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Introduction

We are pleased that you are considering leading a program abroad. Leading a program abroad is both challenging and rewarding. Successful international short-term programs are a result of a collaborative effort between the program leader, the Study Abroad office staff, departments, colleges and the wider university. More and more, students at the University of Minnesota Duluth and across the country are choosing short-term programs as a way to incorporate study abroad into their curriculum without altering their graduation goal.

The Study Abroad office provides support for students living in today’s global society. Citizens must empathize with the cultures of other people, understand the intricacies of international economics, appreciate the political conflicts caused by the clash of civilizations, and view how the rest of the world regards the United States. Studying abroad, even for a brief time, provides a rich opportunity to experience the cultural interchanges and master the skills so essential to effective international citizenship.

University of Minnesota Duluth international short-term program leaders are essential to the integration of our students’ academic formation with the global environment. Program leaders serve many roles in this process: academic adviser, personal mentor, cultural interpreter, and many others.

The University of Minnesota Duluth International Short-Term Program Leader Handbook provides an essential guide to faculty and staff members planning to offer a study abroad program for students. This handbook explains the procedures for planning the program, outlines the responsibilities and expectations of the program leader, articulates expectations of the students, and provides advice regarding safety and crisis management. The handbook was developed to provide information on how to develop an outstanding program and to ensure that the university’s requirements regarding legal and financial liability are satisfied.

We hope you find the handbook useful and look forward to working with you.

Study Abroad staff

Acknowledgements

This handbook is adapted from the NAFSA publication, The Guide to Successful Short-Term Programs Abroad. Additionally, it is a compilation of ideas from various international offices at universities across the United States.

We gratefully acknowledge the following resources:

- Program Handbook, Michigan State University
- Program Handbook, Penn State University
- Program Leader Handbook, University of Minnesota
- Program Leader Handbook, University of Tennessee-Knoxville
- Guide to Education Abroad for Advisers and Administrators, NAFSA: Association of International Educators
- The Guide to Successful Short-Term Programs Abroad, NAFSA: Association of International Educators
First Steps in Considering a Short-Term Program

Why Lead a Program
University-based, short-term study abroad programs are a growing part of the overall study abroad efforts of many university study abroad programs. Short-term programs enrich the curriculum, offer new opportunities for students and provide an excellent professional development experience. Program leaders usually return to the campus with deepened convictions about the value of international study as an essential component of education and are eager to do it again.

What Makes a Good Program Leader
Program leaders are the key to the success of short-term study abroad programs. The most successful program leaders share a variety of traits:

• Flexible, cooperative and adaptive in nature
• Able to customize course content to take advantage of the location
• Experienced working with students outside of the classroom
• Experienced with the geographical area to visit
• Fluent in or have knowledge of the host language
• Eager to provide an educational experience that can’t be achieved on campus
• In good health to handle the physical and emotional demands of the program
• Enthusiastic when speaking with students to promote the program
• Have leadership qualities, organization and planning skills

Program Planning Resources
There are numerous resources available to plan and carryout a short-term study abroad program.

Program Providers and Vendors
Program leaders are strongly encouraged to utilize the services of program providers and vendors. These organizations provide on-site logistical and administrative support for a fee. Services needed from program providers and vendors can range from the purchase of group airline tickets to arranging all logistics. The assistance of an experienced organization can be very helpful in locating housing, classroom space, cultural tours, etc. Think carefully about how logistical and administrative assistance will enhance the program while keeping the cost low for students.

Past Program Leaders
The Study Abroad office encourages potential program leaders to contact others who have led programs abroad. They are some of the best sources of information and tips. Ask around the appropriate department for names of colleagues who have led programs, and ask the Study Abroad office for names of program leaders who may have led programs to the same country or region. Talk to a variety of people and gather information before deciding to lead a group abroad.

Administrative Offices
Sending students abroad requires active participation of many of the collegiate unit administrative offices, the business office, the financial aid office, and the registrar’s office. The Study Abroad office has liaisons in each of the above-mentioned offices to address program leader and student inquiries. The Study Abroad office facilitates communication among the offices for both the program leaders and students.
On-site Contacts
On-site contacts can provide the most important link to the success of the program. On-site contacts are able to assist with program logistics, provide local expertise and help with translation if necessary. On-site contacts can be professional colleagues or travel professionals. The best way to make on-site contacts is to visit the location in person. It is integral to the success of the program that the program leader has personal experience in the program location. The University of Minnesota, through the system-wide Global Programs and Strategy Alliance, provides funding on a competitive basis for site visits. Details can be found online at global.umn.edu/funding/fac_staff.html.

Important Program Considerations
Before planning and developing a program, ask the following questions.

- Does the program fill a curricular need for the department?
- Is there an existing program that already meets these needs?
- Does the program offer something unique that cannot be accomplished on campus?
- Will the program have a strong academic component?
- Why should the program take place in the specified location?
- Does the time of year appeal to students?
- Is the length of the program appropriate for the academic content?
- Is the political and economic situation stable in the host country?
- Are there prerequisites required for language or other courses?

It is essential that there are enough students to sustain the program. The program must have a minimum of ten participants in order to run. Program leaders should consider to whom the course will appeal and if the appeal is broad enough to attract sufficient students.

Program Development
A well thought through program proposal may take more than a year from inception to completion. Short-term program planning timelines are available online at https://studyabroad.wp.d.umn.edu/faculty-staff/enriching-our-portfolio/faculty-led-programs/. Several items to consider when developing the program are discussed below.

Course Approval
The first and most important aspect of designing a program must be planning what will be taught and the instructional gains from teaching at a particular site. The program can have a single focus or can be multidisciplinary. The latter will require greater coordination, but may have a larger market. Like an on-campus course, a study abroad course must be centered on sound instructional objectives. Clear instructional objectives should provide a focus for the program activities. Developing a draft syllabus for the course is a good start.

Program leaders should first seek approval of the course offering by their department and chair. When considering the course offering, program leaders have three options for course development:

1. **Existing departmental course**: By utilizing an existing course offering, program leaders bypass the need for departmental curricular approval.
2. **Special topics course**: Departments are authorized to offer certain special topics courses. Departments have existing umbrella course numbers for special topics courses. There are limitations on the number of times the individual special topics course can be offered. In order to add a special topics title, see the Vice Chancellor for Academic Affairs website for forms and instructions at www.d.umn.edu/vcaa/semester_curric/curriculum/index.html.
3. **Propose a new course:** This option provides the greatest flexibility in designing the program. By proposing a new course, program leaders determine the course structure and intended outcomes. When considering proposing a new course, it is important to decide which department would be best suited to grant the credit. If the program leader has an expertise in a specific academic area, but the course content would be suited for another academic department, consider having a co-program leader propose the course in his/her department. New course proposals are reviewed by the appropriate department curriculum review committee. Instructions for new course proposals are available on the Vice Chancellor for Academic Affairs website at www.d.umn.edu/vcaa/semester_curric/curriculum/course_process.htm.

**Liberal Education Requirement**
It is highly recommended that program leaders consider submitting the course for liberal education requirement approval. An outline of liberal education course guidelines and approval processes is located online at www.d.umn.edu/vcaa/libed.

**Determination of Credits**
The standard used to determine credit load is one credit per week program length. Study Abroad office programs must have the same academic rigor as courses on campus. The University of Minnesota states, “Forty-five (45) hours of total effort is expected of the student per credit, and fifteen (15) of these must be direct contact hours.” Contact hours include any time the students are engaged in achieving course objectives, such as attending lectures, participating in field trips and visiting museums. Readings and other work assigned should be comparable to that assigned for an on-campus course or similar credit value. Program leaders may also elect for the course to be graded on A-F scale or S/N basis.

**Site Selection**
The selection of a site for the program is crucial to the success of the program. Program leaders must have direct experience with the intended program site prior to leading the program. When considering an appropriate site for the program, keep in mind the course goals and objectives, language factors, transportation availability, accommodation availability, etc.

**Time of Year**
The time of year the program is held is a major component of student recruitment and program expenses. Programs at the University of Minnesota Duluth typically fall under three timeframes: Winter Break, May and Summer Sessions. Traveling during high tourist season can greatly affect program cost and site availability. The weather of a destination can impact the general comfort of the experience. Student availability is typically at its highest during Winter Break and May Session.

**Program Dates**
The exact program dates are critical for student interest, flight arrangements, and logistical reservations. The start date is defined as the date of arrival in-country which should be the first day of housing. The end date is the day of departure. The departure date should be when the academic portion of the program ends. Do not add extra days for personal sightseeing. This can be the students’ choice but should not be included in the formal program dates. A program leader may stay up to four additional days on site for set-up and breakdown. These days may fall before and/or after the program dates, and must be included in the program budget. Program leaders are required to be with the group for the entire length of the program.

**Cost**
Program site, time of year and program length will all affect the overall program cost. Program leader salary and expenses are included in the program cost. As students are the sole bearer of the program expenses, it is important to take into consideration their financial situations.
**Flight**
Group flights may be arranged through the Study Abroad office and a travel agency. Group flights allow all participants and program leaders to travel together. This is the preference when the program takes place in a remote destination. This option does not allow participants to use frequent flyer miles or to deviate itineraries. Individual flights are often preferred for programs to easily accessible destinations and to allow students greater flexibility in travel.

**Itinerary**
Do not plan the program so tightly that participants do not have the opportunity for self-exploration, socializing and personal interests. Students need time to experience the host culture to get the full benefit of being abroad. Consider the following elements in your program:
- Instruction by local scholars and experts
- Opportunities for student interaction with members of the host culture
- Opportunities for experiential learning
- Exercises for focused reflection on learning experiences

**Non-University of Minnesota Duluth Students**
Program leaders can choose to open their program to students outside University of Minnesota Duluth. These students follow the same application procedure as University of Minnesota Duluth students. The Study Abroad office works directly with the Office of Admissions and Office of the Registrar to ensure timely acceptance and registration for non-University of Minnesota Duluth students.

**Role of the Program Leader**
Program leaders wear many “hats.” The program leader is responsible for much of the communication regarding program budget, itinerary, travel and accommodation arrangements, site arrangements, assignments, and grading policies. In addition to academic responsibilities, the program leader will conduct the following activities:
- Submit a complete program proposal
- Establish the course designator, course number and number of credits for the course through the appropriate department
- Review applications and determine final acceptance decisions
- Sustain contact with participants
- Arrange program-specific orientation sessions for participants
- Contact the Study Abroad office in emergency situations
- Post grades upon the conclusion of the program
- Maintain financial accounting of program expenses

**Secondary Program Leader**
The Study Abroad office requires every program to have a secondary program leader who can take over in the event the primary program leader cannot lead the group or must return early. Depending on the program, various support options exist. Some programs utilize an on-site provider, who may be able to fill this role. A secondary program leader may be added, who could also contribute to the cultural and/or academic component of the course. Secondary program leader options include University of Minnesota Duluth faculty or staff members. At least one program leader must hold faculty status.
Role of the Study Abroad office

One of the functions of the Study Abroad office is to oversee short-term international programs. We welcome any program leader with international contacts, experience, or interest to develop a program. The Study Abroad office can assist you in the following ways:

• Supply all required forms for the establishment of the program
• Edit and produce a program brochure and webpage
• Process student applications
• Register students for the appropriate course
• Provide participants with international travel, health and security coverage
• Conduct post-program evaluations
• Finalize the program budget, determine the final cost of the program to ensure that all programs are self-supporting, and obtain final budget approval through the Vice Chancellor for Academic Affairs office
• Prepare financial aid budget estimates for students
• Prepare and process program leader travel authorizations and reimbursements
• Request class number from general scheduling
• Prepare Study Agreement approval paperwork for the Registrar’s office
• Secure reservations for program necessities
• Handle monetary transactions, including collection and disbursement of funds, and perform international funds transfers
• Provide participants with emergency contact information and a student handbook
• Provide program leaders with a pre-departure e-packet that includes health insurance information, emergency contact information, and students’ health information
• Offer workshops that provide program leaders with training on program design, international resources, budget planning, policies and procedures, student conduct issues, risk management and other fundamentals of international program leadership

Study Abroad Program Proposal

Program leaders should meet with the short-term program coordinator in the Study Abroad office, to discuss the proposal guidelines. The program proposal requires a formal application, as well as an integrated course syllabus and additional supporting statements.

The program leader and the Study Abroad office staff will discuss logistical matters, program promotion, application procedures, payment procedures, orientation, program budget, and make suggestions on how the proposal may be improved.

The program proposal includes:
• Signed Short-Term Program Proposal application form
• Draft syllabus that reflects a combination of academic content and excursions

Budget Considerations

In preparing a budget, identify all costs to participants and develop a program fee in collaboration with the Study Abroad office, which allows for an affordable, high quality program. Remember that because programs are self-supported by student funds, it is highly advisable that you attempt to make the program as cost effective as possible. The program fee covers all on-site and educational expenses. Program leader expenses are included in the program budget.
In the event that funds remain at the end of the program, the Study Abroad office will accumulate the extra funds in the program account. Excess funds cannot be returned to the students.

**Essential Components of the Budget**

**Student expenses:**
- Accommodation
- Ground transportation: Chartered buses, public trains and buses
- Mandatory international travel, health and security coverage

Other fees under this category may include: entrance fees to museums, cultural events and group tours. Some programs have participants arrange their own airfare and to pay for some or all of their meals. Books and any elective travel are also the responsibility of the participant. Generally, airfare, passport fees, vaccinations, airport exit fees, and excursions outside of those planned by the program are not included in the program budget.

**Program leader expenses:**
- Compensation: paid at an overload rate per credit or an honorarium
- Airfare
- On-site transportation
- Accommodation
- Meals
- Entrance fees
- Lectures, demonstrations, workshops, cultural events and performances
- On-site classroom, laboratory or library use

**Accompanying Spouse/Partner/Dependent**

All expenses related to an accompanying spouse/partner/dependent are the responsibility of the program leader. Expenses may include, but are not limited to, airfare, insurance, meals, accommodation, and excursions. The program leader should notify the Study Abroad office, as well as the on-site provider, as applicable. An accompanying spouse/partner/dependent is required to complete a Release and Waiver form provided by the Study Abroad office. Further arrangements may also be required to accommodate an accompanying spouse/partner/dependent on-site.

**Proposal for Special Credit Registration (PSCR)**

The Special Credit Registration procedure is required for various units to process the course registration, billing and financial aid for each short-term program. A complete PSCR includes course information, a final budget, and signatures of the program leaders, department head, dean, Study Abroad office director and EVCAA. Program leaders work with the Study Abroad office staff to finalize the budget before the PSCR forms are prepared for signatures. Final approval is granted by EVCAA.

**Understanding Payments**

**Payments for Program Expenses**

It is always desirable to make as many payments as possible via bank draft or wire transfer before a program begins. This action minimizes financial risk to both the program leader and the university, and reduces the amount of record keeping the program leader has to do during and after the program.

**Travel Advances**

Program leaders can either take an advance for non-pre-paid expenses or request a reimbursement of those expenses, up to the amount included in the budget, after their return.
Although the university discourages large travel advances, there are times when the only option to make miscellaneous small payments (i.e., museum entrances, bus fares, group meals) is to have the program leader carrying the funds. If funds from a travel advance are used to pay program expenses, the program leader is required to document thoroughly all expenses and submit a travel reimbursement form within 15 days of the end of travel.

**Contracts for Services**
A contract for services is needed in situations when a service provider (i.e., tour company, foreign university), provide services that are customized for the program. It can take four to six weeks for contract approval from Purchasing Services. It is imperative that you plan ahead as no payments can be made until the contract is approved by Purchasing Services, assigned a contract number and returned to the department.

**Program Leader Pay**
Program leaders are paid on a per credit basis at an overload rate for their base salary. This salary is subject to full payroll taxes. The Study Abroad office staff will identify the appropriate rate. The program leader may instead elect to receive an honorarium at a lesser rate in lieu of the per-credit salary; this reduces the program cost for students. This honorarium is also subject to full payroll taxes.

Program leader salaries incur a fringe benefit charge, which is built into the program fee. This fringe benefit charge includes the university’s share of payroll taxes and retirement contribution.

**Program Promotion**
A program leader’s experience, enthusiasm and expertise about the program will be the strongest marketing tool. Don’t be afraid to share this with students! Program leaders should begin marketing the program one year in advance. Unless the program is full, continue marketing through October for Winter Break programs or February for May and Summer Session programs.

Program leaders are encouraged to maintain lists of prospective students including names and emails. Stay in contact periodically with important information about upcoming meetings or interesting details about your program. Make sure to contact students before University breaks.

Become acquainted with the recruitment, publicity, curriculum and administrative practices of the department's or college’s previous study abroad offerings. If the program was successful, which of these recruitment strategies could be duplicated? If the program was canceled due to insufficient applicants, what could be done differently?

**Targeted Emails**
Identify courses, majors and minors that may be specifically interested in the program topic or location. Mass emails can be sent by the Study Abroad office staff to targeted audiences.

**Classroom Visits / Presentations**
Announce the program in classes. Share information about the program with colleagues who can make announcements in their classes. This is by far one of the most effective forms of spreading the word. Students listen to faculty, and having information and encouragement from you—is priceless.

**Study Abroad Fairs**
Participate in the study abroad fairs held in Fall semester (September). Invitations to volunteer at the fair will be sent from the Study Abroad office to program leaders in late August for the September fair.
Information Sessions
Make arrangements for and conduct information sessions. The purpose of these sessions is to introduce prospective students to the particulars of your program. Two or more sessions should be held no later than the semester prior to your study abroad program. Sessions before breaks are especially effective so prospective participants can discuss plans with their family. Contact the Study Abroad office at least two weeks before the desired session date so publicity and announcements can be arranged. The Study Abroad office may be able to provide staff member support upon request.

Website
The Study Abroad office will develop a webpage for the program, which includes information on the program location, itinerary, dates, costs, and deadlines. The official program cost used to bill students will be posted on the Study Abroad office website.

Brochure
The Study Abroad office will develop a brochure for the program, which includes a program description, course focus, estimated cost, application details, and program leader contact information.

Photos
Photos can enhance the promotion of your program in printed materials, at information meetings and at study abroad fairs. Ask students’ permission to use their best scenic photos and photos of students who are identifiable as University of Minnesota Duluth students in a variety of locations and in learning or intercultural settings.

Display
Create a display to put up in academic advising offices, outside your office, or on college or department bulletin boards.

Personal Contact
Send emails or personally contact prospective students. Be available to counsel and assist interested students who have questions about the program or about the academic implications.

Past Participants
Involves students who have previously participated in the program, especially at information meetings. Prospective students are very interested in hearing another student's perspective. The testimony of past participants is one of the most effective marketing tools at your disposal!

Advisers and Colleagues
Inform and work with academic advisers who advise your target student audience. Present at department or college meetings to inform colleagues about the program. Communicate with your colleagues so they can help recruit.

Special Events
Attend special events on campus, especially events sponsored by the college or department. Get involved in the college or department orientation planning to be sure the program is highlighted to incoming freshmen.

Student Organizations
Identify and target specific student organizations that may have an interest in the program.
Publications
Make sure the program is featured in the college or department communication and publications, such as bulletins, newsletters, flyers and magazines. Contact the Statesman newspaper to see if they can write an article about the program. Submit program information to the University of Minnesota Duluth faculty and staff newsletter, Currents.

Electronic Sources
Announce details about the program on sources such as Facebook, LinkedIn, and Twitter. Send information through professional list-servs.

Student Processes
Application
Student participants complete an online application available on the Study Abroad office website at www.d.umn.edu/studyabroad. Once the student submits the application, a non-refundable $50 application fee will be charged to the individual student account. Once the application is submitted, an electronic document checklist will be generated to collect the following required application documents: non-University of Minnesota system college transcripts and a brief statement of interest. The Study Abroad office performs an initial review of each application, ensuring the application is complete. Once an application is complete, the application is ready for program leader review.

Students from other University of Minnesota campuses follow the same application process as University of Minnesota Duluth students. Non-University of Minnesota students must first submit a demographics survey online through the application portal. The information supplied is sent directly to the Office of the Registrar and the Study Abroad office. The Office of the Registrar will use the information to set up the student as a non-degree seeking student. This action will enable the applicant to initiate their student account and obtain a University of Minnesota Duluth email address. Once the set-up is complete, the short-term program coordinator will complete the program application for the non-University of Minnesota student. The student will then continue with the checklist procedure.

Acceptance Procedure
The Study Abroad office has a rolling admissions procedure, meaning applications are reviewed as they are received. Program leaders make the final acceptance decision. If a student has met the basic required qualifications for the program, an automated message is sent to the student stating that their application is currently under review. At this point, program leaders will be provided an electronic copy of the applicant’s personal statement and transcript, and will review for GPA and pre-requisite requirements. Program leaders may also elect to interview applicants before accepting the application.

Once a student has been accepted, an automated email is sent to the student indicating the acceptance. A new automated checklist will be set up on the student account. The checklist included the Confirmation of Participation form, which confirms and secures the student’s placement in the program. A final checklist is assigned once the student has confirmed which contains five items. The items must be completed and submitted online or to the Study Abroad office. The items include a Release and Waiver, Study Abroad Registration form, Emergency Contact form, Health Information form, and a passport copy.

Approximately three weeks prior to the program’s departure, program leaders will receive an electronic file of student information including individual student medical conditions and needs. Not all students disclose information regarding their personal health care situation, so the Study Abroad office can only notify you of the health issues that have been revealed.
**Disciplinary Check**
A list of all accepted students in the program is sent to the Office of Student and Community Standards for a disciplinary check. This action reveals any disciplinary action that has been recorded for students during their University of Minnesota Duluth academic career. Students with disciplinary records will be reported to the Study Abroad office and this information will be shared with the program leader. If necessary, an interview with the student will be conducted by either the program leader, short-term program coordinator and/or the Study Abroad office director. Students who are placed on judicial probation during the term they have applied for the program will not be granted acceptance.

**Students with Disabilities**
We encourage persons with disabilities to explore opportunities abroad. Students can consult with the Study Abroad office and Disability Services staff to determine reasonable accommodations and plan for a successful study abroad experience. Information on accommodations abroad, forms to use in identifying a student's specific accommodation needs, typical disability accommodations, and interviews with students with disabilities who studied abroad are all available through the Access Abroad website at www.umabroad.umn.edu/professionals/accessabroad.php.

**Cancellation and Withdrawals**
Participants who wish to cancel from their study abroad program must provide official written notification of their intent to cancel. Cancellation is effective as of the date the cancellation request is received.

Students will not receive a refund of the application fee. Students who cancel after confirming participation will not receive a refund of the confirmation deposit.

**Program Cancellation**
In the event that the University of Minnesota Duluth cancels a program for reasons such as natural disaster, US Department of State Travel Warning, etc., efforts will be made to recover any outlaid program expenses. Students may be responsible for non-recoverable expenses, including any out-of-pocket personal expenditure.

**Course-related Procedures**

**Registration**
The Study Abroad office enrolls students for the program course on approximately December 1 for Winter Break program participants and April 1 for May and Summer Session program participants. Students cannot be registered if there are holds on the individual student account. Furthermore, any student not registered for the course prior to departure will not be able to participate in the program.

**Financial Aid**
Students may apply for additional financial aid to meet costs related to courses established through the University of Minnesota Duluth during Winter Break, May and Summer sessions. Winter Break programs are classified as part of the spring semester and May, June and July programs are classified as part of the summer session for registration and financial aid purposes. Winter Break program participants must have a minimum of twelve credits, including spring course enrollment, to qualify for financial aid. May and Summer program participants must have a minimum of six credits to qualify for financial aid. If the short-term program is less than six credits, students may enroll in another University of Minnesota Duluth course, on campus, online or arrange an independent study option. Graduating students wanting financial aid must change their graduation date with their collegiate unit to the term of the study abroad program.
Students need to be prepared to pay for the program application fee and deposit prior to receiving financial aid for the program. Financial aid is distributed following the official University of Minnesota Duluth disbursement calendar. Winter Break financial aid is disbursed in mid-January and May and Summer session financial aid is disbursed in early June.

The Study Abroad office submits an official program budget to the Office of Financial Aid for all programs. If the program cost is estimated to be more than the current cost to attend the University of Minnesota Duluth, students may be able to borrow additional financial aid funds to help cover program expenses. If the program fee is estimated to be lower than the current cost to attend the University of Minnesota Duluth financial aid will be reduced. Students can never receive aid above the cost of attendance. This aid is generally awarded in the form of loans. Grants and university scholarships administered by Office of Financial Aid and Registrar are not increased for a study abroad program. Financial aid will review each student’s account and enter the financial aid budget revision for qualified students. Students will receive a revised E-FAAN report after the financial aid information is processed.

**Scholarships**

The University of Minnesota Duluth has a pool of scholarship money to award to students participating on study abroad programs. The scholarship application is available online on the Study Abroad website. The award is based on a brief essay. A committee of faculty and staff review the applications and award notifications are emailed approximately four weeks after the application deadline. Only University of Minnesota Duluth degree-seeking students are eligible for these scholarships. Students from other University of Minnesota campuses should apply directly to their home campus study abroad office.

Applicants are unable to use the Regent’s Scholarship and tuition waivers for short-term program fees.

**Billing and Payments**

All students will be billed in the student finance billing system for their deposits and program fees. Student payments to the university are due according to the Student Finance Office published schedule online at www.d.umn.edu/umdbo/sar.html

**Grades**

Once the program has ended, program leaders post student grades online. Winter Break programs are classified as part of the spring semester for registration and grading purposes. Grades must be submitted no later than the end of spring semester. However, grades can be submitted anytime throughout the semester. May and Summer Session grades must be submitted no later than the end of summer session.

**Orientation**

Both pre-departure and on-site orientations are essential and provide the opportunity to lay the groundwork for a successful program.

**Pre-departure Orientation**

The Study Abroad office provides an online health and safety orientation for all program participants as well as a general study abroad handbook.

In addition, program leaders are expected to plan, schedule and lead a minimum of one program-specific orientation that specifically addresses key details students need to know. The following topics should be addressed during the orientation:
**Academic Expectations**
Review academic goals of the course, required course materials, the syllabus and itinerary. Remind students that courses abroad are like courses taught on campus in that students are expected to do all homework, and exams, final papers or projects are graded.

**International Travel**
- Site or program-specific tips
- Passport and visa requirements
- Plans for international travel both to and from the site. Some program leaders share their flight information should students wish to book the same flight.
- Specific directions on where to meet abroad and how to get there from the airport
- Electrical sockets (adaptors) and voltages (converters)
- Suggestions for whether or not a laptop is necessary
- Weather and how it affects program logistics and packing
- Share a packing list
- Accessing funds: ATMs are plentiful in almost every country and machines accept many different cards. The most widely accepted card is Visa, followed by MasterCard.
- Encourage students to read U.S. State Department information about the host country. They can access Consular Information Sheets, Country Background Notes, travel and safety information at www.travel.state.gov.

**Contact Information**
Provide information on how families can reach students in case of an emergency at home.

**Local Culture**
Prepare students for what to expect by discussing accommodations, classrooms, etc. Show pictures, if you have them. Sometimes participants’ ideas of where they will be staying might be more romantic than realistic. Provide information about local diet and eating patterns, including ways to accommodate students with special nutritional needs or preferences.

If students are living with a host family, outline expectations. Discuss what participants should do upon arrival and host family expectations. Topics to discuss might include: meal hours, eating outside of meal hours or snacking, nightly curfew, whether to call if they are going to be late, use of the phone and computer, use of utilities including water, and use of laundry facilities.

**Health and Safety**
Discuss cultural differences, appropriate clothing, words or gestures that might not be appropriate, respect for the culture, etc. Create a list of ‘do’s’ and ‘don’ts’ that is tailored specifically to the host city or region. Using a local map, recommend areas students should avoid. Repeat this upon arrival.

Inform students that they should notify you if they take side trips. You will need to know where they are going, when they are leaving and returning and how to get in touch with them. Should there be an emergency, you will know who is away and how to contact them. If students plan to travel before or after, they are traveling on their own and you are not responsible for them.

Inform students that it is their responsibility to complete the Study Abroad office’s Health Information form and inform you of any conditions that might affect them while abroad, as well as any disabilities for which accommodations are requested. They should also prepare for any health conditions abroad by taking care of any medical needs prior to departure.
Give general instructions for emergency medical situations such as using an emergency telephone system, calling an ambulance, hospital, embassy or consular office. Some countries have a specific emergency number, similar to 911, which can be listed on the US consulate website, the host city website or the host country embassy website. Discuss how to locate routine and emergency medical help. Share the name, location and phone number of a hospital. To learn more about hospitals and medical care visit http://travel.state.gov/travel/tips/emergencies/emergencies_1195.html. Explain how to pay for medical care. These charges are usually out of pocket but some hospitals have arrangements to bill the University’s insurance provider, Cultural Insurance Services International, directly.

Discuss region-specific health information such as the nature, prevention, and treatment of diseases; water and food risks; and descriptions of persistent and epidemic diseases.

Program leaders are encouraged to refrain from providing medical advice about medications, vaccines, or over-the-counter medications. This advice is well-intentioned; however, travel recommendations change frequently. Best recommendations are connected to a student’s own personal health history. Rather, this advice needs to be given by qualified health personnel, or from national or international reputable health agencies such as the CDC or WHO.

**Alcohol and Behavior**

Program leaders should address any concerns about alcohol misuse and abuse up front. In addition to posing a health and safety risk, alcohol abuse is the primary source of behavior problems and personality conflicts between group members. By addressing this issue in advance, program leaders not only inform students of their concerns, but also alert them to past problems that have had a negative effect on the program. Many program leaders have commented that this proactive approach has been successful in reducing the number of alcohol-related problems. If you have a group of students of various ages it is equally important to have this conversation as perceptions of appropriate and inappropriate behavior vary with age. Getting these potential differences out early may help avoid conflicts later.

To begin, it is helpful to ask students to discuss the consequences of alcohol abuse. This may include tardiness or poor attendance in classes and activities; negative student interactions as a result of alcohol-induced behavior; animosity and breakdown of group cohesion; poor reflection of the group to the host community, program leader and on-site contacts; and undue stress to program leader.

Let the students discuss their perception of alcohol use in the host culture, comparing and contrasting with alcohol use in the United States. Share your knowledge of alcohol use in the host culture, comparing and contrasting this with the students’ perceptions. Remind students of the difference between alcohol use and alcohol abuse, stating the excessive drunkenness is not tolerated in any country and is considered an illness or addiction in most cultures.

Review this conversation on-site. Be alert to group dynamics and immediately address any concerns you may perceive. It is always easier to talk with a student in an adult-to-adult conversation rather than to wait until the situation is out of hand and you have to speak as a disciplinarian to a child.

The program leader should be certain to advise students of the legal age requirements for drinking. This is especially important in countries that have unusually severe penalties for underage or excessive consumption of alcohol.
Developing a Cohesive Group
Seasoned program leaders 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 on-site.

Reiterate 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 unfortunate notion that study abroad is a vacation opportunity. Refrain from referring to the experience as “a trip” or “tour” but instead use the words “program” or "course" as they denote a difference between study abroad and a vacation.

Reinforce the message of students as “cultural ambassadors” and that their conduct will not only be seen as representative of the United States, but also the state of Minnesota, the university and the program leader. Be honest with your students about how their bad behavior reflects poorly on you to your colleagues abroad. Discuss the fact that their behavior, positive and negative, impacts the group and it is the program leader’s responsibility to the group to deal with negative behavior. Most importantly, participants need to understand that the viability of a program rests in their hands. Offensive or indifferent behavior resulting in negative evaluations by colleagues abroad could lead to the cancellation of a program. Ask students to set behavior expectations that the group can agree upon. They might also decide on actions to avoid problems. For example, if they are concerned about individuals delaying the group because they are late, students can agree to check that everyone is awake at a certain time, or phone one another as a wake-up call. The students may also agree upon a group response to repeated offenses.

Ask students to discuss how personality conflicts can undermine the atmosphere of the program and ask them to determine procedures and methods for dealing with this issue.

On-site Orientation
An on-site orientation is crucial for participants to adjust to their new surroundings. Issues that should be discussed at the orientation include cultural norms and values, program expectations, and health and safety issues. On-site contacts can play a very important role in on-site orientations and program leaders are encouraged to incorporate local contacts in this activity. Students can feel overwhelmed after arriving in the foreign location and it is important for the program leader to include an appropriate amount of rest and reflection at this point.

Risk Management Planning

Risk Management Training
All faculty and staff leading a study abroad program are required to attend training on the risk, safety and security aspects of traveling as a University representative with students, prior to the departure of their program. The meeting will cover important health, safety and liability information, such as FERPA guidelines, legal considerations, emergency planning and crisis management.

Liability
As a condition of acceptance, to participate in a University of Minnesota Duluth study abroad program, every student has signed the Release and Liability Waiver. This statement lists expected behaviors and consequences for violation. Refer to this document when discussing conduct and discipline with students. By signing the Release and Waiver form, students declare that they understand the education abroad opportunity is subject to the University of Minnesota policy on Education Abroad Opportunities: Addressing Health and Safety Risks and procedure on Preparing for Education Abroad Opportunities.
All policies can be found in the University of Minnesota Policy Library at: www.policy.umn.edu. The Study Abroad office will maintain all necessary program documents for program participants.

**Addressing Behavioral Problems**

The best way to handle disciplinary problems is to avoid them in the first place. Students are required to attend all classes and all excursions that are a part of the program itinerary. The only acceptable excuse for missing a class or an excursion is illness. Students need to be aware that behaviors with minimal or no consequences in the United States may have major implications abroad. Topics to discuss with students include alcohol, appropriate dress, local laws, local mobility (which neighborhoods in the area are safe), gender dynamics, youth/elder relationships, and food and meal etiquette. This information should be presented repeatedly to students.

It is advisable to address sex and dating among program participants as well as with locals. Pre-departure discussion regarding the local culture’s receptivity to public displays of affection, gays and lesbians, and other issues may help to alleviate misunderstandings.

**Money Handling and Security While Abroad**

The Study Abroad office recommends the following money handling tips:

- Avoid traveling alone, especially at night
- Exercise caution when strangers approach offering something to buy or to be a guide
- Beware of pickpockets
- Appear purposeful and confident when traveling
- Use ATMs that are well lit, in a safe location and are equipped with a “swipe” feature; withdraw only as much cash as you will need in the near future
- Keep cash in a secure location. Consider the use an undergarment money belt.
- Make a note of the credit card number and issuing bank, in case of theft or loss
- Be discreet when paying a bill
- Participants should use the same common sense traveling abroad that they would in the United States. Extra caution should be exercised in areas where they are likely to be victimized, including crowded subways, train stations, elevators, tourist sites, market places, festivals, and marginal areas of cities.

**Cell Phones**

Program leaders are required to have a cell phone when leading a study abroad program. Program leaders are encouraged to purchase a cell phone at the program site. This enables program participants and on-site contacts to reach you without having to dial internationally. The use of the cell phone is for program-related issues only.

**United States Embassy Registration**

Study Abroad office staff registers the group at the nearest United States Embassy in the host country. Students may receive period emails from the Embassy about the host country.

**Health Insurance**

When on university approved business, program leaders are required to have Cultural Insurance Services International (CISI) insurance. The cost of this insurance is included in the program budget. Student participants are also required to enroll in the same international travel, health and security coverage plan, facilitated by the Study Abroad office.
Participants receive an email from CISI to access their policy. Information about the University of Minnesota plan is available at www.umabroad.umn.edu/students/healthsafety/intlhealthinsurance.php

**Preparing for Emergencies**

The first step in being prepared for emergencies is to read through the *Risk Management Planning* section of this handbook. This information will give you the tools to be better prepared for responding to an emergency. The following steps should be taken to ensure appropriate action to an emergency situation:

- Create an emergency plan (template provided by the Study Abroad office)
- Share program leader cell phone numbers and the local emergency number with students
- Obtain student cell phone numbers
- Create a communications tree for students
- Implement a buddy system
- Advise students never to leave their residence without identification or money
- Designate primary and secondary meeting places

**Responding to Emergencies**

In case of an emergency, it is important that the course of action be based on accurate information. Emergencies can include medical or psychological crisis, missing person, arrest or detention of a participant, natural disasters, accidents, extreme misconduct, political unrest, lost documents, etc. While each emergency situation requires a unique action plan specific to the event, there are some basic steps that help in assessing the situation and establishing an appropriate course of action. Crisis protocols follow. The best advice in any emergency is to do what a reasonably prudent person would do.

**Responding to MEDICAL Emergencies Abroad**

1. Seek appropriate medical care.
2. Call CISI’s 24/7 emergency assistance provider, Team Assist at 1-877-577-9504 (calling toll-free from within the US) or 1-240-330-1520 (calling from outside of the US, collect call accepted).
3. Notify the Study Abroad office of your location and status, 1-218-726-7053 (during business hours, 8 am - 4:30 pm CST) or 1-218-310-6946 (after business hours).
4. Maintain communication with Team Assist (The Study Abroad office will facilitate communications with University of Minnesota Duluth officials and emergency contacts).
5. Protect the student’s right to medical privacy.

In most cases, students should be prepared to pay for the cost of treatment. Upon return to the United States they should submit receipts and seek reimbursement from CISI.

**Responding to GENERAL Emergencies Abroad**

1. Secure a safe location.
2. Contact or respond to directions of local authorities.
3. Notify the Study Abroad office of your location and status.
4. Wait for further instructions from the Study Abroad office.
5. Communicate Study Abroad office instructions and information to students.
6. Maintain communication with the Study Abroad office.

**Third-Party Participation on Programs**

Only the program leader(s)/assistant(s) and students fully enrolled in the program are allowed to participate in education abroad program activities. Restricting participation only to those participating
directly in the teaching and learning process significantly decreases the liability to the University, given that all who are engaged in the program are totally focused upon the class, the students, and the events at hand. Further, the University has a policy against giving away credits and education when others have paid for the experience:
www.policy.umn.edu/Policies/Education/Education/GRADINGTRANSCRIPTS.html

**Student Companions**
Anyone who wants to stay in the housing, attend classes and/or participate in program activities must fully enroll in the program. Students cannot bring friends or family members on the program who are not fully enrolled in the program. In very rare cases, exceptions may be made upon request of the program leader and appropriate education abroad office. Additionally, in rare instances, students will, in consultation with Disability Services and the appropriate education abroad office, be approved to travel with a personal assistant or other disability companion.

**Program Leader Companions**
When traveling with University students, program leaders are primarily responsible for the students and the course. Most program leaders find that they are working very long hours and rarely have any free time within the program dates. As a result, the University discourages program leaders from bringing an accompanying spouse, partner, or dependent(s). The University takes no responsibility for companions. More information on this policy can be found online at http://global.umn.edu/travel/companion.

**After the Program**
Once you have returned from your experience abroad, we encourage program leaders to visit the short-term programs coordinator to discuss program details. Reflection on the program experience is easier immediately upon return, so do not delay the visit to the Study Abroad office. Jot down any issues to discuss including both the successes and challenges of the experience.

**Program Surveys**
The Study Abroad office emails a program survey to each participant. Results from this survey are provided to the program leader. Information collected in the survey is very important to future program development. The Study Abroad office survey focuses on all aspects of program execution including academics and logistics.

**Financial Matters**
Contact the Study Abroad office within five days of return to schedule an appointment to reconcile your travel advance.

**Future Contact with Your Students**
Chances are that a program leader’s mentoring and professorial relationship may be the most significant one during your students’ academic careers. Assist them with their readjustment and reverse culture shock. Reassure them that as difficult as it is to adapt to an entirely new culture, it can be just as challenging to come back home after being away for any period of time. It is best to know what they might encounter in order to prepare for this adjustment period. Remind them that the world at home did not stop while they were gone. Students may find they are not the only ones who have changed during their absence. Remind them to take time to readjust slowly.

Suggest some of the following ways to use the interests and skills they gained abroad:

- Talk with students from the program or others who have studied abroad
• Enter the Study Abroad office annual photo contest
• Share their experiences by working as an Study Abroad office Peer Advisor
• Assist in a study abroad fair by helping to staff your program's display
• Work with international students by volunteering in the Office of International Students and Scholars
• Join an international organization
• Continue foreign language study
• Continue studying the host country by taking related courses, reading international newspapers, viewing films, or writing research papers
• Volunteer with organizations that work with immigrants or refugees
• Think about when and how to go abroad again: participate in additional study abroad programs, apply to graduate schools abroad, apply for Fulbright Scholarships to study and conduct research, find employment opportunities, join the Peace Corps, or return to visit host family and friends
• Integrate the best of the home and host cultures. It is not necessary to give up one at the expense of another.

Post-Program Meeting with Participants
Meeting with students post program will help foster a sense of community among participants and also provide a valuable opportunity for marketing your program to potential participants. Some program leaders have held simple coffee breaks, while others have hosted a dinner at their own home.