Welcome!

Congratulations on your interest in directing a faculty-led study abroad program! If you are reading this handbook you should have already read the “Faculty guidelines for developing group study abroad programs” (“Guidelines”) available at the International Programs Center (IPC) or our webpage www.uncg.edu/ipg/facultyguidelinesdevrenew.pdf. You have probably done preliminary work for the program approval and are very serious about conducting a faculty-led study abroad program.

The International Programs Center (IPC) and the Study Abroad & Exchange Office (SAE) appreciate your support of these opportunities, both for your own professional development and the academic development of our students. With today’s dynamic and diverse student population, your willingness to lead such programs enables UNCG to offer a broader range of study abroad options to a variety of students.

Although much work goes into producing a successful study abroad program, you are not alone in this endeavor. IPC and DCL are happy to assist you at every step along the way. Much work has been done in the effort to streamline procedures for the implementation of new faculty-led programs and to provide better support for all faculty-led programs.

Part of this effort to improve program support includes IPC faculty workshops and the development of this handbook. We hope that you will be able to find answers to most of your questions in this handbook. It was designed to help you through the details of the administrative process in directing a study abroad program. The information is provided in the order in which you will need it. The second half of the handbook is dedicated to crisis management, and it is extremely important that you understand and familiarize yourself with these issues.

IPC/ SAE are here to assist you in any way we can. Please do not hesitate to call if you are unclear on anything presented in the handbook or at the director’s meetings. As you become more familiar with this handbook, your advice and comments will be greatly appreciated. If you know other faculty interested in developing a study abroad program, please refer them to IPC for details.

We look forward to working with you! We offer special thanks to Ingrid Schmidt and P.J. Shoulders of North Carolina State University for allowing us to use their materials and providing us with invaluable advice.

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1.0. Faculty-led study abroad program overview

For nearly two decades UNCG has been a leader in providing Study Abroad opportunities for its students. Well-known for its highly successful international student exchange program, the University also provides opportunities for faculty members to take groups of students overseas for summer, short-term or semester-long programs.

In order to respond to the growing demand for alternative study abroad options and to satisfy new safety guidelines, IPC has instituted a standardized process for preparing faculty to lead study abroad programs. In the process, IPC has revised existing guidelines and designed new materials for preparing faculty for the challenges of implementing and conducting high-quality safe programs.

Four of the enhanced features designed to meet these needs are 1) incorporation of faculty training workshops, 2) creation of this faculty handbook for study abroad, 3) institution of mandatory student orientations with distribution of student handbooks and 4) creation of a Study Abroad Emergency Response Team (SAERT). The information provided in this handbook can be tailored for programs going abroad during all times of the year.

1.1. IPC orientations for Program Directors and staff

There are a variety of training sessions and meetings that apply to all staff leading and going on a study abroad program. These are discussed in detail below.

1.1.1. New Directors/Staff training sessions

Staff and faculty who are new to directing or assisting on a study abroad program have two specialized training sessions with IPC, in addition to the orientations/trainings that apply to all directors.

The first is an introductory faculty workshop offered by IPC to introduce interested faculty to the procedures for applying to lead a study abroad program. At this workshop, IPC will cover the study abroad administration process and review budget requirements, admissions criteria, marketing, brochure details, and any other program specific details. In this session “Guidelines” will be distributed. (If you are reading this handbook you have probably already participated in this introductory workshop).

In January every year, IPC/SAE will hold a general training for new directors of study abroad where topics are covered that apply to all programs, such as University policies, pre-departure health and safety, emergency response onsite, etc. This training is mandatory for all new directors and staff.

1.1.2. All Director/Staff update training session
In addition, IPC will offer an update training session annually. The key focus of the **all director update training session** is on new or changed policies and procedures for the University and IPC. This is also a time when directors have the opportunity to share stories and talk about their past study abroad experiences. New directors will find this meeting especially helpful, as they have the opportunity to hear first hand from past directors about the many rewards and challenges of leading a study abroad program. In order to make this orientation helpful to directors, we will hold the all director update training session in November. Having the session in November will allow both directors and IPC plenty of time to implement any program updates well in advance of finalizing program details and budgets and give time for issues to be addressed in the university-wide Study Abroad Committee meetings.

### 1.1.3. Special topics training session

As programs grow, IPC will organize special topics training sessions that address a topic of interest applicable to all program staff, such as managing mental health issues overseas, liability and risk management issues for study abroad staff, student conduct, etc. These sessions will be organized in conjunction with other offices on campus. Suggestions for future topics of interest are always welcome.

### 1.2. Design of the handbook

This handbook has been developed to assist you in conducting faculty-led study abroad programs. If you are reading this handbook, you should have already read the “Guidelines” available at the International Programs Center (IPC) or on our webpage at www.uncg.edu/ipg/facultyguidelines.pdf. You have probably done preliminary work for the program approval and are very serious about conducting a faculty-led study abroad program. If so, read on to learn more about next steps.

### 1.3. Implementation of a program--Start to finish

Now that you have already decided on the location, goals of your program, and academic and cultural content, it's time to put the wheels in motion to make the program a reality. There are many arrangements that need to be made by you and your department. This handbook will go through these arrangements step by step in the next sections: from developing a budget and recruiting students, to making on-site arrangements and submitting grades after the program. Should you need help anywhere along the way, please contact IPC.

### 2.0. Developing and managing a budget

In all likelihood you probably developed a skeletal budget before you decided to run the program, in order to determine if the program would be financially viable. The program budget is very important
in setting up and running your program. The key piece to remember in budgeting is that your program must be financially self-supporting—this includes supporting faculty stipend and travel.

Because faculty-led study abroad programs do not assess tuition (they assess just program expenses), the budget must be developed to cover instructor stipend as well as instructor travel, lodging, and per diem. The benefits of this model are that it keeps the programs affordable to all and non-resident students do not have to pay non-resident tuition rates on top of travel expenses.

As outlined in the “Guidelines” remember the importance of making your program affordable for your students. IPC emphasizes the affordability aspect of any Study Abroad experience because we want to encourage as many students as possible to take advantage of international opportunities and feel that this goal is best met when Program Directors keep the student’s interest foremost in mind when developing program activities and budgets.

When developing your budget you will have both fixed and variable expenses (see appendix 1 “Sample budget”). You should develop your budget for a minimum number of students. This will give you your "break-even" point, so you know how many students you need in order to run the program. You may also need to consider a maximum number of students. This is especially important if you have arrangements that are capped in some way (like number of seats on a bus for a tour). This way you know in advance your minimum and maximum enrollments for decision-making during the application process.

Keep in mind that regular UNCG tuition is not charged for these types of programs, so you do not need to figure tuition charges by student into your budget.

As the Program Director, you can receive compensation for your work on your program (although short, one-week programs in fall or spring semesters should be taught in-load without additional stipend). Compensation may be a lump sum, but is often easier to budget as a per-student amount. Once a salary is agreed upon, this can be figured into your budget.

You will need to reevaluate your budget many times throughout the year. During the application process, you will need to check the number of applications against your minimum and maximum budget numbers and make any necessary adjustments. After the payment deadline (usually early April for summer programs), you may need to make changes to your program based on the number of students that confirm their participation. This could mean anything from canceling planned events due to low enrollment, to adding an extra bus for a tour owing to high enrollments. You may also need to make adjustments for any unexpected changes in the program.

After completion of the program, it is important to add in any final expenses incurred in order to have an accurate finalized budget. This version of the budget can then be used for planning next year’s program.
Monies involved in faculty-led study abroad programs are ultimately the responsibility of your Department. This means that if a program incurs an unforeseen loss, the Department must cover it. Conversely, if there is a positive balance at the end of a program, these funds remain in the Department accounts.

In appendix 1, you will find a sample budget to help you in the creation of your program budget. IPC will also provide you with an excel spread sheet for building your budget. For your own records, you will need to itemize every expected expense. When IPC reviews your budget, it will be helpful if all of your itemized expenses are grouped into certain defined categories:

- Contingency funds
- Pre-paid expenses (usually paid by invoice)
- On-site expenses (usually paid in cash on site)
- Pre-Departure expenses (usually paid in cash before departure)
- Director expenses, Student expenses, or Program expenses
- Director Meals
- Director Salary and Benefits

As the budget is a departmental matter, IPC’s goal is to make sure that you have considered all necessary items and that the budget is realistic.

### 3.0. Marketing and recruitment

After you have determined the type of program you will lead (in consultation with IPC), have developed a budget (with your department and IPC) and have had the course approved (see “Guidelines” and section 5.5 on getting approval), the next step in the administrative process is recruiting students. The responsibility for marketing the program falls mainly on you, the director.

The primary pool of applications will be drawn from UNCG students for most programs. Therefore, you should be prepared to publicize your own program within your departments and schools/college, and within your own classes. Participants are occasionally drawn from other schools in the Triad area, the UNC system, and other schools in the U.S.

In making plans for recruitment, you should keep in mind that IPC begins receiving information requests for summer programs as early as September of the preceding year. In order to ensure that the program is included in IPC program lists and receives adequate student exposure, you should ensure that a program brochure (see below) is designed, approved and produced well before the Study Abroad Fair (usually late August).
To make sure that your program is filled by the application deadline (in December for most programs), you should develop a marketing plan that begins when the academic year begins and builds until early December. Previous Program Directors and IPC are your best sources of information on strategies that work well. To get you started, we have listed below a few basics to keep in mind.

### 3.1. Venues

Major venues for program publicity include:

- Program brochure
- Classroom visits and announcement of the program in appropriate classes
- Inclusion on IPC web site
- Participation in the Study Abroad Fair (usually late August)
- Announcement of program through student organizations
- Posters and flyer distribution at key campus locations (dorms, department bulletin boards)
- Information sessions/events for interested students
- Announcements in campus or departmental newsletters
- Departmental list serves
- Social networking outlets like: Facebook, Twitter
- Social media outlets like: Youtube, Wordpress, Tumblr, Picasa

If the program will be open to students from other universities, faculty may also wish to consider:

- Advertisements in professional journals or newsletters (bear in mind that these advertisements are geared not directly towards students but to colleagues who you would like to recruit their own students)
- Mailings of brochures to colleagues at other universities

### 3.2. Program brochure

The program brochure (see sample, appendix 2) is probably one of the most critical pieces of publicity for your program. An easily identifiable graphic on the brochure that can be reproduced for flyers, advertisements, and announcements will give your program visual recognition. The brochure should include all relevant information (see below). All brochures must be reviewed by IPC prior to distribution preferably in August of the preceding year for summer programs.

Be sure to include the following information (which you had already prepared for your application):

- Program Director contact information
• Title of program
• Dates of program
• Location of program
• Description of program (including objectives)
• Any affiliated universities
• Curriculum description (including location of classes and UNCG course numbers, titles, credit hours, graduation requirement fulfillment, etc.)
• List of instructors and their university
• Housing and meal information
• Flight information (arranged flight or individual flight)
• Total cost of the program and what is included in this cost
• List of costs not included in program fee and estimates (if possible)
• Application procedures (admissions decision procedure, any additional application materials necessary, any prerequisites, any minimum or maximum student number requirements, application deadline, etc.)

Promotional materials must include a disclaimer about possible program and/or cost changes. The disclaimer should read: "UNCG reserves the right to cancel or alter the program format or to change costs in case of conditions beyond its control."

NOTE: In liability cases, program brochures are viewed by the courts as legally binding contracts. Brochures must be reviewed by IPC before being reproduced for distribution.

### 3.3. Classroom visits

Visiting classes is, in our experience, one of the most effective ways of informing students about your program. Ask your colleagues if you can visit for five minutes at the beginning or end of class to tell students about your program.

### 3.4. Advertisements, flyers and announcements

Make sure that there is some sort of visual continuity among all flyers, ads and your program brochure, and be sure to refer to the program consistently by the same title.

Target your advertisements and flyers to specific groups likely to be interested in your program, i.e., departmental newsletters for a program that satisfies a major or minor requirement, student organizations which have a tie to the course content, on-campus cultural or academic events related to the geographic area or content of your program.
Flyers should mention key points of interest including availability of scholarships, academic credit, and geographic location. Catchy slogans (i.e., "Why study here [map of NC] when you can study here [map of location of your program]?”) can be effective.

### 3.5. Information sessions

Information sessions should be held AFTER you have a sufficient base of positively interested students. IPC maintains a database of student inquiries, which may be helpful. You should also collect the names, e-mail addresses, and student ID's of interested students. You should encourage students to add their names to the IPC database. Sign-up sheets at the Study Abroad Fair are very effective (IPC has a sheet you can use).

Generally, the students who make the effort to attend scheduled information sessions for a particular program are beyond the "What am I going to do this summer?” phase and are seriously interested in your program. The programming of the session should reflect this, and very specific information should be available. This is a good opportunity to remind students that they will need a valid passport and provide them general information about visas if needed.

For programs that have run before, the participation of returnees (and their photo albums) can be a great draw. "Theme” sessions (i.e., tea and biscuits for the Honors in London program) can also be a good approach. Free food of any kind is good and should be prominently mentioned in ads.

### 3.6. IPC website

IPC’s website (http://studyabroad.uncg.edu) is a great place to publicize your program. Information about your program can be linked to the website as soon as it is available. Pictures of the location are always a great idea on the web. Suggestions and contributions to the website that can help us better present your program are always welcome.

### 3.7. Timing

Ideally, you should have program brochures ready to be distributed no later than mid to late September (late August will allow you to promote the program at the Study Abroad Fair). Students usually discuss summer plans with their parents. Therefore, you will see good results from publicity campaigns just prior to Fall Break, Thanksgiving, and Christmas.

It is important that you begin publicizing your program as early as possible and CONTINUE publicizing it in many different venues during the year until the application deadline.

### 3.8. General recruitment hints

Even if your program is targeted at a particular field of study, to reach minimum enrollments it will be important to recruit students from outside this field. Stress in your publicity materials the other degree requirements (humanities elective, language proficiency, etc.) that courses on your programs may fulfill. In order to recruit successfully for your program, students must know the courses available. In our experience, students will not apply for a program if they do not know course options.
Social networking (Facebook, Twitter) and social media (Youtube, Wordpress) make for powerful recruiting tools for programs. IPC is happy to share examples of recent programs that have found success using these tools.

### 4.0. Application process and applicant selection

Another important piece of the program process is application and student selection. The general application deadline for most summer programs is in early December (about 5 months prior to the program’s start date). This ensures that you receive the non-refundable student deposits ($400.00) early enough for you to use these funds for making initial payments on flights, housing, etc.

Programs that fill early or have many payments to be made in advance may want to consider an earlier deadline. Discuss this with IPC if you are interested in this option.

#### 4.1. Application process

Ideally, the application process begins about nine months prior to the program start date and application procedures should be included in the program brochure for marketing. You must decide early in the process which method of applicant selection you will use and inform IPC of the method so that the information can be included in the program brochure and an application can be developed.

As you develop an acceptance procedure, you should consider the following:

- Will acceptances be made on a rolling basis or by a specified date after the application deadline?
- Is there a minimum language requirement necessary?
- How late can applications be accepted? (It is important that students not miss mandatory pre-departure orientations.)
- What is the maximum number of students you will accept?
- What is the minimum number of students needed for the program to run?
- Do you want a waiting list if the program reaches a maximum?
- Do you need any additional documents from students (transcripts, separate university application, course information, etc.)?
- Will there be an interview process for selecting students?

Typically, IPC recommends that the acceptance process and criteria be kept relatively simple for students, while still including information you find necessary to make informed decisions. IPC can help you determine an acceptance procedure based on past experience. Once the above information is finalized, the details can be provided in your brochure and on the actual application.

We have included in this handbook the student application checklist posted to our website (appendix 3) that includes all necessary information for any program. It may be modified for any program by adding program specific information. You will also find a sample student application (appendix 4) that includes all fields and information necessary. You may choose to add additional information that is specific to your program by submitting this information to IPC/SAE. The application checklist encourages students to get their passport as it is needed for travel to all countries.
Be sure to provide students with information about visas for your site. Please note that for liability reasons applications must include a “consent for release of information for students” and a “non-UNCG school approval section” (see appendix 4). The complete application is posted on the IPC website and is now an interactive on-line form.

**NOTE:** In liability cases, applications are viewed by the courts as legally binding contracts.

Applications for summer programs should typically be made available to students by October 1.

As part of the standard application process, you will send an electronic list of all UNCG students who have applied to your program to the Dean of Students (bacarte2@uncg.edu) for a review of their records. (Be sure to send a carbon to Logan Stanfield at llstanfi@uncg.edu). This step will be automatic when you use our online application. The Dean of Students will return the list to IPC who will review this information and notify you of any students with serious infractions so that you can consider this information during the admissions decision-making process (see section 4.2.2 for more details).

### 4.2. Applicant selection

Once you have received the completed applications, then you must determine which students will be accepted to the program, based on your pre-determined acceptance procedures (GPA, language level, etc.).

It is your responsibility to review applicants, notify both accepted and rejected applicants of their status, and communicate this information to IPC for our records. It is important to notify students of their status as soon as possible, but no later than two weeks after the application deadline. If you did not use our online application, as soon as students are accepted, please have them fill out the IPC on-line personal information form. You should also inform IPC of any students who withdraw from the program, in order that we may update our database records.

Although applicant selection as described here may seem fairly straightforward, there may be additional circumstances that may arise during the selection process. Two important circumstances are discussed in the following subsections.

#### 4.2.1. Students with disabilities (physical or learning)

Under the Americans with Disabilities Act (ADA), students with disabilities who are otherwise qualified to participate in a study program may not be turned down solely on the basis of their disability. However, the ADA does not apply outside the U.S. and UNCG is not required to provide accommodation overseas. Students may at their own discretion and ability provide their own accommodation (e.g., a sign language interpreter). It is possible that a student may have a form of disability and needs for which an accommodation cannot be provided at a particular program location, but this will not necessarily disqualify a student from other program locations. Such situations should be assessed on a case by case basis. It is the policy of IPC, however, to make every effort to assist students in finding necessary accommodations.

If a student registered with the Office of Disability Services (ODS) contacts you to discuss participation in your program, it is your responsibility in conjunction with ODS Staff to fully inform the student about possible risks or difficulties involved in participation. It is the student’s choice...
whether to participate, unless the student cannot perform the essential aspects of the program with or without a reasonable accommodation.

Examples of issues may include, but are not limited to:

- Students on medication for ADD or ADHD and possible drug interactions with necessary inoculations
- Students with ADD or ADHD needing classroom accommodations
- Students needing wheelchair accommodations
- Deaf and hard of hearing students needing to bring an interpreter for classes

Full details on making accommodations for students with disabilities are discussed in the "Pre-Departure Health & Safety" section of this handbook (5.7.3.1).

### 4.2.2. Students with conduct records

As mentioned above (in section 4.1), you will send a list of UNCG students that have applied to all programs to the Dean of Students for a review of their records. IPC will review the findings and notify you of any students with serious infractions so that you can consider this information during the decision-making process.

Since conduct records can vary widely, from a minor infraction such as "candle violation" to a serious infraction such as a DUI or harassment, so do the ways in which to manage applicant selection with regard to infractions. IPC will notify you of any students with serious or multiple infractions and will discuss with you our recommendations for acceptance or rejection based on the severity of the infraction, number of infractions, program destination, our past experience and your level of comfort.

Since students sign the "Consent for Release of information" (appendix 4) on the study abroad application, a student's conduct record can be considered during the admissions process. However, the presence of a conduct record does not automatically disqualify students from a study abroad experience. In some cases it may be determined that a student can only participate in the program by signing a behavioral contract. This can be arranged through IPC.

### 5.0. Pre-departure arrangements

Prior to the beginning of the program and often well in advance (in order to obtain costs to set the budget and make a program brochure), there are many arrangements that you will need to make. Examples include:

- On-site transportation needs, rented bus, train passes, etc.
- Housing
- Meals
- Classroom space
- Flight arrangements
- Field excursions
As you are the one who knows the goals and details of your program, making these types of arrangements is your responsibility. For example, if you want students to have more of an integration experience in a foreign language, you may decide on home-stay housing. You may even have a contact in the program location to start setting up the home stays. If you do not, IPC may be able to help you contact someone in that particular location who can assist you. Ultimately it is you who should have all of the program details and a vision in mind for program outcome.

You are responsible for making the initial arrangements for the above items. You will need to contact vendors, make arrangements and negotiate prices for all of these items. Please refer to your department for regulations concerning purchasing policies. Also be aware that only certain administrators within the University have the authority to sign contracts. This is usually limited to the Chancellor, Vice Chancellors, Provost and the Director of Purchasing. Consult with your department for details should you need help in determining appropriate staff for signatures. **Do not pay invoices or sign any contracts without first checking with your department.**

The following sections address the most common questions and concerns regarding pre-departure arrangements that should be handled by you, your department and accounting. As these are matters for you and your department, the information is provided only as points of discussion.

### 5.1. Pre-departure finances

The Accounting Office requests that as many expenses as possible be paid before departure. There are a variety of ways to make payment so be sure to check with your department about procedures. Some payment options are listed below in order of preference.

#### 1. Pre-payments by invoice

To avoid the lengthy reimbursement process or handling large sums of money while overseas and to simplify final reconciliation of expenditures, it is recommended that expenses be pre-paid by invoice whenever possible. This applies to the majority of group purchases (group tours, accommodation costs, etc.) but could also include classroom rental or deposits on ground transportation. Pre-payment typically requires an invoice be submitted from the vendor (the hotel, the transportation company, etc.) that contains:

- Type of service(s) from vendor
- Vendor name, address and logo/letterhead
- Date of invoice
- Name of person(s) receiving service(s) (if a group of students, count of persons for service is acceptable - "22 students on a bus")
- Date(s) of service(s)
- Current amount due (deposit, down payment or remaining balance)
- Date amount due (remember UNCG policy on any payments is net 30 days from receipt of invoice)
- Total amount due
- Due date of total amount

If the invoice is sent in a foreign language, it may be necessary to provide an English translation in full detail, including all minor information from the invoice. Accounting may request more information in order to pay an invoice. Be sure to follow any university rules for invoices.
2. Pre-payments by credit card or cash

There are occasions when it may be easier to make a pre-payment with a credit card or cash. These expenses typically include your own airfare, supplies for program, promotional museum, concert, theater, and other ticket events, instructional materials not available on site, or theater tickets purchased by phone with a credit card.

Should you submit a reimbursement later than the deadlines set by accounting prior to your departure date, you may not receive payment until your return to the U.S. NB: no student travel may be paid out of state accounts (unless business related).

5.2. Pre-departure travel advance

As a general rule, once final enrollment for the program is set, but normally no later than four weeks prior to departure, each Program Director should meet with the department head and submit a final budget to determine the travel advance amount to cover on-site program expenses for both faculty and students. Budgeted expenses may include but are not limited to:

- Airport transfers
- Hotel bills (less deposits)
- Bus rentals for excursions
- Museum, concert, theater, and other tickets
- Meals included in student program fee
- Honoraria for foreign instructors
- Public transportation passes or tickets
- Per diem
- Miscellaneous, e.g., telephone, fax, photocopying
- Emergency funds (5-15%)

5.3. Pre-departure contracts

In some cases you may be asked to have a contract with a vendor. If this is the case, you should check with your department to find out how to obtain necessary signatures from Contract Management. According to UNCG contract policy, only certain administrators within the University have the authority to sign any contracts. This is usually limited to the Chancellor, Vice Chancellors, Provost and the Director of Purchasing. Obtaining the necessary signatures may take as much as 2-3 weeks once Contract management receives the contract.

Under no circumstances should you personally sign any contracts for the study abroad program. Any contracts you sign are not binding or legal.

5.4. Pre-departure airfare arrangements

You will need to decide how you would like students to arrive at your program. Should students make their own flights? Should you reserve and recommend a flight, but allow students to make their own arrangements? The answer to this question will depend on the following:

- Program location
- Host country language
- Destination upon arrival (are you immediately heading to a different location, like a tour?)
- Number of students in the group
- Your personal preference
5.4.1. Individual flight

(Students make own arrangements to arrive at the scheduled date/time):

Pros:
- Students have freedom to travel easily before/after program
- You do not have to worry about tracking individual flight changes
- No financial risk to program or department, because students pay travel agent directly
- Students can use frequent flyer miles

Cons:
- May be perceived as "frightening" for students traveling for the first time and/or nervous parents
- Students may not all arrive at same time/date

5.4.2. Arranged flight

(You find and reserve a recommended flight, but students make payments themselves directly with travel agent):

Pros:
- Majority of students will arrive at same time on same flight
- Ensures most students are there for beginning of the program
- Appears safer for students traveling for the first time and/or nervous parents, but has flexibility for students travel easily before/after program
- No financial risk to program or department, because students pay travel agent directly

Cons:
- Must have an arrival form for students to notify you of their arrival information in case they are not on the recommended flight
- Some travel agents will not make these types of arrangements
- Could be problematic for students waiting on financial aid funds to pay for flight (although we advise students not to wait on financial aid)

Note that due to the financial risk, IPC does not recommend group flights where a travel agent expects payments made by a central office.

There are a number of outside agencies and organizations that can be helpful with logistical arrangements. Depending on the services requested and the number of students involved, the per-student cost can be quite reasonable, especially considering the time and effort involved in some of the arrangements. The organizations listed below specialize in student and academic travel and are accustomed to working with study-program budgets:

**Student Universe**: A nationally known agency that has been very flexible and helpful in booking UNCG students in the past. They offer a wide range of travel services and will work with any type of flight arrangements (group, arranged or individual).
Phone: 800-272-9676   Web: www.studentuniverse.com
**STA Travel**: A nationally known agency that has a branch office in Chapel Hill, and offers a wide range of travel services. In Chapel Hill: 919-928-8844; Web: www.statravel.com

### 5.5. Pre-departure course offerings and approval

Well before departure, before program brochures are created, you must decide which course(s) you will offer as part of your program. Often this step will have been completed when you decided to run the program, as part of the academic program goals.

As set out in the “Guidelines”, be sure to give yourself time to have new programs reviewed by the university-wide Study Abroad Committee. IPC initiates the course approval process through DCL based on the course information you provide in the Application for UNCG Study abroad programs found at the end of “Guidelines”.

As of the 1998-99 legislative funding changes, study abroad courses are handled differently than regular, domestic extension courses. All UNCG stand-alone, credit-bearing Study Abroad courses are off-model, non-tuition-bearing courses. As such, courses offered at sites outside the United States need to be scheduled as extension courses through the Division for Continual Learning (DCL). Students are enrolled into the courses through DCL enrollment procedures. In UNCGenie, the courses will be listed with Course Type = SAB and Campus = X. The courses should be scheduled using DCL scheduling templates and following regular procedures that include copying department chairs and deans. NB: IPC will work with you and DCL to get the courses on banner.

IPC enrolls student participants into the chosen extension courses since these are off-model, non-tuition bearing courses. In routing courses this way, students pay only the study abroad program fees and are not charged additional tuition. This also allows students to receive financial aid.

All stand-alone study abroad program courses are scheduled through DCL. In cooperation with DCL, IPC coordinates new extension courses for study abroad programs and registers students in the appropriate courses. Remember that new programs must have approval of department chairs and deans as well as the IPC Study Abroad Committee before they can be promoted to students.

NB: On-campus courses which include a mandatory study abroad component in the course (and this component is incorporated into the syllabus) do not need to be run through DCL, but they will need to have an application that is sent through the SAC.

IPC facilitates both course approvals and student registration according to the following basic procedures.

#### 5.5.1. Course approval

Each time you propose running a program, it is your responsibility to submit to IPC an application (found in “Guidelines”). If the course(s) you intend to offer is not already on the books with Registration & Records, you must have the course approved by the proper curriculum committees (or as Experimental courses) before IPC can send details to DCL. DCL cannot route any courses that are not in the Registration & Records system.

You should decide on the courses and have them approved, if necessary, a minimum of 6 months in advance of the program start date. In order to successfully recruit for your program, students must know the courses available. In our experience, students will not apply for a program if they do not know course options.

Your Study Abroad courses should be scheduled at approximately the same time that your department head schedules Fall, Spring or Summer courses. You should decide on the courses and have them approved, if necessary, a minimum of 6 months in advance of the program start date. In order to successfully recruit for your program, students must know the courses available. In our experience, students will not apply for a program if they do not know course options.
DCL will send a course listing form to you, based on the previous year courses, to confirm courses offered by your program. You will be requested to review the courses and make any changes or additions. You should include potential graduate level courses, independent studies, and other special case options. You should also list all courses potentially needed, even if it is possible that no student will enroll in a given option.

DCL enters the course information into Banner, and the course schedule is routed for the required approval by the Department and College and either the Undergraduate or Graduate Dean’s office. For summer programs, DCL will route course schedule for approval in early spring. This timing will allow Department and College-level approvers time to consider each proposed course and discuss enrollment strategies or course content with you as needed.

5.6. Student course enrollment

IPC will ensure that students are enrolled into the necessary courses. Students should also be informed that any holds on their UNCG student accounts means they cannot be registered until all holds are cleared.

You should discuss with students the program’s academic requirements (i.e., one course for grade or credit required, etc.) so that students can make realistic course selections and choose grade, credit only, or audit options carefully. You should also instruct students who need special courses not listed on the program roster to notify you immediately and then you can contact IPC to start the approval process for additional courses. In the case of audit options, students still are required to pay full program expenses; there is no waiver of program expenses because the courses are budgeted on a self-supporting basis where all students contribute equally to overall cost of the program.

Non-UNCG students must fill out a ‘Visiting Student’ application located at DCL website: http://web.uncg.edu/dcl/, and be successfully admitted as visiting students to be eligible to register.

All participating students must register for the course(s) either for credit or for registered audit, in order to be covered by the UNCG mandated travel insurance.

After arrival, if there are any changes in course selections, you must send a final course roster to IPC within a week of the program’s commencement, so that changes can be made within the registration window.

Please note: Students should be encouraged by you to make careful and informed course selections prior to the program’s departure, to avoid the possibility of late charges.

5.7. Pre-departure health & safety arrangements

There are a variety of steps that need to be made prior to departure for the students’ health and safety. (On-site health and safety issues are discussed in section 6.1 of this handbook).

5.7.1. Pre-departure safety (preparation)

Student safety is our highest priority. Details of on-site safety issues, including our Emergency Response Plan, are discussed later in this handbook in the "On-site" and "Emergency response" sections (sections 6.0 and 11.0). Prior to departure though, many things can be done for student safety.
UNCG does not approve faculty-led study abroad programs in regions in which a US Department of State Travel warning is in effect.

5.7.1.1. Gathering study site safety resources pre-departure

Prior to departure, you should, at a minimum, collect the following information:

- Telephone number and address of the U.S. Embassy or Consulate nearest the program site. You are required to register students there before or upon arrival (see sample letter in appendix 5—today most countries have registration available online).
- Name, address, and telephone number of an English-speaking doctor at or near the program site. This information can be obtained from the HTH insurance website (see below) or the U.S. Embassy or Consulate.
- Name, address, and telephone number of nearest large hospital that provides urgent/emergency care.
- Name, address, and telephone number of local police.
- Directions for direct AND operator-assisted dialing to the U.S. from site, including access codes and acceptability of coins/telephone cards/calling cards.
- List of nearest airports and train stations to the program site, along with general schedules for each, in case flights get diverted or a quick change in plans is necessary.

Much of this information is available on the UNC system-wide health insurance provider (HTH) website at www.hthadvisors.com. This website is available to any person (staff and students) covered by HTH insurance and offers an option to print "emergency cards" that include local doctors, hospitals, and emergency numbers. A secure login to the site is required. The generic login for UNCG staff can be used by all of our directors and is:

**Login:** greensborosa  
**Password:** usnc1

Do not share this login information with students. They will receive their own personal login once they are registered for the insurance.

Prior to departure, you will also be asked to provide IPC and your department with detailed contact information on how you can be reached at any time, including while on excursions. (See appendix 6 for Group Itinerary and Contact Information Form).

The above information is important to have prior to departure so that you, your department and IPC are informed and can make any necessary decisions or arrangements as soon as the plane lands. Waiting to do the above items until you arrive on site jeopardizes the safety of the students and the program.
5.7.1.2. Prior to departure, you should monitor the risks of destination:

In the months prior to departure, it is also important for you to monitor the security status of the destination country, for example by reading State Department travel advisories on the Internet. Links to helpful web sites can be accessed through the following website at the IPC homepage at http://www.uncg.edu/ipg/relatedsites.htm under “Links to related sites” on the front page or http://travel.state.gov/travel/tips/tips_1232.html.

Be sure to inform students of potential risks, either in writing or in a mandatory group meeting (so that you will have witnesses to confirm that a warning was given), prior to departure. We recommend doing so in writing, because not everyone will be able to attend orientation meetings.

As a general rule, it is better (from both recruitment and liability standpoints) to inform students of any potential risks. It is especially important to respond to risks discussed in public forums such as the State Department travel advisories and to let students know why you think this risk does not necessitate canceling or changing the program, rather than to selectively discuss only some potential risks.

For example, if the State Department posts a warning about civil unrest in an area of your destination country which is not on the program’s itinerary, it is a better idea to inform the students of the warning, to explain that the area is several hundred miles from where the program will be held, and to let them know that you personally feel this is not a serious risk but that you wanted them to be fully informed. Simply not mentioning it could invite student or parent complaints that they were not fully informed.

Provide IPC with detailed contact information about how the director can be reached at any time, including while on excursions. (See appendix 6).

5.7.2. Pre-departure safety assessment

One month prior to departure, all programs are required to provide IPC with an updated written safety assessment for their program. This assessment serves as a written record of all safety measures taken for the general program, as well as addressing any new issues associated with the program since the last safety report was submitted to IPC. Most programs already have in writing the information needed in the pre-departure assessment as it was supplied with the program application. In those cases, IPC only needs an updated report prior to departure addressing any changes since the submission of the last report. See section 10.0 for more details on purpose, scope and timing of all safety assessments.

5.7.3. Pre-departure health information

Often students will have health concerns or questions prior to arrival. IPC will address many of these concerns at the orientation session if invited. However, some items may come up from students prior to departure.

5.7.3.1. Accommodations for Students with Disabilities

As mentioned under the “application” section (4.2.1) of this handbook, under the Americans with Disabilities Act (ADA), study abroad is not a mandatory college activity; therefore, programs are not required to provide accommodations for students with disabilities. It is the policy of IPC, however, to make every effort to assist students in finding needed services.
If a disabled student contacts you to discuss participation in your program, it is your responsibility to fully inform the student about possible risks or difficulties involved in participation, while making sure not to discourage the student from participating. The choice of participation is then up to the student.

Strongly encourage the student to contact the UNCG Office of Disability Services (ODS) (Tel: 334-5440, Fax: 334-4412). The ODS is very helpful and a reliable resource. If you are unsure about the feasibility of finding services for the student’s needs on your program, the ODS may be able to help. IPC can also put you in touch with Mobility International, a non-profit group dedicated to collecting and disseminating information about overseas travel for disabled individuals. Mobility International has dealt primarily with tourist travel in the past but has, in recent years, put a lot of effort into researching possibilities for longer-term international experiences, including study abroad.

Advise students to talk to their health insurance provider to ensure that they understand exactly what their insurance will cover while they are overseas.

NOTE: The UNC-System mandatory health insurance plan has restrictions regarding pre-existing conditions, but will provide and make arrangements for evacuation from the program site, should this become medically necessary. Specific questions regarding coverage should be directed to HTH Worldwide Group Services, referencing our policy ID # U-1051-05. They can be reached at (800) 242-4178. See section 9.0 for more information about the system-wide health insurance policy. (Be aware that this number is not accessible once abroad.)

5.7.3.2. Mental Health

If students self-disclose a mental health issue before departure, strongly encourage the students to discuss their program participation with their doctor or the UNCG Counseling Center. The students need to be well informed about any concerns tied to their particular situation or any medication. Students should at a minimum discuss with their doctor:

- Any consequences of going off any medication (unfortunately a decision often made abroad)
- Potential medication interactions with alcohol (especially if the student was not of legal age at home, but will be abroad)
- Potential medication interactions with any required immunizations
- Legality of particular medication in program location
- Availability of medication or dosage at location
- Whether they can take enough medication for the duration of program
- Process for signing a release of medical records before departure from the U.S. (Should a student need mental health treatment overseas, this will require a signed release. Students can take signed release with them overseas only to be used if necessary.)
- Process for taking medical records with them overseas

IPC or the UNCG Counseling Center may be able to provide assistance in determining some of the above information if the student’s doctor does not have the information.

5.7.3.3. Health Insurance enrollment
IPC processes enrollment in the University of North Carolina System Study Abroad Insurance plan for all students participating in credit-bearing study abroad programs. **Enrollment in the UNC System insurance plan is mandatory for all students.** Therefore, it is essential that you keep your class roster updated and check with IPC by the deadline of one month prior to the program begin date to ensure its accuracy. With the online application process we should have all information necessary. However, if there are any glitches in the system be prepared to provide an excel spread sheet requesting the following student and faculty information: title; first name; middle name; last name; date of birth; gender (spell out male or female); program beginning date (date you leave for the program); program ending date; street address; city; state; zip code; student ID#; country of citizenship; country of program; telephone number, and email address. Coverage costs $2.00 per student per day and includes comprehensive primary coverage, a zero deductible, medical evacuation insurance, repatriation of remains, and an international medical assistance service. Familiarize yourself with the policy coverage and your responsibilities related to assisting students with health and emergency issues while abroad. Please see section 9.0 immediately for more details.

Policy details may have changed since this handbook was updated. Please read the insurance brochure carefully for the most current information.

### 5.7.3.4. Prior to departure, you should review student information:

One month before departure, the Program Director will provide the IPC with copies of health forms and emergency contact information filled out and signed by the student (along with the other mandatory forms). These forms are to be kept confidential. IPC will review these forms and speak with students who have particular concerns. On these forms, the students may grant permission to program organizers to contact their parents. If a situation seems to call for such contact, check the form to confirm that permission has been granted. Even when permission has been granted, we strongly suggest letting the student know that his or her parents will be contacted.

### 5.8. Student pre-departure form collection and final balance payment information

#### 5.8.1. Student pre-departure forms

In addition to the mandatory pre-departure orientations discussed below in section 5.9, you should distribute and collect a variety of forms provided by IPC. The forms will be sent to you as Program Director in individual packets which you should distribute and have students return to you. You should then make 2 copies of these. Keep one copy in your department, take one copy with you on your program and send the original set to IPC. These forms are due to IPC no later than one month prior to the beginning of the study abroad program. A sample student form packet can be requested from the IPC. IPC general forms required from every student include:

- Statement of participant responsibilities
- Health form
- Travel form
- UNCG conduct pledge form
- Primary contact form
- Arrival/departure information form
- (programs longer than three weeks will also include the Power of Attorney forms)
Directors may also want or require program specific information to be collected from students, such as a housing form. In order to make the process as easy as possible for students, these specific forms should also be provided and collected by you with the other general forms. Additionally, there are many legal issues to consider, such as compliance with laws of HIPAA, ADA, FERPA, etc. when asking students to provide information, so it is strongly recommended that any forms you create to be completed by students be reviewed by and discussed with IPC.

5.8.2. Student final balance payment information

In the materials you provide your students you should include information about final balance payments and about using financial aid to pay for a study abroad program. Students on summer programs are required to make their final balance payments to IPC on or before April 1, unless this falls on a weekend, in which case, the date may vary. Application windows open on March 1 for summer financial aid. Make sure your students are aware of this date and make application in a timely manner. Students who are using financial aid are required to make a payment of $400 to DCL on or before April 1 and turn in the necessary paperwork verifying their financial aid information. Please refer all student questions about payments to DCL to ensure consistent communication. **Students who are not appropriately registered or who have not either fully paid or shown adequate forthcoming financial aid, will not be allowed to depart as part of the program. IPC can provide the faculty roster updates and financial status updates when requested to do so.**

5.9. Pre-departure orientations

IPC has a standardized process for preparing students to study abroad. The information below can be tailored for programs going abroad during all times of the year.

5.9.1. Program Director orientations for students

All study abroad directors at UNCG are required to provide a pre-departure orientation for students. IPC strongly recommends that in addition to the program-specific information that you provide your students (see below) that you also invite IPC to conduct a 1-1.5 hour orientation. At this orientation, IPC will distribute fliers for the **Student Pre-departure Study Abroad Handbook** and cover general information such as culture shock, handling money, general health and safety, alcohol use abroad, etc. In addition to the information covered by IPC, before departure, Program Directors must prepare orientation meetings for participants. You should organize these meetings for the program group as necessary. In these meetings, you should make sure that students have reviewed the courses being offered, met all prerequisites, matched them with their degree requirements, and considered any other academic issues related to their course selection. You should especially ask the non-UNCG student participants to evaluate their needs for transfer credit carefully and acquire their school’s approval of the courses being offered in the program. You must also prepare any program-specific orientation information for the students and inform students of any risks involved in participation.

In your program-specific pre-departure orientation materials you should include at a minimum:

- Information about passports (needed for all countries) and visas (if necessary)
- Any program specific forms necessary (housing, flight, etc.)
- Map
- Statements strongly encouraging students to shop around for airfares (if the program does not include an arranged flight), explaining that IPC does not endorse any particular travel agency, and prices vary.
- Instructions about how to get from the airport to program accommodations
• A program-specific packing list to supplement the generic list supplied by IPC
• A calendar or schedule for the program, showing program activities and free time
• Any special policies, such as host family rules or restrictions on independent travel
• Information about behavior which is unacceptable or offensive to the host culture
• Health and safety information; description of risks to travelers in the host country

You must also make sure that students have a copy of the Student Pre-departure Study Abroad Handbook.

5.9.2. Program Director pre-departure (and post-program meetings) with IPC

Directors will also meet individually with IPC about one month prior to departure (and one month after return.) At the pre-departure meeting, there will be a discussion on the pre-departure safety assessment. (The post-program meeting focuses on a wrap up of the year, final review of the budget, discussion of any proposed or needed changes and overall future program plans.)

5.10. Pre-departure director check-in

No later than one week before your departure, you must come by IPC for final arrangements. Please schedule an appointment so that you can be more efficiently assisted. At this time, you can check to make sure that IPC has copies of your students’ forms and information that is needed for our files (including your travel itinerary and contact information [see appendix 6]). If for any reason you have not received your insurance cards, you can pick up insurance cards for you and your students.

6.0. On-site program administration

There are a few administrative pieces that must be handled once on site. These include health and safety, managing enrollment, finances and program evaluations.

6.1. On-site health & safety

As soon as possible after arrival it is important that you contact IPC by email to inform us of your arrival and to let us know if all students are present. Please carbon copy your department chair. IPC is usually the first call made by worried parents/friends/family in order to find out if a student has arrived safely at their intended destination. We have had callers track down the Program Director overseas in order to get information about their loved one. IPC and your department can help keep many of these phone calls from reaching you abroad if we are updated on the progress of the program.

If you did not do so in advance— immediately upon arrival— provide a list of program participants' names, home addresses, and telephone numbers to the near-est U.S. Embassy or Consulate, along with a telephone number where you can be reached and a basic itinerary for the program. (See appendix 5 for a sample letter/fax if you are unable to submit your list on-line.)

It is also important to become familiar with nearby hospitals and their procedures. Some may allow credit card payments for services, but others may require immediate cash payment. For this reason, IPC requires contingency funds of at least $1000 to be built into the budget and be available to you. If the funds are not used, you have the option of refunding these funds upon completion of the program.
You should remind and encourage students to complete and carry with them at all times their emergency contact card (provided by IPC) and their HTH insurance card. They should also carry an HTH claim form whenever traveling, independently or with the group.

Full details about emergency planning prior to departure are discussed in the "Emergency Response" section (11.3) of this handbook.

### 6.2. On-site orientation

You must provide students with an on-site orientation upon arrival. On site you should go over the following at a minimum (see section 7.0 for other important topics):

- Walking tour of area;
- Show students local transportation (bus and train stations used to/from housing to class);
- Emergency response plan and procedure for communication in an emergency;
- Remind students they must adhere to both local laws, the UNCG Code of Student Conduct, and IPC Guidelines on alcohol use;
- Remind students that when traveling on weekends, they are required to leave an itinerary with you;
- Remind students you are there to help with any student services needs (cultural adjustment, grievance complaints for harassment/discrimination, reporting of assault/rape, etc.);
- Provide students with site-specific information about potential health and safety dangers, preferably in writing;
- Provide students with in-country emergency contact information (names and telephone numbers of medical emergency officials, law enforcement officials, U.S. Embassy/consulate);
- Remind students to stay away from any demonstrations or protests. As foreigners, they are less likely to pick up on danger signals that are more obvious to people from the host culture, and they may even become a target. Remember that your presence with students in such a situation could make you responsible for harm that may occur, even if the students went to the high-risk location independently. The appropriate response would be to leave the scene and encourage the students to do the same.

### 6.3. On-site course enrollment

After arrival, you must set a deadline (within one week) after the start of the program during which changes to a student's course selection can be considered. Changes should not be allowed after this date. You must approve any changes.

If there are any changes in course selections (grade/credit, drop/add), you must email or fax a final course roster to SAE within a week after the program starts, so that changes can be made within DCL’s registration window. SAE will provide you with detailed instructions. Remember that once a program is underway students are not eligible for refunds if they reduce their course load or change to registered auditor status.

### 6.4. On-site program evaluations
Because the courses discussed in this handbook are approved for UNCG credit, course evaluations must be handled as if they are on campus, or as similarly as possible. You will find a copy of the IPC evaluation form in appendix 7. You will receive copies to be distributed to your students at your pre-departure check in (see 5.1). Evaluations should be administered as detailed below.

As with on-campus course evaluations, confidentiality rules must be respected, and faculty may not read evaluations until after grades are submitted. If immediate feedback is needed, you may choose to create and administer your own evaluation forms in addition to IPC’s.

- Administer the evaluations during the last group meeting of the program (or as close to it as possible).
- Explain that the evaluations will be confidential, exactly as they are for on-campus courses. That is, the program faculty will not read the evaluations until after they have been submitted to SAE for review.
- Ask a trusted student to administer the evaluations while faculty are outside of the room.
- All participants must fill out a form. (If they refuse for some reason, ask them to write a brief statement across the top of the form, such as "I choose not to offer feedback on this program.")
- The student administrator should make a note of the total number of evaluations enclosed. This number should be written down (form provided) and put inside the envelope. The student administrator should seal the envelope and sign across the seal.
- If additional evaluations are received after the others (for example, if some students were absent from the group session), the late evaluations can be put into a separate envelope by the student administrator, sealed, and signed across the seal. Different student administrators may complete this process—the same individual need not assist each time.
- The sealed envelope may then be returned to the Program Director, who will mail or deliver it, unopened, to SAE at the end of the program.
- The SAE will review the evaluations. Upon completion of the SAE review, the Program Director will be sent his or her own set of evaluation copies. Evaluations will then be discussed between the SAE and the Program Director to identify strengths and plan any changes that might be needed. Finally, a copy of the evaluations will also be sent to the Department Head of the Program Director.

### 6.5. On-site finances

Careful planning and organizing receipts are two of the best ways to ensure you are reimbursed for your efforts. As financial matters are departmental matters, please be sure to follow all steps and procedures as designated by your department and the university. However, we can provide the following advice on accessing money abroad.

#### 6.5.1. Accessing money

As the Program Director, it is important that you have multiple ways of accessing funds while overseas, especially in case there is an emergency or if there is difficulty with any particular system. It is strongly recommended that you have more than one way to access cash and that you carry a Visa or MasterCard for emergencies. There are several ways of accessing funds while the program is in progress.

6.5.1.1. Traveler’s checks
Traveler’s checks are available for a 1% charge from SECU or free from AAA for members, or your bank may offer them for free. Traveler’s checks in a foreign currency are often more convenient on site than checks in U.S. dollars, but AAA or your bank in Greensboro may not have them in stock, and may require advance notice to order them. Also, selling back unused foreign currency traveler’s checks will usually involve exchange rate losses as part of both the buying and selling process.

*Advantages:* widely accepted, easily cashed in major cities, and easily replaced if lost or stolen.
*Disadvantages:* may be difficult to cash without paying a commission.

### 6.5.1.2. ATM card

Cards on the Cirrus, Plus, or Visa system provide widely available access in many overseas locations.

*Advantages:* Excellent exchange rates for withdrawals, 24-hour access.
*Disadvantages:* Check with your bank on daily withdrawal limits and transaction fees. Some banks have none; others, many restrictions. Computer down-time can cut off access. Make sure your PIN code is no more than 4 digits and is numeric.

### 6.5.1.3. Other credit cards

Visa, and to some extent MasterCard, are widely accepted almost anywhere in the world.

*Advantages:* widely accepted, easily replaced if lost or stolen.
*Disadvantages:* high transaction fees and interest for cash advances.

### 6.5.1.4. Travel Advance

As mentioned under the Pre-Departure Arrangement section (5.0) of this handbook, on-site expenses can be paid for using a pre-departure travel advance. The amount for this advance is determined by reviewing the program budget with your department chair about one month prior to departure. Budgeted expenses may include items such as group tickets to a museum, honoraria for foreign instructors, or group meals included in the program fee. Additionally, the travel advance amount will contain any personal meal per diems and program emergency funds. Note that each staff member going abroad on a program is required to obtain his/her own travel advance according to University Accounting policy.

Note that by signing the Travel Advance Request form, you are requesting a personal loan from the University for the amount requested and are personally responsible for proper receipting or reimbursement of these funds according to University policies. The University has the legal right to garnish your payroll for the full amount of the travel advance for late submission upon your return or for any non-allowable or non-approved expenses.

### 7.0. On-site program management

In addition to the administration tasks on site, you coordinate teaching, the tasks of additional on-site staff/faculty, and any course-related activity, e.g., excursions. This may be done independently or with the assistance of collaborating institutions or agencies.
As a Program Director, you will find that your responsibilities do not end in the classroom. Students will rely on you for all kinds of extra-curricular assistance as they adjust to a new and sometimes stressful environment. If you need assistance, especially related to student services on site, please contact IPC/SAE.

### 7.1. Telephone communication

In order to have a readily available means of communication, IPC recommends that you consider leasing or purchasing a cell phone overseas, especially in countries where telephone access could be difficult in an emergency. (A reasonably priced cell phone purchased in the U.S. typically does not always work overseas, or vice versa, unless you have a tri-band phone with a replaceable chip.) The cost should be factored into the program budget. You may also want to encourage students to lease cell phones upon arrival, so that they can be easily reached.

You should review with students the need to contact their telephone company and get the correct access numbers to place international calls from another country. Many will not realize that a regular telephone card with an "800" access number is useless for calls initiated from abroad.

### 7.2. Student conduct

We recognize that the students participating in UNCG programs are legally adults and responsible for their own behavior. **(NOTE: students under 18 are NOT permitted to participate in UNCG programs).** However, they are also considered to represent, fairly or not, their home institution and country. It is your responsibility to advise students when they are offending the norms of the host country. Part of the pre-departure AND on-site orientation for your program should include discussion of those norms and typical ways in which foreigners may unknowingly violate them. Students need to be aware that they are subject both to the host country laws, to the UNCG Code of Student Conduct and to IPC policies and guidelines outlined in the *Pre-Departure Student Handbook for Faculty-Led Study Abroad Programs*.

In the case of a serious violation which jeopardizes the safety or well-being of the offender, other students, or members of the host culture (i.e., instructors, home stay families), students should understand that such behavior may result in dismissal from the program, failure of courses, loss of program cost, and/or an early return home at the student's expense. You have the authority to remove a student from the program for inappropriate or dangerous behavior.

It is highly recommended that you consult with IPC in any case of student conduct, but especially prior to dismissing a student from the program, to ensure that proper procedures are followed. Each situation and program is different, but IPC can often provide you guidance based on our past experience and University policies. Additionally, we can assist with solutions to certain situations, such as a behavioral agreement.

We also consult regularly with other offices on campus, such as Legal Affairs, Risk Management, Dean of Students Office, Counseling Center, etc. in such cases to ensure that the proper steps are taken for the safety and well being of the student, the program staff, IPC, and the University.

### 7.3. Program Director conduct

Just as students must abide by UNCG conduct rules and IPC policies and guidelines while on the program, you and any program staff must adhere to UNCG policies as well. Grievances can be filed by students against Program Directors or other program staff for inappropriate conduct.
Unacceptable conduct can lead to demotion, suspension, or dismissal for any UNCG personnel. Some, but not all, of the possible examples of unacceptable conduct are:

- Reporting to work under the influence of alcohol or illegal drugs, or using alcohol or illegal drugs on the job
- Stealing State property or funds, or knowingly misusing State property
- The willful violation of known or written work rules
- Jeopardizing the safety of persons or property
- Inappropriate relations with students

A note about alcohol: Many study abroad programs travel to locations where alcohol is consumed in a more social manner than in the U.S. Regardless, as a UNCG employee, you will be held accountable for your actions and the consequences thereof. The consumption of alcohol and/or the results of such consumption are never considered to compromise personal responsibility or accountability. It is important for program staff to keep their own alcohol consumption to a minimum even during what is considered free time, so that their judgment is never compromised or impaired.

7.4. Sexual harassment

As the Director, you will most likely have to initially manage any sexual harassment complaints that happen on site, unless the complaint is against you directly. It is your responsibility to ensure that appropriate steps are taken to procure the immediate safety of the student and take corrective action for the student’s long-term safety. This may require the dismissal of vendors or on-site faculty from UNCG contract and/or the dismissal of any offending students from the program.

Directors and program staff themselves should be careful to avoid any behavior which could be misinterpreted as inappropriate between professor and student. All students and program staff are required to adhere to the UNCG policy on sexual harassment as found on the UNCG website: http://policy.uncg.edu/sexual_harassment/. Any sexual harassment complaints should be reported to IPC immediately.

7.5. Mental health

As mentioned earlier, stress is the number one cause of exacerbation of a pre-existing mental illness, and adjusting to another culture typically involves stress for any program participant. It is important for you to be familiar with the warning signs of mental illness/stress, to identify the condition, and to seek help for the student as early as possible.

Behavioral warning signs include, but are not limited to, an inability to communicate clearly, an unusual or markedly changed pattern of interaction (such as totally avoiding participation, becoming excessively anxious when called upon, or dominating discussions when this was previously not the case), extreme behavior fluctuation within a relatively short time span, a depressed or lethargic mood, being excessively active and talkative (very rapid speech), swollen or red eyes, a marked change in personal dress and hygiene, being sweaty (when the room is not hot), or falling asleep inappropriately.

Even if unusual behavior is due to mere transient culture shock, it is important to follow up with the
student and offer support. If mental health concerns are disclosed in advance, request that the student go to their doctor and sign a release for medical records before departure from the U.S., and to bring medical records with them. If desired, HTH (our health insurance carrier) can help identify a counselor abroad in advance, so that medical records could be released directly. Upon arrival, the student could meet with the overseas doctor and become acquainted, so that a support system is in place if needed.

You should, if at all possible, become familiar with host country laws about involuntary hospitalization, as well as the general cultural attitudes regarding mental illness.

If a problem does arise, you should not attempt to make serious decisions alone, but should seek assistance by contacting IPC. Additionally, the Dean of Students and UNCG Counseling Center are excellent resources that are available to staff and students and can help coordinate a plan of action.

7.6. Program visitors for staff

IPC discourages you from receiving visitors on site during the program itself. While some visitors may make positive contributions to the programs, and some have been a valuable resource to the Directors, in many cases visitors have also been a greater distraction than the Director anticipated. IPC staff asks that you inform IPC in advance about visitors and how long they intend to stay with the program. If visitors join the group in program activities, it is especially important that their expenses not be paid for with program funds, and not be included in program receipts, as they will not be covered.

7.7. Incident documentation form

Sometime during your program, something may happen involving a student that you did not expect, such as a robbery, broken arm, lost passport, etc. When things like this occur, it is important to notify IPC immediately and document the incident properly.

By notifying IPC, we can help you in a few ways. First, we can help by speaking with worried family members. IPC is usually the first call made by worried parents/friends/family in order to find out what happened to a student. Often, the student calls home to tell loved ones about an incident, which in turn brings a call to IPC with additional questions. We have had callers that will track down the Program Director overseas in order to get information about their loved one. IPC can help keep many of these phone calls from reaching you abroad if we are updated on an incident and can answer the questions of worried loved ones.

Additionally, depending on the incident, the involvement of other University offices may be necessary. For example, in the case of a robbery of program funds, proper paperwork must be filed with the State Bureau of Investigation (SBI). Another example is a student who has disregarded the UNCG Code of Student Conduct in some way. In this case, it may be necessary to coordinate with the Dean of Students Office to arrange for a proper due process hearing. By notifying IPC, we can coordinate any necessary communication or paperwork with these other University and State offices.

Not only is it important to notify IPC of an incident, but it is also important to document the incident properly so that you have a record of the events that occurred. By submitting documentation to IPC, you are ensuring an official report of the incident exists that can be used for later reference, if necessary. Not only is this a protection measure for IPC and the University, but more importantly it is a protection measure for you and your department. Without a written report of the details of the incident, in a lawsuit, the only reference you will have is your memory. Additionally, the University will have no written record to use in your defense.
While none of us likes to consider the possibility of a court case, legal action is increasingly likely in the aftermath of a serious incident or emergency. Litigation cannot be prevented, but the effects of litigation can be lessened if you demonstrate that you have been reasonable and prudent. Documentation of an incident can often serve as evidence of reasonableness and prudence.

In Appendix 9 you will find an Incident Documentation Form. This form must be submitted to IPC for any incident that occurs overseas that requires a paper trail. If you are unsure if the incident should be documented, it is best to be safe and document it. This form should be submitted to IPC immediately or as soon after the incident as possible. If a fax machine is not available at your program location, you can email IPC. Be sure to include all the information listed on the Incident Documentation Form in your email.

### 8.0. Returning to UNCG

Upon return, the Program Director is responsible for submitting grades, student evaluations, and expense receipts in a timely manner.

#### 8.1. Grades/Transcripts

Upon return, you must submit grades for all students. On-line submission of grades is strongly preferred, but may be possible only within a certain time window, which is usually by early August for all summer programs. It is therefore important to submit grades as soon as possible. Once you enter all the grades in the system, please notify IPC. Students may then request transcripts through the University Registrar’s Office.

#### 8.2. Student evaluations

You should personally submit or verify that the student administrator mailed or delivered the sealed envelope of evaluations to IPC at the end of the program. IPC then reviews student evaluations, provides you a copy after grades are submitted, and carries out follow-up discussions with you as needed. Evaluations are also shared with department heads who oversee particular courses.

#### 8.3. Final finances

Submit all receipts, expense worksheets, and program expense summary to accounting, along with refund check, if appropriate, for any unused portion of your travel advance as soon as possible upon your return.

Remember reports are due at University Accounting 30 days after the date of your return to the U.S., and IPC (when involved) will need additional time to process all the forms. Remember the University has the legal right to garnish your payroll for the entire amount of the travel advance if they do not receive your reconciliation within the 30-day time period or for any non-allowable or non-approved expenses.

#### 8.4. Meet with IPC for post-program debriefing

About one month after your return, you should schedule a meeting with IPC to review the program and discuss any needed changes for the next year. Discussion post-program generally will cover:

- Budget issues
- Evaluations
This information can then be used to start the program planning for the next year.

9.0. Health insurance

IPC processes enrollment in the University of North Carolina System Study Abroad Insurance plan for all students participating in credit-bearing study abroad programs. Enrollment in the UNC System insurance plan is mandatory for all students. Coverage costs $2.00 per student per day and includes comprehensive primary coverage, a zero deductible, medical evacuation insurance, repatriation of remains, and an international medical assistance service.

This policy is provided through HTH Worldwide Group Services (formerly Hinchcliff International) and was negotiated by a task force of study abroad administrators from the participating institutions and approved by General Administration.

Details of the coverage provided can be found in the policy brochure (available from IPC or online at http://www.uncg.edu/ipg/ipc/uncstudyabroadinsurancebrochure.pdf). Some of the key points are as follows:

- Coverage is $1.29 per student per day and is mandatory for the official dates of the program. When determining the dates to be used for insurance (and thus the amount of the premium to be budgeted into the program cost), Directors should add at least one additional day to each end of the program in order to cover possible flight delays/changes.
- Students who wish to extend the coverage for personal travel before or after the program dates may do so for an additional cost of $2.56 per day. Note that the policy only allows for the addition of 1 week pre/post program. Students may purchase additional insurance beyond the 2 weeks through HTH directly at a higher rate.
- The policy covers 100% of medical expenses up to $100,000 per injury or sickness. There is no deductible.
- One key exclusion is that students are not covered for injury or illness due to alcohol use. Students will be informed of this fact during orientation, but they may need to be reminded.

In addition to arrangements for evacuation or repatriation, HTH provides 24 hour/day, worldwide medical advice, and referrals to English-speaking physicians when necessary. Students are encouraged to contact them with questions, even in non-urgent situations.

- Faculty, staff, and agents representing the University will automatically be covered by the same policy for $3.29 per day. Be sure to include this cost in your budget.
- If your roster is submitted to IPC by the deadline (one month prior to departure), within two weeks IPC will be able to generate the insurance cards for students so that you can distribute them immediately. Students will then be able to register at the HTH website and print out...
necessary information about their study abroad site. If for any reason these cards are not delivered before departure, the insurance company will try to negotiate direct payment to the hospital.

- If the student has a very serious or long-term illness or injury, the insurance company will try to negotiate direct payment to the hospital.
- Students who call HTH in advance and see an HTH approved doctor abroad (list provided on HTH website) should not have to pay any out-of-pocket expenses at the time of service.
- Students who do not call HTH to coordinate the doctor visit or see an HTH approved doctor abroad will need to pay their health care costs up front, get a claim form signed by the provider, and then submit the claim for reimbursement.
- If a student is hospitalized for more than 7 days, the insurance will cover $1,500 of a family member's travel expenses to come and stay with the student.
- Have a plan of action if a student must stay behind for treatment after program ends (remember HTH does NOT cover treatment in the U.S.); immediately contact IPC & HTH to extend the student’s insurance dates.

Policy details may have changed since this handbook was updated. Please read the insurance brochure carefully for the most current information.

10.0. Safety assessment for faculty-led study abroad programs

As mentioned time and again, UNCG and IPC work to keep up with health and safety regulations regarding study abroad. For this reason, IPC requires proof of safety assessments for its programs. Below find our policy statement regarding safety assessments and routine and special safety assessment practices.

10.1. Safety assessment for faculty-led study abroad programs

The health and safety of students participating in study abroad programs is the highest priority of the International Programs Center (IPC). At UNCG, as at many of our peer institutions, it is IPC’s responsibility to:

- notify the Program Directors and participants of any State Department security updates or risks
- offer orientation and training sessions to help students and faculty minimize risks and respond appropriately to emergencies

UNCG is committed to the safety of all Study Abroad Programs and participants. Accordingly, Program Directors shall provide assessments, reviews, and safety reports to IPC as requested herein. IPC staff or the Program Director may cancel programs where security issues arise or have not been adequately addressed.

10.1.1. Decision-making resources

Resources for decision-making include the following (not ranked):
• U.S. State Department information (Consular Information Sheets, Travel Warnings, Public Announcements, etc.)
• British or Canadian equivalents to State Department information
• OSAC (Overseas Security Advisory Council, est. in 1985 by the U.S. Dept. of State to foster the exchange of security related information between the U.S. government and American private sector operating abroad)
• Program Director and other leaders of UNCG’s programs
• Direct contacts, such as personnel at UNCG’s partner universities, or other knowledgeable persons in the destination country
• Other study abroad programs in that country/location, run by other universities (including Program Directors and International Programs Center staff)
• SAERT (Study Abroad Emergency Response Team, a group of UNCG staff, including representatives from University Counsel, Campus Police, Student Affairs, Insurance and Risk Management, faculty, etc. listed in appendix 11)
• UNCG offices (Provost, College Dean, Risk Management, Legal Affairs, etc.)
• SAC (University-wide Study Abroad Committee made up of faculty and administrators who meet twice per semester to address international programs on campus)
• Advisory Council for International Programs (University-wide Committee made up of faculty and administrators who meet twice per semester to provide advice on international matters on campus)
• UCIP (University Council on International Programs, the chief international officers of the UNC System who meet 4-5 times per year to address international programs across all 16 campuses)

### 10.1.2. Routine safety assessment practices

Every study abroad Program Director will be required to:
- Read Program Director handbooks and other materials provided by IPC (first aid training is recommended—see 11.4.2.)
- Attend training workshops provided by IPC
- Provide any information needed by IPC to carry out a safety assessment of a new program prior to program approval
- Provide any information required by a college-based review committee for an in-depth review, approximately once every 3-5 years
- Submit a pre-departure report one month prior to leaving, highlighting any security concerns
- Communicate with IPC if any incident (including violations of law and university policies) occurs during the program
- Submit a debriefing report upon program completion every year, including any relevant incident documentation

For a list of issues to be included in a report on program safety, refer to sections such as "Emergency Preparation" (11.3), "Pre-Departure Health & Safety Arrangements" (5.7), and "On-site Health & Safety" (6.1).

### 10.1.3. Additional safety assessment practices

A Program Director may be required to submit a special report in response to any unusual circumstances which could have an impact on program security or the safety of participants. This may
include circumstances that are merely perceived by the public as dangerous in order to ensure that fears can be addressed and mitigated.

Special circumstances may include but are not limited to:

- Death of an American citizen in the program location
- News of an epidemic or outbreak of a serious illness such as SARS or a natural disaster
- Incident of terrorism
- Political instability
- Marked increase in crime since previous assessment
- Persistent rumors of danger in the media
- An emergency involving a program with a similar structure or feature

The purpose of a special assessment would be for the safety of participants and to minimize liability risks to the university. The goal would be to enable the program to proceed if possible, but may require that the Program Director make some adjustments in program logistics, such as:

- location or type of housing
- transportation type and destination
- frequency of contact between Director and participants
- freedom of movement by individuals while abroad

A report may need to be submitted to IPC, to the university-wide Study Abroad Committee, to the Study Abroad Emergency Response Team (SAERT), or to other relevant groups that could be helpful in an assessment. A report may be required before program departure, during a program, or after a group’s return.

The special assessment process helps reduce the University’s risks and also the Program Director's personal liability risks by documenting that careful thought was given to security issues, all reasonable steps were taken to minimize risks, and a broad constituency was consulted in making the decision to go ahead with the program.

It is UNCG’s goal that all students be able to participate in study abroad safely.

### 10.2. Safety assessments for faculty-led study abroad (General guidelines)

As mentioned above in section 10.1, the health and safety of students participating in study abroad programs is the highest priority of IPC. Our goal for faculty-led programs is to ensure that risks have been addressed thoroughly and that the University has covered all possible aspects related to program safety. Having official assessments on file in our office allows us to address any concerns raised by students, parents, or any University officials with a legitimate educational interest, as well as to keep a paper trail of year to year analysis of safety for a location. While it would be extremely rare for a program to be cancelled or changed substantially, adjustments to logistical details are sometimes necessary. Some additional goals of these assessments are listed below:

- To ensure that each Program Director has developed a strategic plan for possible risks as discussed in detail starting section 11.3 of this handbook, including emergency evacuation, terrorist attack in program city, group housing reassignment necessary due to fire at location, etc.
- To address any new issues that may have arisen since the last assessment. For example, the Segovia program included in their updated safety report (in appendix 8), specific information addressing the 2004 train station bombings in Madrid.
- To ensure that all program staff are adequately prepared for possible issues that may arise (Where is the emergency meeting point? Do all staff have the phone tree information? etc.)
To serve as a written record of any changes made to a program in order to avoid risks and promote student safety. For example, if a program in Japan usually flies into Tokyo, but flights into Tokyo are now subject to probable terrorist attack, a program change may be necessary so that another airport can be chosen.

To these ends, there are standard times throughout the term of a program when the Program Director will address the safety and security of a program by submitting a written report to IPC:

- IPC new program safety assessment prior to program approval
- annual pre-departure report one month prior to leaving
- annual debriefing report upon program completion
- IPC renewal program safety assessment prior to program renewal

Additionally, general international travel safety and/or specific programs may need to be formally reviewed more often than the regular safety assessments mentioned above. This may happen at the suggestion of IPC, a UNCG Committee, or as events warrant. A few past examples of events that warranted program review included the 2004 Madrid bombing, outbreak of SARS, change in a State Department listing for a particular country, political instability, etc.

The requested safety assessments should address the information listed in handbook under "Emergency Preparation" (11.3), "Pre-Departure Health & Safety Arrangements" (5.7), and "On-site Health & Safety" (6.1). It should also address anything of concern in the U.S. State Department Consular Information Sheet for that country, as well as any other State Department information (Public Announcements, Travel Warnings, etc.). Please contact IPC if you have any questions about your assessment contents.

Two sample safety assessments, Guatemala and Segovia, are included in appendix 8 as examples. These two assessment samples are specifically included because they are both great examples of very different ways to address what we need in IPC. Although the reports are formal, the style in which you provide them is very flexible. Please contact IPC if you have any questions about your assessments.

### 11.0. Emergency response

Because the safety of our students is our top priority, your first responsibility in an emergency is to safeguard the well being of program participants. In order to do so effectively, you should thoroughly read and become familiar with the following crisis management information covered in this handbook. Be sure to take a copy with you overseas.

The key during a crisis is to remain calm. You must help the students get through any difficult time. IPC has experience dealing with crises and is here to assist you in any way before, during and after a crisis.

Emergencies are, almost by definition, varied, unexpected, and traumatic for those both directly and indirectly involved. Emergencies can include, but are not limited to, illness, rape, accident, missing participant, natural disaster, military coup, incarceration or deportation, terrorist activity, transportation crisis, criminal assault, fire, economic crisis, and even death. Whatever happens, your being prepared in advance and having procedures in place are likely to be critical to all involved. As
the Program Director, you are the person who must, inevitably, manage whatever emergencies occur on your program. Should you be rendered unable to carry out your duties, you will need a deputy. Please designate one in advance.

Reiterating a point made in Section 7.7, although none of us likes to consider the possibility of legal action, it is increasingly likely in the aftermath of an emergency. Litigation cannot be prevented, but the effects of litigation can be lessened if one demonstrates one has been reasonable and prudent. Thoughtful emergency plans are evidence of both reasonableness and prudence. Obviously, we can not plan for every eventuality. Most decisions will be made on the spot, in light of the particulars of the emergency that is unfolding.

Further helpful reading for crisis management can be found on the Center for Global Education website at: http://www.globaled.us/peacecorps/

### 11.1. Types of emergencies

In order to be prepared for any emergency, you must first understand the types of emergencies and their severity. Emergencies can be categorized as routine or major.

#### 11.1.1. Routine emergencies

Routine Emergencies can occur every day and are usually not as severe but are more frequent than a disaster or crisis. Routine emergencies include:

- Minor sickness or injury (cold, flu, sprain, broken arm, toothache, etc.)
- Lost passport
- Minor theft (purse/wallet)
- Family emergency back home (family member ill or sick)
- Power failure

#### 11.1.2. Major emergencies

Major Emergencies are more severe than routine emergencies, but happen less frequently. Major emergencies include:

- Natural disaster (hurricane, earthquake, fire, flood, etc.)
- Major sickness or injury (car accident, epidemics, death, etc.)
- Assault or rape
- Missing person
- Arrest
- Hostage situation
- Socio-political (riot, military coup, terrorist attack)
• Behavior of the Director or students that causes or threatens harm to themselves or others

### 11.2. Perceived emergencies

Distinguishing between a real emergency and a perceived emergency is a crucial first step. Often folks at home will become alarmed by a perceived emergency — floods in Northern Italy, for example, though your program is hundreds of miles away; or government instability in Ecuador, though you are in Belize. Due to media attention and incomplete information, situations abroad may be perceived in the U.S. as more dangerous than they actually are. They can be as disturbing to program participants and their family members as real emergencies and require serious and prompt action on your part.

The SAERT (Study Abroad Emergency Response Team [appendix 11]) will give strongest consideration to the on-site Program Director’s judgment. Contact with IPC is essential and consultation with the U.S. Embassy/consulate is advisable.

### 11.3. Emergency preparation

Prior to your departure and immediately upon arrival, there are many things you must do to plan for student safety. All Directors are required to follow the policies below:

• Submit your pre-departure safety assessment to IPC one month before departure, addressing any new concerns for your program.

• Register all students and staff with the local consulate/embassy in your location.

• Assess the program logistics for safety. For example, how will students travel from their accommodation to the other program facilities? Are approaches to the residence well lit at night? Where are the closest telephones? Report any changes to IPC.

• Maintain periodic contact with the U.S. consulate/embassy officials and local police in normal times (this will facilitate communications should an emergency occur).

• Know how to communicate with and access other resources during a crisis. These include:
  - Airport authorities
  - Travel agents
  - Other transportation authorities (local train station, bus terminal, etc.)
  - Telephone and other utility companies
  - Hospitals, clinics, and a comprehensive list of health and counseling professionals
  - International Red Cross Offices
  - UN Offices
  - U.S. Embassy/consulate and pertinent embassies/consulates for all students on the program
  - British and Canadian Embassies/consulates in case the U.S. is unavailable
- Keep copies of students’ Emergency Contact forms and Health History forms with you on site. Be sure you have sent copies to be kept at IPC and the department.
- Choose a travel agent at your overseas site that could potentially help you make travel arrangements in an emergency.
- Develop a rapid communication system to reach students once on site (email, cell phones, etc.); establish a phone tree. Develop a contingency plan in the event that students cannot be reached or are traveling.
- If hiring a bus or contracting with a local travel agency, be informed about their insurance coverage.
- Provide your Department and IPC with an itinerary and telephone numbers for each accommodation site.
- Provide participants with site-specific information about potential health and safety dangers, preferably in writing.
- Provide participants with in-country emergency contact information (names and telephone numbers of medical emergency officials, law enforcement officials, U.S. Embassy/consulate).
- Prepare a contingency plan that addresses procedures in case of absence or incapacity of the Director. Any assistant director or local coordinator should inform IPC before making decisions on emergency matters, if possible.
- Have multiple methods of accessing funds (credit card, ATM, travelers checks, wire transfer, etc.). Research these in advance. For example, find out whether an in-country bank has a direct relationship with a U.S. bank, as this would facilitate wire transfers. Make sure contingency funds were factored into the program budget.
- Become familiar with the student health insurance policy through HTH. Know how to access medical assistance or evacuation, how to file claims, and which conditions are excluded. Print a copy of local HTH doctors prior to departure and keep it with you. These doctors know the HTH system and all speak English. This list can be printed from the HTH website.
- Be familiar with the extensive personal liability insurance provided by the University to its employees.
- Create an emergency evacuation plan that includes at least one alternative site that will accommodate housing for the group. Students should be made aware of a meeting point during on-site orientation, so that they know immediately where to go during an emergency.
• Know how to contact IPC staff or SAERT and carry this information with you at all times.
• Report any verbal/other abuse of a racist/anti-U.S. nature to the local police.
• Report any attacks or other offences involving our students to the police.

11.4. Decision making during an emergency (General procedures for all emergencies)

There are four steps to be taken during ANY emergency. These include assessment, securing student(s), communication, and documentation. Depending on the emergency, each of these steps must be completed, but will vary in degree.

11.4.1. Assessment

In general, the first step in ANY emergency is assessment. How serious is the emergency? Do you need to administer any first aid immediately? Is this a routine emergency or major emergency? Is one student involved or multiple? Do you need to call an ambulance? Police? Consulate? Is the emergency real or perceived? What steps must be taken to secure the environment?

The answers to these questions will determine your next step of action: securing students.

11.4.2. Securing students

The second step is to make reasonable efforts to secure students and the environment and remove student(s) from any immediate danger if possible. This may require an immediate need for evacuation from the area. Administer any first aid to the extent possible (see 10.0). Call for any medical/consulate/police help necessary. Determine the likely availability of medical supplies, food, water, shelter, and transportation if any of these have been threatened.

In any MAJOR emergency, if there is time, consultation with IPC is recommended. When there is an inability to reach IPC for consultation, the Program Director has the authority to cancel a program and evacuate the students.

11.4.3. Communication

After the students' safety is secured, you should contact IPC as soon as possible. If direct communication is not possible, try to reach IPC through the U.S. Embassy/consulate (or if advisable, through the government of the host country). Refer to IPC Emergency Contact List (see appendix 12).

Remember that the HTH Assistance service is specialized to help with international medical needs, and may be able to provide more immediate assistance than the U.S. Embassy.

You should be prepared to provide IPC:

• Name of caller and victim, if any
• Brief description of accident, injuries, and/or emergency
• Status of any victims
• Status of all students/staff
• Location of caller - street, city and country
• Location of accident or emergency - how close is it to students and staff?
• Phone and fax number where the caller is located
• Has rescue squad, local law enforcement, U.S. embassy/consulate been called?
• What is the advice of the rescue squad, local law enforcement, U.S. embassy/consulate?
• Any information released to media thus far
• What impact, if any, did the emergency have on availability of food, water, shelter and medical supplies?
• What was the target of unrest, if the event was political? What is the intensity of the emergency?
• Are there military or emergency personnel at the site of emergency?
• Is continuation of the Program possible?
• How able are students/staff to travel in the country?

11.4.3.1. Important Emergency Communication Information

Please note that under FERPA it is not legal for University employees, including Program Directors, to contact a student’s parent or guardian without permission from the student regarding medical conditions or emergencies if the student is over 18. For this reason, we ask students to fill out a communication form giving permission to contact someone in an emergency. If a student on your program is involved in a medical or other emergency, you should of course urge the student to contact his or her parents if possible or to allow you or IPC to contact them, but you should not do so until you have the student’s permission. If the student is unable to communicate his or her wishes, check the emergency contact form to confirm whom the student has allowed you to contact.

11.4.3.2. Program Director Communication Responsibilities

Once you have secured all students and staff and contacted the appropriate local medical emergency officials, law enforcement officials, U.S. Embassy/Consulate and IPC, you are responsible for maintaining contact with these people, if possible. In political crises or natural disasters, gather as much information as possible from local sources.

You should maintain contact with IPC to coordinate issues of:

• Group location/activities
• Health & Safety
• Legal Liability
• Financial concern, particularly in the case of program cancellation or evacuation
• Academic concern, including plans to complete coursework after the crisis
Even if not all students were involved in the MAJOR emergency, notify all students of the situation without breaking confidentiality (FERPA). Lack of information or discussion is likely to create rumors and panic among students. Hold a group meeting to inform and reassure students, and to quell rumors. Be careful not to appear to be blaming the victim of a distressing incident. Encourage students to call or email home to assure family members of their safety. However, a panicked telephone call or email message may heighten emotions at home and impair reason. You can and should discuss with students the absolute necessity of communicating in a way that prevents undue panic. The principle ingredient in their response will be you. You must maintain a level head and assume a forceful but reasonable manner.

Do not make any statements to the media. Consult with IPC who will in turn contact UNCG University Relations.

11.4.3.3. IPC Communication Responsibilities

Once the situation allows you to notify IPC of the MAJOR emergency, IPC staff will manage all stateside communications. This includes U.S. media, SAERT, parents (if necessary) and UNCG staff.

Upon notification of an emergency, IPC staff will call the U.S. State Department’s Citizen Emergency Center at 202-647-5225 for suggestions or assistance, if necessary. IPC will also call U.S. International Programs Centers of other institutions that have students in the emergency location to compare information and develop a common plan of action, if necessary.

IPC will not make any statements to the press before designation of a spokesperson and consultation with UNCG University Relations. IPC will also notify UNCG University Relations of statements, if any, already made to the media by the Program Director. IPC staff will refer inquiries to UNCG University Relations and record all calls and activities.

IPC will also contact and assemble the SAERT members to develop a plan of action.

11.4.3.4. SAERT Communication Responsibilities

The SAERT serves to advise and support IPC in establishing emergency protocols and in managing a crisis situation. This Team is the primary vehicle to ensure campus resources and expertise are utilized effectively in managing crises in internationally based academic programs. In the event of a MAJOR emergency, the Team members will be consulted as needed or meet as a group to address the current situation, based on information provided by the Program Director and IPC.

The SAERT will help determine:

- Any immediate action that has been taken and any additional steps that need to be taken to maintain the security and health of participants and staff
- Other issues of health, safety, academic concerns, financial aid, public relations, and legal liability
Whether a program should be cancelled or interrupted; whether and under what conditions it might be re-instated after interruption (see section 11.5.11 on Resuming an Interrupted Program, particularly Financial Policies).

Any additional steps to be taken abroad:

- Address student panic
- Recommend appropriate student behaviors
- Create a written action plan, if necessary
- Ask students to acknowledge in writing their receipt of any information

Assistance with an evacuation plan, if necessary, considering:

- Safety of various modes and routes of travel
- Evacuation costs and means for meeting those costs
- Methods of reducing the threat, such as dispersing students in small groups to reconvene later in another location
- Availability of in-country resources
- Assist with any necessary communication.

Once the important facts have been collected, the SAERT should follow the guidelines in the UNCG University "Crisis Communication Plan". In summary:

- Designate a spokesperson, usually a) the Director of University Relations, or b) the person with the most direct knowledge of the crisis, acting under the advice of University Relations, or c) the Chancellor or other high ranking University official, if warranted by the scope of the crisis.
- Draft a fact sheet, including a summary statement that can be released to the media. Consult with University Counsel regarding the public’s right to know and concerns for privacy and security.
- Notify key constituencies. Assign members of the SAERT to communicate the facts to relevant areas and groups. Depending on the magnitude of the emergency, include the Chancellor and Trustees; faculty, staff, and students on the home campus; parents and family of students abroad; the UNC System administration; state representatives and legislators.
- Alert the media. Establish a dedicated call-in line for media use, if appropriate.
• Develop a daily communication plan. Include the University switchboard. Provide rotation for phone relief in IPC or other points of heavy communication contact.

• Assess the impact of the event once ended, and document all actions taken in a written report.

11.4.4. Documentation

If a crisis should occur, keep a written record of all steps taken. The IPC Incident Documentation Form can be used for any crisis (see appendix 9). Avoid releasing information directly to the media. The UNCG University Relations would coordinate any media contact for a major crisis.

It is very important for you to document all steps taken after the accident, death, or emergency to be recorded for further reference. It is vital that information is passed promptly, accurately, and completely at each communication link. Each staff person should keep chronological logs of the crisis (on site and at IPC). The logs should detail what happened, steps taken, when they were taken, with whom staff members talked and what follow-up actions were necessary. The person keeping the log should note the time of each event as carefully as possible as well as the time at which the notes were taken. A sample log is included in appendix 10.

11.4.4.1. In a MAJOR emergency IPC/SAERT will:

• Make certain that written accounts are obtained as soon as possible from all witnesses and affected students and staff/faculty.

• Prepare a detailed and factual report within 7 days, including preliminary recommendations without any judgments, conjecture, analysis, or conclusions.

• Submit the report to legal counsel for review and revision.

• After review of the report by the Vice Chancellor for Student Affairs, decide:

  • distribution and dissemination of the reports
  • the need, if any, for further in-house or outside review or investigation, and the specific tasks of any review body established.

11.4.4.2. Additional Notification Responsibilities of IPC in a MAJOR emergency:

• Consider having the staff/faculty member who has firsthand knowledge of the accident or illness make a follow-up call to the next of kin.

• Consider having a University representative visit the family at their home. (Normal advance travel clearances must be obtained.)

• Arrange for others (trustees, other staff, SAERT members) to reinforce IPC’s communications, as it is helpful for the family to have support or information from a source besides IPC. Avoid extraneous or uncoordinated efforts in this regard.

• Contact parents of other students on the participant list in IPC files.
• Stay in touch with University Relations, university legal counsel, the travel agency if appropriate, the insurance representative if appropriate, and the next of kin of the victim.

### 11.5. Managing specific emergencies

Every emergency will be different and will require different management along the way. In every case, the four main steps listed previously must be followed. These are assessment, securing students, communication and documentation. Below are specific emergencies, questions for assessment of each situation, and any special procedures or information to supplement the main four steps.

#### 11.5.1. Crime

Crimes against property are fairly common all over the world. During orientation, you need to discuss local crimes and how to prevent them. In addition, you need to remind students prior to departure to do the following:

• Make copies of your passport; leave a copy at home with someone you trust and pack additional copies somewhere apart from the originals (suitcase, jacket, etc.)
• Write down location specific telephone numbers for credit cards and traveler's checks. Write down account numbers and traveler's check serial numbers and pack them somewhere apart from the originals (suitcase, jacket, etc.).
• Leave copies of all the above information at home with someone you trust. Also be sure that someone will accept a collect call from you in case you lose the numbers.
• Remember that toll free numbers generally do not work from overseas. Call providers (credit card companies, phone card companies) before departure and get local numbers to use in an emergency.
• Read the Student Pre-Departure Handbook from orientation - it has several tips on crime prevention.
• Report any crime to local authorities as soon as possible after the event.

Note that **any crime against any property or funds of the University requires immediate report to IPC in order to file the proper paperwork necessary with the State Bureau of Investigation (SBI).** This paperwork often requires documentation from the local authorities on the crime, as well as a copy of the official police report.

**If funds from the travel advance are part of the crime, these monies require the SBI report and overseas police report in order for you to be reimbursed by the University.**

#### 11.5.2. Fire
If possible, you should see that all student housing has fire extinguishers and smoke detectors. Help students to think about what to do in case of a fire—whether they are in their residence or traveling independently. Be sure students know local emergency numbers to call in case of fire. Be sure to also address fire safety issues with housing and classroom providers.

### 11.5.3. Serious illness & serious Injury

Questions for assessment:

- What medical treatment has victim received?
- Where is the victim?
- What has the on-site response been? Who is the attending physician (if any)?
- Does the attending physician speak English? Is an interpreter required?
- What is the diagnosis?
- What is the prescribed treatment?
- What is the prognosis?
- Has HTH Insurance been contacted?
- Are other participants at risk (physical or psychological)?
- Is airlift a desirable and/or viable option?
- What are the details of the accident (if injury)?
- Are rescue operations needed (if injury)? Have they been initiated?
- Were there witnesses to the accident (if injury)?

Prior to departure, determine the availability of HTH approved English-speaking medical services in your location. Also determine the means of transportation to these medical services. HTH will be a valuable resource. In the event of an emergency, work with area medical personnel to determine if the level of care available is appropriate. HTH personnel are principal allies if you need assistance or if it is determined a transfer is in the student’s best interest. A decision to move a student is ideally the result of an accord between local medical personnel, HTH consultants, the student (if it is possible for him/her to participate in the decision), the student’s family and you. The bottom line, however, is that your judgment will weigh heavily since you are the professional contact on site. **If feasible, you or another program faculty member should accompany the student.** If it is not feasible, you must satisfy yourself that the student is in good hands. If it becomes necessary for the student’s family to join him/her, you will need to make every effort to facilitate their travel and support them upon arrival.

It is important that all students have read and understood their insurance policy. Remember the HTH insurance is only available while the student is abroad.

### 11.5.4. Assault or rape
Questions for assessment (same as Serious Illness [11.5.3], but also include):

- What are the major details of the incident?
- Is counseling available? In English?
- Has appropriate local law enforcement been notified?
- Were there witnesses?
- Does the victim want to return to the US?
- What are the likely academic and financial consequences of returning to the US?
- Are the victim and the counselor aware of these consequences?

Prior to departure, determine the availability of HTH approved English-speaking medical services (including counselors) in your location. Also determine the means of transportation to these medical services. HTH will be a valuable resource.

Sexual assault victims do not always tell someone at the time of the incident. However, they may tell you at a later date or you may notice incident-related symptoms (e.g. anxiety/depression, pregnancy, STD). Individuals (men and women) who report that they have been sexually assaulted should be treated in a compassionate, non-judgmental manner.

In the event of an assault or rape, encourage the student to go to a hospital/clinic after the assault as soon as possible. Students reporting rape should be asked not to urinate, defecate, rinse their mouths, bathe, or clear under their fingernails before examination, if possible. Protect and maintain clothing in original form. Inform the student that this request is to help obtain evidence that might later be used in court and is not in itself for medical reasons.

The attending doctor should tend, first and foremost, to the student’s well being. The student should not be left alone and should be taken to a comfortable, safe area. The student may prefer to be accompanied by a friend. Consent from the student must be given before examination and treatment.

Remember to keep the victim’s name confidential. The victim’s name should be protected to the maximum extent possible. The victim must authorize, in writing, the release of confidential medical information or notification of his/her condition to family members. Once you have been notified of an assault or rape (actual or attempted), as the Director, you must:

- Not leave victim alone
- Provide support to the victim
- Make sure that other students are safe and not in immediate way of harm
- Notify UNCG/IPC
• Encourage victim to go to doctor (who can then treat injuries, give examination, provide pregnancy & STD protection, recommend counselor, etc.)
• Arrange for medical treatment/Medevac
• Maintain medical confidentiality
• Provide and/or arrange psychological support
• Document everything:
  1. Type of assault
  2. Date and time
  3. Location - including city, streets, building, etc.
  4. Whether assault was related to the program
  5. Whether assailant is known
  6. Number of assailants
  7. Whether a weapon was involved
  8. All steps taken after incident reported to you - including dates, times, locations, persons involved, etc.

Much of the information in this handbook is derived from the Center for Global Education "Rape Response Handbook". The full handbook can be found on their website: http://www.globaled.us/peacecorps/rape.html.

11.5.5. Missing person

Questions for assessment:

• When and where was the missing person last seen or heard from? Did the person tell anyone of plans to be absent?
• Does anyone know or have an idea about where the person went?
• How was the person traveling? (alone and by train, in a group and by foot, etc.)
• If the person left and was expected to return at a specific time, what was the date and time of the expected return?
• Are reliable search and rescue operations available on site?
• Have they been initiated?
• Should they be initiated?
• What is a description of the student (height, weight, eye color, hair color, hair length, gender, race, other distinguishing factors, clothing at time of disappearance)?
• Do you have the student's passport number?
• Have the local missing persons officials been notified? What is the agency and case number assigned?
• Has the U.S. State Department been contacted?
• Who is the contact at the State Department (name, title, phone)?
Has the State Department initiated a Welfare and Whereabouts check?
For which countries?
Clergy involvement?

Prior to departure, be sure to remind students that if they will be traveling on weekends that they are required to leave a copy of their itinerary with you. Also arrange for students to notify you by phone if they change their travel plans and will not be back by the time they had declared. Ensure that they know how to get in touch with you (that they can use local telephones, know relevant prefixes, own phone cards, etc.). Inform them that if they are over 24 hours late without notification, you will try to discover their whereabouts and depending on the circumstances (where the student went, with whom, special circumstances, etc.), you may notify their family and relevant authorities.

11.5.6. Arrest
Questions for assessment:

- Has the student been detained?
- Has the U.S. Embassy been notified?
- What was the Embassy’s response and advice?
- What agency made the arrest?
- Have charges been filed?
- What are the charges?
- Were there witnesses?
- What are the names, addresses and phone numbers of the arresting authorities?
- What is the case number?
- What rights have been granted?
- Is the student entitled to place a phone call?
- Does an attorney represent the student?
- What is the name, address and phone number of the attorney?
- Will UNCG intervene? (the UNCG policy is not to intervene on matters of arrest)

If a student is arrested on your program, be sure to get the answers to the above questions and then contact IPC. The SAERT will then likely meet to determine a course of action depending on the severity of the charge.

11.5.7. Political emergency or natural/man-made disaster
Questions for assessment (see SERIOUS INJURY if needed):

- Has the U.S. Embassy advised participants to take appropriate action?
- Have all participants/staff been made aware of these precautions, and in writing?
- Are all participants/staff following these precautions?
• Have local authorities imposed a curfew?
• Is travel in or out of the country being restricted in any way?
• Is the group in danger?
• Who or what is the target of the unrest?
• Has any particular group or organization been threatened?
• What kind of military or other security or public safety personnel are present?
• Are they unusually visible?
• How is the military behaving with respect to the civilian populations?
• Is airlift a desirable and viable action?

11.5.7.1. Terrorism or anti-American sentiment - in general, advise students to do the following:

• Avoid American hangouts such as clubs, American Express office, or McDonalds that might be targets for terrorists.
• Avoid speaking loudly in English when walking with groups of other Americans.
• Avoid dressing in ways that identify them readily as Americans (university t-shirt, backwards baseball hat, etc.).
• Exercise care in how much information they give to strangers - be skeptical of new acquaintances.
• Be alert to any danger signs such as the presence of suspicious-looking strangers or unidentified packages.
• Keep abreast of local news through the Internet, radio and newspapers.
• In airports, bus terminals and train stations, do not linger at ticket counters; go immediately to departure area after conducting your business.
• Do not drive someone else’s car, especially across national borders.
• Do not borrow suitcases from anyone. Do not look after cases or carry packages from anyone.
• Remove all luggage tags or other external items that provide identification.
• Stay in touch with families so that they know their students are safe and they know where to reach them in case of an emergency, or should an incident cause them to worry about their students’ safety.

11.5.7.2. Terrorism or anti-American sentiment - in the event of a threat, you need to do the following:

• Eliminate outward signs on the program premises of American presence.
• Call the Embassy or consulate for advice. Check with them daily or more often if necessary. Make certain they have at-hand your contact numbers.
• Stay in touch with IPC.
• Be vigilant about incoming mail. Alert authorities to the presence of anything unusual. Do not open or allow students to open suspicious letters or parcels.
• Make a rapid communication plan - a telephone tree for example. Practice it to see that it works.
• Ask students to give you detailed travel plans or if necessary, details of their schedules on a daily basis. Cancel as necessary.
• Control access to the program site.

11.5.8. Hostage situation

Questions for assessment (same as MISSING PERSONS [11.5.5] and POLITICAL EMERGENCY [11.5.7]), but include:

• Has the U.S. Embassy there been notified?
• What is the Embassy’s response and advice?
• Who is the contact person at the U.S. Embassy (name, title and phone)?
• Who is the contact person at the U.S. State Department in Washington (name, title and phone)?
• Have the kidnappers made contact?
• Have the kidnappers identified themselves?
• Who are they and what do they want?
• Is negotiation support available onsite?
• Is there a no-ransom policy established by UNCG? (yes, UNCG will not provide ransom in the case of a hostage situation)

11.5.9. Death

In the event of a fatality, wait for legal authorization (usually the local authorities) before moving the body. Arrange for photographs before the body is moved. You should, if at all possible, make a positive identification of the body. You should notify IPC immediately.

You will most likely need to make the on-site arrangements with the Embassy and HTH for repatriation.

The responsibility for supporting other students will fall heavily on you also. UNCG counseling personnel can be very helpful to you and the students over the telephone. Do not fail to utilize their resources. Explore the possibility of utilizing local trauma counselors if it seems like a good idea. In a major crisis, it may be possible to send a counselor to the site of the emergency.

11.5.9.1. Family Notification

In any death occurring off campus and overseas while on an UNCG study abroad program, the Dean of Students and the Director of Study Abroad will confer before any action for family
notification is taken. The most likely notification procedure would be for the Dean of Students to follow its standard guidelines to make the initial contact, with IPC making a follow-up call or visit to provide details of the incident. The Vice Chancellor’s and Chancellor’s offices would, in most cases, also contact the family to offer additional information and support.

Each occurrence will have seemingly unique circumstances, but the following are some general guidelines to be followed by IPC:

- Sensitivity to the feelings of the family is the foremost consideration. Think through what you will say before you make contact.
- Have your facts organized and accurate.
- Be sure to convey whatever personal condolences might be appropriate.
- Remember that the next of kin have a right to all factual information pertaining to a serious accident, but as the initial notification will be received with surprise and shock, don’t expect to convey many details until a follow-up call.
- Be conscious of the timing of your call and try to think through what the recipient might be doing—at work, eating, sleeping, etc. Try to anticipate possible responses and prepare yourself accordingly.
- Promptness is the next rule of thumb; delays will almost certainly lead to suspicions or other bad feelings.
- Consider inviting a family representative to come to the University or the program location at the University’s expense. This requires advance approval of the Vice Chancellor for Student Affairs.

11.5.10. Emergency evacuation

Depending on the level of emergency, the program may need to evacuate from the program location.

Questions for consideration include:

- Is there imminent, persistent danger to the students?
- What steps have been taken?
- Have those steps been effective?
- Any additional possible steps necessary?
- Can you re-ticket the students?
- What is the cost of re-ticketing?
- What is the implication of returning to the US? Refunds?
- What is the financial impact on participants— including financial aid?
- What is your preference? How safe do you feel?
- What is the students’ preference? How safe do they feel?
- Is counseling necessary before students return to the US? After?
- Is the evacuation plan safe?
- What are the routes and modes of transportation?
- What are the advantages/disadvantages of separating into smaller groups?

Should such an emergency occur, the Director should be prepared either to continue the program at an alternative site or close the program altogether. In deciding whether to move or close a program and evacuate students, the physical safety of the students must be the highest priority. The decision to terminate a program or evacuate the students will be made by the IPC/SAERT in consultation with the Program Director, who should have the best understanding of the local conditions. However, when there is an inability to reach IPC for consultation, the Program Director has the authority to close a program and evacuate the students.

It is imperative that the Program Director plan for such a crisis prior to departure and have a pre-arranged plan in place for evacuation. During an emergency requiring evacuation, the preference is to get the students back to the U.S. if at all possible. If this is not possible, the emergency evacuation plan should include at least one alternative site that will accommodate housing for the group. For example, if the program is in London and an evacuation is necessary that does not allow for a safe return to the US, the group could possibly meet up with another program located in Lyon, France. It may be more prudent to disperse students in small groups to reconvene later in the other location. Students should be made aware of a meeting point during on-site orientation, so that they know immediately where to go during an emergency.

At the time of the emergency, the Program Director should contact the nearest U.S. consulate to discuss the need for evacuation and any measures the U.S. is taking to evacuate its citizens. A member of the SAERT will contact the State Department for the same information. The SAERT will also contact other institutions with programs in that location to discuss what actions they are taking. IPC will convene the SAERT to decide the best course of action, make a decision about evacuation, and determine evacuation costs and means for meeting those costs.

Once a decision has been made to evacuate, the Program Director should notify students and other staff of the evacuation plan in writing and have students/staff sign the plan agreeing to the course of action. UNCG cannot be responsible for the safety of any student or staff member who does not sign the plan of action or who refuses to comply with the evacuation procedures arranged by IPC.

IPC will issue guidelines to staff about communicating with families. At the outset of a crisis, students should be cautioned to avoid unnecessarily alarming their families and others at home with panicky phone calls or emails. You can and should discuss with students the absolute necessity of communicating in a way that does not cause undue panic. The principal ingredient in their response will be you. You must maintain a level head and assume a forceful but reasonable manner. Level heads abroad and at home are the best way to ensure rational, carefully-considered procedures.
In the event of a terrorist attack or other event that jeopardizes the health and safety of program participants, it is possible that a program may need to be cancelled. If appropriate and feasible, moving the group to a different site may be an alternative to cancellation. The decision will be made by the IPC/SAERT, in conjunction with the Program Director, and the dean and department head of the academic unit sponsoring the program courses.

If the cancellation occurs before or soon after the program begins, every effort will be made to refund recoverable costs to the participants. If the emergency occurs toward the middle or end of the program, it may be best to evacuate the group back to the U.S., but to make arrangements to continue the coursework through a form of independent study, rather than cancel the program altogether.

If a program is not cancelled, but an individual student feels uncomfortable about going abroad or remaining on site, they should be allowed to withdraw. UNCG would not be obligated by policy to offer a refund in this situation, but would, in practice, reimburse any recoverable costs.

General Administration is currently investigating options for non-medical evacuation insurance, as well as trip cancellation insurance. Premiums for such coverage tend to be very high, and may be offered to students on an optional basis. Unfortunately, many such policies do not offer coverage in cases of war.

### 11.5.11. Resuming an interrupted program

A decision to resume a program after an emergency or evacuation as the result of a crisis will be made by the IPC/SAERT after a review of the situation, input from the Program Director, consultation with the U.S. State Department and U.S. Consulate/Embassy in the country. Other items that IPC and SAERT will consider:

- **Group vs. Individual Decisions**

  Plan for creative ways to proceed; terminate the program only as a last resort, since a positive alternative is almost always possible. However, individual students should not feel coerced to remain on site after a crisis.

- **Financial Policies**

  If individuals choose to withdraw from the program after a crisis, IPC (with core SAERT members) will help the department decide if any refund is possible.

- **Stress reduction**

  IPC will assess the needs of the students and staff for physical and emotional needs. Directors should remind students of appropriate behaviors. IPC will make certain all affected local legal and U.S.
authorities are consulted.

IPC, in collaboration with the Program Director and appropriate members of SAERT, will reassess planned activities for the program and adjust if necessary to avoid subjecting students and staff to unwarranted stress.

### 11.5.12. Media communications

The first actions taken following an accident, death, or emergency may well determine whether a situation is contained or leads to panic or rumor mongering. Whenever feasible, statements to the press should be made exclusively through the UNCG University Relations. Many difficulties may arise when more than one source releases information to the media. As we have to date no crises abroad that have warranted a detailed discussion of this aspect of study abroad, this section will be addressed at a later date.