



***FACULTY HANDBOOK***

***FOR***

***SHORT-TERM FACULTY-LED***

***INTERNATIONAL PROGRAMS***

This handbook has been created by the Salisbury University Center for International Education with materials adapted from Towson University, University of Illinois-Urbana Champaign, Michigan State University, Iowa State University, Rice University, Williams College and the University of South Carolina. This handbook was last revised in March, 2008.

Dear Faculty Directors,

Salisbury University is committed to creating an educational experience that values international engagement and prepares students to success both personally and professionally in a global economy and an interdependent world.

Over the years, short-term faculty-led study abroad programs have been an important instrument in creating international opportunities for students at SU. These programs depend on the creativity, energy and commitment of individual faculty members. On behalf of the entire University community, I offer my thanks to faculty members who have made short-term study abroad programs an important part of their work as educators.

As the number and diversity of these short-term study abroad programs have grown on campus, so has the need to better support faculty members who are willing to lead them. From budgets to billing and collections to student support to emergency procedures and liability issues, the University is committed to supporting faculty directors of short-term study abroad programs. This Handbook marks an important step on the part of the University to provide the infrastructure that faculty members need to do this most valuable work. The policies and procedures that it establishes are designed to free faculty to do what they do best, teach students, while engaging the entire University in providing the support that both faculty and students need.

I hope these new structures help facilitate your efforts as together we seek to “globalize” the Salisbury University experience. I thank you for your dedication to international education at Salisbury University.

Sincerely,

A handwritten signature in cursive script, reading "Janet Dudley-Eshbach".

Janet Dudley-Eshbach, President

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The Salisbury University Center for International Education (SUCIE) was created in order to support a university community and student body that is actively engaged in global education. SU faculty members are at the heart of this community. Creating international programs that bring students overseas to study and live is among the most valuable work a faculty member can perform. Students who have the opportunity to participate on such learning experiences often report that they are the most powerful learning experiences of their college careers. SU faculty in all four academic schools have been creating and leading short-term international programs for years. Some of the most successful SU faculty-led short-term programs have seen students studying Biology in Honduras, Children's Literature in Poland, History in Italy and Germany, Spanish in Ecuador and Spain, French in Paris, Business in France, Germany, or China, and Philosophy in India, just to name a few successful programs. SUCIE on behalf of the entire Salisbury University community expresses its deepest gratitude and appreciation for members of the faculty who have committed themselves to this work, and who will continue this legacy of international education forward into the future.

SUCIE is charged with the administration of all programs abroad offered by Salisbury University. All undergraduate and graduate students participating in studies overseas that carry academic credit must work through SUCIE. Any faculty member who wishes to direct a program overseas under the auspices of Salisbury University, whether it be credit-bearing, non-credit-bearing continuing education, volunteer or service, or another type of program must also work through SUCIE. It provides guidance and support to SU students and faculty who wish to participate in programs abroad. SUCIE also assists in providing orientation workshops for students going abroad, and a network of support services for our students overseas.

This faculty handbook is intended for faculty program directors who lead programs and teach students abroad. It is designed to provide faculty program directors with general assistance in the development and execution of an SU short-term faculty-lead international program. The handbook includes information outlining the responsibilities of both the faculty and SUCIE, travel guidelines, suggestions for dealing with student behavior, procedures to follow in the event of an emergency, and other important topics. The Handbook is also available online at [www.salisbury.edu/intled/faculty](http://www.salisbury.edu/intled/faculty).

***Important Contact Numbers at SUCIE:***

Telephone: 410-334-3495

Fax: 410-219-2853

E-mail: [SUCIE@salisbury.edu](mailto:SUCIE@salisbury.edu)

***24 Hour Emergency Contact Number:***

SUCIE Director Cell Phone (24/7): 410-430-0782

HTH World Wide (24/7): (001) (610) 254-8771

***SUCIE Staff:***

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## **I. OVERVIEW: PRELIMINARY CONSIDERATIONS**

There are many ways that Salisbury University students can study abroad. Participating on a short-term faculty-led international program is just one of the opportunities. Increasingly, it is one of the most popular options for students. These programs cannot exist without the hard work and dedication of faculty members committed to building international education experiences into their professional lives. Some faculty members find this work to be among the most meaningful in their careers as educators as they consistently provide some of the most powerful teaching and learning opportunities available at the undergraduate level.

Serving as a faculty director of a short-term faculty-led international program is a compelling professional and personal challenge. It involves professional duties, responsibilities and expertise that teaching on campus does not. An interested faculty member should consider seriously the professional effort involved in creating and leading a new international program. Below is a list of some of the duties and responsibilities that are expected of faculty directors:

### ***Program Design***

- Identify appropriate course within an academic department
- Set admissions criteria
- Determine host institution abroad, provide contacts, decide who should handle contacting counterparts abroad
- Determine what excursions and field trips should be included
- Determine program budget and number of students

### ***Recruiting***

- Provide input for design of program flyer and webpage
- Recruit participants on campus and off campus through any contacts you have at other institutions or organizations
- Review applications and select participants

### ***Pre-Departure Planning***

- Plan and implement pre-departure orientation(s)
- Provide any course-specific pre-departure materials which should be provided to the participants

### ***While Abroad***

- Serve as instructor of record for the course and coordinate with any overseas faculty/lecturers
- Act as Resident Director in charge of the overall well-being of students
- Resolve any housing issues that may come up on site
- Supervise excursions, making additional arrangements if necessary
- Hold regular office hours/meeting times with students
- Evaluate the students' work

### ***Upon Return***

- Submit grades to Registrar's Office through Gullnet
- Settle your program/travel account within one month of return

Salisbury University greatly appreciates the work done by faculty members who take on this professional challenge and hopes that more faculty members will seek to incorporate these teaching and learning experiences into their careers. An interested faculty member should be prepared for the great challenges and even greater rewards of teaching and learning in this environment.

## **II. STARTING A NEW SHORT-TERM FACULTY-LED INTERNATIONAL PROGRAM**

### **A. INTERNATIONAL PROGRAM PROPOSAL**

In order to start a new short-term faculty-led international program, a potential faculty director must submit a *New Faculty-Led International Program Proposal*. The proposal will be reviewed by the International Programs Committee (IPC) of the Faculty Senate and then brought to the Director of SUCIE for final approval. Short-term faculty-led international program proposals should originate with faculty and should carry the endorsement of the faculty director's academic department and dean. SUCIE welcomes early, informal consultation by faculty and academic departments for program planning. Factors to consider when proposing a program may include:

- The faculty director's knowledge of contacts with the program site, host university and culture;
- Amount of time the faculty director can commit both here and abroad;
- Feasibility of budget;
- Potential student interest in proposed course and/or region;
- The faculty director's ability to recruit students, particularly the likelihood of attracting participants from the faculty director's own courses.

In preparing the proposal, the following criteria must be met:

1. Courses offered abroad must be of comparable academic rigor to courses offered on campus. An existing course may be offered as part of a faculty-led international program without further approval by the school or university curriculum committee. A newly created course may be offered as a topics course as part of a faculty-led international program a maximum of two times before it must be approved by the school and university curriculum committees according to existing procedures;
2. Opportunities should be available for students to immerse themselves in the cultural richness and diversity of the foreign location. While realizing that short-term programs can offer only limited cultural immersion, opportunities for students to participate in the culture should be not only available, but integrated into the curriculum;
3. All faculty-led international programs must be financially self-supporting, which means all costs of the program are met by charging the students the necessary fee. SUCIE cannot underwrite programs that are not financially viable, and the program must not be designed in such a way as to make it too expensive for students from a variety of economic situations.

All proposals must include an information page, program narrative and a letter of support from the sponsoring department's chair. The narrative should include the purpose and place of the international program, academic content of the course, study requirements and assignments, and travel arrangements.

Proposals are due to SUCIE by **March 15 for the following January and Spring term programs and September 15 for the following Summer and Fall term programs.** *Keep in mind:* Although these dates may appear to be early, we must receive proposals by these dates because of the complexities of developing and marketing any new program.

### **III. PLANNING AND EXECUTION: PRE-DEPARTURE**

Once the *New Faculty-Led International Program Proposal* is approved, the faculty director will be contacted by SUCIE for a follow-up meeting to set the schedule for the final planning and implementation of the program.

After a short-term faculty-led international program has been successfully offered once, in following years, only the *Intent to Offer Approved Short-Term Faculty-Led International Program* form must be submitted. The schedule for submitting the *Intent to Offer* form is the same as the *New Program Proposal* -- March 15 for the following January and Spring term programs and September 15 for the following Summer and Fall term programs. The *Intent to Offer* form only requires the approval of the Department Chair, School Dean, and Director of SUCIE.

#### A. BUDGET AND FINANCES

##### ***Budget***

All Salisbury University short-term faculty-led international programs are wholly self-supporting. This means that all costs of offering the program, including the faculty salary and expenses, must be covered by the program fee charged to the participating students. Regular SU tuition and fees are NOT charged for faculty-led international programs; instead, a special fee is set for each individual faculty-led international program, depending on its costs. All efforts must be made to keep such costs to a minimum without jeopardizing the quality of the program.

SUCIE handles the coordination of the special program fees with the Office of Accounts Payable and the Cashier's Office.

Faculty directors are paid a stipend for directing a faculty-led international program. The stipend is determined in consultation with SUCIE and does not necessarily correspond to the salary guide for teaching winter and summer courses. All faculty contracts for faculty-led international programs are made with SUCIE. The contingent contract confirms the appointment of the faculty director and outlines the terms for compensation. In addition to the stipend, the following travel and living expenses may also be paid by the program:

- roundtrip airfare from Baltimore/Washington/Philadelphia/NYC to destination site, at the group rate arranged for the program. The faculty director must travel with the group unless alternative arrangements have been negotiated with the Director of SUCIE;
- roundtrip ground transportation to and from the US departure airport;
- all ground expenses related to the program overseas as determined in the program budget;
- room and board costs while overseas as negotiated with SUCIE. It is understood that to minimize expenses, accommodations will be comfortable but modest, and meal expense per diem will be as low as possible while still being sufficient. Maximum daily food per diems are established by the US Department of State.

Program expenses can be defined as either fixed or variable. Fixed costs do not change based on the number of participants – for example, the compensation to the faculty director. Variable costs are dependent on the number of participants – for example, room and board costs. It is important to be aware of which operational costs are fixed and which are variable, because the fixed costs determine the minimum funding necessary to run the program, and will thus determine the number of participants. Generally, the larger the group, the less the cost of the program will be for each individual participant. Typical program expenses may include, but are not limited to:

- Start-up costs (e.g., development site visits)
- On-site faculty salaries or tuition at the host institution
- Honoraria to lecturers, guides
- Classroom rental
- Educational materials for students
- Airfare
- Ground transportation costs
- Guides at museums and sites
- Admission costs at museums and sites overseas on excursions
- Tips to van drivers, guides
- Student Housing
- Student Meals
- Faculty director salary
- Faculty director travel
- Faculty director housing
- Faculty director meals
- Faculty director international insurance
- Faculty director participation in program activities
- SUCIE administrative overhead
- Business and entertainment expenses to maintain relationships with collaborating institutions and individuals (the state of MD will not permit reimbursement for the purchase of alcohol or tobacco)
- Contingency fund

Program expenses and faculty director allowances including meal stipends are determined by the program budget. USM per diem rates do not necessarily apply. Faculty directors cannot be compensated for any monies spent that were not previously authorized in the program budget (exceptions can often be made for incidentals such as taxi fares and tips).

SUCIE works out the final program budget in consultation with the Faculty Director. All program budgets must be finalized with and approved by SUCIE. Once finalized, the budget cannot be changed except with the specific approval of SUCIE. Any expenses incurred by the faculty director that are not included in the approved budget can only be reimbursed from the program's contingency fund.

### ***Travel Authorization***

The faculty director must complete and submit to SUCIE an *Out of State Travel Authorization Form* for all expenses related to the program as determined in the program budget. SUCIE will assist the Faculty Director in completing this form.

### ***Travel Arrangements***

SUCIE will assist faculty directors in many ways in the planning and executing of travel arrangements involved in the international program. Some faculty directors prefer to make many of their own arrangements with their own contacts abroad and their preferred local travel agents. Other faculty directors may ask for more assistance from SUCIE.

For faculty directors who wish to work more independently, SUCIE will still assist with paying invoices. It is best to have as many program expenses as possible paid in advance by SUCIE. Items such as student housing, class trips and instruction should be paid for well before departure. The faculty director will need to secure an invoice from the vendor itemizing the amount due and instructions for how the invoice may be paid. **It generally takes 20 – 30 days for a vendor to receive payment once an invoice is submitted to Accounts Payable. Please plan accordingly.** SUCIE can pay via wire, check or credit card directly. Please ensure invoices clearly state the preferred method of payment. **Bills can only be paid upon receipt of a valid invoice.**

For faculty directors who would like more help in the planning and executing of travel arrangements, SUCIE can assist by seeking quotes from one or more of a number of travel agents with which it has relationships. Faculty directors will have decision making authority on which quotes it would like to accept. If SUCIE assists in seeking quotes with its travel agents, it will also secure all necessary invoices on behalf of the faculty director. Please note that SUCIE itself does not serve as a travel agency.

### ***Travel Advances***

Although it is best to pay as many expenses as possible prior to departure, the faculty director will often have to pay some expenses during the program. SUCIE will facilitate advance checks made out to the faculty director personally for some of the following:

- Meal stipend for the faculty leader per the program budget
- Personal ground transportation for the faculty leader per the program budget
- Any approved program expenses which cannot be paid in advance by SUCIE and must be paid for on-site

The faculty stipend may not be paid as an advance.

### ***Student Payments***

#### **Program Deposits**

A non-refundable deposit of \$250 is due together with the application for all international education programs. See section IIIC, “Application and Admission”, for more details on the application process. All applications/deposits must be submitted before the program’s published application date (generally around October 1 for Winter programs and March 1 for Summer programs). Applications submitted after the published application date may not be considered. A higher non-refundable deposit may be arranged at the request of an individual faculty director.

### **Student Payments/Bills**

Once a student is accepted, SUCIE will enroll the accepted students into the international education course. The Billing Office will then bill each registered student for the cost of the international education program through the regular university billing system. Standard University due dates and late payment fees apply. Standard University deadlines for withdrawals do **not** apply to these international education programs. Once the published application deadline occurs and the student has been admitted, the student is responsible for the entire amount of the international education course charge.

### **Refund Policy**

Once a student is academically admitted, the initial \$250 deposit is completely non-refundable.

Should a student wish to withdraw from the international education program for any reason after the published application deadline, the request must be in writing and submitted directly to SUCIE, not the faculty member(s) or the Billing Office. The student will still be responsible for total program costs unless the University can recover any costs. Recoverable costs are defined as those the University can recover through reservation cancellations, etc. The University will make every effort to recover as much of the costs as possible. Recoverable costs will either reduce the current amount due or will be refunded to the student should such result in a credit balance.

### ***Financial Aid and Scholarships***

There are four principal sources for financial aid for faculty-led international programs:

- 1) SUCIE Study Abroad Scholarship  
Salisbury University offers SUCIE Study Abroad Scholarship. Historically, this scholarship has been \$300 for a faculty-led international program and \$500 for a semester or year-long international program.
- 2) Additional Funding from the Financial Aid Office  
Although federal financial aid cannot be used for winter term and summer education costs, the Financial Aid office may be able to increase an individual student's financial aid during the fall or spring semester allowing an excess that the student can then use to pay for a faculty-led international program in the winter term or summer. In addition, the Financial Aid Office can work with students on private alternative educational loans for summer or January Programs. The Financial Aid Office will work with students individually to determine if they are receiving all the government and private financial aid for which they are eligible.
- 3) Independent Study Abroad Scholarships  
There are a number of independent scholarships for international study. Scholarships are available from the State of MD, and civic organizations such as the Elks and Rotary International. National scholarships for international programs are also available, such as the Benjamin Gilman Scholarship for students who receive Pell Grants, or Freeman-Asia Fund for study in Asia. A thorough list of these independent study abroad scholarship opportunities is available on the SUCIE website.
- 4) Program specific scholarships

In some instances, a faculty director, in consultation with SUCIE, can choose to add a line item to the program budget to be used for a scholarship fund specific to that program. Faculty directors maintain control as to how to spend that scholarship money. The faculty director might decide to offer one large scholarship or many smaller scholarships. The faculty director must notify SUCIE director at the time of the creation of the budget how she/he will administer the program specific scholarships.

## B. PUBLICITY AND RECRUITMENT

Recruiting participants for a faculty-led international program is one of the primary responsibilities of the faculty director. A minimum number of participants must be enrolled in the program for it to run. The minimum number will be determined by the program budget which will be written with the consultation of SUCIE. Because of the enrollment needs of faculty-led programs, the most successful programs are those that are supported by an entire academic department and/or school, not just by a single faculty member. Below are some ideas and methods SUCIE suggests to market a faculty-led international program:

### ***Study Abroad Guidebook***

SUCIE produces an annual Study Abroad Guidebook with all study abroad programs sponsored by Salisbury University. The Guidebook is printed each summer. Faculty directors of new faculty-led international programs should consult with SUCIE early to be sure that the new program is included in the Study Abroad Guidebook.

### ***Program Flyers***

A flyer is an easy and convenient way to highlight the features of a faculty-led international program and to provide students with useful information. Each faculty-led program has an official color flyer with a common design and layout. A printable copy of the program brochure will always be available on-line for students or faculty directors to print out. The faculty director should give flyers to students in his or her classes and to departmental colleagues. The faculty director might consider hanging an envelope full of flyers on the departmental bulletin board and on his or her office door. Faculty-led international programs are also open to non-SU students. Faculty directors are encouraged to send flyers to colleagues at other institutions in the area. Any unofficial program flyers and brochures should be approved by SUCIE. SUCIE has its own budget for marketing all international programs. Marketing for individual faculty-led international programs are limited by that budget. A faculty director, in consultation with SUCIE may add additional funding to the program budget in order to create additional marketing above the standard SUCIE marketing.

### ***Website***

Each faculty-led program has a designated webpage on the SUCIE website with a common design and layout. Prospective students should be directed to the website for program details, prices, program schedule, policies, and the application. Feedback from faculty members regarding the program website is encouraged including corrections, updates, or suggestions for additions. A printable copy of the program flyer will also be attached to each program website. If the faculty director should want to develop a separate program website or slideshow, a link to that page will be added to the program's designated website.

### ***Class Visits***

In-class presentations play a key role in advertising faculty-led international programs. The faculty director should announce the program in all his or her classes repeatedly and hand out program flyers. The faculty director should share information with departmental colleagues, ask them to make announcements in their classes, or to allow the faculty director to visit their classes if possible. Faculty directors should target classes for students in specific majors relevant to the program or classes that focus on topics similar to the program.

### ***Study Abroad Fair***

SUCIE holds a Study Abroad Fair on-campus in mid September. It is very important that faculty directors attend or send a representative to promote their programs. Former student participants of repeat programs can be invited to help market the program at the fall fair.

### ***Study Abroad Recruitment Tables***

Throughout the fall and spring semesters SUCIE will staff study abroad recruitment tables at the Commons, Blackwell library, and academic buildings across campus. These tables will promote all faculty-led international programs as well as semester and year-long international programs with affiliate providers.

### ***Past Participants***

Returned study abroad students are effective recruiters for international programs. If the faculty-led international program has been offered before, the faculty director should ask past participants to speak about their experience in class and spread the word to other students.

### ***E-Mail***

SUCIE will make regular announcements on Campus Digest and postings on eSU News promoting faculty-led programs that are currently recruiting. Faculty directors should be sure to notify SUCIE of any interest meetings or other dates or events that would benefit from advertising. Faculty directors should consider sending email messages to majors in their disciplines, and to class rosters in their discipline. Faculty directors should maintain an email list of students who express an interest in more information on the program.

### ***Interest Meetings***

A faculty director for a summer program should hold at least one interest meeting late in the fall semester, and another early in the spring semester. For a winter term program, a faculty director should hold an early interest meeting late in the spring semester and early in the fall semester. Faculty directors should consider inviting past participants to the interest meetings. Many faculty directors build power point presentations for the interest meetings. Often past participants will have created slick photo albums or even edited home movies of their experience on a past program. Faculty directors should pass out a sign-up list at these interest meetings and collect email addresses from interested students. Faculty directors should also have applications available for students who are already prepared to apply to the program.

## C. APPLICATION AND ADMISSION PROCESS

### ***Applications***

- SUCIE has a standard application form for all faculty-led international programs. Additional supporting documents might include a current transcript, a personal statement of interest in the program, or academic reference. Each faculty director can decide in consultation with SUCIE what kind of supporting documents he or she would like to require.
- A deposit of \$250 is due at the time a student is accepted into the program. The deposit is fully non-refundable. A higher non-refundable deposit may be arranged at the request of an individual faculty director. For more information on refund policies see section IIIA, “Budget and Finances”.

### ***Admission and Registration Process***

- SUCIE does not screen nor select applicants. SUCIE does, however, collect applications and maintain the applicant list;
- Students should submit the standard application form and any required supporting documents to the faculty director by the published application deadline. The faculty member should sign the form officially admitting the student to the program and keep the faculty director copy;
- Once the application form is signed by the faculty director, the student should present the remaining copies of the application to the Cashier’s office in Holloway Hall to pay the non-refundable \$250 deposit. The deposit may be paid by check made payable to Salisbury University, credit card, money order, or cash. The Cashier will return the Student copy of the application form to the student and will keep the Cashier copy and SUCIE copy of the application form;
- The Cashier’s Office will forward SUCIE its copy of the application form. SUCIE will then register the student in Peoplesoft for the course indicated on the application form;
- The Billing Office will then bill each student through the regular university billing system for the total cost of the program minus the \$250 deposit.
- Should a student wish to withdraw from the international education program for any reason after the published application deadline, the request must be in writing and submitted directly to SUCIE, not the faculty member(s) or the Billing Office. The student will still be responsible for total program costs unless the University can recover any costs. Recoverable costs are defined as those the University can recover through reservation cancellations, etc. The University will make every effort to recover as much of the costs as possible. Recoverable costs will either reduce the current amount due or will be refunded to the student should such result in a credit balance. For more information on refund policies see section IIIA, “Budget and Finances”.

## D. DOCUMENTS

### ***Short-Term Faculty-Led International Programs Forms***

All SU study abroad forms, guidelines and procedures have been recommended by the International Programs Committee of the Faculty Senate, authorized by the Provost and approved by the office of the Attorney General of the State of Maryland. No faculty-led international program will have the sanction of the University unless all procedures have been

followed and the required forms completed and filed with SUCIE. SUCIE will provide the faculty director with the following forms. Participating students can return the forms directly to SUCIE or to the faculty director. Prior to departure both SUCIE and the faculty director must have a copy of the complete set of forms.

### *1. Study Abroad Student Information Sheet*

This form is required of all students who study abroad with the authorization of Salisbury University. Students on short-term faculty-led programs, semester exchange programs, and semester / year programs with affiliated study abroad providers all complete the same form. It provides basic personal information that is required to make annual reports to the university, the USM system, and the national Open Doors report published by the Institute of International Education.

### *2. Disability Disclosure Form*

This form is only required of students participating on short-term faculty-led international programs. It identifies any special disabilities for which special accommodation would need to be made in order for the student to participate successfully on the program. Short-term faculty-led international programs extend the same accommodations to students with learning disabilities registered with the Office of the Vice-President of Student Affairs as those students are offered in courses on campus. Although all short-term faculty-led international programs welcome students with disabilities, due to different legal systems in different countries, programs cannot promise students with certain disabilities the same accommodations guaranteed in the USA by the Americans with Disabilities Act.

### *3. Medical Information, Rules of Conduct, Liability Waiver, Release and Indemnification Agreement*

This form is only required of students participating on short-term faculty-led international programs. It is a comprehensive statement of medical information that a faculty director might need in a medical emergency, the rules of conduct that govern a student's behavior on the program, together with the causes for dismissal from a program for disciplinary reasons, and a liability waiver that protects the University and its employees. This form must travel with the faculty director at all times while abroad. On rare occasions an emergency may develop while a student is overseas on a Salisbury University program that necessitates the administration of medical care, hospitalization, or surgery. By means of this form the student grants permission at the time emergency treatment is required, and authorizes Salisbury University, by and through its authorized representative(s) or agent(s) in charge of said program, to secure any necessary treatment, including the administration of an anesthetic and surgery.

### ***Passports and Visas***

It is the responsibility of the faculty director to secure his or her own passport before leading an international program. Check to make sure it is valid for at least six months after the scheduled return of the program.

Likewise, students are responsible for securing their own passports. Students may consult SUCIE's Passport Information website at

<http://www.salisbury.edu/intled/passportinformation.asp> .

Neither Salisbury University, nor SUCIE, nor the faculty director can be responsible for a student who does not apply for his or her passport in time to travel. Students should be encouraged to apply for their passports as early as possible. If a student has not applied for his or her passport within 12 weeks of program departure the student should be encouraged to pay the extra fees to have the passport expedited.

Most countries in Europe and Latin America do not require visas for short term stays. However in Asia and Africa it is more common for a visa to be required even for a short stay. It is the responsibility of the faculty director to inquire about visa requirements for all countries to be visited on the program. SUCIE is available to assist the faculty director in determining the need for a visa. The cost of the faculty director's visa may be included in the program budget and reimbursed by SUCIE.

The faculty director may choose to take responsibility for securing visas for the entire student group. If so, the cost of the visa and any courier fees must be built into the program budget and the faculty director must make arrangements to secure the visas for the group. SUCIE can arrange for a group billing arrangement with a visa processing agency. Please note that SUCIE itself does not serve as a passport and visa processing agency or courier service. It will only assist faculty directors in securing the services of a professional visa processing agency.

As with securing the passport, the responsibility for securing any necessary visas may be left to the student participants. If the responsibility is left to the students, two reliable passport and visa processing agencies that SUCIE recommends are:

Travel Document Systems (TDS) <http://www.traveldocs.com/index.htm>  
VisaHQ <http://www.visahq.com/>

#### E. PRE-DEPARTURE ORIENTATION

Program orientation begins when students first read the program flyer or website and continues throughout the pre-departure process. Because of this – and also because all materials and oral presentations can constitute contractual agreements – all distributed information about the program needs to be clear and accurate.

##### ***Orientation Meetings***

A pre-departure orientation meeting must be held in conjunction with SUCIE soon after the participants for the program have been selected. This meeting will address the key issues of the program. The faculty director should be prepared to discuss with students the course outline, academic expectations; program itinerary; safety, general health issues, legal, environmental, cultural, and religious conditions in the host country;. A SUCIE representative will discuss with students logistical and administrative matters such as billing, registration, money, travel documentation, potential health and safety risks, emergency response measures, and travel arrangements.

Participants will also be required to complete the SU short-term faculty-led programs forms. The faculty director may wish to hold additional meetings with participating students prior to

departure. This will allow for the students to get to know the director, and to bond with each other. It will also give the faculty director more time to discuss with them their expectations and motivations for participating in the program. SUCIE has a standard orientation booklet that can be made available to faculty directors and adapted to different international programs.

### ***Setting Academic and Behavioral Expectations for the Group***

On short-term study abroad programs, students should be required to attend all classes and all excursions which are a part of the program itinerary. The syllabus for every course offered on the program should include an attendance policy that connects absences and tardiness to course grades.

Participants in a study abroad program are also expected to serve as ambassadors for both SU and the United States. It is often difficult for students to understand what is expected of them in this regard, so it is important to stress these issues in the pre-departure orientation. Students need to be aware that behaviors with minimal or no consequences in Salisbury may have major implications for the study abroad program.

Topics to be included in these discussions might include: appropriate dress, local laws, local mobility (which neighborhoods in the area are safe), gender dynamics, youth/elder relationships, food and meal etiquette, and how to recognize signs of displeasure on the part of host country nationals. This information should be presented repeatedly to students, not just at the pre-departure orientation.

It is always recommended that faculty directors provide consistent models of positive student behavior. Faculty directors should be careful not to always dwell on the avoidance of negative behavior, but provide examples of excellent behavior. The overwhelming majority of students who participate on short-term faculty-led international programs do so with the highest expectations and the most thoughtful commitment. Examples of positive expectations and model student behavior abound.

### ***Health and Safety Issues***

To support a healthy and safe experience, Salisbury University requires that all students and faculty participating on a Salisbury University faculty-led international program carry international health and emergency insurance. The university is currently contracted with HTH Worldwide for this product. The cost of the HTH Worldwide insurance for the students and the faculty director must be included in the program budget.

The HTH Worldwide insurance provides \$250,000 per incident and \$1 million lifetime health insurance coverage for sickness and injury. It also provides the following services: referral to the nearest, most appropriate medical facility and/or provider; direct payment where available, medical monitoring between attending physicians, family physician, and immediate family members; arranging and coordinating emergency medical evacuations; assisting in arranging emergency medical payments if a hospital demands a cash deposit or settlement prior to leaving and direct pay is unavailable; prescription assistance, emergency reunions, repatriation of remains, emergency travel arrangements for disrupted travel as the consequence of a medical emergency; referral to legal assistance; assistance in non-life threatening travel emergencies (lost passports, lost luggage, etc.).

Students and faculty directors should familiarize themselves with the coverage provided by HTH Worldwide at [www.hthstudents.com](http://www.hthstudents.com) prior to the program.

Faculty directors leading international programs that travel to countries that require visitors to document proof of inoculation for tropical diseases, or for which the US Center for Disease Control and Prevention recommends shots or pharmaceuticals for tropical diseases should consult with the SUCIE Director. SUCIE has an established relationship with Passport for Health, Inc., (1504 S. Salisbury Blvd., Court Plaza, Suite 17, Salisbury). **Faculty directors should not offer direct medical advice to students.**

The Pre-departure orientation meeting should be rich with information on health and safety issues while in country. The following outline represents some basic information and recommendations on student health and safety while overseas. It is written directly to student participants:

- I. Drugs and Alcohol
  - a. You are subject to local laws – As an American citizen you have NO special legal rights or privileges in the host country. There is nothing your parents, SU, or the USA government can do for you.
  - b. DRINK ALCOHOL RESPONSIBLY – You are still governed by the SU Student Handbook when abroad in all matters including the alcohol policy
  - c. DO NOT HAVE ANYTHING TO DO WITH ILLEGAL DRUGS
- II. Health and diet
  - a. Be wary of food served by street vendors
  - b. Drink lots of bottled water – watch out for sodium content
  - c. Keep taking your medications no matter how good you feel
  - d. Practice good hygiene (wash your hands often, don't chew your fingernails)
- III. Personal security
  - a. Use your same street senses you would in a comparable city in the USA
  - b. Stay close to campus/home-stay/housing until you can learn from locals where you should and should not go at night in the city
  - c. Stay with a “buddy” at night; don't abandon a friend at a club or bar
  - d. Ladies and gentlemen watch your drinks
  - e. The #1 risk to a US study abroad student is a traffic accident, so:
    - i. Do not rent a car or moped
    - ii. Be as smart about the cars/buses you get into as you would in the USA
    - iii. Be extremely attentive as a pedestrian – rules of the road for pedestrians are different in every country
    - iv. Be aware that alcohol will affect your decision making ability
  - f. The #2 risk to a US study abroad student is drowning
  - g. If you are going to travel for a weekend – NOTIFY YOUR PROGRAM'S FACULTY DIRECTOR
    - i. you should share your means of transportation, lodging, any contact information, return date and time, and other details with your faculty director prior to your travel.
    - ii. if you do not feel comfortable sharing your travel plans with the faculty director up front, consider giving him / her a sealed envelope that says,

- “Open if I have not returned by \_\_\_\_\_”, with details inside on where you are planning to go
- iii. your faculty director will ask you to sign out of the program for the period of time that you will be traveling independently
- h. Always carry on your person the following:
  - i. Copy of the face-page of your passport (consult with your on-site program director. In most countries you will not need your original passport within the city. You can lock your passport in your suitcase or safe place in your room.)
  - ii. Address and phone number for your homestay family or student residence
  - iii. Emergency contact number for your program’s faculty director – IF YOU ARE IN ANY TROUBLE YOUR PROGRAM FACULTY-DIRECTOR IS YOUR BEST RESOURCE!!

### ***Student Behavior and Community Building***

Seasoned study abroad faculty members will report their biggest challenges abroad are not public transportation strikes, fluctuating currencies or language barriers, but student behavior problems. Those who have successfully traveled with students for many years advocate discussing appropriate student conduct and behavior-related problems in the pre-departure orientation as well as upon arrival. Specific recommendations on dealing with behavior problems while abroad can be found in the “Disciplinary Problems” and “Alcohol Use” sections below.

To begin, faculty directors should communicate clearly with students that they are governed by the SU Student Code of Conduct throughout their international program. The Code of Conduct is a comprehensive document but is summarized by the Salisbury University Promise sworn to by all SU students:

- I will connect what I learn with how I live.
- I will demonstrate personal and academic integrity.
- I will respect diverse groups and individuals.
- I will strive to bring honor to the University as well as myself.

Faculty directors can reinforce the message that study abroad is an academic experience, and that academic responsibilities take priority over personal interests. Planting this idea helps to combat the occasional notion that study abroad is a “blow-off” opportunity. Also, faculty directors can refrain from referring to the experience as “a trip”; instead, use the word “program” as it denotes a difference between study abroad and a vacation.

Faculty directors can reinforce the concept of students as “cultural ambassadors” and emphasize that their conduct will be seen as representative of the United States, as well as the State of Maryland and this university. As mentioned above, faculty directors should provide continuous positive input about successful previous students, model behavior, and the intellectual, social and cultural value in students engaging constructively and thoughtfully with foreign cultures. There are exponentially more examples of students behaving in appropriate and even ideal ways on short-term faculty-led international programs than examples of students who misbehave.

As with all conversations about behavior, in the end, it is more important to emphasize what the students *should* do, rather than what they should *not* do. The norm is that students behave perfectly appropriately on short-term faculty-led international programs.

## F. GUIDELINES FOR ACCOMPANYING FAMILY MEMBERS

Serving as a faculty director of an international program can be a hardship to faculty members with families in a way that no other professional responsibilities can match. For this reason, faculty directors may decide that they want their family to accompany them as they serve their professional duties on an international program. In that way, a potential family hardship might be turned into a powerful living and learning experience both for the faculty director and for his or her family. Faculty directors who decide to bring family members with them on an international program must consider several important issues:

1. The faculty director of an international program wears many hats: teacher, dean, academic advisor, psychological counselor, financial advisor, tour guide, secretary, even, at times, janitor. The workload for programs abroad is thus much higher than that of teaching a course on campus. A faculty director's first priority is to be available to the program students in any potential emergency (or perceived emergency) 24 hours a day, 7 days a week, when the program is in session;
2. Accompanying family members or companions, if not enrolled as full participants in the program, are not considered in any way to be participants in the program or representatives of Salisbury University or any institution affiliated with Salisbury University. Accordingly, family members/ companions may not have any official duties (chaperone, driver, assistant, etc.). Family members/ companions are not protected by Salisbury University liability insurance for any actions taken abroad, and are urged to discuss applicable liability protection with an insurance agent to ensure that adequate coverage is in place for their overseas activities;
3. It is the policy of the University System of Maryland that faculty directors will not be reimbursed for any travel expenses incurred on behalf of family members/ companions. Careful records must be maintained by the faculty director to ensure separation of expenses of any family members/ companions from the reimbursable expenses of official travelers. Any additional costs incurred due to stopovers, route modifications, or mode of transport made for the convenience of the family members/ companions will be borne entirely by the faculty director.

### ***Preparation for the Trip***

Faculty directors are encouraged to share information with their family members/ companions about the country, anticipated activities, and the risks involved. Because of the group nature of these programs, faculty members are encouraged to include family members / companions in group orientations and pre-program preparations whenever possible and appropriate.

### ***Program Restrictions***

Although family members/ companions are not participants in the program, they are expected to abide by the program policies and restrictions that are imposed for safety reasons. Family members/ companions should be aware that their personal behavior must not in any way affect

the quality of the program or the experience of the participants, and that their involvement in group activities may be prohibited by SUCIE if deemed necessary.

### ***Minor Children***

Children under the age of 18 must be under the supervision of an adult other than the faculty director or a program participant.

### ***Travel Costs for Accompanying Family Members***

Neither SUCIE nor the international program budget is ever able to reimburse faculty for any costs incurred for accompanying family members or any other persons not enrolled in the program. If a faculty director is traveling with a family member(s) or companion, SUCIE will be able to facilitate travel planning for the family member(s) or companion. SUCIE will invoice the faculty member for any and all costs associated with accompanying family member(s) or companion. The faculty member must pay the invoice for accompanying family members prior to departure.

### ***Medical Insurance***

Family members/companions **must have their own medical insurance coverage for the period of the program.**

## **IV. PLANNING AND EXECUTION: ON-SITE**

### **A. FACULTY DIRECTOR ON-SITE RESPONSIBILITIES CHECKLIST**

The faculty director should fulfill the following duties on-site:

  √   Provide an initial on-site orientation to introduce the students to their host site and culture.

  √   Notify SUCIE immediately if any students do not arrive by the first day of class.

  √   Notify SUCIE immediately if any student leaves the program.

  √   Be responsible for maintaining fiscal records, the academic integrity of the course, coordinating class activities, and responding to any emergency situations which may arise.

  √   Act as liaison between the students and any individuals providing services to the program.

  √   Communicate clearly to students the academic and disciplinary roles of the faculty director.

  √   Itemize usage of any fund advances or the program contingency fund and collect receipts which will be turned in to SUCIE at the program's end.

√ Meet with students regularly throughout the program to discuss non-academic issues. Topics for discussion may include cross-cultural adjustment, personal activities, inappropriate behavior, etc. These sessions build group cohesiveness and alleviate possible divisions.

√ Be aware of possible indicators of culture shock. These can include: feelings of helplessness, loneliness, alienation, sleeping more than usual, depression, getting angry easily, decline in flexibility, stereotyping of host culture; increase of physical ailments, eating problems, inability to concentrate, and uncontrollable crying. The concrete indicators of culture shock vary greatly from individual to individual.

√ Assist students who are ill and who may have emergencies abroad. **Report emergencies directly to SUCIE as soon as possible.** (See section on Emergencies).

√ Cooperate with other on-site faculty members or staff regarding the program objectives.

√ Never loan students program or personal funds unless it is an extreme emergency.

## B. SAFETY AND SECURITY ISSUES

Safety is a prime concern of all who are involved in study abroad ventures -- participants, their families, advisers, SU, the host institutions, faculty leaders, SUCIE staff and any other SU personnel associated with our programs. Although statistics are in short supply, it is generally considered that study in a foreign country is no more dangerous than study in the United States.

On the other hand, there are risks that are unique to settings abroad, and when incidents occur, the impact on participants and their families is often more profound because of the unfamiliarity of the context and the distance that separates participants from their primary sources of consolation and support. The provisions of the Family Educational Rights and Privacy Act (FERPA/Buckley Amendment) often come into conflict with (a) SUCIE and leaders' needs to have full information about the participants we serve, and (b) the desire of parents and SUCIE/SU to be briefed fully when something goes wrong. This conflict is not unique to study abroad -- the issue is faced continually on campus but it does pose a more delicate challenge for study abroad because of the heightened sensitivities and the distance. If students or parents should inquire about how SU deals with safety and security issues, faculty directors may provide the following information:

SU is dedicated to offering a wide variety of study abroad opportunities to meet the needs of a diverse student population and is committed to maintaining a safe and secure environment for its students. SU has recognized the importance of establishing policies and procedures in the effort to protect the safety and well-being of study abroad participants, while acknowledging that no single plan can address all contingencies. Listed below are a few of the ways SU strives to keep study abroad, before and during the programs, as safe as possible:

√ SUCIE regularly and responsibly monitors safety issues in each of our program locations.

√ A review of all study abroad programs is conducted in which safety, security, and overall quality are measured.

√ All participants are required to attend one or more orientation sessions that stress safety issues and understanding cultural differences.

√ Emergency procedures are in place, including medical and general emergency evacuation procedures. In any emergency, SUCIE has plans to be in contact with faculty and students abroad.

√ Salisbury University requires all students to purchase a specific international health insurance and assistance plan in order to participate on Salisbury University study abroad programs.

√ All participants are encouraged to register with the U.S. Department of State Consulate in the host country.

A U.S. Department of State Consular Information Sheet for the country/countries where the program is offered is available at the U.S. State Department Web site (<http://travel.state.gov/travel/warnings.html>). The faculty director should consult the site periodically for updates between the time of your orientation and the group departure. SUCIE will notify the faculty director of any updates while the program is being carried out abroad. Students should be advised to avoid travel to or through any location where tensions exist and travel may be dangerous. SUCIE strongly discourages travel to any region where the US State Department has issued a warning against travel in a specific country or region. Check <http://www.countrycodes.com> to determine the international access code when calling from your host country. Make sure you are familiar with and knowledgeable about how to place calling card or collect calls outside the United States.

### ***On-site Safety***

In the event there are U.S. State Department public announcements, worldwide cautions, and travel warnings, SUCIE will send e-mails to faculty and students abroad. Faculty directors should relay any applicable information to all students. In the event of a local, regional or global crisis, a faculty director should maintain contact with the local U.S. Embassy or Consulate for updated security information. Faculty directors should review precautions with students so they can better secure their safety. For example, faculty directors should:

- Brief students on the desirability of blending with the local culture, including, when possible, speaking the host country language in public.
- Advise students to maintain a low profile, avoid crowds and protest groups, restaurants, and discos/night clubs where Americans, especially U.S. service people, are known to frequent.

Students should keep up with local news through newspapers, radio, and television and, in the event of disturbances or protests, NOT get involved. Faculty directors should ask students to use common sense and caution when divulging information to strangers about themselves, the program and their fellow students. In cases of serious health problems, injuries, or other significant health and safety circumstances, faculty directors should follow the emergency procedures as indicated in this handbook.

On longer programs, there might be a weekend that students will be free to travel independently. If the program allows time for students to travel independently, it is important that students inform the faculty director of the details of their independent travel, and that students officially sign out of the program for the duration of the time that they are traveling independently.

### ***Transportation and Vehicle Safety***

Use of automobiles driven by faculty and students should be avoided. All risks associated with travel in the U.S. are present, as well as difficulties involving cars, roads, laws and traffic, all of which will, to varying extents, be governed by customs and rules different from those found in the United States. While these risks may be managed with experience, obtaining valid and effective insurance in the countries being visited may be problematic and the University typically does not secure such insurance. When traveling on program-related activities, students should be transported via public transportation or vehicles rented by SU for that purpose and driven by professional, hired drivers. Specific rules may govern the securing of foreign transportation, including having the transportation company providing any necessary insurance. SUCIE will help to faculty directors to make foreign travel arrangements.

### **C. EMERGENCIES ABROAD**

The safety and well being of students and faculty participating in a Salisbury University study abroad program is of highest concern. A faculty director of a short-term program abroad may face an emergency involving one of more of the students who are in his or her care, or his or her own emergency. Participants can and do become ill, suffer accidents, are the victims of muggings, thefts, and assaults, find themselves caught up in potentially violent political situations, or fail to return on time to programs after a weekend. While it is impossible to plan for all contingencies, we need to follow procedures that will allow us to react in a responsible and levelheaded way when emergencies do arise. We need to provide in a consistent and predictable way for the safety and well being of our students. We also need to take reasonable and prudent measures to limit the University's legal liabilities.

SUCIE is responsible for coordinating the University's management of emergencies affecting participants in Salisbury University study abroad programs. **As the Faculty Director of a Salisbury University program, it will be your responsibility to follow the procedures outlined below and be sure to inform the students in your group about these procedures when you arrive on-site.**

### ***What Is An Emergency?***

For our purposes, an emergency is any circumstance that poses a genuine risk to, or that has already disturbed, the safety and well being of the program participants. Emergencies include, though are not limited to, the following:

- physical assault
- disappearance or kidnapping of a student
- robbery
- sexual assault or rape
- serious illness, physical or emotional
- significant accident and/or injury

- hospitalization for any reason
- terrorist threat or attack
- local political crisis that could affect the students' safety and well being
- arrests or questioning by police or other security forces
- any legal action involving a student

### ***How to Prepare For Emergencies***

All students and faculty on short-term programs are encouraged to register with the U.S. Department of State which serves as the central point for all embassies prior to departure.

As part of pre-departure orientations, faculty directors should inform the students of the exact location of the U.S. Embassy.

Health and medical care are important topics to be discussed with the students. Although faculty directors are encouraged NOT to offer direct medical advice to student participants, general health and medical care topics should be incorporated into the orientations and discussed at other points throughout the program.

Students should be reminded to notify the faculty director immediately about any health problems that may arise. The need for hospitalization can often be prevented by prompt treatment.

Students should be instructed as to the emergency procedures to follow if a faculty director should be injured, become ill, suffer an emergency, or otherwise become incapacitated. If a faculty director requires assistance in an emergency and is not able to secure that assistance himself, students should be instructed to call the **HTH Worldwide Emergency line (001-610-254-8771)**. Students should use the faculty director's international cell phone if necessary to make the call. The representative at HTH Worldwide will help the student to obtain immediate emergency assistance for the faculty director.

The program's location is a major factor in health risks and available medical care. If the students are to be housed with local families, the families should be informed that they are required to notify the faculty director immediately of any emergency involving the student(s) in their care. If the students are housed in a residence system or rented house, the local housing supervisor must be similarly informed. If the faculty director is not being housed with the students, the students must be given the address and phone number where he or she is staying. They should carry this with them at all times.

### ***On-Site Briefing for Students***

Faculty directors should explain to the students that they are required to inform them of any emergency, and that the faculty director in turn is required to contact SUCIE as soon as possible in order to inform the University about the emergency (an e-mail is sufficient if no action is needed). A faculty director should inform the students that this information will be treated with the strictest confidentiality, and that it will be shared by the directors only on a "need to know" basis.

Students should also know that if a crisis involving a student is grave enough to jeopardize his or her safety or well-being, the emergency contact given on the affected student's application will be informed.

Faculty directors should discuss preventable accidents with the students, such as traffic patterns, pub and drinking culture, drug laws, unsafe swimming, and the type of things that can happen when walking down a street alone at night in a foreign city. Likewise, faculty directors should get very specific about safe and unsafe behavior such as certain types of sexual behavior and how to dress and behave to avoid unwanted attention.

Faculty directors should be sure to include information as to how students should respond if the faculty director suffers an emergency or requires assistance.

Finally, students should be instructed as to where to go in case of a terrorist attack, political instability, or natural disaster. Unless movement will jeopardize their safety, it is suggested that all students meet at their place of residence to be accounted for and to receive further instructions.

### ***Responding To Emergencies***

Emergencies range from the irritating but benign (a lost or stolen passport, for example) to the imminently dangerous (motor vehicle accidents; political coups). Each situation must be assessed in its own context. Faculty directors should maintain daily contact with SUCIE and with host country informants. Members of the host culture may be best able to assess the seriousness of any given situation, and best able to give excellent advice.

In an emergency, the faculty director's first responsibility is to safeguard the safety and well being of the program participants. The faculty director should do whatever is necessary to ensure this, whether this means obtaining prompt and appropriate medical attention, U.S. Embassy intervention, or police protection. All expenses relating to the management of an emergency will be reimbursed.

When all that has been done to reasonably ensure the students' well being, SUCIE should be notified immediately. The **HTH Worldwide Emergency line (001-610-254-8771)** will have contact information for SUCIE and can serve as a means of reaching SUCIE. Faculty leaders will also be given direct contact information to reach the SUCIE Director's cell phone 24-hours per day, 7 days per week. During an on-going crisis, the faculty director should keep SUCIE informed on a regular basis through telephone or e-mail, until the crisis is passed.

If appropriate, faculty directors should notify the local U.S. Embassy or Consulate about the crisis, and follow whatever procedures they may require. If there is a continuing risk to the students (during a terrorist threat, for example), the faculty director should ask the appropriate Embassy or Consulate official for advice on a regular basis about the evolution of the crisis, and about how the entire program group should respond. In any other sort of emergency, the faculty director should notify the local police about the situation, if you and the Embassy feel it is appropriate; then follow the procedures the police may require of you and/or the student.

The faculty director should indicate to students the proper procedures if he or she suffers an emergency. If a faculty director requires assistance in an emergency and is not able to secure that assistance himself, students should be instructed to call the **HTH Worldwide Emergency line (001-610-254-8771)**. Students should use the faculty director's international cell phone if necessary to make the call. The representative at HTH Worldwide will help the student to obtain immediate emergency assistance for the faculty director. The students should follow all instructions given by HTH Worldwide as closely as possible. Once the students, with the help of HTH Worldwide, have been able to stabilize the emergency involving the faculty director, they should request that HTH Worldwide communicate with SUCIE through the emergency contact information that they have on record.

During a political crisis or some other emergency during which foreigners in general or US citizens in particular may be at risk, students should be told to keep a low profile. They should avoid demonstrations, avoid behavior that could call attention to themselves, avoid places where Americans are known to congregate, and avoid using luggage tags and wearing clothing which identifies them as Americans. It is highly unlikely that participants will need to be evacuated from a site abroad. In many situations, it is much safer to lie low than to draw attention to the group through an evacuation process. SUCIE will, however, bring students and faculty directors home if a situation were to deteriorate to the point where the degree of potential risk to participants was deemed unacceptable. If this unlikely event were to happen, the Director of SUCIE, in consultation with the faculty director, the US Embassy and State Department, and the appropriate individuals on campus, would develop an evacuation plan in as much detail as possible. The plan would be transmitted to the faculty director in confidence, and officials on the home campus would work closely with the faculty director throughout the evacuation process. In general, follow these guidelines when communicating with the students during an emergency situation:

- **Share information:** give students as much, and as accurate, information as possible. Document the situation and communicate with SUCIE on a daily basis.
- **Assess the situation:** how long will it last? Is it an inconvenience or a threat?
- **Keep calm, and keep others calm:** Do not panic. Discourage students from gossiping and thus escalating the situation.
- **Give students choices:** in a serious emergency, allow students when possible to make their own informed decisions about whether to leave the program or to stay. Remember that this option is only ethical when students have enough information to make a reasonable choice.

The faculty director should also become familiar with and inform students of the procedures for obtaining emergency health and law enforcement services in the host country. Each participant on a short-term faculty-led international program will receive an Emergency Assistance Abroad card. This card provides students with basic instructions if they have a medical emergency, are the victim of a crime or otherwise feel the need for emergency assistance. It also provides the following two emergency contact numbers:

1. **Faculty Director's international cell phone number.** The program director must travel with an international cell phone and have it available for students to call at all times. SUCIE

will provide international cell phones to faculty directors. Foreign partners may also help in providing a cell phone in the host country.

2. **24-hour HTH Worldwide Emergency line.** Students may call this line collect from anywhere in the world at 001-610-254-8771

A copy of this Emergency Assistance card is available in the appendix.

### ***Medical Emergencies***

If case of a medical emergency, if the faculty director is not available students should be instructed to call collect the **24-hour HTH Worldwide Emergency line (001-610-254-8771)**. If possible, students should call the Emergency Line BEFORE seeking medical treatment. The emergency line can help a student locate the nearest and most appropriate medical provider, and arrange direct payment to a member of the Preferred medical network where available. Faculty directors should not hesitate to use the HTH Worldwide Emergency Assistance line if a student becomes ill. When in doubt, it is always better to seek medical attention.

### **Emergency Assistance: HTH Worldwide.**

**Toll Free from within the USA and Canada (1-888-350-2002)**

**From abroad, call collect 001-610-254-8771**

The following services are included in the program: referral to the nearest, most appropriate medical facility and/or provider; direct payment where available, medical monitoring between attending physicians, family physician, and immediate family members; arranging and coordinating emergency medical evacuations; assisting in arranging emergency medical payments if a hospital demands a cash deposit or settlement prior to leaving and direct pay is unavailable; prescription assistance, emergency reunions, repatriation of remains, emergency travel arrangements for disrupted travel as the consequence of a medical emergency; referral to legal assistance; assistance in non-life threatening travel emergencies (lost passports, lost luggage, etc)

### ***Evacuation of Student(s) or Cancellation of Program***

The faculty director, in consultation with SUCIE, may decide to recommend the evacuation of a student in response to:

- An emotional crisis which greatly affects the individual: death of a program participant, death or serious illness in the family.
- Serious illness, either physical or psychological.

The faculty director, in consultation with SUCIE, may decide to cancel the program in response to:

- Death of a program participant.
- Kidnapping of a program participant.
- An outbreak of highly infectious disease at the host site.
- A natural disaster.
- A political or civic emergency.
- Serious illness or injury suffered by the faculty director.

The decision to evacuate students or cancel a program, even when made for the best reasons, may result in negative responses, including lawsuits instigated by the students or their families, and difficulty in re-establishing the program in future. It is therefore essential, when contemplating an individual evacuation or program cancellation, to consult immediately with SUCIE who will in turn consult with other appropriate offices on the SU campus.

#### **FERPA/Buckley Amendment**

FERPA (the Buckley Amendment) regarding the privacy of student records, may conflict with the desire of parents and others to be fully briefed on both student progress and on-site emergencies. Students participating in SU programs are required to sign the release form described above as *Medical Information, Rules of Conduct, Liability Waiver, Release and Indemnification Agreement* that recognizes that program staff will disclose information to their families in the case of a medical emergency. If a faculty director believes that certain information must be disclosed for a participant's well being without his or her consent, he or she should first contact the director of SUCIE, who will seek the advice of University counsel. In rare cases when that is not possible – in cases of a serious and urgent medical emergency, for example – the best guideline is to act in the way which will be of most benefit to the student. Remember to document all emergencies thoroughly and to communicate with SUCIE about the situation. It is inappropriate to communicate with parents about a particular student's grades, personal relationships, or cultural adaptation without prior permission from the student.

#### **D. DISCIPLINARY PROBLEMS**

Students on faculty-led international programs are governed by the SU Student Code of Conduct. The "Salisbury Promise," included in the "Student Community and Team Building" section above, encapsulates the content of the Code of Conduct. Faculty directors have the responsibility and obligation to report student behavior that violates the Student Code of Conduct to the Dean of Students. The entire student judicial process is at the disposal of the faculty director. The faculty director does not need to suffer poor behavior by students on an international program. In fact, the faculty director is obligated to the entire student group on the international program, and to the university community at home to help the Office of Student Affairs to discipline students "whose conduct on or off campus threatens the safety and well being of the campus community and/or is viewed to be detrimental to the University's interest" (Student Code of Conduct, back cover). The faculty director is not alone in this work. The entire Office of Student Affairs stands ready to support faculty directors in their work on international programs.

In addition to the "Salisbury Promise," another valuable section of the Code of Conduct with which faculty directors should be familiar is the "Disruptive Behavior" section:

Disruptive behavior means actions that impede, obstruct or interfere with the educational intent of the University or which are detrimental to University interests, including, but not limited to... conducting an activity or acting in such a manner as tends to disturb the peace and order of the campus, the community or the public generally. (Student Code of Conduct, 6)

Faculty directors have the entire Office of Student Affairs at their disposal to process students through the campus judicial system for any violation of the Student Code of Conduct. The campus judicial process begins when the faculty director of an international program submits a written incident report to the Dean of Students Office. This incident report can be submitted by email immediately from abroad. SUCIE is available to help faculty directors to communicate with the Dean of Students Office.

Sanctions for violation of the Student Code of Conduct vary from Warning and Probation to Permanent Dismissal and Withholding a Degree. Sanctions are determined by the Office of Student Affairs as part of the judicial process. Both students and faculty directors must be aware that the SU Student Code of Conduct and the jurisdiction of the Office of Student Affairs extend to all international programs sponsored by Salisbury University.

In very rare instances, a behavior problem may warrant dismissal from the international program. The decision to dismiss a student from an international program, even when made for the best reasons, may result in negative responses, including lawsuits instigated by the students or their families, and difficulty in re-establishing the program in future. It is therefore essential that, before contemplating or threatening dismissal of a student from a program, the faculty director file an incident report with the Dean of Students and consult with SUCIE.

In order to establish a pattern of inappropriate behavior with a particular student, it is critical that the faculty director file incident reports with the Dean of Students for violations of the Student Code of Conduct. Any decision to dismiss a student from the international program must be made in consultation with SUCIE and the Office of Student Affairs.

It is important to note that only the University can dismiss a student from the international program. There is no mechanism by which to force a student to return to the United States. Of course, if a student is dismissed from the program, any changes in travel arrangements are the responsibility of the student.

In cases of arrest, SU assumes no financial responsibility for legal aid to students. However, it is appropriate for the faculty director, with SUCIE, to assist students in contacting their families and appropriate government offices.

#### E. ALCOHOL USE

Many behavior issues on international programs are connected with the misuse and abuse of alcohol. The Alcoholic Beverage Policy in the Student Code of Conduct is “designed to allow responsible use of alcohol by those of legal age”. Because students will usually be of legal drinking age in their host country, faculty directors should address the use of alcohol early and often. To begin this discussion, it is critical to remind students of the Community Expectations Violation of the Student Code of Conduct:

It shall be a violation of the alcohol policy to engage in any action while under the influence of alcohol that is disruptive to the community. Such behaviors include, but are not limited to, vomiting in public, public urination, fighting, exhibiting disorderly conduct,

damaging property, throwing bottles, blocking or lying across or otherwise preventing or interfering with access to or passage across an entryway or thoroughfare, or cursing and shouting at others, or disrupting classroom or University-sponsored activities.

Faculty directors are responsible to file incident reports with the Dean of Students for violations of the Community Expectations standard of the Alcoholic Beverage Policy of the Student Code of Conduct. Incident reports should be submitted by email as quickly following a violation as possible. SUCIE is available to help faculty directors to communicate with the Dean of Students Office.

In addition to the judicial consequences for inappropriate use of alcohol when students return to campus, faculty directors might also want to remind students that the risks associated with the two most common causes of injury and death among study abroad students – road accidents and drowning – increase exponentially with alcohol use. It may also be worth noting to students that alcohol misuse is almost always involved when students find themselves in trouble with local authorities for offenses such as disturbing the peace, destruction of property, fighting/brawling, sexual crimes, public indecency, and, of course, public drunkenness. In this context, students should also be made aware of the tenuousness of their own legal status while traveling overseas. Local police, judges, officials, and even laws, may well treat a foreigner more harshly than a local citizen. Students should understand that the legal rights and privileges afforded them in the United States as citizens do not apply while overseas.

Faculty directors should brainstorm with the students on their perception of alcohol use in the host culture, comparing and/or contrasting with alcohol use in the United States. One observation along this line might be that it is considered to be most un-masculine for a man to not be able to “hold his liquor” in most cultures. Women might be reminded of the common assumption in many cultures that American women are more sexually “easy” than local women and that signs of drunkenness by an American woman will only heighten that misperception.

Likewise, faculty directors should encourage students to watch carefully how locals in the host country drink alcohol – what they drink, how quickly, how much, when -- and how they act when drinking. As always, the students should be encourage to learn from the local culture and attempt to fit in culturally.

## **V. PLANNING AND EXECUTING: POST-PROGRAM**

### **A. PROGRAM EVALUATION**

SUCIE will provide evaluation forms to the faculty member to distribute to participants at the end of the program and/or will be emailed to the participants at the completion of the program. Evaluation forms should be completed and returned directly to SUCIE. Faculty directors can decide whether they would prefer to distribute paper copies to the participants in country, or have SUCIE email evaluations to students.

## B. SUBMITTING GRADES

As soon as the program returns, the faculty director should submit grades to the Registrar's Office. If students are submitting papers after their return, or if the program extends beyond the semester session, the faculty director must award all students an initial grade of Incomplete. Upon return, the faculty director will have to file a Change of Grade form for each student. SUCIE can facilitate your communication with the Registrar's Office both for awarding Incompletes and for filing Change of Grade forms.

## C. PROGRAM FINANCES

### ***Expense Account***

The faculty director should bring on the program a State of Maryland State Expense Account form. SUCIE can provide the form to the faculty director. For longer programs, a faculty director will want several copies of the form. The faculty director should account for all expenses for which he or she has been advanced program funds on the State of Maryland State Expense Account form. On return, the faculty director should submit his or her completed State of Maryland Expense Account form to SUCIE within one month. Receipts must be submitted together with the State of Maryland State Expense Account form for all expenses other than those paid for in advance as part of the group (such as a flight). Expenses incurred for which there are no receipts may not be reimbursed (exceptions can be made for tips, taxi fares, etc.).

Receipts do not have to be filed for the meal per diem. The Expense Account must break down the meal per diem by breakfast, lunch, and dinner. Meals paid for by other components of the budget (breakfasts included with the hotel, program sponsored dinners) should not be submitted as part of the meal per diem. The meal per diem is determined by the program budget and must never exceed the Department of State recommendations for meal per diem for the foreign location.

If a faculty director submits receipts totaling less than the amount of the advance check at the conclusion of the program, the difference will need to be paid back to SUCIE with a personal check made out from the faculty director to Salisbury University. SUCIE will be responsible for approving the State of Maryland State Expense Account form and submitting it to the Office of Accounts Payable. Faculty directors are encouraged to meet with SUCIE to discuss any questions about the Expense Account Form.

### ***Final Program Financial Audit***

SUCIE will conduct a financial audit of each program, once all financial activity has been completed. Each program's audit will be shared with the faculty director, the Department Chair, the School Dean, and the IPC of the Faculty Senate.

## D. POST-PROGRAM RE-ENTRY ORIENTATION

### ***Reunion Party / Meeting***

The faculty director should consider organizing a meeting with participating students after everyone has returned to campus to discuss the program with hindsight. Faculty directors are

welcome to invite a representative from SUCIE to this meeting and are encouraged to reserve the SUCIE cottage where there are full kitchen facilities, a barbecue grill, etc. for a post program reunion or reception. Collecting student comments and responses is very helpful for planning future study abroad programs and affording the students an opportunity to talk about their re-entry experience is an important component of cultural re-adjustment.

Faculty directors should strive to maintain contact with participating students as much as possible, assisting them with their readjustment and possible reverse culture shock. Faculty directors will want to reassure students that it can be just as difficult to adjust to returning home as it was adapting to a new culture and to remind them to take time to re-acclimatize. Faculty directors also should be sure to ask program alumni to help recruit for future study abroad programs.

### ***Student Global Ambassador Corps***

The Center for International Education is always seeking applicants for the position of Student Global Ambassadors. The program space is usually limited to 15-20 people. The duration of the program is one semester with the possibility of renewal. Applications can be filed year-round, with new ambassadors being trained at the beginning of fall and spring semesters. The successful applicants are contacted immediately after selections are made. The Student Global Ambassador Corps provides returning study abroad students with formal training as study abroad advisors. Ambassadors are asked to commit to a minimum of 15 hours service during the semester in support of international education. Some of the duties and activities include study abroad peer advising, classroom presentations, dormitory visits, staffing study abroad information tables, and support for study abroad fairs. Student Global Ambassadors must have studied abroad already themselves, have junior or senior academic standing, and maintain a minimum GPA of 3.0. Each Student Global Ambassador receives an official Center for International Education polo shirt, a personalized Student Global Ambassador name tag, and other benefits. Upon completion of the program the students are awarded a Certificate of Recognition as a Student Global Ambassador. Applications for the program are available online at <http://www.salisbury.edu/intled/>.

## **X. APPENDIX**

1. NEW SHORT-TERM FACULTY-LED INTERNATIONAL PROGRAM PROPOSAL FORM
2. INTENT TO OFFER APPROVED SHORT-TERM FACULTY-LED INTERNATIONAL PROGRAM FORM
3. SHORT-TERM FACULTY-LED INTERNATIONAL PROGRAMS TIMELINE
4. SAMPLE PROGRAM BUDGET
5. SAMPLE PROGRAM WEBSITE / BROCHURE
6. EMERGENCY CONTACT CARD
7. PROGRAM EVALUATION FORM
8. STATE EXPENSE ACCOUNT REPORT
9. STUDY ABROAD STUDENT INFORMATION SHEET
10. DISABILITY DISCLOSURE FORM
11. MEDICAL INFORMATION, RULES OF CONDUCT, LIABILITY WAIVER, RELEASE AND INDEMNIFICATION AGREEMENT