Study Abroad: How to Design a Faculty-Led Program
Global Education Mission Statement

Because God loves the whole world, we seek to engage its complexity and interdependence through mutually transforming academic study, global interaction, and thoughtful service.

The earth is the LORD's, and everything in it, the world, and all who live in it;
Psalms 24:1 (NIV)
Introduction

We have prepared this study abroad faculty handbook to help you, a Seattle Pacific University faculty member, to organize a study abroad program. The intent of these guidelines and procedures is to be of help, not a hindrance to the advancement of high-quality international study programs at SPU.

As SPU continues to expand international education opportunities for students there is a need to have a proactive approach to new program development and a centralized process for approving faculty-led or other specialized international programs. A coordinated process allows the university to address issues such as resource allocation, efficiency, budget and enrollment management, institutional liability, risk management and academic integrity. We hope this information will provide a starting point for discussion as we move to building policies and processes that will ensure any international program offered to the SPU population meets the high standards we expect of not only the academic content but also to the administrative procedures and student services provided.

Your role as a faculty director extends far beyond the classroom. Your time on-site will be spent not only on instruction and evaluation, but on arranging logistics, dispensing travel advice, counseling students struggling with the demands of cultural adaptation, resolving housing and budget issues, and responding to problems.

Study abroad program planners must ensure that the program not only broadens the students’ experiences and enhances their understanding of the culture, but also furthers their academic accomplishments. We encourage you to work with your department chair and dean from the early planning phases to ensure that your program adheres to department and university expectations and procedures for academic programming.

On these pages you will find all the tools necessary to plan, propose, and lead a study abroad program including the following:

- Questions to ask yourself before you begin to design a program
- A detailed timeline for proposing, organizing and leading a study abroad program
- Policies and procedures for study abroad programs

Program Definitions
A study abroad program is a credit-generating course that is created and led by faculty and staff and that takes place primarily in another country. These opportunities are generally from two weeks to a quarter in length and may or may not involve another institutional (university) partner participating in the delivery of the program.

Faculty proposing new and ongoing study abroad programs must submit a detailed proposal to the study abroad director following the guidelines outlined in the remainder of this handbook. Proposals are due November 1 of the year prior to the scheduled program date. The study abroad director is available to provide support to faculty members, and is available to help at any point during the program – from inception to your time abroad.

Program Design
Program design can vary significantly, and could include short-term such as summer or Global Seminars (pre-autumn or winter short programs) or quarter-long programs. Courses could be designed for limited audiences (a select group of students) or open to students across the whole university. The study abroad office can provide resources to faculty that wish to explore program design options.
THE ROLE OF THE STUDY ABROAD OFFICE

The study abroad office (SAO) is responsible for organizing and managing faculty-led study abroad programs at SPU. Faculty members wishing to design a study abroad program are encouraged to contact the director as early in the design process as possible. The SAO will provide faculty with the following types of assistance:

- **Program design and development:** Assist with program proposal and budget. Supply all necessary forms and resources for establishment of the program.
- **Proposal review:** Work with faculty to facilitate a review process of new and ongoing programs and provide an opportunity for the college dean, department chair, curriculum committee, finance office and AVPAA to review the proposal, ask questions, and discuss concerns prior to determining whether to approve the program. Final review and approval is made by area dean.
- **Program administration:** Once approved, all SPU faculty-led programs are administered by the study abroad office, that will
  a. maintain program-specific pages on the study abroad website;
  b. assist with publicity and promotion of the program;
  c. facilitate the application process, maintain student forms, collect application and deposit fees, and notify students of acceptance or denial;
  d. assist with logistical planning, travel arrangements, and payment to vendors;
  e. manage student records (passport copies, health, and liability forms) and advise on visas;
  f. assist with monetary issues, faculty credit cards, travel advances, and per diems;
  g. assist with pre-departure orientation sessions and reentry support to faculty and students;
  h. prepare and distribute a faculty trip notebook with copies of student documents, travel information, and receipt log;
  i. work with Travel Advisory Committee to facilitate emergency and crisis management plans.

THE ROLE OF THE FACULTY DIRECTOR

Faculty leading a study abroad program must be willing to do the following:

- Prepare a program proposal and work with the study abroad director to identify in-country host organization or program provider
- Work with provider/host organization to design academic aspects of the program, site visits, tours, and lectures. A draft proposal from the provider will be necessary to create a preliminary budget to be submitted with program proposal
- Present program proposal for written approval from Department Chair
- Student recruitment; info sessions, flyers, work with colleagues to promote program
- Develop working knowledge of study abroad risk and crisis management plan
- Develop working knowledge of SPU’s sexual harassment and student lifestyles policies
- Serve as instructor, guide, academic advisor, and responsible counselor to students while abroad
- Maintain budget and receipt log for all financial transactions while abroad
- Take appropriate action when a participant violates code of conduct/lifestyle expectations
- When risks arise, initiate risk management plan as appropriate while providing leadership, making decisions, clarifying risks to students, and providing options and choices as appropriate
- Work with area budget manager for salary contract and payment
- To ensure an appropriate paper trail, document academic issues, student illness or injury, code of conduct violations, and steps taken in response to any and all emergencies or risks
- Promptly alert the study abroad director of any concerns while abroad via phone or email
- Assign and post academic grades, conduct learning outcomes, participate in program evaluation
- Submit all financial documents and receipts to the study abroad office within two weeks of return
## Faculty Study Abroad Planning Timeline

### 16-18 months prior to departure
- Advance planning is essential. Draft proposals can be submitted at any time prior to **November 1** deadline
- Consider the purpose of your proposed trip and determine program feasibility with intended destination
- Meet with study abroad director and department chair to discuss development of a study abroad program
- Plan itinerary and work with study abroad director to identify program provider/in-country host organization to prepare logistical proposal and prepare tentative budget

### 12-16 months prior to departure
- Submit Proposal Forms to department chair for approval signature
- New proposals or recurring program with significant changes to course offerings, must be approved by the SPU Curriculum Committee. This can take some time.
- Once approved by the CC, the proposal must be submitted to the study abroad director by **November 1** for programs beginning summer through spring quarter of the following year
- Study abroad director will facilitate final program approval with School Dean
- Program must have full approval before any recruiting, advertising, or scheduling for the program to begin
- Study abroad director will notify faculty leader, SAS, SFS and risk manager of program approval

### 6-12 months prior to departure
- Work with SAO to develop web pages for intended program
- Faculty promotes program to students via email, classroom visits, and collaboration with colleagues
- Students submit applications online by set application dates, faculty director selects students. SAO notifies OSL and SHS for screening and notifies students of denial or acceptance, collects acceptance letters and deposits, works with SFS to set up student billing and collection process
- Payments and deposits will not be made until enrollment of the minimum number of participants is confirmed.
- Work with provider/in-country host and SAO to make logistical arrangements. Plan and secure program activities (i.e. tours, guides, activity reservations)

### 2-6 months prior to departure
- Conduct pre-departure orientation meetings with participants
- SAO will prepare comprehensive student information packets to distribute and will assist faculty with student orientations as needed

### 4-6 weeks prior to departure
- SAO will ensure that all participants have finalized registration
- SAO will follow up on passports and visas as necessary
- Faculty work with their area budget manager for salary contract and payment
- SAO will ensure that all students complete and submit pre-departure paperwork – insurance, liability forms, emergency contact and health information
- Work with SAO to finalize travel details – airline tickets, final itinerary, money distribution

### 1-2 weeks prior to departure
- Identify emergency locations and numbers that may be needed in-country (i.e. U.S. Embassy, hospital)
- SAO distributes to faculty a trip notebook with all necessary documents and emergency information, distributes emergency packet to SPU Safety and Security and appropriate university officials

### After your return
- Submit receipts and account reconciliation to SAO within two weeks of return
- Submit faculty program evaluation to SAO office and department
- SAO will send students an evaluation within one week of return and distribute summary to program director
- Conduct post-trip and re-entry meetings
Questions for Proposed Study Abroad Programs

If you are planning a study abroad program, use the following questions as a guideline to help you answer some of the essential questions posed by those who will be involved in the approval process. They will also help you plan your budget.

Academics
- What are the learning outcomes for the program?
- How does teaching the course overseas enhance these outcomes?
- How is the instruction and learning environment enhanced by offering the program overseas?
- What facilities will be needed for delivering the course content?
- Are there special needs for classroom space and equipment?
- Will the program take place at a university or another facility?
- Will additional support staff and faculty be needed?
- Will you be using local faculty or residents to teach any courses?
- What types of visits, excursions and cultural activities will be included in the curricular portion of the program? When will free time be scheduled?

Logistics
- Will you be using a third party provider, host university, NGO, or tour operator?
- Will airfare be included in the cost of your program or will students make their own arrangements?
- Will the program take place in one destination, or will you travel to multiple destinations?
- Will you need rail, metro or bus passes? Will you need a bus for the duration of your program?
- What are the housing options for students? Will you use apartments, hotels, homestays, dorms, hostels or a combination?
- How many students will share a room? Will students have private or shared bathrooms?
- Will they need to bring anything extra (linens, towels, toiletries, etc.)?
- Will meals be provided to students and how will they pay for those meals? If not, are there eating establishments nearby? Are they reasonably priced? Will students have access to cooking facilities? Will they be given a meal allowance?
- If it is a homestay, will the host family provide meals? Will students be allowed to prepare meals?

Computer Access
- Do you want students to bring laptops? Is Wi-Fi available or will there be access to ports?
- Are there printers for use? Will students be charged for them?
- If there is no computer lab or access, will there be an Internet café or library nearby?

Visa Requirements
- Are visas required for students or faculty?
- If a student is not a US citizen, will they be able to obtain a visa for the country you are visiting?

Additional Fees
- Are there any additional fees to be paid such as tips to drivers and guides or gifts for locals?
- Will students need to purchase books or materials at the program site or before they leave? What is the average cost of these supplies?
- Will you have an international cell phone or purchase a phone or SIM card in-country?
Creating a Faculty-led Program Budget

Developing a program budget is an important first step in planning a faculty-led program. Think of the program budget as the driving force behind program planning. Faculty-led study abroad programs are self-sustaining, so a well-crafted budget is necessary to ensure that there is sufficient income to run a program safely and as advertised. Establishing a reasonable per-student fee will assist with recruitment and marketing. Program directors can feel confident in advertising specific costs and program activities once a budget has been developed.

All costs associated with faculty-led programs are generated by student program fees, and hence are ultimately borne by students. We want to keep costs down to make these programs as affordable and accessible as possible to students. Less expensive choices are often more culturally appropriate as well. Keep this in mind! Getting a head start on your price research helps. While this can require a bit more effort on your part, it will mean a lot to your students, many of whom have to take out loans to make these programs possible. Things to consider:

**Instructional Expenses**
- **Salary:** Is this course part of the SPU faculty member(s) normal course load and therefore not an extra expense? Or, should the SPU faculty member(s) receive additional salary for teaching the course? Faculty salaries will vary according to the time of year a program is offered (e.g., quarter-long, Global Seminars, summer programs). Overload salary for seminars is not added to the program cost. Your Chair and Dean will need to approve of this expense. Salary for summer programs is paid at the regular overload rate established by your department and is added to the student program fees.
- **Faculty assistant or additional faculty:** Will the program hire a program assistant? Travel expenses for an assistant must be added to the budget.
- **On-site staff:** Will the program hire any non-SPU staff (guest lecturer, tour guides, bus drivers, local language teacher, or interpreter)?
- **On-site facilities:** Will the program rent classroom or office space?
- **Internet access:** Will the program require that the faculty or students have internet access?
- **Library access:** Will the program require that the faculty or students have library access?
- **Wire transfer fees:** Will any of the hotels, transportation or third party providers expect a wire transfer?

**SPU Faculty Expenses**
- **Travel expenses:** What travel expenses will the SPU faculty member(s) incur during the course of the program (airfare, ground transportation, accommodations, internet access, and so on)? Allowable faculty expenses will begin and end on the program dates.
- **Per Diem:** Depending on the location, it is typical for faculty to receive $20-$40 per day for meals.
- **Excursions:** Will the program require faculty to participate in group activities or excursions (museum entrance fees, theater tickets, tours, etc.)?
- **Communication and phones:** You MUST have a working international cell phone for the duration of your program. You can obtain this by renting one abroad or purchasing a phone abroad. A more expensive option is to add an international plan to your existing phone. If you will be in remote areas or areas with little or unreliable service, you might consider a satellite phone to ensure reliable contact. Make sure you budget adequately for this.
- **Medical insurance:** Insurance provided by SPU for medical care, location of physicians and clinics, evacuation, and repatriation

**Direct Student Fees**
- **Tuition:** For Global Seminars, tuition is part of a student’s regular course load. For other programs, a discounted tuition fee is added to the program fee.
• **Transportation**: Airfare, bus, rail, metro, ferry, etc.
• **Lodging**: Apartments, hotels, hostels, host families or student housing
• **Meals**: per diem and group meals
• **Group activities and excursions**: Museum entrance fees, theater tickets, tours, etc.
• **Medical insurance**: Insurance provided by SPU for medical care, location of physicians and clinics, evacuation, and repatriation
• **Travel Cancellation Insurance**: Maybe be added at the discretion of SPU Risk Management, depending on the destination and/or nature of the program

**Administrative Expenses**
- Photocopying, Internet
- Classroom/facility rentals
- Bank wires, foreign draft charges, publicity and marketing expenses
- Study abroad administrative fee:  $300 per student is added to support the function of the SAO

**Contingency Fee**
A contingency fee is a required line item that is kept in reserve to pay for withdrawal fees, currency fluctuation and emergencies. Typically we add $100 per person to the budget for short term programs and up to $300 for quarter-long programs. If unused, this fee is not refunded to students.

**What’s Not Included in the Program Fee?**
It is extremely important that the faculty director and study abroad office make clear to students any costs not covered by tuition or the program fee. Costs typically not included in the Program Fee are:

- Personal Internet access and personal cell phones
- Passports and visa fees
- Immunizations and medications
- Host family gifts
- Depending on the program, some meals may not be included
- Spending money

**Determining the Minimum and Maximum Participant Numbers**
It is optimal for the academic department, faculty director, and the study abroad director collaborate to determine the minimum and maximum number of participants necessary for a successful program. Enrollment targets must take into account the unique considerations and variable expenses of that particular program. Faculty-led programs are completely self-supporting. This means that tuition, administrative fees, student and faculty travel costs and other program fees comprise the total program cost and are completely paid for by the students. In order for a program to be financially viable, faculty leaders must budget for and obtain a minimum number of students, typically 8-15 students per program. Drafting several budgets based on various numbers of students will help determine the optimal participation numbers.

Keep in mind the distinctions between fixed and variable costs when creating the budget for the program.

- **Fixed costs** are those that will be incurred no matter how many students – faculty expenses, guest speakers, bus transportation, and classroom space.
- **Variable costs** are those that will vary based on the number of students – airline tickets, theater tickets, hotel rooms

**SPU’s institutional guidelines will also affect the budget**
- For management of logistics, liability and risk management, all SPU faculty-led programs must partner with an approved study abroad provider, NGO, host university or tour operator. The SAO can assist you with recommendations for a host organization.
• SPU requires that two adult leaders accompany every study abroad group. The recommended leader to student ratio depends on several factors and will be affected by the following:
  ➢ Will the program be stationary or will the group be traveling from site to site?
  ➢ Does the provider or host organization require their own support staff?
  ➢ What type of activities will the group be involved in (e.g. diving, hiking)?
  ➢ Does the site require students to function in a second language; if so, do the students speak the language? Will different levels of the language be part of the curriculum?

Please remember these fiscal policies:
• No SPU funds may be spent on alcohol under any circumstance
• Gifts and donations are not allowable expenses unless pre-approved
• Avoid purchasing goods that have a life after study abroad. These will become property of the SAO
• Know and abide by SPU’s financial policies regarding the use of a university purchasing card

Participant Policy and Its Impact on the Budget
All SPU faculty-led study abroad programs are credit-bearing programs. It is the academic department’s role to approve what courses will be offered, whether courses will be offered for variable credit, and in how many courses each participant must enroll. It is SPU’s policy that all participants must be enrolled to participate in a faculty-led program with the exception of SPU faculty and staff and persons designated as program assistants. SPU reserves the right to cancel a program if the enrollment is not sufficient to meet expenses or if the per-student cost is too high.

Billing the Students
The SAO and Student Financial Services will work collaboratively to collect student fees. It is crucial that students pay for their program fees by the deadlines so that SPU can make timely payments for the logistical arrangements. The SAO will keep the faculty director apprised of any students with outstanding fees so that he/she can remind the student to pay their bill. Without exception, students who do not pay for the program in full by the program start date will not be allowed to participate in the program. In such instances, the student will have received several notifications prior to the beginning of the program that he/she is unable to participate because of non-payment.

Cancellation and Refund Policy

Student withdrawal: The initial payments of a $50 application fee and a $300 administrative fee are non-refundable. All students issued acceptance letters will be enrolled in the program for which they have been accepted and will be responsible for paying the program fee. The $300 fee will be applied to the program fee; the $50 application fee will not be applied. The SAO must be notified in writing of any withdrawal or cancellation of an application. Students who withdraw their participation 90 days or less in advance of the program start date will forfeit their initial payments ($50 application fee and $300 deposit), will be charged an additional $400 cancellation fee, and will be charged for any unrecoverable funds expended on their behalf (e.g. airline and/or other travel tickets, deposits, entrance fees, theater tickets, visa fees, etc.). Student cancellations due to hardship will be reviewed on a case-by-case basis.

Dismissal: Students who are dismissed from study abroad programs because of unacceptable personal behavior and/or academic performance are responsible for all program costs and fees and will not receive academic credit for the program.
The SAO will assist faculty in designing and implementing a safe and well-organized program from a logistical standpoint. Seattle Pacific University, however, relies on you – as faculty – to ensure that the study abroad program provides an outstanding academic experience for the students. Together we will ensure that the program contributes to enhancing our students’ understanding of other cultures and global perspectives.

**Pre- and Post-travel Meetings**

Pre-departure orientation is a critical part of making sure students stay safe, healthy and happy while abroad. Student orientation happens in several ways, which include a required SAO facilitated orientation, as well as pre-departure and on-site orientations with you, their program director. Please plan on at least two pre-departure meetings, with the SAO staff present at one of them. A complete orientation guide can be found online. Debriefing sessions upon return to campus will assist students in assimilating what they have learned into their academic experience while abroad.

Some programs have held credit-bearing orientation courses prior to departure and follow-up meetings after a program returns. Previous faculty leaders or the SAO can help you determine which orientation activities will benefit the students.

**Utilizing the Location**

In planning your program’s subject matter, it is important to consider how the location of your program can best complement the course content.

- What relevant academic, professional and cultural site visits, tours, lectures, or interviews might be planned?
- What contacts do you or your colleagues have that might be of assistance?
- When you have determined your academic and cultural concentration for the program, begin to think about the course syllabus design: readings, discussions, interviews with locals, trips, site visits, journal assignments, lectures, projects and/or service learning components
- How can you coordinate the timing of assigned readings and related discussions to complement site visits?

**Language Considerations**

Language is another important consideration. If students are not familiar with the language of the host country, an introduction to the language and basic survival phrases prior to departure is necessary if students are to feel comfortable interacting with the culture on the most basic level. If the language of the host country is taught on campus, faculty should encourage students to take language classes prior to departure, if at all possible.

Do you plan to teach one or more classes in a foreign language? If so, how will you ensure that all students will have instruction according to their level of competency? Will you teach different courses during the day to smaller groups of students? In addition to reviewing academic transcripts, you may wish to conduct a foreign language proficiency evaluation as part of the interview process.

**Credits and Program Length**

Faculty-led programs should include approximately the same number of contact hours per credits as courses taught on campus. The challenge is how to count hours in a program in which students are moving from site to site or in which out-of-the-classroom activities are a significant part of the learning process.

It may be advantageous to be based in one location for at least part of the time you are abroad in order to complete lectures, readings, and assignments before engaging in the travel portion of the program. Another
option is to accomplish these tasks in meetings on campus prior to departure. This arrangement allows students to gain the appropriate background for what they will experience later. If a schedule with more travel is important to the learning outcomes, determine how, when and where you will lecture “on the road.” This may mean arranging suitable space for lectures without distractions. The study abroad director can assist you by suggesting locations arranged through third party providers or other universities. All programs should allow time for students to listen to lectures, read, and study without distractions.

The duration of SPU faculty-led programs can vary from two weeks to one quarter. Keep in mind that SPU Study Abroad is committed to offering programs that are financial aid eligible. Programs offered during a regular quarter must be at least 12 credits, summer at least six. Global Seminars (two to three weeks in length) can offer a minimum of three credits, maximum of eight.

Selecting the Time and Dates
In deciding the dates of a program, faculty should consider the regular SPU academic calendar, graduation dates, deadlines for submitting grades, flight availability, holidays in the overseas destinations, climate and tourist season. If you plan to develop a summer program, keep in mind that SPU financial aid is limited to students which may impact enrollment in your program.

Itinerary
The itinerary of your program should complement your academic plan and vice versa. In developing the itinerary be realistic with respect to the amount of time it will take the group to travel, dine together or separately, check in and out of accommodations, wake up, obtain tickets or gain entrance to museums or other venues, and so on.

Also consider your energy level and the anticipated energy level of your students. You will be on-call 24/7 and, in addition to teaching, will be handling logistics from morning to night. Don’t over-schedule the program! Recognize that “free” weekends or days will be attractive to students and an opportunity for you to rest and revitalize.

Including a Component on Culture
Successful programs incorporate opportunities for intercultural learning in order to capitalize on the international location. Ideally, students will begin developing skills for functioning effectively in another culture and an appreciation for cultural differences during pre-departure meetings and orientations. These skills will give the students more confidence and better prepare them to work and study in an international or multicultural setting. As the program proceeds, students will begin to develop a more sophisticated world view that allows them to approach communication, conflict and interpersonal relations from a cultural perspective. Language acquisition is another valuable benefit of studying abroad, though it requires more time in-country and more energy on the part of the student.

It is important that you ensure your students aren’t isolated from normal daily life in your surroundings. Creating significant intercultural opportunities can be a challenge and occurs with advance planning. Possible approaches include:

- Homestays with local families
- Programs that involve regular meetings or activities with peers from the other culture
- Utilizing public transportation, grocery shopping, church services, sports events or local celebrations and holidays
- Meetings, meals or gatherings with local students
- Service learning – create a list of volunteer opportunities for students to engage in. Commuting to these sites using public transportation will be a learning experience as well
- Guided activity sheets that require students to participate, observe and comment on cross-cultural learning
Assessing Study Abroad Learning Outcomes
Faculty leaders are required to build in their program the assessment of their students’ growth with respect to the Undergraduate Degree Program Learning Outcomes as stated in the Undergraduate Catalog http://www.spu.edu/acad/ugcatalog/20089/generalinfo/aboutSPU.asp, reflective of the unique opportunities to be found in the location of travel. Graduate level programs must be reflective of the learning objectives found in the individual graduate program. All learning objectives and assessment of outcomes are subject to review by the Curriculum Committee.

In designing your course, be sure to require students to complete assignments that can be graded. Methods for evaluation of performance might include research or reflection papers, essays, reports, projects, or journals. Will work be completed ahead of time? Will you allow time each day to complete such assignments? Will you review assignments periodically or collect all work at the end of the program? Will students be allowed to turn in assignments after returning to campus?

Participation Policy for Faculty-Led Programs

It is not uncommon for questions to arise as to whether non-SPU students are allowed to accompany a faculty-led program. These persons could be: students from other universities, SPU faculty spouses or children, SPU alumnae, professionals in a related field, community members or area high school students.

The intent of the participation policy is to protect the overall quality and success of faculty-led programming at SPU while at the same time mitigating risk to the University.

Program leaders may not take non-SPU students on any faculty-led program except as provided below. SPU’s non-profit status could be jeopardized if non-students (i.e. participants not enrolled at SPU) participate in faculty-led programs. The Internal Revenue Service can interpret such participation as SPU performing travel agent-like services for non-students and may assess taxes to SPU. Violating the participation policy will transfer liability to the SPU faculty or staff member who dishonored the policy.

Friends, family and former students are not permitted to participate in organized group activities on study abroad programs. This includes friends and family of students and faculty. Parents frequently ask to accompany their student awhile abroad and we do our best to encourage them to visit before or after the program. Parents or guests may not attend SPU sponsored events, meals or join the group on university-arranged transportation.

All student participants must
- complete a study abroad application, meet the course admission requirements, and be accepted by the program director;
- pay application and all program fees in full prior to departure;
- be enrolled for the appropriate course(s);
- have on file the required documentation carry health insurance through SPU;
- be at least 18 years of age.

Non-SPU student participants must
- apply to SPU as a non-matriculated student;
- meet all other requirements as stated above.

Participant Serving as a Program Assistant
All SPU programs must have at least two leaders. Generally, one faculty member and one assistant or two faculty leaders. The exception is if the program provider or host institution provides their own assistant. The program director and study abroad director will mutually appoint one or more adults as a program assistant, depending on the number of student participants.

- The program assistant may or may not receive pay. A stipend will be paid to a program assistant only in the event the individual acts in a teaching or educational capacity.
- The cost of the accompanying leader/assistant(s) will be approved by the study abroad director and included in the budget. Travel expenses will be paid by student program fees.
- Preference will be given to available SPU staff members to serve in the role of a program assistant. Current students are not permitted to be assistants and requests for other assistants must be reviewed and mutually approved by the study abroad director and your dean.
- The program assistant will sign a written document outlining their official program-related duties, and if paid a stipend will file appropriate paperwork with HR.
- A program assistant is not required to enroll in a course for academic credit.
- Will have on file the required documentation such as health form, liability release form, passport number, and emergency contact information.
- Will be provided with travel insurance through SPU and must carry international medical insurance coverage through their own insurance carrier or purchased through a travel insurance company.
- Prior to departure, assistants will meet with the SAO to review procedures for emergencies, student discipline and budgetary policies.

**Faculty Spouse Participants**

- A faculty spouse may serve as a program assistant under the same conditions above.
- If a faculty spouse wishes to accompany the group but is not participating in a leadership role, he/she will be responsible for paying all travel expenses. Expenses for spouses may not be run through SPU.
- While the accompanying spouse may share a room while traveling, this may increase the actual room cost (going from a single to a double) and he/she is responsible if there is an additional expense.
- It is recommended that the accompanying spouse carries medical and travel insurance.
- An accompanying spouse will need to follow the policies of the program provider or host organization.

**Children of Faculty Leaders**

- We do not encourage faculty to bring minor children on study abroad programs. There are a myriad of reasons for this but most important is the issue of liability, and the fact that it would be difficult for faculty to exercise the duties necessary to care for a child while managing the students and logistics of the program.
- If approval is given for a child to accompany faculty on a program, it is expected that an adult in addition to the faculty member will be traveling with the child and that adult will not be a co-leader or program assistant.
- All expenses (room, board and transportation) for the child and adult companion will be the responsibility of the faculty member and expenses may not be run through SPU.
- It is recommended that children and adult companions carry medical and travel insurance.
Readings and Resources

Articles:


http://www.nafsa.org/knowledge_community_network.sec/education_abroad_1/developing_and_managing/practice_resources_36/onsite/health_safety_security_1


Useful Web sites:
- FORUM Standards of Good Practice for Study Abroad – [www.forumea.org](http://www.forumea.org)
- Tools for study abroad faculty and administrators – [www.facultyled.com](http://www.facultyled.com)
- U.S. State Department: [www.travel.state.gov](http://www.travel.state.gov) – Entry requirements to foreign countries, passport information, state department travel warnings, tips for travelers, per diem information
- Mobility International: [www.miusa.org](http://www.miusa.org) – Information on traveling abroad for people with disabilities
- Centers for Disease Control: [www.cdc.gov](http://www.cdc.gov) – Health information by country
- Screening for mental health: [www.mentalhealthscreening.org/college/depression.aspx](http://www.mentalhealthscreening.org/college/depression.aspx) - Information specifically for college students
- Currency conversions: [www.xe.com](http://www.xe.com) or [www.oanda.com](http://www.oanda.com)
- Weather: [www.wunderground.com](http://www.wunderground.com) – Weather maps, forecasts and history
Job Description: Program Director

The job of study abroad program director is diverse, intensive, challenging and highly rewarding. It is not for everyone, but most directors cite the job as one that provides unique opportunities to teach outside the classroom, to interact with and understand students on a new level and to grow personally and professionally. This document is intended to provide prospective study abroad program directors with a sense of what the job entails. If you have more questions about the program director job, or SPU Study Abroad Programs, please email studyabroad@spu.edu.

Proposing a Program
Develop a study abroad program proposal. Discuss your program idea with your Department Chair. Consider the feasibility of your program idea, including student interest, in-country contacts, departmental support, potential overlap with existing programs and academic content.

- Consult with the Study Abroad Office to discuss program idea and work on your study abroad proposal/renewal, program budget and timeline.
- Contact recommended study abroad vendors to get accurate price quotes for the services you will require.
- Work with the Study Abroad Director to develop a preliminary program budget. The program budget is a planning tool to help outline the costs associated with program activities and will ultimately help identify the program fee and the number of students needed for the program to be sustainable.
- Design the program curriculum.
- Submit your Proposal/Renewal to the Study Abroad Director by November 1.

Recruitment
The Study Abroad Office will create a program specific page on the Study Abroad website. Students will use this website to apply to the program. The Study Abroad Office will generally promote your program at fairs, events and during study abroad advising sessions. Faculty leaders should actively recruit applicants for their program using posters, flyers, info sessions, classroom visits, former participants, student organizations and through colleagues and departments.

Application
- Review your selection criteria
- Review your applications using the study abroad online application system. (Training will be provided by the Study Abroad Office)
- Interview your applicants to get to know them, answer their questions and to see if they are a good fit for the program
- Inform the study abroad office of admission decisions
- Student acceptance paperwork and contracts are generated and distributed by the SAO
- Minimum enrollment needed to run is confirmed when all payment contracts and deposits are received in the SAO

Preparing to Depart
- Develop course and program syllabi to inform students of course activities and requirements, communicate how students will be evaluated and graded, academic and behavioral expectations.
- With the assistance of your program provider, develop a program calendar of your in-country course-related and extracurricular activities
Program Logistics, Budget and Advance Payments

- Finalize program logistics with provider or host organization. Verify reservations, secure resources (guest speakers, classroom, housing, food, tickets, transportation, activities, etc.)
- Work with Study Abroad Office to finalize program budget and make any needed adjustments based on enrollment, final logistics, etc.
- Arrange for any advance payments or deposits. Collect invoices from vendors and forward to the Study Abroad Office to process payments
- Arrange travel for yourself and other program staff. Make a flight reservation with SPU’s travel agency and instruct them to contact the Study Abroad Office for payment. Make sure that you receive a finalized ticket (usually an e-ticket) from the travel agency

Orient Students

- Plan at least two required in-person orientations with students during the quarter prior to travel to go over program details, course requirements and preparations, travel planning, health and safety, etc.
- SPU Study Abroad Office will host a general orientation each quarter for all students going abroad the following quarter. This is in addition to your program’s orientations
- Start to build a collaborative group dynamic and learning community among students
- Reference the Orientation Guide for Program Directors
- Develop and communicate the arrival plan to your students: where, when they meet the group, how they get to the meeting place and who they should contact in case they are not able to get there (i.e. missed connection)

Final Preparations

- Provide Emergency Contact information to the Study Abroad Office to keep on file for the duration of your program. Submit this information before your departure
- Schedule a budget meeting with the Study Abroad Office to review management of program funds
- Make arrangements for cell phone usage/SIM cards

In the Field

- Confirm safe arrival of all program participants with the Study Abroad Office
- Oversee all academic aspects of the program
- Oversee all program logistics
- Act as the custodian and manager of SPU funds and resources. Track all program expenditures on-site and collect required documentation (receipts, etc.)
- Act as primary resource for student inquiries and problems
- Act as the initial responder to logistical, medical, behavioral, and other crises
- Serve as the program's primary liaison with the Study Abroad Office and the University

Program Wrap-up

- Gather receipts and documentation for your program expenditures. Submit your completed paperwork and expense ledger to the Study Abroad Office within two weeks of your return
- Write and submit a final report on your program including information on what went well, what did not go well, what you would keep or change in future programs and report any incidents that occurred on your program
- Review student evaluations sent by the Study Abroad Office
- Host de-brief meetings or reunions on campus the following quarter if desired
- Encourage students to attend Lessons from Abroad annual re-entry conference
Name of Program Assistant: ________________________________________________________________

Program: ____________________________________________________________________________

Program Dates: From ___________________________ To _________________________________

OVERALL JOB DESCRIPTION

The program assistant of a Seattle Pacific University study abroad program will work under the direction of the faculty leader to assist with the daily logistical operations and associated administrative activities of the program.

RESPONSIBILITIES (Check all that apply):

☐ Work closely with the faculty director for program details and review budget

☐ Maintain receipt log for all financial transactions for program abroad including: lodging, meals, transportation, field trip/tours/guides, guest lecturers, teaching supplies, and miscellaneous expenses.

☐ Coordinate with faculty director and make payments using advanced funds, debit or credit cards, or traveler’s checks for program expenses

☐ Make transportation and/or activity arrangements as needed on site

☐ Provide teaching support for professors

☐ Participate in program activities

☐ Reconcile expenditures upon return and report expenses using expense log

☐ Communicate with the study abroad office concerning expenses and program activities

☐ Be prepared for any medical, natural disaster, or political emergency and support the faculty director on implementing an emergency plan, if necessary

☐ Other

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Orientation Topics for Program Directors

Pre-departure orientation is a critical part of making sure students stay safe, healthy and happy while abroad. Below are some resources and reminders for program directors to help ensure that students are well-prepared for their program. Student orientation happens in several ways, which include a required Study Abroad Office facilitated pre-departure orientation, as well as pre-departure and on-site orientations with you, their Program Director.

Your role in this process is crucial to ensure that your students are organized prior to your program and have a positive experience once your program begins. It is also an opportunity to establish reasonable student expectations and manage those expectations. We encourage you to review the information below so that you are familiar with what is required of students.

Please plan on covering all of the necessary information for your own program in your pre-departure and on-site orientations with students. Please invite someone from the Study Abroad Office (Brittany or Gail) to attend one of your pre-departure meetings so that we can help answer students’ general questions.

Study Abroad Office Mandatory Student Pre-Departure Orientation
The Study Abroad Office student orientation covers important health, safety, and cultural adjustment issues. In addition, the session covers practical information such as enrollment and credits. This prepares students for their program and provides them the opportunity to meet with others going abroad. Several orientation dates are offered each quarter; students must attend one orientation prior to departure. Orientations are approximately one and a half hours in length.

Program-Specific and On-site Orientations
Part of your job as Program Director is to orient students to the culture of the host country and counsel them on a range of social, academic and other practical issues. Meet with your students (at least twice) during the prior quarter to discuss your program, answer questions, make preparations for departure, and allow students to get to know each other. Use your pre-departure meetings to lay the groundwork for a positive and enriching study abroad experience, collect necessary paperwork, (emergency contact information, risk forms, flight itineraries etc.) and plan emergency procedures for the duration of the course. On-site orientation topics can cover logistics such as: keys, deposits, maps, as well as sharing details concerning facilities and housing.

1) Schedule pre-departure meetings with your students: Invite someone from the Study Abroad Office to attend one of your pre-departure meetings.
2) See check list below: Plan on preparing and covering the necessary pre-departure information with your students at your meetings.
3) Contact the Study Abroad Office: studyabroad@spu.edu if you have any questions or would like help preparing appropriate orientation information or sessions with your students.

PRE-DEPARTURE & ON-SITE ORIENTATION TOPICS

Health Screening, Vaccinations & Insurance
- Basic health and safety issues are covered in the mandatory student orientation. Make students aware of any country and/or site specific health concerns and possible risks/exposure. Provide resources for more information, but do not dispense medical advice!
- Students must complete an on-line self-disclosure health survey that will be available to them on their study abroad website account. This must be completed by the enrollment deadline.
- Student Health Services is a great resource for students traveling to locations outside of the United States.
States. The center offers pre-travel counseling, advice on needed prescriptions, vaccinations (fee-for-service), etc. Vaccinations may be necessary for travel to certain locations, and a health professional is the best person to give these recommendations.

- Additional international health information can be obtained at the CDC website: http://wwwn.cdc.gov/travel/
- SPU requires study abroad participants to carry medical insurance and this will be included in the program fees and purchased by the Study Abroad Office.

**Passports & Visas**

- Students are responsible for having all necessary travel documents or visas for the program. The Study Abroad Office does not provide assistance with travel documents or visas.
- Make sure all your students are allowing adequate time to apply for and receive their passports: http://travel.state.gov/passport/passport_1738.html
- Be sure to check all entry requirements for your destination, some countries require visas. Many countries require passports to be valid for up to 6 months after departure from the country. For more info: http://travel.state.gov/travel/cis_pa_tw/cis/cis_1765.html
- Non-US citizens participating in your program may have different entry requirements, so these students need to check with the destination consulate/embassy to verify what additional documents (if any) they need for entry/travel in the host country.

**Flights & Contact Information**

- Organize a meeting place for all students at the start of the program. This may be at SeaTac Airport, en-route to the final destination, the group hotel, classroom site, etc. Make sure students have very clear directions (in English and the local language) and a good idea of how to get there.
- The Program Director should be available and easy to contact on site prior to students’ designated arrival dates (unless traveling with students). Make sure students have your contact information and a back-up plan.
- Set out clear guidelines ahead of time for what students should do if they do not arrive at the initial meeting place as planned.
- Address how to access money and any other logistical issues related to traveling to the meeting point.

**LOCAL PROGRAM SITE INFORMATION**

**Basic Needs: Housing & Food**

- Provide information about housing arrangements, regulations, etc. Establish clear expectations for students regarding housing, policies, property damage, etc.
- If students are staying in “home-stays”, discuss specific cultural norms and practical issues. Address concerns and encourage dialogue if problems arise on site.
- Discuss dining and food options, costs, local customs, and any food risks.
- Discuss local alcohol laws and culture, and risks associated with excessive drinking, as well as reminding students about SPU Lifestyle Expectations.

**Local Transportation**

- Availability and use of local transportation. Point out which modes of transportation are preferred, those recognized as unsafe, general costs associated, what transportation passes are included or how to purchase tickets.
- Discuss hitchhiking, motorcycles, and other tempting yet unsafe ways to get around.

**Community**

- General introduction to the community and its physical surroundings.
- Give details about living and traveling conditions with as much detail as possible to avoid
“surprises” and student concerns.

- Discuss what it will be like to live and travel as a large group. Address apprehensions about privacy, personal time, etc. Students will need to share, cooperate, and sacrifice individual needs and look after the group.
- Address in-country weather conditions and suggest items to pack (i.e. comfortable walking shoes). Discuss appropriate attire, both with regards to climate and cultural expectations.

**Cultural Behavior**

- Remind students of their important role as ambassadors of SPU and the USA while abroad.
- Discuss what it means to be an American student/traveler in an international context.
- Cultural norms and traditions, gender roles, communication styles, etc. of host country.
- Remind students that culture shock is a normal part of many students’ experience abroad. Discuss this with them, and help to normalize the feelings that your students may encounter.

**Communications, Banking & Money**

- Highlight facilities for and access to mail, internet and telephones.
- Set expectations for frequency of access to phone and internet. Encourage students to set communication frequency expectations with family and loved ones before the leave.
- Laptops and cell phones: To bring or not to bring? Discuss in relation to required coursework.
- Explain options and any barriers to managing money on-site (ATMs, banks, exchange rates, cash, travelers checks, credit cards).
- Help students plan how much money of their own they will need during the program.
- Consider procedures for financial emergencies. Remind students of what they are responsible for (Personal spending, health, food, shopping, communications, etc).

**Non-Program (Personal) Travel**

- Discuss non-program-related travel: When is it okay and when is it not okay?
- Inform program director of travel plans, and if possible, leave contact addresses and/or phone numbers for use in emergency situations.
- Students are responsible for all costs and safety issues of non-official program travel.

**COURSE & ACADEMIC EXPECTATIONS**

**Academic Expectations**

- Go over syllabus and program itinerary with students, answer questions, and discuss “what to expect” related to workload, travel, group work, learning outcomes, etc.
- Discuss in detail your expectations of students as they relate to grading and evaluation.
- Grading for study abroad is often based on non-traditional “work.” Make sure students are well-aware of expectations and what their grades are based on. To avoid confusion and conflict, put it in writing!

**Behavioral Expectations**

- Discuss expectations (yours and theirs) for living, studying, traveling, and functioning as individuals and as a group. Consider creating a group “code of conduct” for the program. This can facilitate discussion and be a tool you can refer to if/when behavior issues arise.
- Explain what the roles of the program director, all staff and local coordinator are and aren’t.
- Remind students that they are bound by the SPU Lifestyle Expectations and all local laws (that may be very different from U.S. laws) at all times during the program. Discuss with students how you will handle behavioral and disciplinary issues during the program.
- Discuss local laws concerning drug use, political activism, and other risky behavior, etc.
- Students may need to discuss and process the things they are experiencing on the program. Plan time for
(and encourage) reflection and feedback between you and the students from the start of the program.

- Encourage your students to consult with Student Health Services to discuss any issues fears or concerns that may come up regarding health and safety.

**HEALTH & SAFETY**

**Emergency Planning**

- What to do, where to go, and who to contact in case of emergencies.
- How to get a hold of program directors and other key local contacts.
- Assure students that an Emergency Action Plan has been developed for all SPU international programs, and that you are prepared.
- Distribute emergency contact information to all students and the Study Abroad Office. Consider making this information available on your course syllabus as well—any way that will make it readily available.
- Ask students to make you aware of their personal medical/health considerations, so that you can help facilitate appropriate care as needed.
- Inform students that it is advisable to have a cell phone and review options to obtain a cell phone in the destination you are visiting.

**Review of medical and health facilities**

- Outline local medical facilities and norms for patient care in country.
- Discuss importance of having funds available for payment of medical and drug bills.
- Remind students that they are responsible for ALL medical expenses in country and that they will be carrying HTH Medical insurance while participating in the program.
- Guide students to take charge of their own health while abroad. For routine medical issues, students should be able to find a clinic and a doctor through HTH and should plan for this possibility before traveling by investigating the HTH site. Directors should obviously help very ill students, but need not be fully responsible for basic health maintenance. Non-emergency HTH clinic visits need to be scheduled in advance in order to be free at the time of service. Students can pay and get reimbursed for last minute non-emergency HTH clinic visits.

**Safety**

Discuss country-specific safety concerns in as much detail as possible:

- Areas, neighborhoods, types of transportation to avoid
- Common crimes of concern, and tricks used to dupe foreigners
- Common gender roles and customs, and any specific safety concerns for women
- Alcohol and drug use (local norms & laws, program expectations)
- Political and social issues, including local attitudes towards foreigners
- Traveling alone
- Weekend travel policy; checking out and back in with leaders
- Water/food safety
- Sex-related risks (harassment, assault, STDs, HIV/AIDS, etc.)
- Establish a common code for group safety, watching out for each other, etc.
Marketing and Recruitment Strategies

There are many ways to promote and market your study abroad program to potential participants. Below are some general marketing and recruitment ideas to get you started. Remember that the most successful recruiting strategies are direct and personal.

**Branding**
Marketing your program to potential students starts with choosing a simple and appropriate title that grabs attention and interest. Make the title a telling one; avoid jargon or obscure references - aim for concepts with which students will instantly connect and understand.

Write a program description to explain the program and the goals of the course. Use clear, concise language. Make your program sound educational, adventurous, challenging and fun. Let students know not just what they will be doing, but what they will be getting from the program.

**Website, Blogs and Social Networking Sites**
It is important for students to have access to information about your program. The Study Abroad Office will create an online brochure for the program within the study abroad website. This will include promotional information and details about the program based on the materials that you submit to us in the program proposal.

You may also want to have information about your program on your departmental homepage to share information about your program with students. We will link to any supplemental webpage that you provide to us. Program websites give a detailed picture of your program including pictures, testimonials, travel plans, etc. Make sure that the information on your site links to ours.

In addition to the website, blogs and social networking sites are great tools for sharing information about your program with students, scheduling events, and giving an overview of the program dates, course descriptions, site visits, housing, field trips, etc. The Study Abroad Office has both a Facebook and Twitter account where we promote all of our programs generally, but you might also want to set up program specific sites. Since students are accustomed to using a variety of social networking tools in their everyday life, these sites can be a great platform for promotion.

**Flyers, Posters & Brochures**
Flyers and posters should be simple and informative. Provide only the most pertinent information (title, program and info session dates, & contact info). Images of the site or past programs are helpful. They should also direct students to more information via website and contact information. Flyers are great for distribution at events. The SPU Study Abroad Fair will occur during Winter Quarter. We will promote all SPU programs at this event, so this would be a good time to have flyers available. If possible, you or a student are welcome to be at the event to answer questions and promote your program. The Study Abroad Office does not have a printing budget for flyers, so this would be something funded by your department or your host provider will often cover printing costs.

Most buildings have open bulletin boards or will post approved information. The residence halls will post flyers and posters around their buildings if you deliver them to the reception desks. Target academic departments with a connection to your program and distribute recruitment materials to these sites as well.

Flyers, posters and brochures can also be distributed and posted in the Study Abroad Office. It helps us advise students on programming when we have promotional materials on hand.
**Information Sessions**
Information sessions are an opportunity to elaborate on your program and course, entice students, answer their questions, and introduce them to maps, pictures, syllabi, even past participants. Schedule during the recruitment period to help jumpstart applications. Plan a short presentation allowing for questions at the end. Invite a study abroad advisor to your info sessions to help answer questions about financial aid, the application process, credits, etc.

Posting flyers that advertise the date and time of your info session around your department and other pertinent locations is important. This information should also be posted to the program website and can be sent out over departmental email lists and posted to campus calendars.

**Classroom Visits**
To help get the word out about your program, it can be helpful to visit both classes within your department and those that may cover material related to your program topics. It is helpful to collaborate with your colleagues in your department to arrange promotional visits.

Large lecture classes, such as USEM, help you reach the widest audience and maximize your time. Bring a simple overhead flyer that is easy to read with only the most pertinent information on it. Classroom visits should be brief and concise (3-7 minutes). It is helpful if you can provide a flyer or brochures during your classroom visit so that interested students can follow up and obtain more information about your program.

**Departmental Outreach**

**Home Department**
Enlist the help of faculty and advisors within your home department. Department faculty and staff have direct contact with student and can be a good resource for matching students with your program and sharing basic information.

**Other Departments**
Reach out to other departments whose curriculum is related to the focus of your program. Share program information with advisors and faculty, explaining why this program is a good fit for their students. Many departments have lists of students with which they shared major-related information on a regular basis.

**Be Creative**
Recruit your current and previous students (and program alums!) to help spread the word.

Post program information on existing departmental resources: newsletters, websites, meetings. Consider an announcement in the Falcon or the online student publication, Loopy http://www.spu.edu/depts/studentprograms/email/Loopy-AutumnWeek8.html

Promote your program to relevant language and area-studies departments. Think about which kind of students you want on the program and market toward that population specifically.

Again use Facebook, Twitter, and other social networking tools that students visit regularly.