

# **Study Abroad Program Director's Manual**

**Center for International Education  
Columbus State University**

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Adapted 10/2000 by Dr. Neal R. McCrillis from:

- Georgia College & State University Study Abroad Program Director's Handbook
- *Transcending Borders, Expanding Minds: Handbook for Developing Study Abroad Programs*, 1998, University System of Georgia, University of Georgia Office of International Education
- CSU Risk and Crisis Management Guidelines
- VSU Site Evaluation Guide

## **I. General Program Design**

Faculty members who wish to offer a CSU study abroad program should work closely with the Center for International Education (CIE), which will assist them in designing programs that meet CSU and University System of Georgia requirements.

### **A. Approval Process and Deadlines**

Proposals for Maymester and Summer study abroad must be complete and submitted by September 1 of the year before the study abroad program is to occur. Proposals for Spring study abroad programs must be complete and submitted by April 1 of the year before the study abroad program is to occur. A study abroad proposal must be approved by these persons before submission to CIE:

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

### **B. Procedure to Follow**

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

1. Describe program to department head(s) that would be involved and seek approval;
2. Meet with the Director of CIE to discuss the proposal and clarify the procedures for developing a proposal;
3. Develop a draft proposal, including all the components described below;
4. Have the Director of CIE and department head(s) review the draft proposal and make any revisions that are required;
5. Submit the final proposal, along with the signature approval form, for signatures.
6. The Study Abroad Subcommittee will review all proposals on behalf of the International Education Committee. The IEC will make a recommendation to the Director of CIE who will then decide whether to seek institutional approval from the VPAA.

### **C. Program Design Checklist**

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

- Meet with department head, dean, or Director of CIE to confirm that there is:
  - No other program in the University System of Georgia that makes your program redundant.
  - Sufficient student interest to generate minimum program enrollment.
  - Support for this program at the departmental and college levels.
  - Permission for faculty to participate in the program.
  - Appropriate compensation for participating faculty (CSU has committed itself to providing the standard summer salary for summer study abroad programs).
- Develop preliminary program design.
- Contact host/sponsor institution to discuss program design.
- Develop a timetable for program implementation.
- Make a site visit as necessary to assess accommodations, classrooms, academic facilities and resources, dining options, in-country transportation, health care centers and security. Contact CIE for site visit guidelines and pay special attention to the NAFSA Health and Safety Guidelines (See Appendix).
- Negotiate costs with in-country service providers.
- Determine payment deadlines and refund policy.

- ❑ Prepare Study Abroad Program Approval Form (Appendix) and budget and submit to CIE for review and comments before submitting for final approval. The final version of the completed and signed Approval Form is due at CIE by 1 April for spring programs and 1 September for Maymester and summer programs.
- ❑ Develop and implement a campus-wide recruiting plan with CIE. Consider recruitment in the USG and other nearby universities.
- ❑ Plan publicity materials but print only after the program is approved.
- ❑ Submit program information to CIE for campus and USG dissemination.
- ❑ Book flights 6-9 months before your planned departure (contact CIE for recommended travel agents).
- ❑ Send letter to accepted students informing them of payment deadlines, missing documents, passport/visa application procedures and orientation. Send regret letters to unqualified students.
- ❑ Direct students to the Financial Aid Office to make sure their financial aid will apply to program costs.
- ❑ Encourage students to apply for Amos, Fort, and Nakai Scholarships and STARs awards as appropriate. Information on scholarships and applications are available in CIE.
- ❑ Refer transient students to the Admissions Office so they may apply for admission to CSU.
- ❑ Advise transient students to meet with study abroad and financial aid advisors at their home institutions to determine how credit will be transferred and financial aid disbursed.
- ❑ Create study abroad courses through host department or request CIE create CRNs before courses for the relevant semester are created.
- ❑ Register ALL student participants in their course(s).
- ❑ Make payments to service providers.
- ❑ Plan and conduct pre-departure orientation that includes syllabi and course materials, travel itinerary, plan for distributing airline and any other necessary tickets, emergency information cards, CISI insurance information, and general information about program location and safety.
- ❑ Submit a completed faculty "Travel Application" (Appendix).
- ❑ Before departure:
  - ❑ Submit to the CIE copies of each student participant's signed Waiver of Liability and program's overseas contact information.
  - ❑ Bring completed Student Information Forms (see Appendix) to CIE to enroll students in mandatory study abroad insurance. Pack copies of the forms to take on your program.
  - ❑ Confirm that all student participants are registered and have paid tuition charges.
  - ❑ Confirm that all students have passports and visas as needed.
  - ❑ Confirm that all students have paid program fees.
  - ❑ Pack *Study Abroad Program Director's Manual* to take on your program.

**D. Sample Planning Calendar for Developing a Summer Study Abroad Program**  
**Pre-Departure**

Discuss Program Proposal with Department Chair and Dean	Fall-Spring of Prior Year
Discuss Program Proposal with Director of CIE	Fall-Summer of Prior Year
Submit Draft Program Proposal	Winter or Spring of Prior Year
Submit Program Proposal for Spring Program	By April 1
Finalize Budget and Fees	Summer
Submit Program Proposal for Summer Program	By September 1
Develop Marketing Materials	By August
Faculty Orientation (if multiple instructors)	September-October
Finalize Arrangement with Providers	October-December
Application Deadline	February-April
Acceptance Letters to Students	As Needed
Submit Deposits to Providers	October-April
Student Orientation	April-June
Student Information Sheets to CIE and CISI Insurance	1 week before departure

**On-Site**

Transportation from Airport to Study Site	Immediately upon arrival
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On-Site Orientation	Within 12 hours
Check-in with CIE	Within 24 hours
Register with U.S. Embassy or Consulate	Within 48 hours
Account for Expenditures and Collection of Receipts	Ongoing
Student Program Evaluation Form	Last day before departure

**Post-Program**

Submit program evaluations to CIE	Within 1 week
Submit accounts and receipts	Within 2 weeks
Submit grades to Registrar (or CIE)	Within 2 weeks

**II. Academic Planning**

Because the program awards academic credit, it must be academically substantive and credit awarded must be in line with the curriculum, contact hours, and assignments. The CIE will assist, where appropriate, in articulating policies and in interpreting non-traditional aspects of study abroad settings, but the responsibility for assuring academic credit rests with deans and department heads. Course plans should both take advantage of the international setting and assure academic rigor. All study abroad courses are required to meet SACS standards and must include a tentative itinerary, learning outcomes and assessment procedures.

**A. Academic Structure**

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

## **B. Evaluations**

- Each study abroad program will have students complete study abroad program evaluations. These evaluations must be administered in the same manner as class evaluations on the main CSU campus:
  - ⇒ All programs must use the standard CSU study abroad program evaluation form (Program directors may add additional questions on a separate form. Course evaluations are separate from program evaluations and are the responsibility of the instructor and his/her department);
  - ⇒ Students complete the program evaluations **during** the program; the evaluations are sealed in an envelope with the full name of the program on the outside of the envelope and delivered by a pre-selected student to the Center of International Education. This ensures that the faculty member does not handle the evaluations;
  - ⇒ Study abroad program evaluations will be read by the director of CIE and a summary will be compiled from the questions to allow the director to discern trends in the programs;
  - ⇒ Copies of the study abroad program evaluations and comments by the CIE director will be provided to each program director and/or instructor after final grades are submitted for the course; and
  - ⇒ If the program or site director agrees with the CIE director's recommendations, then no further action is required beyond those recommendations. If the faculty member disagrees with the recommendations, then the matter is referred to the Study Abroad Subcommittee.
- If a non-academic problem or concern is referred to the Study Abroad Subcommittee, members of subcommittee will meet to review the study abroad program evaluations.
  - ⇒ Recommendations by the subcommittee will be made and dealt with on a case by case basis.
  - ⇒ The subcommittee members will meet with the faculty member in charge of the course or program to seek to resolve the issues;
  - ⇒ If issues remain unresolved, the subcommittee will meet with the department chair responsible for the course;
  - ⇒ If issues are still unresolved, the subcommittee will address their concerns to the Dean of the College responsible for the course; and
  - ⇒ If the issues still remain unresolved, the final step will be for the subcommittee to bring its concerns to the VPAA.

## **III. Fiscal Procedures**

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

### **A. Budgeting**

Sound budgeting will serve you well in avoiding funding shortages and keeping student costs down. Use the following guidelines when creating your budget:

1. Determine an enrollment number for which you will budget based on an estimate of student interest and the program's capacity;
2. Calculate per-student costs by adding student (use realistic estimate of student enrollments) and faculty expenses, then divide total cost by number of students;
3. If faculty meals are not pre-paid, you should budget a daily food allowance (per diem) for each faculty participant. The University System of Georgia allows a maximum of \$28 per day for meals.
4. Add to the total package figure a cushion of 5 - 10% for administrative overhead, variation in exchange rates, and price fluctuations;
5. Use a conservative estimate for exchange rates as they may fluctuate greatly;
6. **DO NOT INCLUDE TUITION AS PART OF YOUR PROGRAM BUDGET** – this will be handled through student accounts and will guarantee faculty salary.

**B. Budget Items**

The following items (if they are parts of your program package) must be included in your budget and should include student and faculty costs:

1. International travel;
2. In-country travel;
3. Accommodations;
4. Meals (for faculty, this may be in the form of a per diem);
5. Guided tours;
6. Medical insurance;
7. Facilities rental;
8. Guest lectures;
9. Printing;
10. Program Supplies;
11. Overhead and Buffer (5%-10%).

**Sample Budget** (The three-week CSU in Oxford Summer Study Abroad Program has a target enrollment of 9 students, faculty instructor and faculty director. You may wish to include other items or delete some items.)

Item	Cost	x	Number	Total Cost
Airfare	900	x	11	9,900
Ground Transportation	40	x	11	440
Four-day BritRail Flexpass (site director does not receive a pass) (surcharge of \$60 if over 25 years old)	180	x	10	1,800
Accommodation (20 days @ \$20 ea.) (Foundation does not charge for faculty)	400	x	9	3,600
Oxford Bus Passes (3 wks. at 20 ea.)	60	x	11	660
Insurance (one month)	30	x	11	330
Program Supplies and Expenses				500
Faculty Per Diem (20 days @ \$25 ea.)	500	x	2	1,000
Guest Lectures				400
Van Hire				1000
Printing				200
Subtotal				19,830
Administration, Overhead, etc. (8.3%)				1,646
Total Costs				21,476
Cost per participant (9)				2,386
PACKAGE COST TO BE ADVERTISED: \$2,385 + tuition				

### **C. Application Fees and Payment Schedules**

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

1. You should require an application fee to be applied toward students' package costs. You should consider an application incomplete without the application fee. You may wish to make part of the application fee refundable up to a specified date (BE SURE TO INCLUDE A DETAILED REFUND POLICY IN YOUR PROGRAM LITERATURE). The remainder of the program fees may be broken down into two or more partial payments. For example: \$185 application fee; \$1,100 due on March 1; and \$1,100 due on April 1 for a total package cost of \$2,385;
2. You should require that students' application fees be paid by check or money order. The remainder of the package cost may be paid by check, money order, Visa or MasterCard. Please contact CIE to set up a procedure for credit card payments for your program.

#### **D. Account Management and Record Keeping**

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

1. As soon as plans are underway to launch your study abroad program, CIE will establish a study abroad agency account into which all program fees will be deposited and disbursements made for program expenses. CIE is responsible for administering these accounts BUT program directors should review these financial records regularly. All student payments should be made to the CIE with the possible exception of small application deposits (no more than \$200).
2. Student application deposits should be submitted to CIE within one day of receiving them. With any application deposits, you should attach a written note indicating the program name and participant's name.
3. **It is very important to keep in mind that student tuition payments must be kept separate from program fees.** Charges for tuition will appear on students' accounts when they register for classes. Students are responsible for paying tuition money into their accounts at the cashier's office.
4. According to Board of Regents policy, students participating in USG study abroad programs should not be charged health, student activity, technology and athletic fees. This policy applies only to students who are not enrolled on campus for the term.
5. Board of Regents policy also specifies that non-resident students participating in USG-approved study abroad programs should not be charged full non-resident tuition, but rather a maximum of \$250 above resident tuition. CSU has in the past charged only resident tuition, with no extra fee for summer study abroad programs.
6. Program fees covering airfare, room, board, etc., must be paid by students to CIE. **All program monies received must be deposited into the study abroad program agency account as received** – do NOT spend cash you receive from students.
7. Once you have money in your program account, you may begin paying for program services. It is best to try and pay for as much as possible in advance to avoid the risks of carrying large amounts of money abroad. To do this, all you need is an invoice from the service provider. Use the following procedure to make a payment by check:
  - a. Send a memo to CIE together with an invoice from the service provider requesting payment from an agency account. You should include the Federal ID number or SSN for an individual payee if the individual has one;
  - b. If there is more than one item being paid, please itemize the check request;
  - c. Make a copy for your files;
  - d. CIE will submit a check request to the CSU Business Office;
  - e. The check will be sent to CIE where you will pick it up;
  - f. When you receive the check, make a copy for your files and record the transaction in your spreadsheet.
8. In some cases, it will be impossible to acquire invoices for services (e.g., entrance fees, cab fares). To obtain a cash advance from your account to pay for services for which it is impossible to acquire invoices, use the following procedure:
  - a. Establish in your budget costs for such services (e.g. museum entrance fee: \$10 x 10 students = \$100);

- b. At least two weeks in advance submit a memo to CIE requesting the funds with a detailed itemized budget;
  - c. COLLECT RECEIPTS FOR ALL PAYMENTS ON LOCATION;
  - d. Upon your return submit a memo and an itemized accounting of payments with receipts to CIE;
  - e. On receipts written in a foreign language, circle the monetary figures and provide an exchange rate (available on the CIE website) in the cover memorandum;
  - f. **Advanced funds not accounted for must be repaid to the study abroad agency account (per diem advances are exempt from this requirement).**
9. If a daily meal allowance (per diem) for faculty is included in the program budget, you may get a cash advance from your account by using the following procedure:
- a. Establish in your budget a per diem for faculty multiplied by the number of days the program will run (e.g. per diem: \$30/day x 30 days = \$900);
  - b. Submit a memo to CIE requesting the funds in advance and a copy of your budget;
  - c. If you completed the program, you are not required to submit receipts for a per diem advance.

### **E. Financial Aid**

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

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

## **IV. Risk and Crisis Management**

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

### **A. Safety and Tort Liability Issues**

#### **Background**

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

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

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

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

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

### **Program and Site Familiarity**

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

### **Supervision and Backup**

Make sure that someone is always in charge. An assistant director or leader must be available in case the director is unable to function. Students should always be accompanied during group travel. Someone (director, assistant or co-director, host institution staff, or student leader) should be available to handle emergency situations at all times.

### **Insurance**

Students going abroad must carry the CISI policy through the CIE. It covers medical expenses, repatriation of remains, and medical evacuation. This should be made clear to students upon application and during orientation. The insurance will be purchased on behalf of the participants by CIE. The program director is responsible for providing CIE with Student Information Forms

from all student participants and teaching faculty so that CIE can purchase the insurance. Directors must pay for the cost of insurance through their program budget or through separate checks collected from all participants.

### **Orientation**

One of the best ways to ensure the safety of students and minimize the occurrence of litigation over negligence is to provide a thorough orientation. CIE can provide a study abroad orientation. During your study abroad program orientation, please include the following:

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

### **Statement of Responsibility**

All students who participate in study abroad should sign a Waiver of Liability form for their program.

### **Alcohol Policy**

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

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

## **B. Contractual Liability**

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

1. Be honest about travel, prices, housing, food, etc.;
2. Include disclaimers - e.g. prices may vary, services may change - in program literature.

For example, "all costs are subject to change because of unanticipated increases in airfares or other program elements or fluctuations in monetary exchange rates";

3. Provide equivalent services when changes are made;
4. Obtain clear, written contracts with service providers that include services, costs, and a refund or alternate plan if first-choice services cannot be provided.

## **C. Crises Management (for program directors)**

When handling any crisis, DOCUMENT YOUR ACTIONS!

### **1. Medical Emergencies**

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

In cases of serious medical situations, you are to do the following:

- a. Take the person to a hospital/clinic, verify the nature of the emergency with a doctor, inform health care personnel about chronic medical conditions, and assist with medical insurance paperwork;
- b. Obtain the medical help indicated;
- c. Contact the Office for International Education (CIE) with nature of the medical emergency, and keep in regular contact with CIE until the emergency has passed. Advise CIE if the student does NOT want the emergency contact notified;
- d. Have the student call emergency contact. If the student is not able to communicate, CIE will call the contact;
- e. If the student is unable to make advance payments for treatment, contact CIE with details. Note: this is a good reason to recommend that students carry credit cards;
- f. If the student has not signed authorization for you to obtain medical treatment, seek authorization from the student's contact person. Remember, you are not the student's legal guardian, but you should try your best to get medication attention for her/him;

- g. The following is a list of information you should obtain to assess the situation:
- student's name;
  - date of accident or commencement of illness;
  - details of injuries, symptoms, present condition, including temperature;
  - name and telephone number of attending physician;
  - name, address, and number of hospital or clinic, if applicable;
  - drugs administered;
  - x-rays taken and results;
  - surgery proposed. Type of anesthesia. Wait for authorization if necessary and possible (work with doctor).

## **2. Natural Disasters and Group Accidents**

In the case of earthquake, flood, avalanche, epidemic, bus crash, etc., you are to do the following:

- a. See to the safety of all group members;
- b. Communicate immediately with CIE as to the safety and state of health of all group members, the group's location, plans, and when you will contact CIE again;
- c. Communicate the same information to the nearest American Embassy or Consulate. Diplomatic channels are an alternative way to get information to CIE if public communication systems fail;
- d. Consult with American Embassy/Consulate, local police, local sponsors, etc., for advice on how to respond to situation;
- e. Discuss plans with group members. This may include change of location, change in program schedule, cancellation of the program, or a shift in emphasis in the program;
- f. Some students may decide to return home immediately. Of course, this is their prerogative and you should assist in making arrangements;
- g. Keep in touch with CIE.

## **3. Civil Disturbance or Acts of Terrorism**

- a. Be aware of situations and locations that can be potentially dangerous. Warn students and advise them to avoid such areas whenever possible. Discourage or forbid, if necessary, attendance at particularly sensitive political meetings, rallies, or other sizable gatherings;
- b. Keep the American Embassy notified of your location at all times if you suspect problems are likely to erupt. Make sure you fully understand evacuation procedures to be followed in case it becomes necessary;
- c. Keep CIE informed of developments and follow instructions issued by the American Embassy;
- d. Contact CIE as soon as possible in the event of a coup, assassination, riot, revolution, act of terrorism, etc., so parents who call may be fully informed.

## **4. Missing Program Participant (more than 24 hours)**

- a. Inquire with friends and associates of the missing participant about her or his

whereabouts;

- b. Notify the American Embassy, local police, and local sponsor(s) and give them your telephone number;
- c. Notify CIE at once. CIE will notify the student's emergency contact. Be sure to provide CIE with as many details as possible regarding what happened and what is being done;
- d. Check with authorities daily, and inform CIE of any new developments.

## **5. Student Arrested**

- a. Call local law enforcement agency;
- b. Visit student in jail and determine what happened;
- c. Have the student call emergency contact. If student is unable to make call, CIE will call contact;
- d. Report situation to American Embassy or Consulate;
- e. Assist student in obtaining funds for bail if possible;
- f. Notify CIE about incident.

## **6. Robbery**

- a. Call local law enforcement agency;
- b. Assist student in obtaining funds to replace stolen money;
- c. Have student call emergency contact;
- d. Notify CIE.

## **7. Assault**

- a. Go through medical emergencies protocol in section 1;
- b. Call local law enforcement agency to report incident;
- c. Notify CIE about the incident.

## **8. Rape**

- a. Go through assault protocol in section 7;
- b. Notify CIE about the incident;
- c. Help student find counseling. Keep in mind that in many cultures medical doctors often are the first point of contact for people struggling with emotional or psychological issues;
- d. Help student (if requested or required) return home.

## **9. Death of a Student or Faculty Member**

If a student or faculty member dies while participating in the program, record all available facts accurately. The atmosphere surrounding the program will be emotionally charged, and it will be difficult to manage the program while handling all of the details listed below. Even so, it is very important that the tasks below are handled promptly and effectively.

Take the following steps if a student or faculty member dies:

- a. If word comes by phone, obtain the identity of the person giving the information;

- b. Determine the cause of death - if an illness, what illness; if an accident, what kind, where did it happen, who else was involved, etc.;
- c. Find out time and place of death;
- d. Get name and address of undertaker, if available;
- e. Find out participant's religion. If Catholic, check if last rites have been administered. If Jewish, contact a local Rabbi immediately. For those of other religions, wait until you have heard from the family as to their wishes;
- f. If the participant died in an accident, inquire about the local laws regarding autopsy;
- g. Find out if anyone has contacted the participant's family;
- h. Contact insurance company for coverage of repatriation of remains.

Reporting the information:

- a. Inform CIE immediately. The CIE or other responsible CSU office will then inform the participant's family personally;
- b. Notify the U.S. Embassy or Consulate.

Follow-up:

- a. Continue to keep a chronological record of event and actions as they occur;
- b. Talk to other student participants and keep them informed and counseled;
- c. The CIE and CSU will give the participant's family as much support as possible;
- d. The CIE will send a letter of sympathy to the participant's parents;
- e. The CIE will assist the program director in making arrangements for the repatriation of the body or remains;
- f. Gather the participant's belongings and make an inventory;
- g. Ship the belongings and inventory to the CIE, which will forward everything to the participant's family.

**D. Rules of Behavior and Penalties**

Establish a set of rules and penalties (e.g., first, second, third offense) for breaking these rules that you cover in orientation (see Appendix). These rules should be discussed orally and in writing. **Students may be expelled from the program, with no refund, if clear warning about the consequences of misconduct is given.** Rules should be established for the following:

- a. Fighting;
- b. Theft;
- c. Destruction of property;
- d. Excessive drinking;
- e. Harassment of students, faculty, staff, or host families
- f. Absences;
- g. Non-participation in group activities;
- h. Dress code (for professional or culturally sensitive programs).

## **E. CSU Crisis Management Protocols**

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

CSU faculty should contact their program director when a student is involved in legal proceedings, is seriously injured or loses his passport, visa or a significant amount of money. If the incident involves a student enrolled at CSU, the CSU program director or faculty member should contact CIE at (706) 565-4036 or [mccrillis\\_neal@colstate.edu](mailto:mccrillis_neal@colstate.edu) and Student Affairs at (706) 568-2033. If they are unavailable, contact CSU Public Safety at (706) 568-2022. If none of these are available, call the director of CIE at (706) 327-6910. The Director of CIE will keep the VPAA, VPSA and President informed as needed regarding such incidences.

For emergencies, CSU Program Directors should contact the CIE at (706) 565-4036 or (706) 327-6910 and Student Affairs at (706) 568-2033 in the event of an emergency in the study abroad country. If they are unavailable, contact CSU Public Safety at (706) 568-2022.

The CIE will attempt to contact the program administrator overseas to ascertain the real danger to students and staff. It will consider the event's proximity to students and staff; its impact on the availability of food, water, and medical supplies; the target of unrest, if the event is political; the intensity of the emergency or of the political unrest; the presence of military or emergency personnel; the feasibility of continuing classes; the ability of students and staff to travel in the nation; and the advice of the nearest U.S. consulate. (Ask for as much specific detail as possible.) Call the U.S. Department of State's Office of American Citizen Services at (202) 647-5225 for suggestions and assistance. Once the essential facts have been gathered, the CIE will call a meeting of the Vice President for Academic Affairs, Vice President of Student Affairs, Director of Public Safety and Director of Public Relations at CSU. The group will consider:

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

- developing a daily communication plan (people, organizations);
- providing appropriate individuals with a daily bulletin until the crisis is over; and
- assessing the impact of the event once ended and documenting all actions taken in a written report.