the fiscal and academic standards of CSU. The Program Director (program proposer), Department Chair, and Director of CGE have also reviewed the program, based on the 1) CSU Study Abroad Program Director's Handbook, 2) CSU Study Abroad Program Approval, Review and Fiscal Guidelines and 3) Board of Regents policies regarding study abroad

programs. All documentation relevant to assessing the quality of the program and its proposed director must be submitted for review. If the program requires creation of a new course, it must go through the regular CSU curriculum approval process. If the program is approved, the Program Director will ensure that all policies and procedures included in the Study Abroad Directors Handbook will be followed.

Program Director (Program Proposer) Date

Department Chair Date

Dean of College Date

(Proposals should be submitted to the Center for Global Engagement with all accompanying documentation and the signatures above. Signatures below will be requested by the Center if the proposal is approved.)

Chair, Study Abroad Subcommittee Date

Chair, International Education Committee Date

Director, Center for Global Engagement Date

Provost/Vice-President for Academic Affairs Date

Vice-President for Business and Finance Date

President Date

APPENDIX D
COLUMBUS STATE UNIVERSITY
STUDY ABROAD PROGRAM AUTHORIZATION FORM
FOR EXISTING FACULTY-LED STUDY ABROAD PROGRAMS
1 JUNE Submission Deadline

This form is to be used only for previously approved, CSU-administered and CSU faculty-led programs. Please ensure that the information provided is accurate as it will be used to for the printed and web promotional materials and applications.

*Once completed by the faculty member(s) and department chair(s), the **forms should be submitted with a projected budget spreadsheet AND supporting documents reflecting up-to-date projected costs** (airfare, provider, etc.) to the Center for Global Engagement by 1 JUNE of the year preceding the program.*

Name of the Existing Study Abroad Program

CSU Department(s) Supporting the Program (for departmentally-based programs)

CSU College(s) Supporting the Program (for college-based programs)

I. Program Information

1. Has the program been approved already at CSU? Yes No If “No,” please contact CGE before proceeding further.
2. Was the program offered last year? Yes No
 - a. If “No,” when was the program last offered at CSU? (Year) OR Never
3. When will the program be offered? Fall Spring Maymester Summer
4. What is the program’s start date (when the group starts its travel)?
 Day Month Year
5. What is the program’s end date (when the group returns from travel)?
 Day Month Year
6. What is the total number of projected student participants? What is the projected total credit hours generated?
7. What is the minimum allowable number of student participants?

8. What is the estimated program fee for students based on the attached projected program budget? \$ per student. (ATTACH AN EXCEL PROJECTED BUDGET.)
9. What is a reasonable minimum out-of-pocket weekly costs for activities not covered by the program? \$ per student.

II. Faculty/Staff Information

A. 1st Faculty/Staff Person in the Program

1. Name of Faculty/Staff Department of Faculty/Staff Member
2. Faculty/Staff Person's Role is as a Instructor Program Director Site Director
3. If person listed above will be an instructor, please list the course or courses which he/she will teach in the program (please note honors classes or sections separately):
- First Course Number
 First Course Title (include any special topics title)
 First Course Prerequisites
- Second Course Number
 Second Course Title (include any special topics title)
 Second Course Prerequisites
- Third Course Number
 Third Course Title (include any special topics title)
 Third Course Prerequisites
4. Does the teaching or directing faculty member(s) anticipate working with the program as part of his/her regular courseload? Yes No
5. If the answer to #4 above is "Yes," during which semester will the work be part of his/her courseload?
6. If the answer to #4 above is "No," does the faculty member(s) anticipate receiving additional salary (summer salary)? Yes No
7. What percentage of annual salary does the faculty member anticipate receiving (CSU's norm for summer has been 3% per credit hour)?

Signature of Faculty/Staff Member

Date

B. 2nd Faculty/Staff Person in the Program (if applicable)

1. Name of Faculty/Staff Department of Faculty/Staff Member
2. Faculty/Staff Person's Role is as a Instructor Program Director Site Director
3. If person listed above will be an instructor, please list the course or courses which he/she will teach in the program (please note honors classes or sections separately):

First Course Number

First Course Title (include any special topics title)

First Course Prerequisites

Second Course Number

Second Course Title (include any special topics title)

Second Course Prerequisites

Third Course Number

Third Course Title (include any special topics title)

Third Course Prerequisites

4. Does the teaching or directing faculty member(s) anticipate working with the program as part of his/her regular courseload? Yes No
5. If the answer to #4 above is "Yes," during which semester will the work be part of his/her courseload?
6. If the answer to #4 above is "No," does the faculty member(s) anticipate receiving additional salary (summer salary)? Yes No
7. What percentage of annual salary does the faculty member anticipate receiving (CSU's norm for summer has been 3% per credit hour)?

Signature of Faculty/Staff Member

Date

C. 3rd Faculty/Staff Person in the Program (if applicable)

1. Name of Faculty/Staff Department of Faculty/Staff Member
2. Faculty/Staff Person's Role is as a Instructor Program Director Site Director
3. If person listed above will be an instructor, please list the course or courses which he/she will teach in the program (please note honors classes or sections separately):

First Course Number

First Course Title (include any special topics title)

First Course Prerequisites

Second Course Number

Second Course Title (include any special topics title)

Second Course Prerequisites

Third Course Number

Third Course Title (include any special topics title)

Third Course Prerequisites

4. Does the teaching or directing faculty member(s) anticipate working with the program as part of his/her regular courseload? Yes No
5. If the answer to #4 above is "Yes," during which semester will the work be part of his/her courseload?
6. If the answer to #4 above is "No," does the faculty member(s) anticipate receiving additional salary (summer salary)? Yes No
7. What percentage of annual salary does the faculty member anticipate receiving (CSU's norm for summer has been 3% per credit hour)?

Signature of Faculty/Staff Member

Date

III. Supporting Statements or Conditions and Signatures

A. DEPARTMENT CHAIR'S STATEMENT OF SUPPORT and ANY CONDITIONS FOR AUTHORIZING THE PROGRAM AND THE SALARY COMMITMENT:

I hereby commit my support for authorizing the above study abroad program taking into account any conditions specified above.

Signature of Department Chair

Date

B. COLLEGE DEAN'S STATEMENT OF SUPPORT and ANY CONDITIONS FOR AUTHORIZING THE PROGRAM AND THE SALARY COMMITMENT:

I hereby commit my support for authorizing the above study abroad program taking into account any conditions specified above.

Signature of College Dean

Date

C. DIRECTOR OF THE HONORS PROGRAM STATEMENT OF SUPPORT and ANY CONDITIONS FOR OFFERING THE SPECIFIED HONORS CLASS(ES):

I hereby commit my support for authorizing the above study abroad program taking into account any conditions specified above.

Signature of Honors Program Director

Date

B. DIRECTOR OF THE CENTER FOR GLOBAL ENGAGEMENT'S STATEMENT OF SUPPORT OR CONDITIONS FOR AUTHORIZING THE PROGRAM:

I hereby commit my support for authorizing the above study abroad program taking into account any conditions specified above.

Signature of CIE Director

Date

APPENDIX F

Study Abroad Program Evaluation

This anonymous evaluation will be used by the program director and the Center for Global Engagement to determine the quality of this year's program and to improve it in future years.

Study Abroad Program Information

Study Abroad Program Name:

Program Session (if necessary) and Dates: _____

Part I: Program Organization and Procedures

Please note that your evaluation will be used to assess the program in which you have participated. Your candid feedback is greatly appreciated. The responses in this section are ranked negative to positive. If you find a question is not appropriate to your program, please circle N/A.

(1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree, N/A=Not applicable).

Applicable	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not
1. The program brochures and informational materials were N/A thorough and useful in evaluating my interest in the program. <i>Comments:</i>	1	2	3	4	5	
2. The application process, acceptance criteria and payment N/A policies were made clear to me. <i>Comments:</i>	1	2	3	4	5	
3. The pre-departure orientation program prepared me to recognize N/A and deal with diversity. <i>Comments:</i>	1	2	3	4	5	

- | | | | | | | |
|-----|---|---|---|---|---|---|
| 4. | The pre-departure program prepared me to integrate field trips
N/A
and field work into the academic course.
<i>Comments:</i> | 1 | 2 | 3 | 4 | 5 |
| 5. | The site orientation prepared me to recognize and understand
N/A
values and attitudes that are characteristic of the host culture(s).
<i>Comments:</i> | 1 | 2 | 3 | 4 | 5 |
| 6. | The written orientation materials I received were satisfactory.
N/A
<i>Comments:</i> | 1 | 2 | 3 | 4 | 5 |
| 7. | The program staff (CSU program director, site director and support
N/A
staff) gave me adequate information on health and safety issues.
<i>Comments:</i> | 1 | 2 | 3 | 4 | 5 |
| 8. | If needed health care was as accessible as possible given the
N/A
program structure and location.
<i>Comments:</i> | 1 | 2 | 3 | 4 | 5 |
| 9. | Program staff (CSU program director, site director and staff)
N/A
provided assistance in dealing with health care issues if needed.
<i>Comments:</i> | 1 | 2 | 3 | 4 | 5 |
| 10. | The pre-departure and/or site orientation provided adequate
N/A
information to enable me to act safely in the host country.
<i>Comments:</i> | 1 | 2 | 3 | 4 | 5 |
| 11. | The program staff (CSU program director, site director and staff)
N/A | 1 | 2 | 3 | 4 | 5 |

properly enforced program rules and guidelines for the protection of the students.

Comments:

- | | | | | | |
|---|---|---|---|---|---|
| 12. The housing accommodations were satisfactory in light of the N/A program's aims and the housing typical of the host country.
<i>Comments:</i> | 1 | 2 | 3 | 4 | 5 |
| 13. The meal arrangements were satisfactory.
N/A
<i>Comments:</i> | 1 | 2 | 3 | 4 | 5 |
| 14. The teaching facilities used by the program were as safe and N/A clean as possible given the program's structure and location.
<i>Comments:</i> | 1 | 2 | 3 | 4 | 5 |
| 15. The modes of transportation used for excursions and personal N/A travel were safe and in good working order.
<i>Comments:</i> | 1 | 2 | 3 | 4 | 5 |
| 16. The program staff (CSU program director, site director and staff) N/A were effective in the overall management and administration of the program.
<i>Comments:</i> | 1 | 2 | 3 | 4 | 5 |
| 17. The program staff (CSU program director, site director and staff) N/A were knowledgeable about the host country(ies) and culture(s).
<i>Comments:</i> | 1 | 2 | 3 | 4 | 5 |
| 18. The program and/or site director was fair dealing with students' N/A academic and personal issues. | 1 | 2 | 3 | 4 | 5 |

Comments:

19. The program and/or site director was accessible if needed
N/A
to deal with students' academic and personal concerns
Comments:
- 1 2 3 4 5

20. The program was a good value for the price.
N/A
Comments:
- 1 2 3 4 5

21. I would recommend this program to other students.
N/A
Comments:
- 1 2 3 4 5

Part II: Please answer the following questions so that appropriate changes/improvements can be made to the study abroad program. Your comments and suggestions are greatly appreciated.

1. What changes to the content or organization of the orientations would you suggest to improve them?

2. Did you witness or were you a victim of any crime? If so, please explain.

3. Were you pleased with the location(s) of the program? Are there any locations that you especially liked/disliked and why?

4. What elements of the program helped you gain a better understanding of the host country culture? Do you have any suggestions for improvement?

5. Please comment on the excursions and activities offered by the program. Were there any excursions or activities that you particularly liked/disliked and why?

6. Are there items that you would eliminate from the price (e.g., flights, bus passes) and that you would have preferred to arrange on your own? Are there items that you would have preferred to have included in the program fees even if the program price was higher as a consequence?

7. How much money did you spend per week not including class field trips? What did this include?

8. Is there a type of student you would not recommend for this program?

9. What suggestions or advice would you give to future students who plan to go on this program?

10. Please share additional comments you may have on the reverse side.