

**ANGELO STATE UNIVERSITY**

MEMBER, TEXAS TECH UNIVERSITY SYSTEM



**International Studies  
Program Development Manual**

Center *for* International Studies  
East Annex Building

## 1. Developing the Program Proposal

### a. Overview of the Approval Process

Ideas about organizing and conducting an international studies program can come from virtually any source: a colleague, a personal travel experience, or a conversation with a student who has just returned from an overseas program. The process of translating an idea into a program is a long one, especially the first time. However, an overview of the process is helpful.

The ASU International Education Committee (IEC) comprised of administrators, faculty and students, is the reviewing and recommending group for international studies programs. The IEC will consider proposals, offer suggestions, and make recommendations to the provost, through its chair, the director of the Center for International Studies (CIS) and the coordinator of Study Abroad Programs in support of those program proposals which it deems are appropriate for the University's international studies program. International studies program materials normally will be submitted to the provost through the vice provost.

The vice provost will review the proposals and then will forward those which are supportable to the president of the university. All proposals are subject to presidential approval.

Although institutional approval is the most important phase of the process, the proposed program in most cases will require the approval of the Board of Regents of the Texas Tech University System and the Texas Higher Education Coordination Board (THECB). In order for ASU to obtain formula funding for courses which are included in the international programs, the courses must be reviewed and approved by the THECB staff. Forms and procedures for this course approval have been developed, and the coordinator of the Study Abroad Programs will work with the faculty member in preparing the materials for submission. Once approved at all of the levels, ASU is authorized to offer the proposed program.

One of the primary principles of the International Studies Program at ASU is a commitment to the academic integrity of each of its individual programs. For this reason, all faculty and staff who are involved in the programs are continually seeking to assure that the educational emphasis of the programs is made apparent to prospective students and to others who inquire about the programs.

### b. Coping with the Calendar

The lead-time required for planning an international studies program is similar to that needed for putting almost any academic program into place. In general, one will need almost two years of planning and preparation in order to implement a summer program. For example, should a faculty member be considering a program for the 2012 summer session, the preparation needs to begin early in the fall of 2010. Programs planned for other registration periods or inter-sessions will have similar lead-time needs.

Each year, the Texas Higher Education Coordination Board calls for the submission of annual plans for out-of-state and out-of-country course offerings by public universities. These annual plans are for the next academic year. Therefore, in April, ASU will submit its academic year annual plan for out-of-country offerings to the THECB for the following year. The plan will include those courses to be offered in the summer session international studies programs; this is most important for new programs and courses since courses which already are on the THECB's approved list of out-of-country courses must only be verified annually. However, new courses require additional justification and approval.

Here is a calendar overview by dates which gives the crucial dates for program proposal review.

Monday following Spring Break -Proposal Submitted to Center for International Studies

Mid-April -Approval by IEC and Submitted to Provost

May -Approval by Provost and ASU President

June -Review and Approval by Board of Regents

### c. Proposal Format

The proposal provides a comprehensive description of the program. The proposal will include basic information about policies which are common to all of the international studies programs. In some respects, the proposal will be preliminary in nature, since at the time it is developed it is too early to have full information about the costs of travel and other components of the program. However, important information will need to be obtained in order to present the essential academic elements of the program, the various resources that will be utilized in teaching the courses, and the syllabi for the courses.

The program proposals will vary in some respects because each international program has its own character and focus depending upon its purpose and location. However, each of the program proposals should include the following components:

#### i. General Program Description.

This section is normally a page in length and presents the nature and general educational purpose of the proposed program, identifies the program's location and dates, and designates the faculty leader(s) for the program.

#### ii. Educational Program Objectives and Resources.

In this section, the specific educational objectives of the program are identified. In addition, the specific resources of the out-of-country location of the program as they relate to the educational objectives should be identified. For example, if the program is to focus on the general topic of the European Union, and it is to be conducted in Brussels, Belgium, reference should be made to the location in Brussels of several of the main institutions of the European Union which will be visited as part of the program. Basically, one should explain why we should teach the proposed courses abroad in one or more specific locations.

This section will also describe in general terms, the complete itinerary for the overseas portion of the program. Although the program may be located primarily in one site, all group excursions to additional sites that are integral to the academic program must be included, so that a full itinerary for the program is provided.

#### iii. Course Descriptions and Syllabi.

The courses offered in the program must be identified by discipline and number, and a course description must be provided. Course designations will appropriately reflect the discipline of the course.

Certain general statements about the courses may be included such as the number and duration of class sessions on-campus and abroad and a summary of the contact hours for each course. A statement identifying how each course may be used in meeting degree plan requirements should also be included. For example, can a course be used in a major program in a discipline or as a course that meets a general education requirement?

For each of the courses, an appropriate syllabus must be developed which must include all of the usual components of syllabi for courses which are offered on campus. Each syllabus must include the learning objectives for this course and an explanation on how these learning objectives are met. DEPARTMENT HEADS AND DEANS ARE RESPONSIBLE FOR ASSURING THAT LEARNING OUTCOMES ARE APPROPRIATE. ALL COURSES WHICH ARE OFFERED IN THE INTERNATIONAL STUDIES PROGRAMS MUST CONFORM TO THE CONTACT HOUR AND ACADEMIC QUALITY STANDARDS EXPECTED OF ON-CAMPUS ASU COURSES. The course description also includes specific references to on-campus class meetings prior to the overseas portion of the program, course objectives, attendance policy, books and required materials, course requirements, and evaluation procedures. The syllabi should clearly identify the total student contact hours (i.e. 45 scheduled hours). The syllabi can be submitted as attachments to the proposal.

iv. Statement on Student Eligibility.

A brief statement on who is eligible to participate in the program is required. As a general rule, ASU international studies programs are offered only for full-time ASU students with good academic standing, who will use the courses which are offered in the program in their respective academic degree programs. Students accepted into study abroad or exchange programs must have completed 30 credit semester hours at the time of application and they must have a GPA of 2.75. Other criteria include a prospective participant's capacity for relating to other persons, prior international experience, and commitment to the educational objectives of the program. Preference usually is given to students who have had little or no prior international experience, since one of the primary objectives of the international studies program is to provide such experience to ASU students.

v. Application Procedure and Dates.

A description of the application procedure and identification of application deadlines are needed in the program description. Although the student recruiting process may continue into the early spring semester, an early application deadline sometimes is preferred in order to encourage fall semester recruiting. It is strongly suggested that you review our online -program proposal example to help you in the formulation of a proposal.

vi. Program Cost and Method of Payment.

The program proposal will include an estimate of the cost of the program. The composition of the program cost includes all travel cost (airfare, train, ship, bus etc), lodging, meals (as appropriate), entrance fees for museums and other cultural sites, guest lectures, books, materials and administrative fees. An estimate of personal expenses should only be provided to students as a guide. This section will indicate when an initial deposit in a specified amount will be required. Also, this section will set out the deposit payment schedule. This section should also mention that some financial assistance and scholarships will be available to students who are selected to participate. A

statement on refunds should be included.

vii. Insurance Requirements.

All participants are required to have appropriate health and accident insurance coverage. Students and Faculty will be required to purchase health insurance through HTH Worldwide Insurance Services.

viii. Pre-Travel Orientation.

A short section should be included that describes how the on-campus portion of the program will prepare participants for international travel. This orientation will be integrated into the required class sessions which are part of the academic program. Students will be required to attend on campus mandatory orientation meetings that will be held by the CIS in early spring and they will also be required to attend the spring semester meetings organized by the program director(s).

ix. Special Provisions.

The program description acknowledges that this international program is an integral part of ASU's academic program and that students who participate in the program are subject to all University academic and student life policies.

x. Program Schedule or Calendar.

The program description includes a calendar for the program giving the dates for the on-campus sessions and a daily schedule for the overseas portion of the program. The calendar identifies the departure and return dates of the program, as well as the full schedule of classes and activities for the group while abroad. Group excursions and open weekend dates should be included in the calendar.

Careful consideration should be given to the dates and duration of the program. While administratively, it is most convenient for program dates to coincide with the University calendar, other considerations sometimes compel departure dates prior to the opening of the summer session. Programs often are about four to five weeks in duration. Student endurance and program costs are important considerations in deciding on program duration.

xi. Study Abroad Program Proposal Cover Sheet

Once the program description is completed, the Study Abroad Program Proposal Cover Sheet needs to be completed and signed by the program director(s), the respective department heads, deans, the study abroad coordinator, the director of the CIS, the provost and the president.

## **2. Preparation for the Program**

a. Making Travel Arrangements

Travel arrangements include making plans for transportation, accommodations, and meals for the ASU group excluding free time travel and activities. While most programs include some free time for individual activities and travel, the faculty member is responsible for making arrangements room and board and all transportation, except airline reservations. The CIS, with the support of the travel office,

will do the airline reservations for the program directors. The CIS can of course also help with reservations for accommodations and educational excursions.

The program plan will provide overall direction for destinations, dates, and required accommodations. Of course, the first step is to determine where the group will be located and for how long. In recent years, ASU programs have worked cooperatively with overseas institutions, usually schools or universities, which have served as a home base for the programs. These institutions frequently are prepared to provide room and board for extended periods of time at reasonable costs and to assist ASU faculty with many aspects of the program. The CIS often has the necessary contact information for academic host institutions in the foreign country.

Travel arrangements will vary from program to program. They will depend on the amount of travel which will be required in accessing the resources which are essential to the educational objectives of the program and the extent to which room and board are provided by one or two cooperating institutions.

#### b. Recruiting the Students

Student recruitment for the program is demanding and time-consuming. Initially a decision needs to be made about group size. One faculty member can manage a student group of 15 to 20 students; two faculty can direct a group of 20 to 30 students. These are flexible figures. Obviously, a low student-faculty ratio is more expensive in terms of program cost, and this is a consideration for the International studies Committee and for the University Administration.

Early recruitment is essential. Some of the questions that need to be addressed are: What are the target populations for the proposed program, and how can they be reached? What materials are required for effective recruiting? What venues or settings can be used for contacting prospective students?

Essential materials include an attractive and informative brochure or flyer about the program that presents factual information. Funds for such a brochure may be available from several sources such as a departmental or college M & O account. The CIS can help with design questions and also do simple flyers/brochures for program directors (up to 100 copies per program).

Students can easily complete the entire application online through RamPort.

Reaching prospective students often requires a brief class presentation with video components. This is an effective way of informing large numbers of students about the program. Posters, articles and ads in the Ram Page are effective advertisement. The CIS will also organize Brown Bag Luncheons during which the program directors can present their programs to students. The CIS will also disseminate information about study abroad opportunities to all Carr Academic Scholarship holders and members of various honor societies. However, experience has shown that the personal touch is very important. Program directors should contact present or past students who seem to be good prospects for such a rich experience, and seek to persuade them to undertake a venture which they may have never imagined as a possibility. Often these students are the very best participants in international studies programs.

Faculty who are recruiting students should keep in mind their faculty colleagues who are attuned to international studies, members of the International studies Committee, and faculty who have directed previous programs or who travel abroad frequently. Such faculty usually are eager to spread the word about ASU's international programs.

The recruiting process involves finding students who are interested in participation in the international studies program which you are directing. Interested students should be asked to submit an application for the program with the understanding that acceptance into the program is not automatic.

The selection process should include both the submission of the application materials and a personal interview with the student. The interview is one of the best opportunities which the faculty will have to decide whether they wish to travel and work with the applicant over a four to five week period of time in an overseas environment. A comprehensive and realistic description of what will be encountered in the program, in terms of "foreign" foods, languages, traffic patterns, and schedules, need to be introduced at this time.

The number of students to be recruited must be determined. Experience has shown that some of the students who are selected for the program will decide at a later date not to participate. This means that one is free to fill up the program and then to recruit a waiting or alternate list of students. For a group of 20 students, an alternate list of five students is reasonable. Even after successfully recruiting the student group, it is very important to nurture the group on a regular basis by maintaining regular communication with the students until the moment they step aboard a bus or plane for departure. It is therefore imperative that faculty directors attend pre-orientation meetings together with their students, and that they meet regularly with their students throughout the spring semester their program specific pre-orientation meetings which also should be geared towards fostering a group spirit.

### c. Fiscal Arrangements

In working with the international studies programs, the fiscal arrangements are an important area of responsibility. Normally, several accounts will be used for dealing with the operational aspects of the program, including several scholarship or financial award accounts.

The Center for International Studies and Financial Aid Office staff are available to assist faculty with these arrangements, and several staff members have had extensive experience with international studies programs, which certainly facilitates the transactions which are involved. ASU's travel coordinator has also assumed a very important role in facilitating international travel arrangements. It will be important to become acquainted with these individuals early in the preparation process and to maintain contact with them as the program unfolds.

The Center for International Studies will set up specific accounts which will be used for your program.

Maintenance of these accounts is the direct responsibility of the Center for International Studies who receive program payments from students, receipt these payments, and then deposit them into the appropriate account including any agency (contingency) fund account with the Fiscal Office.

As the overall annual plan for the University's international studies program takes form, discussions also take place with regard to the amounts of financial aid and/or scholarships which will be available to students. The Fiscal Office will give the faculty director a check for the program contingency fund. The expense report for the contingency fund must be completed and submitted to the travel office upon return, and original, itemized receipts must be attached. The program director will also need to attach receipts for the money distributed to the students during the program. Prior to submitting the expense

report to the travel office, the director of the CIS will have to approve the expense report. Receipts are not needed for the faculty director's per diem allowance. The completion and submission of a simple form provided by the Center for International Studies will be sufficient.

#### d. Faculty Expenses

Since the faculty directors are normally teaching the courses in the program, faculty salaries and benefits are paid just as if the courses were taught on-campus. If a program is offered other than in a regular registration period, special salary arrangements may be required.

The funds for faculty expenses are part of the overall program costs. These major expenses usually include international airfare, other group transportation costs, accommodations, and some admissions and meals. Faculty directors have also been provided with very modest per diem allowances.

#### e. Small Classes

To receive payment for the classes scheduled the program director has to make sure that each of his/her undergraduate classes has an enrollment of at least 10 students (for a graduate class the mandatory enrollment is at least 5 students).

#### f. Student Preparation

A substantial portion of each international studies program is the campus component. A solid introduction to the core educational content of the program is an important aspect of the pre-travel phase. Typically, faculty directors devote 10-12 hours per course to instruction in class sessions which are scheduled prior to the overseas portion of the program. The total contact hour requirement for a 3-SCH course is 45 class hours, and it is advantageous to introduce these courses prior to leaving for the study center(s) abroad. Students will be able to complete substantial portions of their reading assignments and to prepare themselves to benefit fully from the overseas educational resources.

Student preparation is necessary for international travel and living. Faculty directors should plan carefully to cover all aspects of the planned travel experience for the students. This orientation will include everything from providing information about how to obtain a passport to covering lists of items to include in the student's travel wardrobe. Faculty should make every effort to fully disclose any possible security risks or hazards which could be encountered during travel. As representatives of ASU, faculty directors will find it in their interest to anticipate and prepare for as many situations as possible so that group members will be capable of responding well in such cases.

Numerous resources are available to assist faculty in planning these orientation sessions. Certainly, official U.S. government sources such as Department of State and private agencies will be able to provide up-to-date and accurate information about conditions abroad which may be of relevance to ASU student groups engaged in international studies programs. Faculty directors also should discuss preparation strategies with former directors who have had experience with the challenges of student preparation.

Faculty may wish to prepare a student handbook that contains important program information, including the schedule, travel information and tips, information about overseas facilities, and other items. An effective on-campus program component will help to prepare students for what is a new experience for many of them and should enable them to benefit fully from the experience. Students will be asked to compose a portfolio prior to departure in which they are asked to address different

issues and goals. Upon return students are asked to do further evaluations about their study abroad experience. Faculty will collect the portfolios and deliver them to the CIS.

A special challenge is helping students to prepare for managing their money and personal expenses overseas. A frequent occurrence through the years has been the early exhaustion of students' funds for personal expenses (food, drink, transport, entertainment, souvenirs). Preparation begins with a candid estimate of what these personal items are likely to cost the students in these specific program and concludes with a frank acknowledgment that spendthrift practices will deplete the students' funds much too early unless reasonable precautions are taken in money management. An ample orientation on exchange rates and procedures must also be included in the personal fiscal management preparation.

Often student preparation includes a final travel orientation session when departure details are confirmed and travel materials are distributed, including airline tickets. In some cases, the travel agent will deliver the tickets and visit with the group about hotels and other specific aspects of the program.

#### g. Program Directors Meetings

Since many of the planning and promotional activities of the international studies programs are similar for all faculty directors, periodic meetings of the directors and the International studies Committee chair will be scheduled each semester in a Program Directors Meeting. In this setting, matters of common concern for all program directors can be discussed and coordinated activities can be planned. The meetings of the program directors will be scheduled by the study abroad coordinator.

#### h. General Observations

The preparation phase of the program extends over an entire academic year, and the time is filled with a mix of student inquiries, problem solving, communication with prospective program participants, and some confusion from time to time. In the on-campus sessions, faculty have an excellent opportunity to become acquainted with students enrolled in their program, to answer questions about the field component of the courses, and to possibly anticipate any personal or interpersonal difficulties, which may arise while traveling. At this point, faculty directors should determine whether any remedial action is required.

### **3. Relevant Policies**

#### a. Student Eligibility to Participate

The program description will include a section on student eligibility for the program. A general consensus has been reached through the years by faculty directors and members of the International studies Committee with respect to certain general eligibility considerations. ASU programs normally have been limited to full-time ASU students. Other factors of eligibility include upper class standing and GPAs. These relate to considerations of maturity, academic preparation and seriousness. Often, more mature, serious students, with a good record of academic achievement, prove to be excellent participants in the international programs. They prepare well for the program, take an active part in all aspects of the schedule, are cooperative in working with other students and faculty directors, and benefit greatly from the experience. A minimum cumulative GPA of 2.75 has been included as an eligibility requirement. Another consideration relates to the amount of previous international experience of the applicants. Frequently, students who apply have traveled internationally before; some are international students themselves who are engaged in an international studies experience by virtue of their registration at ASU. Such students are not

excluded from applying for the programs, and a number of them have been selected to participate through the years. However, faculty are encouraged to seek applicants who have not had such extensive international experiences. Since a key objective of the international studies program is to broaden the educational experience of the participants. Individuals who have not traveled abroad are excellent candidates for these ASU programs. The real challenge is to find ways of encouraging these students to seriously consider such opportunities and to venture into new territory for the first time.

One eligibility statement from a recent program reads as follows:

The program is open to 20 currently enrolled ASU students in good standing who are in academic programs for which the courses offered are appropriate. The selection of the students to participate in the program will be the responsibility of the faculty director(s) and will be based on a number of criteria, including: the student's classification, academic program, previous foreign language study and international studies experience, GPA, and ability to relate cooperatively with all group members. Normally, students are expected to have completed 30 or more semester hours with a grade point average of 2.75 or higher at the time of application. The faculty director will be especially concerned with providing international studies opportunities to students whose experiences in this area have been limited. In order to be selected, students must satisfy the faculty director(s) that they are committed to the educational objectives of the program.

As indicated, once the eligibility criteria are established, it is the faculty director's responsibility to make the selection of the student group. On occasion, faculty directors have asked other faculty members to assist them in the screening and interviewing process. However, the faculty director must make the final selection.

#### b. University Student Life and Academic Policies

Included in the program description is the statement that the international studies programs are an integral part of Angelo State University's academic program and that program participants are subject to, and required to abide by all policies and provisions stated in the University Bulletin. This requirement extends also to rules and regulations pertaining to student conduct, which have been adopted by the Board of Regents. These rules and regulations of student conduct and discipline also are included in the Student Handbook.

The program description should also include a statement on student conduct in the foreign country. Participants in the international studies programs are expected to obey the local and national laws of the country in which they are traveling. They are expected to conduct themselves in a manner consistent with local custom.

These statements clearly establish that the international studies program is a component of the University's academic and student life programs, and that faculty directors function as official University representatives in their leadership roles both on-campus and abroad.

#### c. Acquiring ITIC And ISIC Cards

Students who are participating in ASU international studies programs are encouraged to obtain an International Student Identification Card (ISIC) through the Council on International Educational Exchange (CIEE). Faculty directors are also encouraged to obtain an International Teacher Identification Card (ITIC). The CIEE international identification cards are widely recognized in most overseas locations where ASU programs are conducted and provide several benefits for the holders,

the most obvious of which is simply a recognized form of identification for students and teachers. While students and faculty have various forms of identification, e.g., ASU identification cards, driver's license, etc., sometimes they are not readily recognized or accepted abroad.

The ISIC is a very affordable card, priced at approximately \$22, and provides accident and sickness insurance, discounts on travel fares, hotels, restaurants, museum fees, and sightseeing packages. Students have found these discounts useful in their free weekend travel. Having the card also insures that student participants have at least minimum levels of accident and sickness insurance.

Faculty members, also, can enjoy these benefits with the ITIC from CIEE. By participation in the process of acquiring the card along with the students, faculty will be better able to assist students in acquiring their cards.

#### d. Health Insurance

Even though students may have private health insurance, any student and faculty member participating in study-abroad or international exchange programs must purchase additional health insurance through the CIS. This insurance covers costs that are not normally covered by private insurance plans. The approximate cost of the insurance is \$1.25 per day. Faculty directors will provide the exact dates for the coverage. It is recommended that about 1-2 days on both the departure and return dates be added to the actual program dates to cover any unforeseen delays. Students and faculty will have to make insurance payments at the CIS office.

#### e. Student and Faculty Liability Releases

All students are required to sign liability releases in connection with the program. These releases are designed to protect the University and its representatives from legal action which might be taken by students as a result of participation in the international program. The "Release of All Claims Statement" deals with any matter related to the international program, including independent travel by student participants. Faculty directors should be aware that even after such releases of claims are executed, no guarantees of immunity from legal action exist. However, University counsel suggests that it is prudent to execute such releases anyway.

All students are also required to sign forms, which grant authorization to faculty directors regarding emergency medical care for program participants. Situations may arise when a student participant is incapacitated and unable to make a decision with respect to a medical emergency. In these situations, it is appropriate for the faculty director to have written authorization to take whatever steps necessary to obtain the required medical attention for the participant.

Faculty directors, also, are required to execute for the Texas Tech University System, an Affirmation, Waiver and Liability Release (Attachment A) form in conjunction with their International Travel Authorization Request form (Attachment B).

#### e. International Travel Authorization

Faculty directors must submit international travel authorization forms for international travel (ASU form 10-F) at least 90 days in advance of departure date for international travel. These requirements do not apply for travel to Canada and Mexico. Faculty should mark their calendars prominently to identify the date for submitting these forms. The CIS will help process the forms.

#### f. Refund Policy

With most international programs, some student participants find that they must withdraw from the program after payments have been made to the University.

The fiscal situation for a withdrawal is complicated by the awards that are granted by ASU to all students who take part in the programs. Should a student not complete a program successfully, s/he will be required to repay these awards. **All students signing up for an international studies program need to agree that international studies financial awards are to be repaid in cases where students withdraw from the program.**

Students will be asked to sign a legally binding agreement, in which they agree to pay a non-refundable deposit and in which they also agree to reimburse ASU for expenses incurred on their behalf, should they decide to withdraw after February 1<sup>st</sup>. Students should be encouraged to buy travel insurance to prevent major financial loss.

#### g. Related Travel

In some cases, faculty directors are interested in arranging optional tours for program participants, which are conducted prior to or at the conclusion of the ASU academic program. These tours often enable students to take advantage of their overseas travel to visit other countries for cultural enrichment and enjoyment.

While these optional tours provide good opportunities for faculty and students, they do add additional responsibilities to the faculty directors and make many aspects of the program more complex. Faculty directors who contemplate such added options for students should include these plans in program proposals so that committee members, the committee chair, and University administrators are fully informed about the plans. Care must be taken to assure that such optional, non-academic tours do not detract from the international studies program in any way, that the interests of students who choose not to participate are protected, and that proper liability waivers are executed by students who choose to participate.

### 4. Program Responsibility

#### a. General Program Management

Faculty directors assume responsibility for every aspect of the international program which they are directing. As this manual suggests, this responsibility encompasses a wider range of activities than is involved normally with teaching a course or even a set of courses. While University personnel are prepared to offer the faculty directors assistance with each program, no one else will have responsibility for initiating and implementing those tasks which must be done in order to conduct a successful program.

At the same time, since some cooperative planning and promotional activities for the international studies programs add to the effectiveness of these efforts, all faculty directors will be working with the chair of the International Studies Committee during the Program Directors Meetings.

A couple of good rules to follow in the general management of these programs is to take nothing for granted in dealing with students, travel agents, or other university staff, and to double check as many of your arrangements as you can. All too often, honest mistakes and changes of minds occur, which must be covered as soon as possible.

## b. Before You Leave

The date finally arrives when you and your student group are scheduled to leave San Angelo. At this point, it is extremely important that you have provided critical information to a number of people. Faculty directors need to provide full information about their programs to several offices on campus; including their respective departmental offices, the chair of the International studies Committee, and the Center for International Studies (should they be different individuals). The chair will provide this information as needed to the academic deans, the Office of the Provost, the Office of the President, the Director of News and Information, and to other offices on campus. However, it is upon the faculty director to leave a complete itinerary and syllabus with their respective departments.

A complete packet of materials about the program will include a detailed schedule of classes and events, beginning with the time, place, and mode of departure from San Angelo and concluding with the return times. In the schedule, all planned travel should be included, together with names, addresses, and phone numbers of all places of lodging for the group. Care should be taken to provide the names and phone numbers for persons who may be contacted at all locations in case of emergency. Flight numbers and other information about travel should be provided, including times of departure and arrival for all travel. This information should be distributed at least three weeks prior to departure so that it is available to various offices on campus by the day you are scheduled to leave.

Faculty directors will take along a portfolio of materials containing information which may be required during the group's travel. These might include important information about and photos of each participant, copies of their passport pages, visas, and travel tickets, and phone numbers and addresses for persons who may need to be contacted. Directors should be prepared to contact all travel agents, relatives of participants, host institution representatives, and appropriate ASU and U.S. embassy or consular officials. The CIS will prepare a USB stick with all this information stored in it.

## c. Travel Management

Traveling with a group of twenty or more students is quite an experience. As the faculty director you are responsible for insuring that the travel goes as smoothly as possible as the plan is implemented. The travel management begins with developing detailed plans for moving the group from San Angelo to the overseas destination, for moving the group from place to place while abroad, and, finally, for returning the group to home base.

A variety of travel options are available for the group while abroad, including chartered coach, train, and ferry. Considerations of time, costs and security enter into the planning. A general rule is to keep group travel to a minimum if possible, and to limit field trips and excursions. Of course, this will vary with the nature of each program.

Management of the transportation materials has been handled in various ways in the past. The faculty may choose to keep all airline, railroad, and admissions tickets for the group to minimize the chance of these tickets being lost by group members. Other directors prefer to distribute the tickets at the final orientation session for the group. It is important to emphasize to the students the importance of being on time for all departures, since the tardiness of one student can affect the entire group's schedule in a significant manner.

Emphasis must be given to document management by the students. The loss of a passport or airline ticket can cause serious delays and confusion for the group; when this happens the faculty director is called upon to make on-the-spot decisions about travel. You want to avoid these anxious situations if possible. As a precaution, faculty directors may wish to make copies of student airline or rail tickets for

their travel portfolios so that in the event of a ticket loss, the replacement process can be expedited.

A variety of hints can be given regarding travel management by faculty who have conducted programs. For example, it is very important to communicate to group members clearly and repeatedly such matters as times and places of departure and gathering. When moving through a busy railway station, it is wise to keep the group as close together as practical. Group travel always involves the risk of having a student involved in an accident. Obviously, accidents can occur regardless of efforts to avoid them. One should seek to anticipate high-risk situations and caution students of the risks that are involved. In dealing with emergencies, one simply must cope as effectively as possible with the conditions at hand.

Of course, a great deal of travel management simply involves the use of one's own experience with group travel. Remember the dos and don'ts from your own personal travel experience, and build on them.

#### d. Directing the Academic Program

The international studies programs are academic programs and invaluable learning experiences for students. Since they are conducted within the framework of a travel experience abroad, they frequently are regarded as "a trip" for credit. While traveling is an important part of the program and is in itself an exciting and beneficial experience, faculty should maintain the academic focus of the program in an appropriate manner.

As in regular on-campus programs, the class schedules provide the framework for study. When classes are conducted at the facilities of a cooperating institution, ASU faculty will want to consider the use of local resource persons for class presentations and discussions. Keep in mind that in some cases, lecture fees are expected for such guest teachers, unless it is understood that a host institution is providing these lectures as part of an agreement with ASU.

Integrated frequently into the academic program, will be field trips and visits to locations of importance for the courses, which are being taught. Often, lectures or briefings are part of these excursions, e.g., when students visit the headquarters of political, social or economic institutions to meet with officials or representatives of these groups. These activities are vital components of the course schedule and are included in the contact hour calculations.

Evaluation methods which are used in the classes are those which are appropriate for any class taught on-campus or off-campus. Quizzes, essays, papers, reports, oral presentations, group projects, and journals have all been used as appropriate requirements for students. A travel journal is recommended for participating students as a good method for encouraging them to write down their observations and to reflect on them on a daily basis. Usually it is a good idea to take up the journals periodically. This gives the faculty an opportunity to get some feel for what the students are seeing, hearing, and thinking about, and it provides an incentive to the students to write entries in their journals on a daily basis.

When programs are scheduled in the second summer term and conclude near the end of the term, directors should discuss with the Registrar the procedures for submitting course grades in the timeliest manner possible. Special arrangements will be required should any of the program participants be a candidate for August graduation.

#### e. Leisure Time Guidelines

It seems that programs abroad generally go well during the scheduled and structured times for classes,

planned field trips, and excursions. However, another dimension of program management has to do with knowing how to deal with the free time, which will be available in the program.

When classes are conducted over an extended number of days in a single location, some of the evenings will be open for individual and group activities. On those evenings, special events may be scheduled such as a visit to the theater or a musical program. However, students will also have some evenings for shopping, strolling, sleeping, reading, dancing, and playing.

These activities are part of the international experience and are good opportunities for ASU students to meet people from other countries and cultures. Students frequently will be out late at night, just as they are at home. Faculty are not expected to chaperon the students wherever they go, but should provide students with relevant information and reasonable cautions should be given. Remind students that they are expected to fulfill their responsibilities for class attendance and preparation, and for compliance with the rules which have been posted for their housing.

Most programs have one or two free weekends when students have two or more days to travel on their own. Again, each group will have its own characteristics. Students may choose to plan an excursion in which most take part, and the faculty may wish to accompany such a large group. In some cases, students break into small groups and decide to travel on their own. Students should be advised to travel in groups of no less than 2 or 3. These can be anxious moments for faculty directors who are concerned that students traveling in all directions are able both to travel safely and to return to the host institution at the end of the weekend.

One approach that might be taken is to discuss with the students, prior to going overseas, the options for activities at various stages of the program. In this way, students can think about what they might do during a free period and can make appropriate plans to accomplish their travel goals. Faculty should obtain from the students the vital information about destinations, modes of travel, planned activities, and relevant phone numbers in case of an emergency. Directors should ask students to plan to return to their principal location, at a reasonable time, at the end of the weekend.

#### f. Evaluation

At the end of the study abroad program all students have to do an evaluation of the program. Usually, the faculty director conducts this evaluation during the last class period or on the flight back home. The CIS will provide the faculty director with the evaluation form. The evaluation will assess the various components of the program such as class instruction, course design, field excursions, use of resources, and the travel dimension of the program. Students should be encouraged to rate the various aspects of the program and to write about the importance of the experience for them in broader educational terms. Often, students conclude the program with very positive feelings about the international experience and are eager to communicate those impressions to others.

The faculty director writes an evaluation focusing on all pertinent aspects of the program, such as housing, transportation, relations to host institution, classes, budget etc. The program director's evaluation should also include the results of the student evaluations. S/he will present his/her evaluation to the members of the International Studies Committee. One of the responsibilities of the International Studies Committee is to evaluate each of the programs in terms of its effectiveness in meeting program objectives and levels of students' achievement of goals.

## **Conclusion**

This description of tasks and responsibilities may be enough to discourage the first-time international studies program director from deciding to undertake the project. It is a daunting experience. However, the record suggests that most of the faculty who direct one of the ASU international studies programs are never satisfied with just one such experience. In fact, it is hard to get some of our most able and experienced leaders to relinquish their positions to newcomers. This situation attests to the enjoyment and satisfaction that come from program leadership. In short, it is a great experience.