



# HANDBOOK FOR SHORT-TERM, FACULTY-LED STUDY ABROAD PROGRAMS

**University of Northern Iowa  
Office of International Programs  
Study Abroad Center**

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# INTRODUCTION

Dear Colleagues,

Thank you for your interest and support of short-term UNI faculty-led Study Abroad programs. The success of the study abroad effort is contingent upon faculty interest and willingness to engage in international education. Events in recent history have emphasized the importance of knowledge and understanding of the world's cultures. At the University of Northern Iowa we are part of a nationwide trend in international programs to make the study abroad experience accessible to both traditional and nontraditional students through innovative curricula in short-term study abroad programs. This handbook, developed by UNI Study Abroad Center, is designed to assist faculty in planning and implementing successful short-term international programs. The Study Abroad Center staff has extensive expertise and experience facilitating these programs. As you plan course work and your program itinerary, it is vital that you work closely with the Study Abroad Center staff to insure the best possible educational experience for your students.

Thank you and best wishes for a successful study abroad experience,

Kurt Meredith

Interim Assistant Provost for International Programs

## ACKNOWLEDGEMENTS

This handbook is a compilation of ideas from the UNI Office of International Programs staff members, faculty and administrators, collections from national and international conferences, and resource documents. Additionally, the information was adapted from several publications:

- *Developing Short-Term Faculty-Led Study Abroad Programs*, Central Washington University
- *Guide to Education Abroad for Advisers and Administrators*, NAFSA: Association of International Educators
- *The Guide to Successful Short-Term Programs Abroad*, NAFSA: Association of International Educators
- *Developing Short-Term, Faculty-Led Study Abroad Programs*, Portland State University
- *Emergency Response Guidelines and Procedures*, Iowa State University
- *Study Abroad Emergency Action Plan*, University of Maryland
- *Pandemic Planning for Study Abroad Students*, Saint Mary's College

## HOW TO USE THIS HANDBOOK

This handbook is designed to assist faculty throughout the development, implementation and evaluation phases associated with successful short-term study abroad programs.

There are many factors involved in offering programs abroad. Along with enhancing the curricula of various academic departments, these short-term programs also expand the geographic diversity of study abroad programs currently offered and make international experiences available to the largest number of UNI students possible.

The UNI Study Abroad Center works directly with UNI faculty on all aspects involving developing, implementing, and evaluating overseas programs. It is recommended that an appointment be made with Dr. Yana Cornish, Director of Study Abroad Programs, prior to completing the initial application. The application is included in this Handbook.

Leading a group of students in this type of endeavor is indeed rewarding. It is also a commitment of time and energy. While the Study Abroad Center provides thorough support, Faculty Leaders should realize that they are involved in most aspects of the program and are often on duty 24 hours a day. The NAFSA: Association of International Educators *Guide to Successful Short-Term Programs Abroad* states that study abroad faculty must be true leaders, skilled in diplomacy, logistics, and group dynamics.

The responsibilities outlined and the information contained within this handbook constitute a job description and expectations of a faculty leader for a short-term study abroad program, as well as an information source for how to manage certain situations.

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## SHORT-TERM STUDY ABROAD PROGRAMS

UNI offers a wide range of Study Abroad programs. Short-term study abroad programs, usually 2—5 weeks in length, are self-supporting programs in which participants study abroad with groups of UNI students and faculty for academic credit and personal development.

UNI welcomes all qualified participants (UNI and non-UNI full-time or part-time students) to take part in programs overseas. General UNI Study Abroad Application for students is available on-line in PDF format at:

<http://www.uni.edu/studyabroad/downloads/Forms/ApplicationUNIAllProgramsPacket.pdf>

Short-term study abroad programs are proposed by UNI faculty in concert with the Study Abroad Center. Program applications are available from the UNI Study Abroad Center (see **Appendix 1**) or online at:

<http://www.uni.edu/studyabroad/downloads/Forms/Faculty%20ApplicationNew%20Program%20Proposal%20Template.pdf>.

It might be helpful to a faculty member considering proposing a short-term program abroad, to speak to more experienced UNI Faculty Leaders who have taken groups of students abroad. Please contact Dr. Yana Cornish, the Director of Study Abroad Programs, to obtain names of experienced Faculty Leaders.

## ROLE OF THE UNI STUDY ABROAD CENTER

One of the functions of the UNI Study Abroad Center (SAC) is overseeing all proposals for faculty-led, short-term Study Abroad programs offered through UNI. The SAC welcomes any faculty member with international contacts, experience, or interest to work with our office to develop a program. The SAC will facilitate most of the program matters, including logistics and budget. The SAC will provide the following services:

- Provide a handbook and give assistance on how to develop a program;
- Supply all required forms for the establishment of the program, including program applications;
- Assist with publicity and promotion of the Short-term Study Abroad opportunity;
- Edit and produce university-wide Short-term Study Abroad flyers, brochures, and *Northern Iowan* newspaper advertisements;
- Handle all monetary transactions, including collection and disbursement of funds and student billing;
- Serve as a Central Clearing House for student applications and pertinent program information for promotional and risk management purposes;
- Issue International Student Identity Cards;
- Take student passport and ID photos;
- Provide scholarship support to eligible study abroad students;
- Prepare financial aid budget for students, as needed;
- Prepare program enrollment forms for students for each program, facilitate student registration;
- Prepare and process Faculty Leader travel authorizations and reimbursements;
- Assist with international travel arrangements for program participants, as well as housing arrangements, as needed.
- Assist Faculty Leaders with pre-departure orientations sessions;

- Manage the program budget and determine the final cost of the program (to ensure that all programs are self-supporting and to maintain a diverse and academically qualified list of study abroad course offerings);
- Make program-related payments to international service providers (hostels, tour companies, etc.);
- Conduct post-program evaluations and provide report to Faculty Leader(s).

## ROLES AND RESPONSIBILITIES OF THE FACULTY LEADER

1. Leading a group of students on a short-term study abroad program is a commitment of time and energy. Faculty Leaders will be involved in most aspects of the program before, during and after the program, and are often on duty 24 hours a day while overseas.
2. UNI faculty who wish to create short-term study abroad programs must seek approval of the program and course offering by their respective department chair and the UNI Study Abroad Center.
3. Faculty who have proposed and coordinated Short-term Study Abroad programs in previous years may propose continuation of their program. The same application is used for new and returning programs. Department approval is still needed for returning programs.
4. Faculty Leader appointments for Short-term Study Abroad programs are made upon the recommendation of the department chair by the UNI Study Abroad Center.
5. Faculty Leaders are responsible for all curricular matters related to these programs. In some cases additional approvals may be needed (for example, for capstone courses).
6. To guarantee the quality and strength of Short-term Study Abroad programs and to allow adequate time for program preparation, the UNI Study Abroad Center requires that the Faculty Leader propose a new program a minimum of one year prior to the program dates or preliminary course. See *Timeline for Developing A New Short-term Study Abroad Programs* for more details. Returning programs should be proposed no later than eight months prior to the program starting dates.
7. The UNI Study Abroad Center will assist with administrative tasks that include the preparation of recruitment and publicity materials and the collection and disbursement of applications and fees. The Faculty Leader, supported by staff members of the UNI Study Abroad Center, will conduct a comprehensive mandatory pre-departure orientation for student participants.
8. Faculty Leaders are responsible for much of the communication with potential applicants and student group members regarding program cost, itinerary, travel and accommodation arrangements, site arrangements for faculty and participants, assignments, grading policies, program evaluation and student assessment, and final reports.

9. Faculty Leaders are responsible for outlining and making it clear the student's role on the program and expectation regarding academics and appropriate behavior.
10. In most cases, Faculty Leaders are compensated for the teaching assignment associated with the Short-term Study Abroad program upon completion on the program. Faculty compensation is based on the number of credits taught, given that minimal enrollment goals are satisfied. In some cases, Faculty Leader's expenses related to travel, meals, and lodging may be covered.
11. Faculty Leaders, in addition to academic responsibilities, are responsible for:
  - Maintaining daily contact with program participants while abroad; staying in regular contact with program applicants/participants prior to the start of the program and for following up after the end of the program.
  - Advising students of all changes in previously agreed upon travel, accommodations, or other course-related arrangements;
  - Providing participants and the UNI Study Abroad Center with a detailed program itinerary that includes emergency contact addresses and telephone numbers;
  - Administering required evaluation and assessment instruments provided by the Study Abroad Center. Program evaluation may consist of several surveys. Currently, student assessment consists of the on-line Global Perspective Inventory questionnaire that is required be taken by all program participants pre- and post-program. Special GPI instructions are be provided by the Study Abroad Center to the faculty to be forwarded to the students.
  - Contacting the UNI Study Abroad Center as soon as possible of any emergency related to, or injury to, a program participant or third party who might be considered to be UNI's responsibility. All reports will be followed by a detailed written account from the Faculty Leader submitted to the UNI Study Abroad Center.
12. The Faculty Leader is responsible for complying with government regulations regarding travel, study, and research in the host country. For example, if approval is required for a site visit, it is the Faculty Leader's responsibility to obtain the approval and include any costs in the program budget.
13. The UNI Study Abroad Center reserves the right to alter or cancel a program as may be deemed necessary.

# ROLE AND RESPONSIBILITIES OF STUDENT PARTICIPANTS

Faculty Leaders and students on UNI Short-term Study Abroad programs are regarded as ambassadors of good will, as well as representatives of the University of Northern Iowa; the State of Iowa; and the United States of America. As a part of their General Study Abroad Application, all students are required to sign a copy of “Condition of Participation Statement” outlining standards of behavior expected to be followed by student participants, along with measures for poor behavior.

In general, the basic expectations for participation in any Study Abroad program are as follows:

- Complete and submit all required paperwork and travel documentation
- Attend the mandatory pre-departure orientation session(s)
- Participate in all scheduled program events and lectures
- Complete all required readings before and during program
- Complete all required written work by the specified deadline
- Attend a debriefing meeting, upon return to UNI
- Additional expectations, as determined by the faculty leader and the group
- Obey all laws and regulations of the host country(ies) and host institution(s)
- Become familiar with prior to departure and show respect for the culture(s) in which the study abroad program is embedded
- Comply with program all program appropriate requests/directives of the Faculty Leader(s)
- Become familiar with emergency procedures and apply these procedures as appropriate. Provide all emergency contact information prior to departure. Inform Faculty Leader(s) on his/her own whereabouts while abroad
- Complete program evaluation and the Global Perspectives Inventory pre- and post-study abroad program participation.

# TIMELINE FOR DEVELOPING A NEW SHORT-TERM, FACULTY-LED STUDY ABROAD PROGRAM

## AT A GLANCE:

<b>1 year prior to program</b>	- Meet with the director of UNI Study Abroad Center, to discuss program proposal
<b>10 months prior</b>	- Application to Department for approval*
<b>9 months prior</b>	- Approved application to UNI Study Abroad Center
<b>6 months prior</b>	- Marketing plan determined and activated
<b>4 months prior</b>	- All students interviewed and selected for participation in the program
<b>1 month prior (or earlier)</b>	- Mandatory Pre-departure Orientation
<b>2 weeks after return</b>	- All financial documents (receipts, etc.) submitted to UNI Study Abroad Center. Submit student evaluations.
<b>1 month after return</b>	- Submit program report (including at least one group photo). Hold debriefing meeting for all program participants on-campus.

\* Departmental approval is required for Short-term Study Abroad programs. As in all course offerings at UNI, the programs are offerings of academic departments, not individual faculty. Final acceptance is based on approval and recommendations from the UNI Study Abroad Center.

## DESIGNING A SHORT-TERM STUDY ABROAD PROGRAM CHECKLIST FOR FACULTY LEADERS:

### One year prior to program

- The Developing Short-term Study Abroad Programs handbook has been reviewed
- A planning timeline has been established
- A plan for academic excellence and participant safety has been constructed
- Program proposal is drafted
- Meet with the director of Study Abroad Center, to discuss program proposal

### 10 months prior to program

- Submit application for program to department for approval\*

### **9 months prior to program**

- Submit approved application to UNI Study Abroad Center
- Application is approved by the director of Study Abroad Center
- If using co-sponsoring institutions, travel/logistical agencies, quality and reputation is known
- The length of the program, course content, and variety of experiences are sufficient to achieve the program's stated objectives
- Local arrangements (housing, transportation, academic experiences) are selected and arranged

### **6 months prior to program**

- Marketing plan determined and activated
- In conjunction with UNI Study Abroad staff members, faculty recruits students to participate in program
- Students receive applications and submit all application materials to UNI Study Abroad Center

### **4 months prior to program**

- All student applications are reviewed and participants are selected for the program (by Faculty Leader and Study Abroad Center staff)
- Student conduct records are checked (by Study Abroad staff)
- Students receive acceptance notification & pre-departure paperwork (by Study Abroad staff)
- All students have passports and visa applications submitted
- Immunizations for students and faculty are begun, if necessary
- Faculty Travel Authorization is completed (by Study Abroad staff). Airfare is selected

### **3 months prior to program**

- Students are enrolled in overseas course (by Study Abroad staff)
- Payments for local arrangements are made (by Study Abroad staff)
- Students purchase airfare: Study Abroad Center staff pre-books airfare for the group, individual pay for the tickets directly

### **1 month prior to program**

- Students are billed for program fee (by Study Abroad staff)
- Hold a pre-departure orientation for all student participants (in conjunction with Study Abroad staff)
- Tentative outline of the orientation has been developed
- Discussion at orientation will include student/faculty conduct, expectations, responsibilities and may outline group contract of such
- Culture and culture shock will be addressed
- Tentative program itinerary is given to student participants
- Students have returned required pre-departure paperwork to UNI Study Abroad Center
- Faculty member requests "group travel VISA card" from Office of Business Operations, with assistance of UNI Study Abroad staff member
  
- Insurance is verified and ISIC cards are purchased for all program participants, facilitated by UNI Study Abroad staff member
- Faculty leader prepares essential supplies and materials for program

## **2 weeks prior to program**

- If necessary, operating advance request is sent to Office of Business Operations (by Study Abroad staff)
- Arrange for each student to take part in Global Perspective Inventory (GPI), instructions are provided by Study Abroad Center staff

## **During program**

- Inform the US Embassy of group's presence, as appropriate
- Identify emergency locations and telephone numbers that may be needed during your stay, i.e., US Embassy, police, hospitals, etc.
- Monitor the student experience
- Meet regularly with the group to help participants process their experience
- Ensure that complaints are investigated and resolved in a timely manner
- Document any complaints or incidents involving participants
- Faculty leader tracks expenses appropriately, ensures the budget is being followed
- Towards the end of the program, administer students evaluation forms (will be provided by Study Abroad Center) and collect the last day

## **2 weeks after program ends**

- All financial documents (receipts, etc.) submitted to UNI Study Abroad Center
- Submit student evaluations
- Arrange for each student to take post-test of the Global Perspective Inventory (GPI), instructions are provided by Study Abroad Center staff

## **1 month after program ends**

- Submit program report (including at least one group photo)
- Grades are submitted by faculty member for each student participant
- Hold debriefing meeting for all program participants on campus

# STEP-BY-STEP GUIDE TO DEVELOPING A SHORT-TERM, FACULTY-LED PROGRAM

## 2.1 ASSESS THE NEED FOR A PROGRAM

Before planning and developing a program, a few questions should be asked:

1. Does the program fill a curricular need for the department?
2. Does the program enhance a university major or the University Studies program?
3. Is there an existing program that already meets these needs?
4. Does the program offer something unique that cannot be accomplished on campus, like an opportunity to be immersed in a unique or different culture?
5. Will this program have a strong academic component?
6. Is there a specific reason that this program should take place in the specified location? What is that reason?
7. Does the time of year when the program is planned appeal to students? Is the length of the program appropriate for the academic content?
8. Are seasonal costs, airfare, lodging, food, etc. higher or lower during the time this program will be offered?
9. Is the political/economic situation stable in the country of destination?
10. Is there a minimum GPA requirement for program participation? Class standing (i.e. upper division only)? Prerequisites required for language or other courses? Minimum level of physical fitness required?

## 2.2 WHEN ASSESSING THE PROGRAM, THINK ABOUT POTENTIAL ENROLLMENT

It is essential that there are enough students to sustain the program; if enrollment is low there are budget considerations that can limit the program. The Faculty Leader should consider:

1. How many majors are in the relevant department?
2. Will there be sufficient enrollments if the program is a Capstone offering?

3. What are the current enrollments in related courses?
4. Will the program attract students outside the major department (preferred)?

### **2.3 DRAFT A PROGRAM PROPOSAL**

The program proposal requires a formal application, as well as a course syllabus, itinerary, and budget. **IMPORTANT:** Faculty Leaders should meet with the director of UNI Study Abroad Center to discuss the proposal guidelines. Faculty Leaders and the Study Abroad Center staff will discuss the proposed budget, logistical matters, program promotion, application procedures, payment procedures, and orientation, and make suggestions on how the proposal may be developed.

Program Proposal Application: - See Appendix 1.

Course Syllabus: A typical course syllabus will include the following:

- A general course description, including number of credit hours\*
- Outline of course goals and objectives
- Course requirements
- Methods of instruction, Outline of themes to be covered
- Opportunities for experiential learning
- Description of methods of evaluation
- Dates on which assignments are due
- Bibliography
- Dates of pre-departure orientation and re-entry sessions

\*Determining credit for an off-campus course: In general, it is assumed that for every one credit, students will have 15 hours of contact time. Most of UNI's overseas short-term programs are arranged for 3 credit hours. UNI new capstone courses are approved by a special committee, which also determines the number of credit hours for these courses. Instruction hours on an overseas program may include any of the following: lectures; trips to museums, plays, concerts, educational institutions, etc.; guided bus tours; group reflection time; guided walking tours; planned talks by or interviews with knowledgeable individuals; etc.

Itinerary: Do not plan your program so tightly that participants do not have the opportunity for self exploration, shopping, socializing, and other cultural explorations. They need time to experience the host culture to get the full benefit of being abroad.

When possible, please address how you will combine the following elements in your program:

- Instruction by local scholars and experts
- Opportunities for student interaction with members of the host culture
- Opportunities for experiential learning
- Exercises for focused reflection on learning experience

- Plans to connect with any UNI Alumni who are from the host country or currently working in the program vicinity.

If using a co-sponsoring institution, consortia office, or other organization, make sure to check the quality and reputation thoroughly through a variety of sources. UNI Study Abroad Center will assist in locating such organizations, if needed.

Preliminary Budget: In preparing a preliminary budget, please identify all costs to participants and develop a program price in concert with the UNI Study Abroad Center. The program cost should allow for an affordable, high quality program. A sample budget is available from the Study Abroad Center. Remember that because these programs are fully self-supported by student funds, it is highly advisable that you attempt to make the program as cost effective as possible. When determining budget, Faculty Leaders should calculate costs in US dollars, as well as the local currency. It is difficult to forecast what the currency conversion will be a year in advance; hopefully, currencies will not fluctuate significantly, but the emergency contingency line in the budget can be used to handle drastic fluctuations in currency exchange rates.

Once a preliminary budget is prepared, the Study Abroad Center staff will draft two versions of the program budget: one based on the minimum number of participants and another based on the maximum number of participants and will calculate the cost per participant based on each budget.

If there is money left over at the end of the program, Faculty Leaders, along with the UNI Study Abroad Center staff, will determine how the extra funds can be used. Excess funds can either be held in reserve for the following year's program, used for student scholarships or for other program enhancements. How the funds are to be used should be determined after the program returns to the U.S. and all the program bills have been paid.

### **Essential components of the budget are:**

#### ***1. Student/Participant Expenses***

- Program tuition per number of credits taught
- Accommodation
- Meals (not always included in budget, as students sometimes buy their own)
- Ground transportation and gasoline, chartered buses, public subways, buses, rental vehicles (as needed)
- Mandatory international health insurance (currently \$11 per week)
- Other fees under this category could include: entrance fees (museums, cultural events, cultural experiences), group tours, etc.
- Participants will pay for their airfare on their own and may be required to pay for some or all of their meals. The Study Abroad Center staff will make arrangements for the group travel.
- Books and any elective travel are also the responsibility of the participant.
- Generally, airfare, passport fees, visa fees, vaccinations, airport exit fees, gifts for hosts, and excursions outside of those planned by the program are not included in the program budget, but will be included into the program budget sheet for UNI financial aid.

## 2. *Instructor expenses*

- Salary and benefits
- In some cases, other expenses may also be included in the program cost, per agreement with the UNI Study Abroad Center. These expenses may include: ground transportation (tolls, gasoline, international driver's license, etc.), accommodation, meals, and entrance fees.

## 3. *Instructional/Administrative Expenses*

- Honoraria (lectures/demonstrations/workshops/cultural events and Performances — including ground transportation costs)
- Supplies: mailing, photography, first aid kit
- Classroom/laboratory/library use onsite
- Emergency contingency fund (3% of program cost)
- \$150 per student Study Abroad Board of Regents fee (will be charged on student u-bill)
- \$65 per student Study Abroad Application fee (to be submitted by students at the time of their application for the program).

## **2.4 PROMOTE YOUR PROGRAM**

Faculty Leaders must make a personal commitment to get students to participate in their program. Personal experiences, enthusiasm, and expertise about the program are the strongest marketing tools. Don't be afraid to share this with students!

The UNI Study Abroad Center, along with the Faculty Leader, will produce a program brochure and/or flyers and posters, campus newspaper ads and will feature the program on the Study Abroad Website. Distribution can be any of the following:

- Bulletin boards on campus
- Information meetings and classroom visits
- Information tables
- Fall and Spring Study Abroad Center Open Houses and other events
- Targeted academic departments
- Study Abroad Center website
- Emails to prospective participants
- Distribution in the Faculty Leader's classes and academic department
- Messages inserted in the UNI Online and MyUNIverse message board
- UNI International Opportunities Fair held annually, during fall term
- Presentations to relevant student groups on campus

Faculty Leaders should communicate the following to program participants:

- What the program will cost
- What is not included in the cost (as detailed as possible)
- How much additional money participants need to budget
- When the application fee and deposit are due

- The final payment deadline

## LOGISTICS FOR FACULTY

### GROUP AIRFARE

Although the UNI Study Abroad Center will make final arrangements for group air travel. We recommend that Faculty Leaders work with the following travel agencies to obtain estimates for air travel for budgeting purposes.

- Humble Travel Service, Ltd.: 319-277-2202
- STA Travel: [www.statravel.com](http://www.statravel.com) or 1-800-781-4040

A UNI Travel Authorization form must be submitted before tickets are purchased. This is the responsibility of Faculty Leaders and the UNI Study Abroad Center staff, who will facilitate the paperwork. A Travel Reimbursement must be completed immediately upon return. Again, staff in the UNI Study Abroad Center will assist you in this task.

### FINANCIAL PROCEDURES (advance payments/expenses abroad/reimbursement)

**Please note that University funds cannot be used for purchase of alcoholic beverages!  
There will be no reimbursement for expenses related to such purchases.**

Important to remember is that Faculty Leaders must keep all receipts and records for any program-related expenses. In general, it is best if a majority of the program expenses can be paid before the program actually begins, the Study Abroad Center's staff will facilitate payments. For example, it might be possible to pay for lodging, and local ground transportation before leaving. At any rate, many providers of accommodations will require some form of deposit, at a minimum.

The remaining daily expenses involved with a study abroad program will be paid by the Faculty Leader responsible for all funds (unless the participants have been told in advance that they will be responsible for meals and some other expenses). There are two ways of doing this:

1. The UNI Study Abroad Center can arrange for a UNI "group travel" VISA card with the UNI Office of Business Operations in Faculty Leaders' names. Throughout the program, Faculty Leader can then pay for program-related expenses by withdrawing cash from a local ATM or by putting the charge directly on the credit card. Consider doing some background research to find out whether ATM cards will work in the particular program location. Faculty Leaders remain responsible for saving all receipts to be submitted to the Study Abroad Center upon return.
2. The Study Abroad Center can arrange for a cash advance from the Office of Business Operations. This can be arranged with the assistance of a staff member from the UNI Study Abroad Center. This cash advance is used for expenses that will need to be paid

while in the foreign country. As one might imagine, depending on group size, this can be quite a sizable amount of cash. Consequently, Faculty Leaders are not advised to choose this option, if at all possible. If cash is the best way to operate in a particular country, then this option may be used, but we highly advise against UNI Faculty Leaders traveling with a large amount of cash.

Depending on the program structure, some Faculty Leaders determine to give student participants the budgeted amount for meals, local transportation, entrance fees, etc. and have the student sign a receipt that they received the appropriate cash amount. However, if the entire group will be eating set meals together, it is more convenient for the faculty leader to purchase the entire group's meals.

The most important thing to remember is that in order to be reimbursed or reconcile cash advance or credit card charges for any program-related expenses, there must be a receipt documenting these expenses. All receipts are kept by Faculty Leaders and, upon return to UNI, are given to the Study Abroad Center staff member responsible for the program. Receipts must be translated from the local language to English. It is highly advised that Faculty Leaders note a simple description for the expense on the receipt or in a separate location. Final accounting is much easier if Faculty Leader organize all receipts at the end of each day and record how much has been spent out of the program budget. It is crucial to stay within the budget originally submitted and approved by the UNI Study Abroad Center. Because all programs are self-supporting, there are no extra funds which can be used if a program runs over budget.

## **MONEY HANDLING/SECURITY WHILE OVERSEAS**

Faculty Leaders should exercise caution when carrying a substantial amount of cash overseas. We recommend that Faculty Leaders use a UNI VISA card, which can function like a group travel credit card. It is also recommended to pre-pay as many program expenses as possible in advance, and the Study Abroad Center staff will assist with these fund transfers. However, we realize that certain programs in some countries are not suitable to this mode of money management. As a result, we recommend the following:

- Avoid traveling alone, especially at night.
- Exercise caution when strangers approach offering something to buy or to be a guide.
- Beware of pickpockets. A cute, sweet-looking child or even a woman with a baby can be a pickpocket. Beware of groups of children who create distractions so they can pick your pocket.
- Try to seem purposeful and confident when traveling.
- Be careful when using an ATM machine. Try to use only those ATM machines that are well lit and in a seemingly safe location. Withdraw only as much cash as you will need in the near future. Try to use ATM machines that are equipped with a "swipe" feature in order to avoid your card being eaten by the machine.
- Keep cash in a secure location. If carrying large amounts of cash, use an undergarment money belt.
- Always shield the keypad from view when entering PIN numbers at ATMs.

- Make sure credit cards are returned after each transaction. Know where your credit card is at all times.
- Make a note of the credit card number and issuing bank, in case of theft or loss.
- Be discreet when paying a bill. Do not “flash” large amounts of cash.

“All participants should use the same common sense traveling overseas that they would at home, and they should be especially cautious in or avoid areas where they are likely to be victimized. These include crowded subways, train stations, elevators, tourist sites, market places, festivals, and marginal areas of cities” [Source: Department of State Publication 10399, Bureau of Consular Affairs, revised 1996].

## **SELECTING LOGISTICS CONTRACTOR**

In certain circumstances, faculty members may choose to work with professional organizations, which are more experienced with in-country travel. For example, a Faculty Leader may wish to contract with a local organization to provide translation or local transportation services, accommodations, or who can provide contacts for tour guides, guest lecturers, etc.

When beginning a search for outside agencies, it is imperative that Faculty Leaders be familiar with the reputation of the organization. This can be accomplished through working with the UNI Study Abroad Center staff. Staff members in the Study Abroad Center have contacts with professionals throughout the International Education field who can be helpful in ascertaining the reliability of various organizations. It is essential that Faculty Leaders clearly set expectations for partners, international agencies, and other contacts overseas.

Speak with an Study Abroad Center staff member about the procedures associated with setting up contracts with outside agencies. Faculty leaders need to weigh the advantages of working with outside vendors against the additional cost they will bring to the program.

## **GUESTS ACCOMPANYING FACULTY LEADERS OVERSEAS**

In general, we do not encourage a spouse, partner, or significant other to accompany a Faculty Leader on a short-term study abroad program. Because of the intense nature of the short-term program, Faculty Leaders are encouraged to spend time with the students and not with a guest. If Faculty Leaders are doing a good job, they will not have the time or energy to spend with a guest. All plans regarding having any accompanying person(s) travel with the program should be discussed with the Study Abroad Center staff at the planning stages of the program.

# STUDENT PARTICIPANTS

## APPLICATION PROCESS

Student participants complete a Study Abroad application process required by the UNI Study Abroad Center. This includes the following: the application form, a recent passport photo, unofficial college transcript, a copy of passport, a proof of health insurance valid overseas, and a non-refundable \$65 application fee. In some cases, a program deposit may also be required. Acceptance of students into the program is made by Faculty Leaders and a Study Abroad Center staff member after review of applications. Upon acceptance, Faculty Leaders are responsible for assuring that each group member obtains necessary travel documentation, like International Student Identity Card (ISIC) available from the UNI Study Abroad Center, any visas, mandatory vaccinations and other relevant documents. The Study Abroad Center staff will facilitate obtaining visas for the group.

Students will be enrolled into the program course(s) by a UNI Study Abroad Center staff member. Registration for all courses is done via the College of Continuing Education and Special Programs, therefore, staff members from our office will do all of the course creation and enrolling of students. Special course enrollment forms will be made available from the Study Abroad Center in mid-March for all summer programs for students to complete and return to the Center. As a result of this feature, students will not pay “tuition” per se but rather a program fee that will be charged to their UNI student account. In most cases, program participants make program payments by check or credit card to the University of Northern Iowa in the same manner as if they were paying regular tuition to UNI.

Faculty Leaders who are interested in developing courses at both the undergraduate and graduate level should speak with Study Abroad Center Director about these plans. We can also assist with quick-entry enrollments, by-arrangements, etc. when and if they are needed.

## ORIENTATION

The Faculty Leader, with the assistance of the UNI Study Abroad Center, conducts at least one pre-departure orientation session for participants that includes: logistics, cultural and academic preparation, and safety issues. It is mandatory that students attend orientation. The following topics should be addressed during the orientation:

- General program schedule (if group is not traveling together, include detailed instructions on how students will arrive on site. Communication of exact date and time to arrive is essential.)
- Academic expectations
- Health (insurance, immunizations (check CDC website), nutrition/food safety, health emergency, risk and accident prevention, jetlag, sexuality, and so on.)
- Living conditions and accommodations

- Packing/dress standards, if necessary
- Culture of the host country
- Dealing with Culture Shock
- Money: ATM, travelers checks, credit cards, or cash. Budgeting for extra, non-program related expenses
- Time differences, telephone usage, and other practical information
- Gifts, greetings, special procedures for host country/program
- Customs and immigration
- Issues related to returning to the U.S.

From past experience of overseeing UNI Short-term Study Abroad Faculty-led programs, it is helpful to schedule several pre-departure sessions with the group. Some Faculty Leaders even create a 1-credit course for their group taught during the Spring semester (over 16 week or 8 week period). These sessions help students to stay excited and get to know their Faculty Leader and the host country culture, as well as give the Faculty Leader an opportunity to familiarize him/herself with the group and respond to any student questions or concerns an on-going basis.

## **WITHDRAWAL FROM THE PROGRAM**

Once students are officially accepted into the program, there will be no refund of the program application or deposit, if deposit is required. If students withdraw from the program at least 30 days before departure, they will receive the program fee minus any amount that has already been expended on their behalf. For example, if they withdraw 2 months before the program, but deposits for translation, accommodations, and local transportation has been paid, they will receive the remainder of the program fee minus the amount for these expenditures. Students who drop from the program within 30 days of the program departure will be charged the entire program fee. Any reimbursement for purchased airfare is the responsibility of the student.

In certain unusual cases, the refund policy may be altered, in consultation with the director of Study Abroad Center.

# LIABILITY, HEALTH, AND SAFETY

## LIABILITY

When on university approved business, faculty are covered by their regular medical insurance provider, which typically includes a medical evacuation/repatriation coverage.

Participants are informed of the risks involved with study abroad programs and are required to read and sign two forms as a part of their application: “Waver of Liability and Hold Harmless Agreement” and “Medical Authorization”. Participants are required to provide proof of international health care coverage and obtain the International Student Identity Card.

The UNI Study Abroad Center maintains all necessary program documents for Short-term Study Abroad program participants.

Prior to the start of the program, a Study Abroad Center staff member will put together a group packet containing pertinent information regarding each of the group members, which typically includes copies of passport, emergency contact information, health information, travel itinerary, etc. This packet will be provided to the Faculty Leader to take along on the program. The Faculty Leader should keep this information in a safe place and available to him/her at all times.

In general, disclaimers are added to publicity and promotion materials to protect Faculty Leaders, the program sponsor (if any), and UNI against unforeseen changes in program arrangements (i.e. currency fluctuations or increased air fares).

## DRIVING OVERSEAS

Typically, no UNI Short-term Study Abroad programs require Faculty Leaders to drive students from place to place. At no time should students be allowed to drive the vehicles. Where feasible, UNI Study Abroad Center staff will arrange for a contract with a transportation company that will provide a professional driver to operate vehicles at all times. In most cases, it is recommended that mass public transportation be used for group travel.

## CRISIS MANAGEMENT

### Definition of Emergency:

Emergencies are those situations that pose a genuine and sometimes immediate risk to, or that have already impacted, the safety and well-being of study abroad program participants.

Emergencies include those situations involving a single program participant, multiple program participants, or all programs participants (*ISU Emergency Response Guidelines and Procedures*).

Examples of emergencies include:

- Political /civil unrest
- Terrorist activity or threat

- Natural or human disaster (earthquake, flood, hurricane, fire, nuclear incident, pandemic)
- Death
- Serious illness or injury
- Assault (physical/sexual)
- Missing participant
- Arrest
- Incapacitated program director

In case of emergency, Faculty Leaders should follow the protocol for the applicable situation as listed below.

**Serious Illness or Injury of either student or faculty leader:**

1. Seek immediate medical care and contact the local authorities in the host country. This could be the police, medical professionals, U.S. Embassy officials, or others as appropriate. This will begin chain for local action.
2. Contact the UNI Public Safety and Study Abroad Center. If during night hours, contact UNI Public Safety only. The officer will make contact with the appropriate UNI Study Abroad Center staff member.
3. Contact Travel Guard International (provider of the ISIC insurance coverage): 715-342-4104 collect from anywhere in the world.
4. The Study Abroad staff member will then contact the student's emergency contact and inform the contact of the situation.
5. The Study Abroad staff member will also contact appropriate UNI administrators, based on the needs of the situation.
6. Action taken, based on situation. This could be in-country medical care, emergency evacuation, or other appropriate steps. The Study Abroad Center should be kept informed of the situation at all times.

**Death of either student or faculty leader:**

1. Contact local authorities in the host country. This should include the police, medical professionals, U.S. Embassy officials, etc. This will begin chain for local action.
2. Contact the UNI Public Safety and Study Abroad Center. If during the night hours, contact UNI Public Safety only. The officer will make contact with the appropriate UNI Study Abroad Center staff member.
3. Contact Travel Guard International (provider of the ISIC insurance coverage): 715-342-4104 collect from anywhere in the world.

4. The Study Abroad staff member will also contact appropriate UNI administrators, based on the needs of the situation.
5. The Study Abroad staff member will then contact the student's emergency contact and inform the contact of the situation.
7. Action taken, based on situation. Faculty Leaders will work with UNI to start the repatriation of remains process. The Study Abroad Center should be kept informed of the situation at all times.

**Student or faculty leader becomes a victim of crime (theft, assault, rape, harassment, etc.):**

1. Secure the safety of the victim as quickly as possible and contact the local authorities in the host country. This could be the police, medical professionals, U.S. Embassy officials, or other appropriate contacts. This will begin the chain for local action.
2. Contact the UNI Public Safety and Study Abroad Center. If during the night hours, contact UNI Public Safety only. The officer will make contact with the appropriate UNI Study Abroad Center staff member.
3. The Study Abroad staff member will also contact appropriate UNI administrators, based on the needs of the situation.
4. The Study Abroad staff member will then contact the student's emergency contact and inform the contact of the situation.
5. If the situation has occurred between two UNI students, University policy will apply and the Head of Student Affairs will likely have primary responsibility in the situation.
6. If the situation occurs between a UNI student and Faculty Leader, University policy will apply and the designated Dean will likely have primary responsibility in the situation.
7. If the situation is between a UNI student and an outside party, actions will depend upon the laws of the host country and desires of the victim. The Study Abroad Center will contact UNI legal counsel for advice.
8. Action taken, based on situation. The Study Abroad Center should be kept informed of the situation at all times.

NOTE: Always have one other person present when discussions related to events in this category are taking place. It is vital to do so as an observer can keep track of details and arrangements during a crisis situation.

### **A student or Faculty Leader is accused of committing a crime**

1. Contact the local authorities in the host country. This could be the police, medical professionals, U.S. Embassy officials, or others as appropriate. This will begin chain for local action.
2. Contact the UNI Public Safety and Study Abroad Center. If during the night hours, contact UNI Public Safety only. The officer will make contact with the appropriate UNI Study Abroad Center staff member.
3. If the situation is between a UNI student and an outside party, actions will depend upon the laws of the host country and desires of the victim. The Study Abroad Center will contact UNI legal counsel for advice.
4. The Study Abroad Center will contact emergency contact, when appropriate.

### **Student or Faculty Leader with emotional/psychological problems**

1. Be sure group members are safe and contact the local authorities in the host country. This could be the police, medical professionals, host institution personnel, U.S. Embassy officials, or others as appropriate. This will begin chain for local action.
2. Contact the UNI Public Safety and Study Abroad Center. If during the night hours, contact UNI Public Safety only. The officer will make contact with the appropriate UNI Study Abroad Center staff member.
3. The Study Abroad Center staff member will contact the UNI Counseling Center. A UNI counselor will in turn make contact with the Faculty Leader and/or student.
4. The Study Abroad Center staff member will then contact the student's emergency contact and inform the contact of the situation, as necessary.
5. The Study Abroad Center will contact UNI legal counsel as needed.
6. Action taken, based on situation. The Study Abroad Center should be kept informed of the situation at all times.

### **A situation in host country causes concern (natural disaster, political uprising, etc.)**

1. Seek a secure location, follow local disaster warnings and advice, as well as any U.S. Embassy/State Department orders/guidelines.
2. Account for all participants and contact local authorities in the host country, including the police, U.S. Embassy officials, or others as appropriate. This will begin chain for local action.

3. Contact the UNI Public Safety and Study Abroad Center. If during the night hours, contact UNI Public Safety only. The officer will make contact with the appropriate UNI Study Abroad Center staff member.
4. The Study Abroad Center will contact emergency contact, when appropriate. The Study Abroad Center staff will also monitor the situation and make recommendations to the Faculty Leader, based upon advice of other professional contacts in the field and that of UNI administrators.

### **Student continues to exhibit poor conduct throughout the program**

1. Contact the UNI Public Safety and Study Abroad Center. If during the night hours, contact UNI Public Safety only. The officer will make contact with the appropriate UNI Study Abroad Center staff member.
2. The Study Abroad Center staff member will also contact appropriate UNI administrators, based on the needs of the situation.
3. The Study Abroad Center staff member will then contact the student's emergency contact and inform the contact of the situation, as needed.
4. Action taken, based on situation. The UNI Study Abroad Center, along with the Faculty Leader, will determine the needs of the situation and make attempts to see that the student successfully finishes program. The Study Abroad Center should be kept informed of the situation at all times.

### **PANDEMIC EMERGENCY ACTION PLAN**

In order to prepare for a flu pandemic, the UNI Study Abroad Center has prepared an Emergency Action Plan (EAP). This Emergency Action Plan (EAP) is intended to be used specifically for University of Northern Iowa Short-term Study Abroad Programs led by UNI faculty. The Study Abroad Center and Faculty Leaders of each program have joint responsibility to implement the Plan.

#### **In case of evacuation:**

1. Contact the local authorities in the host country. This could be the police, U.S. Embassy officials, or others as appropriate. This will begin chain for local action. Follow U.S. State Department/Embassy policies/guidelines related to health and safety issues.
2. Account for all participants and secure any necessary emergency medical care.
3. Contact the UNI Public Safety and Study Abroad Center. If during the night hours, contact UNI Public Safety only. The officer will make contact with the appropriate UNI Study Abroad Center staff member.

4. The Study Abroad Center will contact emergency contacts, when appropriate. The Study Abroad Center staff will also monitor the situation and make recommendations to the Faculty Leader, based upon advice of other professional contacts in the field and that of UNI administrators.
5. Action taken, based on situation. The UNI Study Abroad Center, along with the Faculty Leader, will determine the needs of the situation. If evacuation is required, Faculty Leader should assemble the group members at the assembly point, arrange for transportation and travel to the nearest international airport. Request plane tickets to be changed so that group members to be placed on the next available flight to the U.S. Ideally, it is best if the whole group is traveling together to the U.S.

**Responsibilities:**

Stage	UNI Study Abroad Center	Faculty Leader	Students
<b>P R E P A R E D N E S S</b>	<ul style="list-style-type: none"> <li>- Maintain student rosters</li> <li>- Keep emergency contact information on each student</li> <li>- Keep records of appropriate legal waivers signed by students</li> <li>- Keep records of student health insurance</li> <li>- Keep records of information on student special medical needs</li> <li>- Keep records of program &amp; travel itineraries and housing</li> <li>- Keep copies of student passports</li> <li>- Issue ISIC cards to students</li> <li>- Disseminate emergency information to students at pre-departure orientations</li> <li>- Prepare &amp; disseminate emergency plan &amp; contact information to students &amp; faculty</li> <li>- Assess risk in study abroad areas where UNI students study</li> <li>- Update information on a regular basis</li> </ul>	<ul style="list-style-type: none"> <li>- Be familiar with &amp; keep a copy of the emergency plan &amp; the SA Handbook</li> <li>- Keep student information packet provided by SAC</li> <li>- Establish and maintain contact with U.S. authorities overseas near the program location</li> <li>- Locate and know how to get to international airports in the area</li> <li>- Speak to students on matters of risk management before &amp; during the program</li> <li>- Be available to students</li> <li>- Determine assembly points</li> <li>- Collect information on student whereabouts</li> </ul>	<ul style="list-style-type: none"> <li>- Have sufficient medical insurance &amp; emergency evacuation insurance (ISIC)</li> <li>- Provide emergency contact information to SAC</li> <li>- Inform FL of whereabouts</li> <li>- Understand emergency plan &amp; assembly points</li> <li>- Assemble an emergency pack</li> <li>- Carry emergency contact information at all times</li> </ul>

Stage	UNI Study Abroad Center	Faculty Leader	Students
<b>E M E R G E N C Y</b>	<ul style="list-style-type: none"> <li>- Determine course of action in conjunction with Faculty Leaders &amp; UNI Officials</li> <li>- Maintain support &amp; contact with Faculty Leaders</li> <li>- Inform &amp; update campus officials &amp; students' emergency contacts on program status (inform if the program is being suspended)</li> <li>- Work with travel agencies to arrange for the group return, if necessary</li> <li>- Keep logs of actions taken</li> </ul>	<ul style="list-style-type: none"> <li>- Determine course of action in conjunction with Study Abroad &amp; UNI Officials</li> <li>- Maintain support &amp; contact with Study Abroad</li> <li>- Keep students informed on activities</li> <li>- Keep logs of actions taken</li> </ul>	<ul style="list-style-type: none"> <li>- Gather at assembly points</li> <li>- Contact Faculty Leader or Study Abroad if unable to get to assembly points</li> <li>- Follow instructions of the Faculty Leader</li> </ul>

## HEALTH AND SAFETY

The safety needs of the participants and Faculty Leaders should be a priority when designing a program. Faculty Leaders should consider the following:

- If a participant becomes ill at the beginning of a program, how will credit be earned?
- If a participant has an accident while on a program, who stays behind to attend to the medical needs while the group moves to the next site?
- What kind of local health care is available and how can Faculty Leaders access it if needed?
- Have Faculty Leaders warned participants of any aspects of the program which carry a higher risk of injury or danger?

NOTE: We require all participants to read the U.S. State Department's travel warnings and advice for the country they are traveling to before departing for the program. If, on the rare occasion, students are traveling independently during a short-term program (on free weekends), it is imperative that faculty leaders know the area where students are traveling to and when they are expected back. This is important, especially in case of an emergency, natural disaster, or terrorist attack.

Should a student become ill or sustain an injury during the program, please make every attempt to contact the UNI Study Abroad Center by phone or email in a reasonable amount of time. In

case of an emergency and after hours, the UNI Public Safety should be contacted before the Center is contacted. We need to have information of this type before parents begin to call us with questions. Students sometimes call parents with complaints of illness or injury and parents naturally have more questions, so they call our office. Therefore, we would like to be apprised of the situation so that when they call us we can be of assistance.

We recommend that program participants and Faculty Leaders carry two extra passport photos and also have a copy of the first page of their passport and airline ticket. This is helpful in the event of a lost or stolen passport or airline ticket. Faculty Leaders should keep the participant information packet which contains copies of student passports, airfare booking, emergency information and health information, in the event that documents are lost or stolen.

### **TO PURCHASE A PROGRAM FIRST AID KIT**

This is a sample list of items you may wish to purchase that can be included in a first aid kit. By no means is this list exhaustive or 100 % complete. Consider purchasing these items for use by students/faculty while on a Short-term Study Abroad program:

- Anti diarrhea pills
- Band-aids
- Thermometer
- Insect Repellent
- Hand sanitizer
- Non-aspirin pain reliever
- Facial tissues
- Lotion
- Sunscreen
- Tampons/Sanitary Napkins
- Moleskin/blister kit
- Cough Drops
- Decongestants
- Antiseptic wipes
- Cold medication
- Sewing Kit
- Flashlight
- Spot Remover (Shout Wipes, etc.)
- Ace Bandages
- Simple First Aid manual
- Alcohol swabs
- Motion sickness pills
- Tweezers
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

## **ABOUT DRUG AND ALCOHOL USAGE OVERSEAS**

The first thing that Faculty Leaders must remember is that the use of illegal substances is prohibited on any UNI Short-term Study Abroad program. This should be made clear to students before and during their participation in the program. Additionally, students must be informed that penalties for using illegal substances abroad are often much stiffer than in the US and that there is nothing that a Faculty Leader or the US Embassy can do to assist a student who is caught breaking the laws of the host country. If it comes to the attention of the faculty leader that any student is using illegal substances, the student should be immediately removed from the program.

Use of alcohol in Study Abroad programs can become a problem, especially for some students who have suddenly become of legal drinking age. The UNI Study Abroad Center suggests that Faculty Leaders have a discussion with all student participants prior to the program to determine group standards relating to responsible alcohol use.

Standards for responsible alcohol usage might include any or all of the following:

1. The student's alcohol consumption is in harmony with the way alcohol is consumed in the host country. Culturally, the student does not conflict with normal practices in the host country.
2. A student does not miss any scheduled event because of the effects of alcohol consumption.
3. A student does not become ill due to the effects of alcohol consumption.
4. A student abides by the laws of the country in which he or she is living.
5. A student does not engage in behavior that causes embarrassment to the other members of the group, the Faculty Leader(s), UNI, or the in-country host(s) as a result of alcohol consumption.

## SENDING A STUDENT HOME

Because of the short-term nature of this type of program, the likelihood of having to send a student home early is minimal. There are a couple of reasons why a student would return home early from a short-term program. For example, a student could have to return due to an illness or a death in the family, and would return home voluntarily. However, sometimes a student might leave a program early based upon his or her own behavior. It is important that all details are documented by Faculty Leader on site who are directly involved with the student.

If a student becomes ill during the program, professional advice should be sought immediately. Based upon the advice obtained, the faculty leader should recommend a course of action to the student. Should it be determined that the best course of action is for the student to return home, the faculty leader should contact the UNI Study Abroad Center staff to make plans for this return.

In the event a student's actions are putting either the student, other participants, or the program in jeopardy, it may be determined by the Faculty Leader (in consultation with the UNI Study Abroad Center staff) that it is best to dismiss the student from the program. It is important that appropriate conduct be articulated to students (both in written and verbal contexts) before and throughout the duration of the program. In the forthcoming pages, an example is provided of a group contract that can be especially helpful in setting forth group behaviors, expectations, and codes of conduct.

Each faculty leader will have a different expectation for student behavior, as well as a level of tolerance as to what defines "acceptable" behavior. It cannot be stressed too strongly that it is important to communicate expectations of group conduct (and consequences for not adhering to such expectations) during the application process, the pre-departure orientation phase, within the program syllabus, as well as continually on site.

Dismissal of a student from any program is difficult. Please know that it is not up to the Faculty Leader alone to make this decision. Dismissing a student from the program can be done with the support of the UNI Study Abroad Center staff, who will assist in making this decision and help plan for the early return of a student.

## ON DEVELOPING STUDENT CONDUCT/EXPECTATION CONTRACTS

Please consider developing a group contract which outlines acceptable group conduct, behavior, and expectations. One possible way to conduct this exercise is to begin a discussion during a pre-departure orientation session. It is important that all members of the group, as well as Faculty Leaders, are present when this exercise is conducted.

On a whiteboard, the Faculty Leader can draw a large circle. The leader then asks the group the following, “What do students need to be a contributing member of the group?” All suggestions can be discussed with the group members and then each will be placed inside the circle on the whiteboard. Possibilities may include any of the following: flexibility, respect, good communication, organization, tolerance, etc.

Next, the Faculty leader can ask “What behaviors are not needed as a part of this experience?” Participants will then suggest a variety of behaviors that are not needed to have a successful overseas program. These behaviors are listed on the outside of the circle. Possibilities may include any of the following: poor hygiene, selfishness, illegal behavior, cliques, “whining,” etc.

The Faculty Leader can then begin a discussion on what everyone thinks of the characteristics which have been placed on the whiteboard. If a consensus is reached on the previously articulated characteristics, the faculty leader can then place within the circle the words “OUR CONTRACT.” This can then become a self-enforcing process.

Faculty Leaders may make photocopies and distributed the “contract” to each student participant in the group. Students can then reflect on their “contract” throughout the program. In the event that a conduct issue surfaces, Faculty Leaders can use this “group contract” as a way to help the group get back on track. Faculty Leaders can periodically pull the contract out and ask the group, “How are we doing?”, “Do we need to make changes?”, “Are we sticking to our contract?”, “Do we need to add or remove anything?”, and so forth.

This is one way to talk about and determine acceptable group behavior. When behavior is discussed early in the group setting, each member can be prepared to act in a responsible manner while on a short-term study abroad program.

## ON CULTURE/CULTURE SHOCK

Because of the nature of the short-term program, it is absolutely essential that Faculty Leaders “lead” students in learning about culture, helping them become successful in navigating a new cultural experience. With a short-term program, it is especially important to determine how the experience can be made more meaningful and educational. One way in which this can be accomplished is to begin during the pre-departure phase of the program. Faculty Leaders can provide students with various readings and exercises which will allow them to explore in depth their own culture, and get them started looking forward to the experience of a new culture.

One possible exercise is to give students various categories to get them started thinking about culture (their own and the culture of the host country). This can also assist them in learning the basics for the country to which they will soon be traveling. For example, they can start thinking about the following categories and see how they compare their own culture with that of the country they will be traveling to:

History	Politics	Religion
Female/Male Relationships	Family	Social Etiquette
Dress	Food	Leisure
Health	Values	Time
Education	Daily Life	Being a Foreigner

Most Faculty Leaders hope that student participants in their group will fully engage with the culture, the local people, and the lifestyle of the host country. After all, one might think that it is such a short period of time, how could they not? However, in some cases, students who participate in short-term programs may be less experienced in overseas travel, they may lack some confidence to explore or try new things, and they may attempt to seek out people and activities that will help them feel comfortable and which seem familiar.

At some point in the program, it may seem appropriate to help students get a “home fix.” This should be done at the discretion of the Faculty Leader, where appropriate. By allowing students to feel comfortable for a while with a familiar food, music, or language, they may then feel ready to continue encountering the “unfamiliar” of the new culture, language, and country.

If it seems that students are in the habit of frequenting US fast food restaurants, “American” type of establishments, constantly speaking English with their UNI peers, it might be necessary to intervene. An option to consider is to invite the group to a local restaurant or a particularly incredible museum, attraction, etc. and introduce them to an aspect of the culture that they might not yet have had the chance to explore. Through explanations and excitement about this event, students might experience something that they previously did not have the opportunity to encounter.

In other cases, you might wish to assign some sort of journaling exercise which will give students that extra incentive to think about what they are seeing around them. A compare/contrast exercise could be a good start for enlightening dialogue on topics such as culture, history, economics, family life, etc.

The best type of course will be the one which combines actual experience with exercises in processing the experience. If there are too many experiences planned without a proper venue for students to process and talk about what they are seeing, they will come away overwhelmed and unsure about what they are supposed to learn from the experience.

It has been suggested that Faculty Leaders plan a group reflection session at least a couple times during each week. During this time, group members can discuss insights, concerns, questions with the rest of the group and the faculty leader. It is also possible to include discussion of readings, as well as discussion of site visits during this time. If these sessions are skillfully led and regularly held, they will help the students' experience become life changing.

During these sessions, each student should be able to speak. If there are more talkative students, remind them to share time with other group members. When students disagree, differences should be treated as differing perspectives, not as a debate.

Faculty Leaders should definitely discuss and deal with strong feelings that may emerge. It is better to talk about these than to try and avoid the discussion. If a group conflict has surfaced, it may seem better (or easier) to skip a session. However, this should be the time when the group meets and attempts to work together for a resolution of the conflict. Group rules for subsequent group meetings can and should be determined during the first session.

Students want and need to process their experience. In some cases, a short-term program will pack a lot of emotional experiences into a very short stay and will make it more difficult for students to understand what they are experiencing and learning. For this reason, it is important for Faculty Leaders to become "culture coaches." Cultural observations need to be discussed when they emerge. If a student expresses an observation that may initially appear to be negative, faculty leaders need to be ready to help students explore this topic. This can be done through asking follow-up questions, discussing the general topic as a group, suggesting alternative interpretations, etc.

Some of the most culturally enriching experiences will not be planned. They will emerge as a natural course of events throughout the program. A final word: This document is a continued work in progress. Any suggestions and helpful tips you might like to add are welcome.

Good luck and enjoy your upcoming short-term program abroad!

## USEFUL LINKS

### **U.S. State Department**

<http://www.state.gov/travel/>

### **Center for Disease Control**

<http://www.cdc.gov/>

### **CIA World Factbook**

<http://www.cia.gov/cia/publications/factbook/>

### **UNI Study Abroad Center**

<http://www.uni.edu/studyabroad>

### **UNI Health Center**

<http://www.uni.edu/health>

### **Currency Conversion**

<http://www.oanda.com/>

### **International Country Calling Codes and World Time Zones**

<http://www.countrycallingcodes.com/>

### **NAFSA: Association of International Educators**

<http://www.nafsa.org/>

<http://www.secussa.nafsa.org/> - *Direct link for Section on US Students Abroad SECUSSA*

### **Toolbox of Intercultural Interactions**

<http://www.unr.edu/oiss/nafsa/>

### **The Intercultural Press**

<http://www.interculturalpress.com/>

### **What's Up With Culture? On-Line Cultural Training Resource for Study Abroad**

<http://www.pacific.edu/sis/culture/>

### **Lonely Planet Thorn Tree Travel Forum**

<http://thorntree.lonelyplanet.com/>

### **Amerispan: Study and Travel Resources**

<http://www.amerispan.com/travel/>

### **Newseum: Today's Front Pages**

<http://www.newseum.org/todaysfrontpages/flash/>

### **World Maps**

<http://www.embassyworld.com/maps/maps.html>

# APPENDIX 1: PROGRAM PROPOSAL

UNIVERSITY OF NORTHERN IOWA

STUDY ABROAD CENTER

28 Gilchrist Hall, Cedar Falls, Iowa 50614-0520 Phone: (319) 273-7078 Fax: (319) 273-2921

## **Faculty Application/New Program Proposal Template**

Name: \_\_\_\_\_

Department: \_\_\_\_\_

Location of Program: \_\_\_\_\_

Date/Term of Proposed Program: \_\_\_\_\_

*List below the courses you propose to teach. Courses can be UNI existing or new (that will be submitted for approval). Check all that apply.*

**Course #1:** \_\_\_\_\_

\_\_\_ New    \_\_\_ Existing    \_\_\_ Major/Minor    \_\_\_ LAC    \_\_\_ Elective

**Course #2** (if applicable): \_\_\_\_\_

\_\_\_ New    \_\_\_ Existing    \_\_\_ Major/Minor    \_\_\_ LAC    \_\_\_ Elective

**Other Courses:** (if applicable): \_\_\_\_\_

\_\_\_ New    \_\_\_ Existing    \_\_\_ Major/Minor    \_\_\_ LAC    \_\_\_ Elective

*Please attach a written narrative describing the proposed program, including:*

1. Your experience in the proposed location.
2. How the courses will be enhanced by being taught in the proposed location.

3. Excursions and how they relate to the courses.
4. Potential universities/institutes/organizations where classroom facilities may be available.
5. Approximate price (an online search of similar programs can give you a ballpark figure).
6. Lodging and meals (home-stays, apartments, dormitories, etc.)
7. Other pertinent information.

Applicant's Signature: \_\_\_\_\_

Department Chairperson's Signature: \_\_\_\_\_

**(By signing above, I am acknowledging that I approve of this program)**

**NOTE:**

Faculty must be aware that leading a study abroad program is very consuming of both time and energy. Prior to the study abroad program, faculty members will recruit students, organize orientation meetings, and work with the study abroad coordinator on program content. Faculty are to take a leadership in program recruiting. During the program, faculty will teach and supervise students. Supervision includes enforcing a code of student conduct and helping to resolve myriad student issues. Upon return, faculty will administer evaluations (SAC will provide forms), assign grades upon collection of evaluations, and provide a written summary of the program to SA Center.

**I have read, understood, and agree to the above-mentioned conditions.**

Applicants' Signature: \_\_\_\_\_