STUDY ABROAD HANDBOOK for FACULTY-LED PROGRAMS

OFFICE OF INTERNATIONAL PROGRAMS
MONTANA STATE UNIVERSITY
Dear Colleagues,

Nearly fifteen years ago, New York Times columnist Thomas Friedman famously wrote that the world is flat to describe our increasingly globalized and connected world. That flattening world, he argues, has created tremendous economic opportunities and a potential for an equalization of opportunities across national boundaries. Yet, at the same time, the same forces flattening the world economically have encouraged a tribalization and balkanization among us, allowing individuals increasingly to self-select into social groups confirming and reaffirming our own biases at the expense of a broadening of intellectual horizons. Now, more than ever, it is incumbent upon us—as educators—to push our students out of their comfort zones not only to make them more successful in Friedman’s flatter world, but to protect and preserve the empathy and compassion that allows civil discourse and society to flourish and thrive. What better way to expand minds and challenge pre-conceptions—to push boundaries—than by leading students abroad? The exploration of a different culture, in all its respects, is one of the most transformative experiences a student can have. Travel abroad engages all the physical senses in ways impossible to replicate in the classroom. It is at once exhilarating and exhausting for an educator, but it creates a bond between you and the student that lasts long after you return home together. And while it is challenging simultaneously to be an administrator, advisor, facilitator, first-responder, concierge, educator, and yes—even a friend—to your students while learning in profoundly different environment from Bozeman, it is perhaps one of the most rewarding opportunities you can experience in your career. I guarantee that that your first time abroad with students will not be your last: You’ll be planning your next trip within weeks of getting home. It’s that life affirming.

In this handbook, the staff at the Office of International Programs provide you with the tools and best practices you’ll need to develop a cherished study abroad experience for you and your students. It answers many of the questions you’ll have as you transform your dream into reality, from information on developing a proposal, building a budget, executing a marketing plan, and implementing best practices in international education. Like any handbook, though, not every question can be anticipated and each study abroad experience is unique. We stand ready to answer those unexpected questions and to serve as your partner throughout the entire process. Share your dreams with us, so we can help you make them a reality. Now, let’s go somewhere!

David C.W. Parker
Global Engagement Faculty Ambassador
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Benefit of Leading a Short Term Study Abroad Program

Leading a MSU study abroad program gives faculty the rewarding opportunity to reach and connect with students outside their comfort zone in Montana. While abroad, faculty spend more time with students, engaging in the unique role of being an advisor and mentor. The results can mean a positive transformation of both faculty and students that will influence students beyond their time at MSU.

Options and Student Choice: Faculty-led Study Abroad Programs

When considering a proposal for a faculty-led program, it is helpful to keep in mind why some students choose this type of program. Students who decide to participate in a faculty-led program are likely to do so for one or more of the following reasons:

- **The desire to go abroad with a MSU faculty member.** The faculty member may have a reputation or teaching style that attracts students. The student may feel more comfortable going abroad with someone they know and have a relationship with prior to departure and whom they view as a representative of the University abroad.
- **Interest in a particular course.** The assurance that credit for an exact course will be received abroad is a particularly attractive feature of MSU faculty-led programs.
- **The appeal of a MSU-sponsored program.** In uncertain times, some students prefer things that feel safe and familiar, like MSU. Going on a MSU program can be comforting for parents and students alike because they are assured the same quality teaching experience the student would have received in Montana and the support of the Office of International Programs throughout the program cycle.
- **The appeal of a program that is pre-planned.** Many students want the independence of being abroad but may find an independent immersion experience daunting. The current US student culture increasingly leads to student selection of highly structured programs.

Program Types

There are two course types that create the backbone of all faculty-led study abroad programs. Only one course type is recognized per program.

**Unique Study Abroad Course**

This is an MSU course created specifically for the study abroad experience; the course content is not offered at the MSU campus and does not already have its own specific course identifier (i.e., course prefix and number). Student credit hours must comply with University credit policy. All participants must earn the same number of credit hours for completion of the course. Subject to approval of appropriate MSU departments, the course may be counted as a substitute for CORE credits or other curricular requirements. To obtain approval from the appropriate MSU departments for course substitution, follow department and university guidelines for course approval.

**MSU Course Transplanted Abroad**

This course of instruction is already available on MSU’s campus and can be offered in an international setting. The approved course content and requirements are the same off-campus as they are on-campus. No substitution credit is permitted. It must be clearly demonstrated how each course will be enhanced by the international environment and will be scheduled and taught individually, meeting the same number of classroom hours and study time as it would
if it were being conducted on campus. Credits received per student must comply with the credit policy. This course type requires a program proposal and a course schedule, which is due September 01 the year prior to the program’s implementation.

Qualifications to be a Faculty Director
The faculty director must:

- Have academic credibility and appropriate credentials for leading a travel-study course
- Be able to provide country-specific information to students, unless the program is being administered by an approved host partner that is providing the orientation and other management logistics
- Have already taught the proposed course or similar course at Montana State University
- Be available to recruit and orient students throughout the course of the program planning process
- Provide a complete syllabus for the proposed course that reflects an academic experience that meets MSU standards

Role and Responsibilities of the Faculty Director
The faculty director leads the academic aspects of the program and provides student support throughout the program cycle. In addition to the standard duties of teaching a course at MSU (syllabus development, textbook selection, grading, evaluations, etc.), the responsibilities of the faculty director include:

- The program proposal, which includes an itinerary, budget and risk assessment
- Selection of academically relevant excursions, field trips, guest lecturers, etc.
- Active participation in program promotion and recruitment
- Reviewing applications and selecting participants
- Leading pre-departure activities, which may include orientation meetings and/or teaching a preparatory seminar
- While abroad, in addition to teaching the course and attending all program-sponsored activities, the faculty director serves as the primary point of contact for students in need of academic, cultural, and/or personal guidance, both on a scheduled and emergency basis.
- Faculty directors also serve as primary communicators throughout the program process, and also while abroad. Faculty directors must notify the Office of International Programs immediately of any student’s absence by the first day of activities or if a student drops or leaves the program for any reason.

Responsibilities of the College, School and Department
The sponsoring college, school and department are responsible for the following:

- Signature approval of the program proposal
- Faculty salary
- Appointments and salary for teaching assistants or student associates (if applicable)
- Academic advising and registration
- Making required adjustments to the registrar to get the approved course in the schedule of classes
- Assist with program promotion, student recruitment, and application review

Services Provided by the Office of International Programs
The Office of International Programs (OIP) is charged with the administration of all programs abroad offered to students for academic credit. Any faculty member who wishes to direct a program overseas that carries academic credit must work with OIP. Office of International Programs also provides pre-departure orientation workshops for students and faculty directors. The Office of International Programs will come alongside faculty directors to assist in
the administrative and logistics of travel. Faculty directors not working with a program provider will be responsible for presenting students with a full syllabus and detailed itinerary before departure. Administrative responsibilities will include:

- Coordinating program development
- Establishing and adhering to timelines
- Final budget approval
- Coordinating with faculty on marketing and promotion
- Facilitating the application and approval process
- Financial billing and disbursement of all funds
- Creation of individual programs within our online database
- Facilitation of completion of contracts with third party vendors
- Maintain industry standards on best practices in the field
- Create forms and procedures to maintain compliance with institutional and state policies
- Collect and manage student application forms
- Schedule and organize student selection process including application materials, vetting with Dean of Students, and student interviews
- Registration of approved course fees to selected students accounts
- Organizing a general orientation session and providing orientation materials
- Evaluation and final report forms
- The Office of International Programs will provide mandatory faculty training

PHASE 2 | DEVELOPING A PROGRAM

Program Development Timeline
All faculty directors will submit a Course Proposal for a Short-Term Faculty Led Program, outlining the course description, syllabus integrating how site visits enhance learning objectives, previous site experience, role in the teaching load, and signature approval by the department dean or program director. To start the proposal process, faculty directors can access the “apply now” link on the faculty-led study abroad webpage. All materials for the proposal are submitted online through Studio Abroad (MSU’s International Travel Registry). Faculty interested in leading a program abroad will use this link to create a proposal application and to submit all the pre-acceptance materials for the proposal. The signature approval form for collection of signatures from deans and department heads can be downloaded through the online portal; once completed it should be handed into OIP.

Guidelines for developing such proposals will be provided to faculty directors and chairs or directors by the Office of International Programs. These guidelines are not meant to be prescriptive or binding. However, considering them will assist in the development of solid programs that are academically strong and feasible abroad. Department deans or program directors will verify the academic rigor of the proposal and its place within the department plans and staffing needs. Proposals must be accompanied by a tentative budget. Deadlines for submission of proposal and materials for review are as follows:

- **FALL TERM**
  December 1 the year prior

- **SPRING TERM**
  May 1 the year prior

- **SUMMER TERM**
  September 1 the year prior

Please notify the Office of International Programs if you are considering proposing a program.
Course Offerings and Approval
Course selection and approvals must be completed and approved at the time of application and enacted at least 60 days before departure. To receive approval to teach courses abroad, it is the responsibility of the faculty directors to facilitate the approval process through their respective departments. Approval from the department head, the dean, the Associate Provost of International Programs must be granted. Approval for courses must be submitted to the Office of International Programs in written form when a proposal is submitted. If a new course is to be created for a program, it is the responsibility of the faculty director to follow the standard procedure to request a new undergraduate course through their department. Courses should be posted in the department's catalog for the corresponding semester no later than 60 days prior to travel (or at the time of registration for the following semester). Study abroad courses meet the same standards as other courses offered by the University and are subject to all of the standard policies and regulations.

Limitations
Courses associated with faculty-led programs should consider division credits for participation. Upper division credits may have prerequisites that need to be fulfilled which could limit participation on a study abroad program if open to a variety of academic majors. Faculty directors should also determine if freshmen can be enrolled in upper division credits if there are no prerequisites for the course.

Syllabus
Faculty directors must submit a proposed syllabus with their program proposal to have their program considered. Upon approval of a proposal, faculty directors are responsible for communicating course specific information and the syllabi to students well before departure. Syllabi for courses abroad are required to include the same elements as syllabi for courses that take place on campus.

Registration
Only students who are official participants in the study abroad program may register for the program course(s). Official participants are those who apply online, are conditionally accepted to the program, and pay all program fees. Students who have not completed these steps may not register for the program course(s) or participate in program activities.

A graduating senior may participate in a summer program. If the course credit is not needed to fulfill outstanding degree requirements, the student can apply to graduate in the spring. Students who need the course to fulfill their last degree requirement may participate in the program and then complete the process for in absentia graduation so that the degree can be conferred in the summer.

Choosing the Right Location
Selection of On-Site Program Partners
The faculty-led program coordinator and faculty director work together to determine which partners are best for the location and academic needs of the program. Some programs contract with a third-party study abroad provider to handle the majority of on-site logistics while others contract with a university and/or a combination of academic contacts, local experts, and travel agents. Major factors in the selection of on-site partners include the faculty’s experience and professional network in the location, the difficulty of running a program in a particular location and the availability of local experts. OIP can recommend on-site partners in some locations; however, OIP relies on the faculty director’s contacts in other locations. More information about facilitating contracts with third parties can be found in the Financial Matters section.
Facilities
Facilities that will host students, whether accommodations or for academic study, should maintain the standard of being a healthy and safe place to study for the duration of the program. When considering accommodations, faculty directors should assess participants and make accommodations accordingly. For example, students of different sexes should not be assigned to the same sleeping quarters. This should be factored in when making arrangements and budgets for accommodations.

Health and Safety
Health and safety abroad is a major concern and priority of Montana State University when assisting in planning faculty-led programs. Health and safety involves numerous factors that should be considered when selecting locations, solidifying accommodations, planning excursions, working with community organizations, etc. Faculty directors should always keep in mind the health and safety of their participants while abroad and anticipate situations prior to departure.

A Travel Health & Safety Plan must be submitted 60 days prior to travel. This plan, required by the International Travel Policy, will assist faculty directors in anticipating issues and creating an action plan in the event of a health and safety emergency. OIP will look at the health and safety at the time of proposal with a critical lens to ensure the safety of MSU students and faculty. Travel to countries with U.S. State Department issued travel warnings must fill out the appropriate forms for approval by the Associate Provost. Forms are available on the International Travel Resource Page (see appendix).

Contacts
Contacts at home and abroad are crucial to safety and well being of MSU students while abroad. Faculty working with third parties should forward main contacts and responsible parties to OIP to facilitate contractual agreements and for documentation.

Program Considerations
In order to minimize the financial barriers for students, OIP emphasizes the importance of containing student costs in the development of program budgets. Below are some factors to consider when developing a program.

Does the significance of the proposed program location justify the cost?
When addressing this question, the most important factor to consider is the connection of the location to the course content. Other factors include student interest in the location, availability of support services, and cost and ease of transportation, housing, etc. Study Abroad program coordinators can advise on the logistical aspects of particular locations.

Do the proposed excursions further the academic goals of the course of study?
“Tourist” excursions may be costly; if they are not strongly tied to academic goals, consider eliminating these.

Can the academic goals of the program be accomplished in one destination versus multiple locations?
Some programs truly require multiple sites, whereas in others, one destination of significance will serve the academic purposes of the course. Each site adds new transportation expenses and logistical arrangements, which can be very costly. The additional travel can also add to the potential safety risks associated with the program.

Does the anticipated number of students, location, and/or logistics justify the number of faculty and co-leader?
A low student to faculty ratio often creates an undue cost burden on student participants, who must pay their own expenses plus those of program leaders. More information on minimum ratios is provided later in this handbook.

**Does MSU or the faculty director have a relationship with a university in the desired location?**

The ability to connect faculty-led programs to existing university partnerships (usually exchange agreements) has multiple benefits. If the institution can provide logistical support, classroom, and/or housing, it helps control cost and gives potential access to local experts, and a population of students in the host country, thereby deepening the cultural experience of participants.

**PHASE 3 | FINANCIAL MATTERS**

**Payments to Faculty Director**
Montana State University faculty are compensated according to the guidelines established by the current University policy for study abroad course assignments. Faculty and staff working on short-term or long-term programs may be compensated for administrative work, teaching, or a combination of both. Compensation rate is determined at the college level, as it relates to faculty’s course load, current pay, and institutional policies on faculty caps.

**Faculty Compensation**
Compensation for faculty is subject to MSU policies and procedures as published by Human Resources. It is the responsibility of the department to determine the faculty appointment and compensation for the program with their respective departments. As a non-academic unit, OIP does not facilitate payment to faculty.

**Co-Leader Compensation**
Compensation for co-leaders who are either staff or faculty depends on the duties to be performed or direct responsibilities while abroad. The compensation rate for co-leaders is determined at the college level.

If the co-leader is unaffiliated with the university (i.e. not a staff or faculty), a one time appointment for their assistance may be facilitated by the sponsoring department. Any co-leader should be at least 21 years of age and able to assume the roles and responsibility of leadership in the event the faculty director cannot perform outlined duties abroad, including facilitation of the academic component of the program.

**Reimbursement**
Faculty directors must provide receipts for all program purchases in accordance with MSU policies and procedures. Any expenses incurred by the faculty director which have not received prior approval may not be reimbursed. Upon return, the faculty director must meet with the designated OIP staff member to settle the travel expense account. Receipts must be submitted for all expenses other than those paid in advance as part of the group or for the authorized per diem. Non-receipted food for personal consumption while traveling during the program duration is reimbursable up to $36 per day or per the approved budget. Budgeted meals over $36 per day must be in compliance with MSU’s travel policy.

**Travel/Cash Advances**
Travel advance amounts are considered on a case by case basis and should be submitted for approval to OIP at least 60 days before travel.
Payments to Third Party Providers

Contracts
Contractual understandings may be established by written agreements with other institutions or service providers based outside of the United States. Contracts need to address numerous issues including liability, services, insurance, indemnification, choice of law, and jurisdiction. All contractual agreements for services related to MSU-sponsored international travel must be reviewed, approved and facilitated by the Office of International Programs. Such agreements for services include but are not limited to agreements established for housing, meals, tour guides, hired drivers, on-site administrators, and teachers.

When program logistics depend on personal and professional connections of the faculty director, the program coordinator should be included in program-related correspondence and the terms of business should be agreed upon in writing. In addition, the program coordinator should have the contact information of all businesses, individuals and back-ups that perform services for the program.

Invoices
The third party will submit an invoice in accordance with the contract agreement, and MSU will pay from said invoice. MSU will not pay any vendor or third party without the appropriate tax document on file (W8/W9).

Developing a Program Budget
All Montana State University short-term study abroad programs require a program fee in addition to the regular MSU tuition and fees. All efforts must be made to keep such costs to a minimum without jeopardizing the quality of the program. All program budgets must be finalized with and approved by the Office of International Programs. Once finalized, the budget cannot be changed except with the specific approval of the Associate Provost for International Programs. Costs associated with short term study abroad programs are as follows:

Fixed Costs
Program expenses can be defined as either fixed or variable. Fixed costs do not change based on the number of participants. Fixed costs include:

► Contingency fee as a percentage
► Supplemental insurance for faculty and students
► Per Diem meal coverage with consideration of location in conjunction with the MSU Travel Policy

Variable (Per Student) Costs
Variable costs are dependent on the number of participants – for example, room and board costs. It is important to be aware of which operational costs are fixed and which are variable, because the fixed costs determine the minimum funding necessary to run the program, and will thus determine the number of participants needed. Faculty fees for participation are divided among the total number of students. These fees include, but are not limited to:

► International travel costs
► In-country travel
► Meals
► Insurance
► Accommodations
► Entrance fees
Contingency Fund
The contingency fund for each faculty-led program safeguards the program budget from external factors like fluctuations in currency conversions, fluctuations in transportation costs between budgeting and purchase, potential emergency costs, and any potential shortfalls in budgeting i.e. transportation costs or admissions to program activities. The contingency fund is factored into program budgets as a percentage of the overall cost per student at a rate of 4-percent.

Exchange Rates
When planning a budget for a faculty led program, it is important to note that exchange rates and currency are in constant flex. The contingency fund is designed to account for exchange rate discrepancies from time of budget approval to actual travel. Faculty directors should periodically evaluate the exchange rate of the country in which they are to travel. As pre-departure approaches, the exchange rate should be monitored closely. Any large swings in currency should be brought to the attention of OIP and handled on a case by case budgetary basis.

Minimum Enrollment
Program fees are determined based on the anticipated cost of running a program with a specific target number of students. Because many program costs are divided among student participants, OIP recommends a minimum enrollment of 10 students per program. In many cases, the actual minimum enrollment to run a particular program is higher in order to reduce the per-student cost of the program, particularly with established programs that have a proven record of participant enrollment. The final minimum enrollment is determined with the faculty director and sponsoring department as part of the budgetary review process. Once established, this enrollment number becomes the “breakeven point” for the program and is used to determine the final program fee. Maximum enrollment in the program should be established at the same time. OIP generally recommends that programs not exceed a ratio of faculty to students of 1:20 at most.

Scholarships and Financial Aid
If student wish to apply for or use current financial aid, they must work with student financial aid services. The Office of International Programs has developed a system to provide the registrar’s office and student financial services staff with specific budget figures, official documentation from each student going abroad, and confirmation that student accounts have been cleared for additional billing. It is the responsibility of the student to seek assistance from their financial aid advisor. Study Abroad can provide assistance in budgeting for a faculty led trip if needed.

PHASE 4 | OBTAINING APPROVAL

Program Proposal Process

Selection Criteria
The Faculty-led Study Abroad Review Committee – a standing committee of faculty peers – will annually review and approve proposals as well as assessment programs. The committee’s purpose in reviewing proposals is to examine logistics, preparation of the faculty, and the viability of geographic areas, how site visits enhance the learning objectives of the course and to approve courses. Curricular and academic issues, such as credit substitutions, prerequisites and CORE requirements must be resolved in the department before the proposal is submitted. If course proposals exceed this maximum, the Faculty-led Study Abroad Review Committee will select courses or recommend additional resources. All proposed courses abroad will be held to the standard of travelling with academic purpose, as stated by
MSU governing officials. If a course is seen as not meeting this standard or has cause for concern, the committee will make a recommendation and the corresponding course will need review by the faculty director before final approval will be considered for the program.

**Submission Deadlines**
To help keep all parties on the same page regarding the different tasks that must be completed, detailed timelines for faculty led study abroad programs are included in the Appendix that defines OIP, Faculty Director and the department/college role. Program coordinators use these timelines to keep programs on track and it will help you and the staff supporting your program to use these timelines as a reference tool. Please refer also to the Roles and Responsibilities document to help define the specific tasks of each party throughout the program cycle. A program’s success depends on close adherence to these timelines. Please note that undue delay in the completion of any step in this process can jeopardize the execution of a program.

**Notification of Approval**
Within one month after the application deadline, faculty directors will be informed by OIP whether or not their respective program proposals have met the minimum qualifications and are approved to move forward in the program planning process. Programs that are not approved for that year’s cycle will be given recommendations for strengthening the proposal and encouraged to apply for the following year.

**Program Cancellation/Low Enrollment**
MSU reserves the right to discontinue any study abroad program at any time before or after departure, at its sole discretion. Among the reasons for discontinuation and cancellation are travel warnings and advisories from the US Department of State and insufficient enrollment.

There are two points at which programs may be canceled for low enrollment: the application deadline and the deposit deadline. If a program drops below its minimum enrollment at either of these points, OIP will notify the faculty director and give the department and college the opportunity to determine if funds are available to subsidize 100% of the budget shortfall. If funds are not available, the program will be cancelled.

As a general rule, OIP does not extend application or deposit deadlines. If the deposit deadline has passed and the minimum program enrollment has been maintained, the program will not be canceled due to withdrawals that may occur later in the semester. Students are responsible for any funds that are deposited on their behalf if they withdraw after the deposit deadline, and the charges will be applied to individual student accounts.

**PHASE 5 | RECRUITING STUDENTS**

**Marketing and Recruitment**
Promotion and recruitment are an essential part of any study abroad program. Active involvement in the recruitment process by the faculty director and sponsoring department can make all the difference in a program’s success or failure. Study Abroad staff collaborate with the faculty director on promotional materials and strategies, but brochures and website updates are no substitute for one-on-one faculty-to-student contact. All contracts must be complete and prices finalized with the Office of International Programs before any part of the University can begin advertising or marketing the program. Advertising must be truthful and emphasize both the benefits, cost of the program, and relevant course information.
Information Sessions/Promotional Events
Faculty directors should plan to give presentations about their programs in a variety of venues during the promotional period (end of September to end of December for summer programs). When planning promotion and recruitment strategies, please keep in mind the aforementioned enrollment guidelines. The faculty director should focus on the following at promotional events:

- Inform students of the course, requirements, and academic content of the program
- Articulate connections between destination country and course content
- Talk about the cultural experiences you will incorporate into the itinerary, including a tentative program schedule
- Explain how grading works
- Explain criteria for acceptance into course and/or program (course prerequisites, language level, writing experience, lab research, etc.)
- Encourage diversity among program participants
- Share your enthusiasm for the program with prospective participants. This may include showing photos and describing the importance/relevance of the location and coursework
- Inform students of the first step in the application process, and the program application deadline

Alternative Promotion Vehicles
The program coordinator in OIP and faculty may collaborate to recruit students for summer programs. It is the responsibility of the faculty director to initiate marketing efforts or planning conversations with OIP. Faculty directors can promote their program through the following promotional outlets:

- Information sessions and study abroad fairs
- Fliers, catalogs, posters, and website (all print material must be approved by OIP)
- Class visits and other promotional activities in relevant courses (to be arranged with appropriate courses by the faculty director)
- Display cases (to be arranged in the college or department)
- Student organization meetings
- College/department newsletters or listservs
- Academic advisors

Involving MSU Students

Home Campus
Recruitment of students attending MSU Bozeman can be conducted through the promotional vehicles stated above. Students attending the home campus can make in-person advising appointments with Study Abroad advisors to discuss questions, application procedures, concerns or feasibility of participation. Financial Assistance questions will be forwarded to the Office of Financial Aid.

Other Campuses
MSU students at extension campuses are welcome to participate in faculty-led study abroad programs. A designated contact at each campus is responsible for receiving information about programs from OIP and faculty directors and disseminating to students or selected departments. The designated contact will follow the same procedures for advising, communicating with students and discussing their individual needs. Faculty directors should consider extension campus students in their marketing efforts and while designing a study abroad program.

Involving Non-MSU Students
Office of International Programs makes a small number of programs available to students matriculated at other US
institutions if the criteria below are meet. Most of these opportunities are geared towards students who are looking for a short-term faculty-led summer program. It is important to note that any non-MSU student must also meet application requirements including conduct and GPA. In order for OIP to accept non-MSU students, the program must:

► Offer MSU credit. In order to receive financial aid from MSU, eligible undergraduate students must take a minimum of 12 credit hours in a long semester and 6 hours in the summer. Eligible graduate students must take a minimum of 6 and 3 credit hours respectively.
► The program should have previously run at least once with OIP support.
► Accept a sufficient number of MSU students to meet minimum enrollment requirements. Non-MSU students do not count toward minimum enrollment requirements.
► Faculty interested in admitting non-MSU students should discuss the academic, financial and logistical impacts with an OIP program coordinator.

Unaffiliated Travelers
Requests for accompanying, non-enrolled family, partners or minors should be discussed fully with the Study Abroad program coordinator prior to granting program participation. OIP cannot assist with housing, child care, health care, travel arrangements, or any other necessary support for spouses, children, partners, parents or friends that accompany program participants. Program budgets should not be dependent on unaffiliated travelers, but solely based on minimum student participation. Unaffiliated participants on a study abroad program must not hinder or subtract from any student’s academic or cultural experience abroad.

MSU is not responsible for the injury, illness, loss, or death of spouses, children, partners, parents, or friends accompanying participants in study abroad programs, nor will any expenses for unaffiliated travel be collected or distributed by MSU. Concerning all unaffiliated travelers, an Unaffiliated Waiver & Release form must be submitted to the study abroad office by the faculty director signed by the appropriate parties. Justification for an unaffiliated traveler’s participation must be submitted to OIP with the form as part of the approval process. Please see the link to the Unaffiliated Traveler Guidelines in the appendix for more information on unaffiliated traveler classifications and procedures for approval.

PHASE 6 | WORKING WITH STUDENTS PRIOR TO DEPARTURE

Applications and Required Materials

Pre-Decision Application
The Study Abroad Office has a standard online application form for all faculty-led programs. A complete online pre-selection application includes:

► The application questionnaire
► Official Transcript
► $300 deposit (Experience has shown that this requirement reduces the likelihood of withdrawals. The deposit is refundable until the first deposit is made to a third party provider).
► Financial aid agreement (if applicable to student)
► FERPA Form
► Health History Form (self-disclosure of any medical or health circumstances to better serve students participating)
► Scan of passport- (students seeking a new passport should do so in advance as it can take up to six weeks for processing)
Signed verification form, submitted to OIP with copy of identification*

* The verification form is the only form collected that must include a signature and a copy of photo I.D. for each student. This form, after submitted to Study Abroad, allows students to electronically sign documents and forms through the online portal throughout the remainder of the application and pre-departure process.

Post Acceptance Materials
Post-acceptance materials to be collected through Studio Abroad, which are subject to change or modification, include:

- Faculty-led Participation Agreement
- Proof of Insurance
- Photo Release
- RSVP to Pre-departure orientation
- Study Abroad Participation Agreement
- Terms of Dismissal
- Travel Health and Safety Class (proof of participation)

Application Deadline
The application deadline serves two important functions in upholding a faculty-led program. First, deadlines are permanent guides to planning marketing and recruitment efforts. They provide a benchmark for faculty directors and for OIP in the planning process. Deadlines also require student commitment to a program and create a base for continuation of the budgeting process as logistics are solidified for a program.

Applications to faculty-led programs will not be extended nor will late applications be considered. The purpose of the application deadline is to ensure the equity of a program. If a program does not have enough applicants at the time of deadline, the program is subject to cancellation. Amending deadlines or changing costs that are contrary to what programs are advertised for affects the credibility of a program. Once a deadline for applications has passed and enrollment remains insufficient, the program is subject to cancellation. Program budgets, regardless of applicant enrollment, are not to exceed the advertised cost.

Student Screening and Selection

Assessing Suitability for Study Abroad
All students wishing to participate in a faculty-led program must be a full time student at the time of application. Study abroad policy states that students cleared for study abroad must be in good academic standing without disciplinary infractions. All students applying for study abroad will be vetted for infractions by the Dean of Students and academic standing is screened by the Office of International Programs ensuring a GPA of 2.5 or higher. After being vetted, students will be incorporated into a system that closely monitors any changes to conduct preceding travel. Any concerns regarding student standing will be reported to the faculty director of the respective program, and follow up actions will be agreed upon between the Office of International Programs and the faculty director. The MSU Counseling Center receives lists of study abroad participants in order to address any issues with pre-existing clients. Students will be included in the interview process only after a full application is submitted, including the stated screenings.

Red Flags
Although some applicants may meet all of the established eligibility criteria, certain "red flags" in their application materials and/or behavior may require special consideration. These "red flags" do not necessarily preclude a student's acceptance into the program, but they are often indicators that further discussion with the student or other involved parties is necessary in order to make a participation decision. Some examples of these indicators include:

- Student's essay indicates that their primary motivation to study abroad is questionable (desire to escape a situation or person, focus on travel or extended vacation, for others to visit or accompany them abroad, etc.).
- Faculty recommendation mentions reservations or discloses information that could affect the student's participation (concerns about maturity, behavior, recent events in the student's life, etc.).
- Student's academic record or advisor notes show recent drastic decline in academic performance, breaks in attendance, multiple absence/failing reports, or repeated no-shows.
- Student demonstrates erratic or inappropriate behavior in his or her interactions with faculty or OIP staff (before or after acceptance into the program).

Special conditions may also apply to students who are enrolled in a course on campus that is a prerequisite for the accepted program. A "Special Conditions" classification may also be used for students who do not have a MSU GPA at the time of application. Once the first semester's GPA is posted, the student is moved to the "conditionally accepted" classification. Students who are enrolled in a course on campus that is a prerequisite for the accepted program may be required to complete the prerequisite course while on campus. Special conditions may also apply to students who are enrolled in a course on campus that is a prerequisite for the accepted program. A "Special Conditions" classification may also be used for students who do not have a MSU GPA at the time of application. Once the first semester's GPA is posted, the student is moved to the "conditionally accepted" classification. Students who are enrolled in a course on campus that is a prerequisite for the accepted program may be required to complete the prerequisite course while on campus.
Disability Services Office and appropriate overseas personnel to identify and obtain reasonable accommodations and to assist a student with a documented disability in planning for a successful international experience.

**Post Acceptance Requirements for Student Participation**

After students have been accepted into the program, faculty directors must ensure that participants complete or are in possession of the following:

- Valid passport and visa (if applicable)
- Pre-departure orientation and on-site orientation
- Information logged in the travel registry through Studio Abroad
- Completion of the Terms and Conditions form
- Registration in the U.S. Department’s Smart Traveler Enrollment Program (STEP)
- MSU Health History form
- Faculty directors should carry sealed envelopes containing copies of emergency medical information from all students.
- Medical insurance that covers the student while abroad- students should review their health plan’s claim filing procedures for coverage abroad and make sure they carry their health plan ID cards with them.
- International ID card: Students may also contact the Office of International Programs to obtain and ID card. All students with significant on-going health problems or allergies should obtain and wear a MedicAlert bracelet or necklace. Call 1-800-ID-Alert (1-800-432-5378) or visit http://www.medicalert.org.

**Late Applicants**

History and experience have proven that late applicants are not reliable program participants; therefore, OIP does not allow late applications or deadline extensions. Throughout the recruitment phase it is important to keep in mind the target enrollment number and final application deadline.

**Withdrawals/Refunds**

Students who withdraw from a MSU program after accepting a place but before the program begins will lose the non-refundable deposit and any unrecoverable costs. There are no refunds after the start of the program. Students must understand that they are responsible for full payment of the amount owed to the department. There are circumstances under which Montana State University, or its agent, has the authority to require that a student withdraw from the study abroad program. These circumstances include but are not limited to the following:

- Students whose conduct while in the program is deemed undesirable and whose actions are in violation of Montana State University’s Student Code of Conduct
- Alcohol abuse or drug possession or use
- Destruction or misuse of property
- Students whose conduct is in violation of the foreign country’s civil and/or criminal statutes
- Situations in which the behavior, whether academic or social, of the student causes his/her presence in the program to jeopardize either the reputation of the program, program coordinator, professor, translators, or the participation of others in the program
- Situations in which the behavior of the student is deemed disrespectful to the culture. This includes but is not limited to: improper clothing, attitude, verbal or body language, improper displays of affection, sharing a room with the opposite sex, and use of alcohol or drugs
- Arguing or fighting is deemed as a serious occurrence and is not acceptable.

No warnings or second chances will be given. Students dismissed from the program for the above reasons will receive no credit for work done, will be considered as not having completed the program, and will not be entitled to any refund. They will be responsible for all travel and other expenses incurred due to their dismissal.
**Student Registration**

Students accepted into MSU summer programs are to register for the program when the session course catalog becomes available. After registration, the student will be billed for the full balance of the program fee by Montana State University via their student accounts. Payment schedules and deadlines follow the University calendar for particular terms.

**Pre-departure Logistics**

According to MSU’s International Travel Policy, all travel must be documented as per the policy and submitted for approval no later than 60 days prior to travel. The required documents submitted to OIP through Studio Abroad include the International Travel Plan, Emergency Communication Plan and Emergency Contacts list.

**Health and Safety**

The health and wellbeing of MSU students abroad is the responsibility of the faculty director and co-leader. Therefore, it is important to plan for scenarios that could jeopardize a program abroad and establish a procedure for dealing with health and safety issues. Health and safety incidences are not discriminatory and can happen to anyone at any time. Faculty directors are required to submit a Travel Health & Safety Plan at least 60 days prior to travel. The process of creating the plan will help faculty directors plan for incidents and response. In preparation for their time abroad, students are required to sign up for and attend a mandatory Travel Health and Safety Clinic provided on campus through Health Services. Students who fail to attend the clinic are subject to program withdrawal.

**Passports and Visas**

All students must obtain a passport, and some program locations may require a visa. Visa requirements vary depending on each student’s citizenship and the country to which he or she is traveling. Study Abroad staff will guide students on visa requirements at key points during the pre-departure advising process; however, obtaining a valid passport and securing the correct visa is ultimately the responsibility of the student.

**Medical Insurance**

Health insurance is required for all students participating in MSU programs, whether they are on campus or abroad. Purchasing international health care coverage will enable students to obtain medical care without the requirement of a possibly large financial outlay prior to treatment. Students can do this independently or consult with OIP to choose a coverage option.

**Required Orientations**

**Pre-Departure**

All short-term faculty-led programs abroad have a mandatory pre-departure student orientation, coordinated by the Office of International Programs. Students need to be oriented on cultural and logistical aspects of the program before departure and upon arrival. Orientations are coordinated in conjunction with OIP before departure for both summer and semester programs. Faculty directors are encouraged to schedule additional sessions to support academic, cultural preparation, as well as group cohesion.

**On-Site Orientation**

All programs are required to hold an on-site orientation. Attendance at all pre-departure and on-site orientations is mandatory. Students must plan their arrival in the host country to ensure participation in the on-site orientation. Special attention should be given to differences in world time zones when booking flights to ensure on-time arrival.
PHASE 7 | ON-SITE PROGRAM MANAGEMENT

Supervision of the Group On-site
The faculty director should fulfill the following duties on-site:

- Provide an initial on-site orientation to introduce the students to the host site and culture (may be in conjunction with on-site program organizer).
- Contact the Study Abroad Office within 24 hours after arrival to confirm all participants are safe and accounted for.
- Notify the Study Abroad Office immediately if any student leaves the program.
- Act as liaison between the students and any individuals or entities providing services to the program.
- Ensure the onsite cooperating institution/organization is delivering services according to the contract.
- If problems arise, alert the Study Abroad Office immediately so any discrepancies can be resolved quickly.
- Follow the guidelines outlined in the international travel policy for unaffiliated travelers.
- Communicate academic and disciplinary roles clearly to the students.
- Respond to any emergency situations or serious incidents which may arise and notify the Study Abroad Office as soon as possible by email or phone (see section on Emergencies).
- Complete the incident report to accurately document any problems and send to OIP.
- Itemize usage of any fund advances and other necessary expenses and collect receipts which will be turned into the Study Abroad Office at the program’s end.
- Monitor the health and general welfare of all participants.
- Never loan students program or personal funds unless it is an extreme emergency.
- Faculty directors will not be reimbursed by the University for loaning money to participants unless authorized in advance by the Study Abroad Office.

Be aware of possible indicators of culture shock. These can include: feelings of helplessness, loneliness, alienation, sleeping more than usual, depression, getting angry easily, decline in flexibility, stereotyping of host culture, increase of physical ailments, eating problems, inability to concentrate, and uncontrollable crying. Most, though not all, students experience some level of culture shock. The concrete indicators of culture shock vary greatly from individual to individual.

Expectations for Student Participants
On faculty-led study abroad programs, students are required to attend all classes and all excursions that are part of the program itinerary. The only acceptable excuse for missing a class or an excursion is illness. Faculty directors should take attendance at all classes and excursions, and are encouraged to reduce the grade of any student who is late or absent from a class or required excursion.

Participants in a study abroad program are also expected to serve as ambassadors for both MSU and the United States. It is often difficult for students to understand what is expected of them in this regard, so it is important to stress these issues in the pre-departure orientation(s) and again upon arrival. Students need to be aware that behaviors with minimal or no consequences in the U.S. may have major implications for the study abroad program. This information should be presented repeatedly to students – not just at the pre-departure orientation. Topics to be included in these discussions include:

- Appropriate dress
- Local laws and mobility (which neighborhoods in the area are safe)
- Gender dynamics and youth/elder relationships
- Food and meal etiquette
- How to recognize signs of displeasure on the part of host country nationals
Disciplinary Problems
The Study Abroad Office should be notified immediately about any serious disciplinary problems with any student on the program, whether or not arrest is involved. In less serious cases, mediation by Study Abroad may be required. In serious cases, the student may be dismissed from the program and sent home with no credit awarded and no refund. This will be determined through consultation with the faculty director, OIP, and MSU legal counsel, see Dismissing Students below. In cases of arrest, MSU assumes no financial responsibility for legal aid to students. However, it is appropriate for the faculty director, with OIP, to assist students in contacting their families and appropriate government offices. Students using or selling illegal substances will be immediately dismissed from the program, with no credit awarded and no refund.

Alcohol Use
The subject of alcohol policies is frequently debated in international education. Contention usually centers around “whose laws are in effect,” given that laws concerning alcoholic beverages vary greatly from country to country and that in many countries abroad it is perfectly legal for university students to purchase and consume alcohol. The consideration of Montana State University’s policy on alcohol is complicated both to interpret and enforce abroad. In general, it is wise to follow these guidelines:

- Students should be educated about legally and culturally appropriate behavior regarding alcohol, as well as the consequences of inappropriate behavior. Be aware that alcohol abuse is not tolerated anywhere in the world and will not be tolerated on MSU Study Abroad programs.
- Violation of local laws and/or MSU policy may result in dismissal from the program. Responsible use of alcohol is required on the part of the faculty director as well as each program participant.

Dismissing Students
All students on faculty-led programs sign an agreement indicating that they understand the Terms of Dismissal for a study abroad program. The decision to send students home, even when made for the best reasons, may result in negative responses. It is essential when contemplating an expulsion or an evacuation to consult immediately with the Study Abroad Office who will, in turn, consult with other appropriate offices on the MSU campus. Some instances of dismissal may include (but not limited to):

- Criminal activity on the part of the individual: arrest, drug use, physical or sexual assault, etc.
- Inappropriate behavior on the part of the individual: a continuing pattern of culturally inappropriate behavior which does not improve with advising and which endangers the program's relationship with the host institution and/or community; or behavior which is insensitive to other group members and/or damaging to the program group’s morale.
- An emotional crisis which greatly affects the individual
- Death of a program participant, or death or serious illness in the family
- Serious illness, either physically or psychologically

In order to dismiss a student abroad, the following procedures should be followed:

Document the Incident: In the event that a student is subject to the Terms of Dismissal, it is the responsibility of the faculty/staff director to document the incident(s) by recording the details of the incident on the Faculty Incident Report for Dismissal form (see appendix). In the event the form is not available, faculty directors should collect the following information:

- Name of student and name of program
- Date/location of the incident
- Violation being cited in reference to the Terms of Dismissal and justification for withdrawal
- Documentation of warnings (verbal or written) given to the student prior to the dismissal process
Report the Incident: The first receiver of pending dismissal incidents is the Office of International Programs. OIP will assess the severity of the incident and forward the report onto Legal Counsel and the Dean of Students for review.

Participant Justification: Depending on the severity of the case, the student pending dismissal will speak with the Dean of Students to provide their justification for the infractions. The Dean of Students, Legal Counsel and OIP will approve the student dismissal if necessary.

Coordinate the Dismissal: Faculty directors and OIP will facilitate the dismissal of the participant including arrangements for return to MSU. Upon return, OIP and the Dean of Students will work together to correct the situation. The program fees or tuition paid will not be refunded to the student.

Student Withdrawal
If a student has arrived at the program site and decides to withdraw, he or she must begin by discussing the situation with MSU faculty director on site. The faculty director should consult with the Director of Study Abroad to determine whether a solution exists for the situation. Financial implications and academic implications must be articulated to the student. If, after consultation, the student still plans to withdraw from the program, he or she must submit a signed and dated statement to the program director. This statement must indicate that the student understands that effective as of the date indicated, he or she will no longer be considered a student in the program and is therefore responsible and liable for his or her own behavior, transportation home, insurance, etc. The program director should fax this signed and dated statement to Study Abroad. The Study Abroad Director will contact the student’s parents or legal guardian(s).

Expectations for Faculty Directors
In addition to being responsible for serving as the academic and administrative representative of the program, faculty directors are also responsible for:

- Developing the program and coordinating on-site delivery of the course(s), including engaging teachers and guides and arranging adequate transportation
- Communicating information about the program and contact information to the parents of participants
- Ensuring that a group travel request is submitted
- Maintaining contact with appropriate host country institutions and governmental offices
- Being on-site prior to the students’ arrival in the host country
- Planning and organizing cultural orientation on site, including organizing and participating in cultural visits and excursions during orientation and throughout the program
- Handling behavioral problems according to established procedures, outlined above
- Preparing for and responding to emergencies, as outlined in University regulations regarding emergency procedures
- Attending to the health and well-being of program participants
- Maintaining clear financial records, including keeping track of expenses and saving receipts
- Exercising caution with confidential information
- Keeping MSU informed about developments concerning the program and participating students
- Notifying OIP of any changes in itinerary or contact information
- Documenting events and activities as well as problems
- Submitting final grades and final report, and facilitating program evaluation

Expectations for Co-Leaders
In the event that the faculty director becomes unable to perform the duties and responsibilities required to facilitate a study abroad program, the co-leader will assume all responsibilities for the program group including communication with OIP, adherence to the communication, travel and safety plan submitted before departure, as well as safety
of all participants. The co-leader should also be able to facilitate the remainder of the course in the event that the faculty director is unable to assume lead. Procedures for emergencies can be found later in this section in the event that faculty directors are impacted directly and are not able to perform their role.

Faculty Director Conduct
As per MSU Policy on Ethical and Professional Standards, the faculty and administration of Montana State University-Bozeman are responsible for assuring the highest ethical and professional standards and behavior when working with students. For more information regarding faculty expectations in relation to working with students in a professional environment, consult the MSU policy. Faculty representing MSU abroad are subject to the same set of standards for conduct as they are when in Montana.

Title IX Compliance
All faculty and students, as per MSU policy, are to adhere to the Title IX Policy whether at MSU or abroad. Title IX and its implementing regulation, at 34 C.F.R. § 106.31 (a), provide that no person shall on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any academic, extracurricular, research, occupational training, or other education program or activity operated by the university. Sexual harassment is a form of sex discrimination prohibited by Title IX. Sexual harassment is unwelcome conduct of a sexual nature. Sexual harassment can include unwelcome sexual advances, requests for sexual favors, and other verbal, nonverbal, or physical conduct of a sexual nature, including rape, sexual assault, sexual battery and sexual coercion or other sexual misconduct.

Sexual harassment of a student can deny or limit, on the basis of sex, the student’s ability to participate in or to receive benefits, services, or opportunities in the school’s program. Any student, faculty or staff member with questions or concerns about sex discrimination or sexual harassment or who believes that he or she has been the victim of sex discrimination or sexual harassment may contact the Title IX Coordinator for assistance. The Title IX Officer is available to discuss options, explain university policies and procedures, and provide education on relevant issues.

On-site Safety Procedures
The faculty director is responsible for communicating applicable codes of conduct and the consequences of noncompliance to participants. In the event there are U.S. State Department public announcements, worldwide caution, travel alerts or warnings, the Study Abroad Office will send emails to faculty directors abroad. They will then relay any applicable information to group participants and, at times, their emergency contacts.

In the event of a local, regional or global crisis, faculty directors should maintain contact with the local U.S. Embassy or Consulate for updated security information. If a crisis should occur, they must review precautions with participants so they can better secure their safety. In emergency situations, the faculty directors must contact the Study Abroad Office as soon as possible to confirm the well-being status of the group.

Faculty directors must also brief students on safe behavior, depending on the local situation and culture. This may include advising students to maintain a low profile, avoid crowds and protest groups, restaurants, and locations where Americans are known to frequent. Students should keep up with local news through newspapers, radio, and television and, in the event of disturbances or protests, do not get involved. Students should be asked to use common sense and caution when divulging information to strangers about themselves, the program, and their fellow students. In cases of serious health problems, injury, or other significant health and safety circumstances, faculty directors must follow the emergency procedures as indicated in this handbook.

Behavioral Problems and Response
(Behavioral Problems and Response continued)

In the event of a violation of the Student Conduct Code or the Terms of Dismissal, it is the faculty director’s duty to respond. Depending on the severity of the violation(s), the responses may include an incident report/verbal warning, an incident report/written warning, and/or an incident report accompanied by a termination report.

Students who are dismissed incur all the expenses of returning home and do not receive any refund from MSU. The following behaviors are among those that may result in immediate dismissal from a program:

- Alcohol abuse
- Physical or sexual assault
- Harassment
- Possession, use or distribution of illegal drugs
- Setting a fire or possession of explosives
- Possession of a weapon, including guns and knives
- Theft

Responding to Crises and Emergencies

The Study Abroad Office is responsible for coordinating the University’s management of emergencies affecting participants in MSU Study Abroad Programs. It is the responsibility of faculty directors of a MSU program to follow the procedures outlined below and to be sure to inform students about these procedures upon arrival on-site. In the case of an emergency, faculty directors should be prepared to be on-call 24 hours a day until the emergency is resolved.

What Is An Emergency?

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

- Physical assault
- Robbery
- Sexual assault or rape
- Serious illness, physical or emotional
- Significant accident and/or injury
- Hospitalization for any reason
- Terrorist threat or attack
- Local political crisis that could affect the students’ safety and well-being
- Arrests or questioning by police or other security forces
- Any legal action involving a student
- Traffic accidents involving injury
- Disappearance or kidnapping of a student

How to Prepare for Emergencies

All participants on MSU study abroad programs enroll in the U.S. State Department’s Smart Traveler Enrollment Program (STEP) prior to departure. Once on site, students should be informed of the location of the nearest U.S. Embassy. If the faculty director is not being housed with the students, the students must be given the address and phone number of where they are staying. They should carry this with them at all times. Faculty directors, in conjunction with local program coordinators (if applicable), must provide students with a list of names and phone numbers for:

- 24-hour emergency contact
Nearest U.S. Embassy
Law enforcement/police department
Nearest hospital/emergency facility and English-speaking doctors and/or health care providers

All participants are provided with a wallet-sized “EMERGENCY CONTACT CARD” with space on the back to include local contact numbers. Emergencies range from benign (a lost or stolen passport, for example) to the imminently dangerous (motor vehicle accidents; political coups). Each situation must be assessed in its own context. In all cases, faculty directors must complete a MSU Study Abroad Incident Report Form for each occurrence (see Appendix). Faculty directors must maintain daily contact with Study Abroad and with host country informants. In an emergency, the faculty director’s first responsibility is to safeguard the safety and wellbeing of the program participants. They should do whatever is necessary to ensure this, whether this means obtaining prompt and appropriate medical attention, U.S. Embassy intervention, or police protection.

All expenses relating to the management of a reported emergency may be covered or reimbursed. When all has been done to reasonably ensure student wellbeing, the Study Abroad Office should be notified as soon as possible to be fully informed about the situation. Faculty directors can reach a Study Abroad staff member through the University Police 24-hours a day, seven days a week at 409-994-2121. University Police have contact information for all Study Abroad staff and other appropriate individuals on campus. During an ongoing crisis, faculty directors must keep the Study Abroad office informed on a regular basis through telephone or e-mail until the crisis has passed. Faculty directors should notify the local U.S. Embassy or Consulate about the crisis, and follow whatever procedures they may require.

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

During a political crisis or some other emergency during which foreigners in general or U.S. citizens in particular may be at risk, students should be told to keep a low profile. They should avoid demonstrations, behavior that could call attention to themselves, places where Americans are known to congregate, and using luggage tags and wearing clothing which identifies them as Americans.

It is highly unlikely that participants will need to be evacuated from a site abroad. In many situations, it is much safer to lie low than to draw attention to the group through an evacuation process. The Study Abroad Office will, however, bring students and faculty directors home if a situation was to deteriorate to the point where the degree of potential risk to participants was deemed unacceptable. If this unlikely event were to happen, the Associate Provost, in consultation with the insurance company, faculty director, the U.S. Embassy and State Department, and the MSU Study Abroad Crisis Management Team, would develop an evacuation plan in as much detail as possible. The plan would be transmitted to the faculty director in confidence, and officials on the home campus would work closely with the faculty director throughout the evacuation process.

Guidelines for Crisis Communication
In general, faculty directors should follow these guidelines when communicating with the students during an emergency situations: (see next page)
(continued)

**Share information:** Give students as much, and as accurate, information as possible. Document the situation and communicate with the Study Abroad Office on an ongoing basis.

**Assess the situation:** How long will it last? Is it an inconvenience or a threat?

**Keep calm, and keep others calm:** Do not panic. Discourage students from gossiping and thus escalating the situation.

**Give participants choices:** Allow students when possible to make their own informed decisions about whether to leave the program or to stay. Remember that this option is only ethical when students have enough information to make a reasonable choice.

In a serious emergency, the MSU Study Abroad Crisis Management Team will determine whether the program will continue and possible evacuation procedures. If the host country emergency services are not readily available and participants feel there is a threat to their personal safety, they should follow these procedures:

- Dial the MSU Police at 001 406 994 2121.
- Identify themselves as a MSU study abroad student and give the country where they are currently located
- State their name
- Tell the person what is wrong
- Tell the person how to contact them
- Respond to questions and listen carefully to any instructions

**Incident Documentation and Reporting**

All incidents or emergencies should be documented as completely as possible and as soon as possible after they occur. Qualifying events include allegations of injury, illness, criminal activity (student is a victim of a crime). The Office of International Programs should be provided with documentation within 24 hours of any incident if possible. In documenting an incident, faculty directors should use the Study Abroad Participant Incident Form (see appendix). If access to this form is not available, group directors should make note of the following:

- Date and time of incident
- Location of incident
- Names of all students involved
- Names of all others present
- How and when you learned of the incident if you were not present
- Brief description of the incident
- Brief description of your response to the incident
- Names and contact information of any physicians, officials, or police involved
- If a student was injured or ill and received medical attention, a description of the treatment and any recommended aftercare, including the names of medication
- If a student was incapable of making decisions (about medical treatment, for instance), explain who made those decisions
- Notes regarding contact with students’ parents and any MSU offices

All incident reports should be submitted as soon as possible to Study Abroad. After a report has been submitted, it will be added to the student’s account through Study Abroad ensuring secure access.

**Reconciliation of Program Expenses**

MSU requires complete financial reporting for all expenses incurred by the program. Faculty Directors are required to submit all receipts and documentation for expenses incurred within 10 days of return to OIP.
PHASE 8 | RETURNING TO MSU

Reconciliation of Program Expenses
MSU requires complete financial reporting for all expenses incurred by the program. Faculty Directors are required to submit all receipts and documentation for expenses incurred within 10 days of your return to OIP.

Credits and Grades
The faculty directors are required to submit the course grades within two weeks of the program’s conclusion through My Info. If a program is working with a third party and official transcripts will be sent an accurate timeline for grade transfer and evaluation must be articulated to all student participants.

Program Evaluation
Faculty directors will ask students to evaluate the academic component of the course by using the appropriate institutional or department forms. Students will also complete a questionnaire about the organizational and logistical aspects of the course. In addition, the Office of International Programs will ask faculty directors to convene a meeting with the program coordinator upon their return, to document travel, accommodations, unforeseen problems, and to provide a detailed financial accounting.

Post-Program Debriefing with Office of International Programs
Faculty directors must also submit a program report to the Study Abroad Office within 30 days after the program ends. This faculty director report is critical to the program process, as insights, suggestions and lessons learned are incorporated into the planning for future programs.
Planning Tools

I. Roles and Responsibilities Chart
Please consult attachment I concerning distinction of tasks between faculty directors, OIP and program providers during the program planning process.

II. Timeline for Proposal
Please consult attachment II for monthly check points to stay on track during the planning process.

Forms for Travel and While Abroad

III. Travel Resource Web Page
For printable forms for reporting and documentation, group travel approval, and approval procedures for unaffiliated travelers or minors, visit the Travel Resource Page:
www.montana.edu/policy/international_travel/resources/index.html

Montana State University Policies

IV. International Travel Policy
To read the complete International Travel Policy, visit:
www.montana.edu/policy/international_travel/

V. MSU Conduct Guidelines and Procedures for Grievances
To read the complete policy concerning student conduct, visit:
www.montana.edu/policy/student_conduct/

VI. Guidelines for Inclusion of Minors and Unaffiliated Travelers
For information and approval procedures relating to the participation of minors, unaffiliated travelers or family members, visit:
www.montana.edu/policy/international_travel/resources/index.html

Study Abroad Contact Information

Office of International Programs
400 Culbertson Hall | Bozeman, MT 59717
+1 406-994-7151 | studyabroad@montana.edu
# PROGRAM DEVELOPMENT & ADMINISTRATION RESPONSIBILITIES

## Faculty-Led Study Abroad Programs

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### FACULTY DIRECTOR

- Finalize Itinerary
- Provide OIP with:
  - Program dates, final course title, number of credits, notice of un-affiliated travelers or non MSU students will be participating.
- Identify program provider.
  - If program provider is not selected, faculty take responsibility of all logistical and academic arrangements. OIP will coordinate airfare.
- Notify OIP of all links to your own website, department, etc.

### OIP/STUDY ABROAD

- Advise on selection of program provider.
- Assist with Request for Proposal, if required.
- Create, review and sign all contracts with third parties.
- Advise on special health considerations.
- Manage all website content.

### PROVIDERS

- Work with OIP to secure a contract for services.
- Identify special health considerations.

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### General Program Planning

- Submit budget draft to OIP
- Provide payment information, e.g. invoices. Provide receipts and the Employee Travel and Reimbursement form for any program expenses that must be reimbursed to faculty director.

### Budget & Expenses

- Manages all major financial issues and disbursement
- Review final budget, approve program cost.
- Provide budget information to Financial Aid.
- Work with students in need of budgetary assistance.
- Provide budget numbers to faculty or OIP
- Provide payment information and timeline to OIP (wire, draft, credit card).
- Submit final payment invoice to OIP

### Airfare/Passports

- Identify airline departure and arrival dates and flight requests. Notify OIP.
- Obtain or renew personal passport, if required. Submit copies to OIP.
- Notify Airfare provider of required airline tickets.
- Pay all deposits on travel. Submit full names to airline or program providers.
- Obtain visa information and request visa forms. Coordinate all visas.
- Process flight deviations

### Meals

- Include all provided meals in budget.
- Complete student Financial Service database with expenses and number of meals provided.
- Schedule on-site classrooms and class schedule, if required

### Academic

- Make syllabus, submit course for major/minor and/or CORE approval. Notify OIP of status and/or approval.
- Advise on course content.
<table>
<thead>
<tr>
<th>FACULTY DIRECTOR</th>
<th>OIP/STUDY ABROAD</th>
<th>PROVIDERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Submit course to departmental catalog for registration.</td>
<td>OIP notified of MSU classroom, if used</td>
<td></td>
</tr>
<tr>
<td>If part of course is taught at MSU, request classrooms. Notify students and OIP</td>
<td>Marketing of curriculum through website, bulletin boards, and a printed list of all Faculty-led programs available.</td>
<td></td>
</tr>
<tr>
<td>Order books/materials</td>
<td>Edit course description and post on website.</td>
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<tr>
<td>Recruit students for program through information sessions, presentations, etc.</td>
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<tr>
<td>Attend the Study Abroad Fair in the fall</td>
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<td></td>
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<tr>
<td>Advise students.</td>
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<tr>
<td>Create brief short course description for web</td>
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<tr>
<td>Send program details to OIP</td>
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<tr>
<td>Create full Course Description</td>
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</tbody>
</table>

**Academic**

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</tr>
</thead>
<tbody>
<tr>
<td>Identify course number/section number. Notify OIP of course number.</td>
<td>Send student program fees to be posted to student accounts</td>
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</tr>
<tr>
<td>Department provide course number/section number to registrar as well as student information for registration.</td>
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**Marketing/Recruitment**

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<tbody>
<tr>
<td>Hold additional individual group meetings.</td>
<td>Schedule Pre-Departure Orientation session and breakout sessions following.</td>
<td></td>
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<tr>
<td>Provide course-specific information</td>
<td>Distribute student handbook</td>
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</tr>
<tr>
<td>Provide airline and itinerary information and enough copies for students and their emergency contacts</td>
<td>Provide Culturegrams for all locations available.</td>
<td></td>
</tr>
<tr>
<td>Attend faculty orientation and other faculty trainings/events</td>
<td>Provide passport information to students (via policies &amp; procedures and website).</td>
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<tr>
<td></td>
<td>Organize faculty director orientation.</td>
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</tbody>
</table>

**Registration**

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<tbody>
<tr>
<td>Continue correspondece with students</td>
<td>Create International Student ID Cards if purchased through OIP</td>
<td></td>
</tr>
<tr>
<td>Provide OIP with photo and birth date for International Teacher ID Card</td>
<td>Distribute student evaluations and give to faculty for distribution at end of the course</td>
<td></td>
</tr>
<tr>
<td>Register with the Travel Registry and the State Department S.T.E.P program. Ensure students register themselves on both registries</td>
<td>Continue to communicate details and planning with faculty and OIP</td>
<td></td>
</tr>
</tbody>
</table>
PROGRAM TIMELINE CHECKLIST
Faculty-Led Study Abroad Programs

This list is general and is subject to additional checklist items depending on the nature of the program. Please consult with Office of International Programs to create a program specific timeline.

10-12 Months Pre-departure
- Review Faculty-Led Study Abroad Handbook
- Establish course approval list with applicable course numbers, credit value, the department(s) credits will be established through, and curriculum integration
- Identify co-leader
- Seek approval for proposed course from department head, dean and provost.
- Finish and submit Faculty-led Study Abroad Program Proposal online through Studio Abroad

8-9 Months Pre-departure
- Determine Visa requirements for the team.
- Finalize program budget, including all pre-departure and on-site costs i.e. visas, passports, accommodations, transportation, group meals, field trips, tuition, student expenses and program provider fees.
- Reconsult Marketing Plan to prepare materials for recruitment.

5-7 Months Pre-departure
- Promote program intensively at MSU-Bozeman (and extension campuses, if applicable):
  - Participate in Study Abroad Fair, if applicable
  - Update website, flyers and posters
  - Market in appropriate departments; promotion emails conducted by department/faculty
  - Classroom presentations and information sessions

3-4 Months Pre-departure
- Review applications, conduct student interviews and determine final acceptances
- Finalize travel details with agents, tour guides and accommodations.
- Submit Communication Plan & International Travel Plan to OIP
- Inform students of mandatory pre-departure orientation and the Travel Health & Safety classes
- Attend faculty director orientation

1-2 Months Pre-departure
- Input all traveler information into the Travel Registry
- Submit emergency contact and health information for all travelers to OIP through Studio Abroad
- Register all travelers with the U.S. Department of State Smart Traveler Enrollment Program (STEP)
- Ensure all students have submitted pre-departure paperwork online
- Assemble hard copies of important travel documents

Month of Departure
- Work with OIP to finalize details
- Hold pre-departure meetings with students
- Final preparation
APPENDIX ADDITIONAL RESOURCES

Useful Websites for Program Development

**U.S. State Department**
Entry requirements to foreign countries, travel warnings, and tips for travelers: [travel.state.gov](http://travel.state.gov)

**Center for Disease Control**
Health information by country: [www.cdc.gov](http://www.cdc.gov)

**U.S. Customs**
Official government web site for customs information: [www.customs.ustreas.gov](http://www.customs.ustreas.gov)

**Mobility International**
Information on traveling abroad for people with disabilities: [www.miusa.org](http://www.miusa.org)

**Currency Conversions**
[www.oanda.com](http://www.oanda.com)