

Dear Colleagues,

Thank you for your interest in learning more about the development of short-term, faculty-led study abroad programs at the University of Kansas. Faculty-led study abroad programs enrich the curriculum, open new doors for students, and provide assurances to other faculty, to the administration, and to students and parents that the program will be of high quality.

For KU students there are many benefits of participation in a short-term, faculty-led study abroad program. In addition to linguistic, cultural, and comparative learning, short-term programs can offer:

- Accessibility for those students facing curricular, extra-curricular (Athletics, ROTC, etc.), financial or personal constraints (family obligations, etc.) to longer duration study abroad;
- Structured and highly supported international study opportunities for those students who may not have significant travel experience;
- Unique curricular opportunities to study courses/disciplines not regularly offered at KU;
- Internship or field research experiences;
- High-touch mentorship experiences with KU faculty and staff.

While highly valuable to students, the development and leadership of study abroad programs can also greatly benefit a KU faculty member. Specifically, faculty may benefit from the following:

- Opportunities to highlight and share their international expertise with UG or Grad students;
- Opportunities to develop or strengthen collaborations with faculty or institutions abroad;
- Opportunities to pursue research interests abroad, or to explore new intellectual territory;
- Opportunities to teach new courses and to explore new teaching methodologies and practices;
- Opportunities to develop deep and rich relationships with KU students;
- Salary and/or travel compensation for program teaching and leadership.

Developing a new faculty-led study abroad program is a highly collaborative effort between the faculty director(s), his/her academic department and the Office of Study Abroad. As a comprehensive international research institution, KU's mission and our core curriculum demonstrates the commitment of the institution to preparing our students for personal and professional lives in a global context. The Office of Study Abroad staff are proud to have an integral role in supporting this goal, and we look forward to assisting faculty and academic departments in the development of international educational opportunities for their students.

The Office of Study Abroad (OSA) has created this handbook as an overview to the process of short-term study abroad program development. This handbook provides contextual information on the program development process, different program models commonly utilized in short-term study abroad, a timeline of events from concept to completion of a program, and summaries of the responsibilities of the Faculty Director and the OSA.

If interested in exploring new program development, please don't hesitate to contact me at 864-3742 or by email at [aperryman@ku.edu](mailto:aperryman@ku.edu) to discuss your ideas and the ways in which we can support your work. We look forward to hearing from you!

Sincerely,

Angela Perryman  
Director, Office of Study Abroad

## Introduction to Developing a Faculty-Led Study Abroad Program

Developing a new faculty-led study abroad program is a highly collaborative effort between the faculty director(s), his/her academic department and the Office of Study Abroad. A faculty member interested in program development generally meets first with the Director of the Office of Study Abroad and the responsible Program Coordinator to discuss his/her ideas for a study abroad program. The broad framework for the proposed program is agreed upon, keeping in mind those factors highly correlated with program success. From our experience some of the most relevant factors are:

- Sufficient time to develop the program. Planning for a new study abroad program typically begins a minimum of 12 months prior to implementation;
- Faculty experience in the country/city in which the program will be based;
- A strong relationship between the faculty member and the host university or access to an on-site program provider (this will facilitate all aspects of program planning and implementation);
- Course content that is relevant and interesting to a broad number of students. Due to attrition, programs typically require 15+ applicants to achieve 10-12 participants;
- Courses that fulfill specific KU degree requirements, e.g., a KU core requirement, or a major, minor, or certificate program requirement (as these will attract the greatest number of students);
- Course content that is highly correlated to the geographic location, thus allowing students to benefit from local excursions, lecturers, and cultural elements;
- Programs that provide for a maximum amount of cultural immersion and optimize use of local resources;
- Programs that offer unique experiential education opportunities to students, such as research, internships, or service-learning;
- Programs that offer a high quality, academic experience while keeping costs reasonable;
- Programs that are sustainable and offered on a regular basis, thus allowing students to plan ahead for participation;
- An energetic, motivated faculty director who can successfully promote the program to a broad constituency of students.

Most faculty-led programs are short-term and occur during the summer, winter break, or spring break. Typically, programs range in duration from one to eight weeks. The number of credit hours to be offered depends directly on the duration of the program and the instructional hours delivered.

Additionally, it is vital to keep in mind the health and safety of both students and faculty while abroad. The University of Kansas does not sponsor study abroad programs in locations for which a U.S. State Department Travel warning has been issued (in rare cases, exceptions will be considered through a petition process). A current list of countries with U.S. State Department Travel Warnings can be found at [www.travel.state.gov](http://www.travel.state.gov). The full text of the KU policy regarding travel to countries appearing on this list is available at

<https://documents.ku.edu/policies/InternationalPrograms/TravelToLocationsWithTravelWarnings.htm>.

## Program Models

There are various academic and logistical structures for faculty-led study abroad programs. The academic structure encompasses the teaching arrangements and enrollment procedures. The logistical structure includes the range of potential partners who can coordinate on-site accommodations, in-country transportation, etc. The different academic and logistical models are outlined below.

### Academic Structure

The academic structure of a study abroad program depends on the mode of teaching (delivery of content) and also the corresponding course enrollment. These components are related, with the first usually dictating the nature of the second.

### Teaching / Enrollment

The bulk of course content in a faculty-led study abroad program is delivered either by a KU instructor (faculty member, lecturer, GTA, etc.) or by a host institution instructor.

- **KU Faculty**

An instructor from a KU academic unit teaches an established KU course following departmental and school academic guidelines and policies. When a KU faculty or staff member is the instructor of record on a course, students enroll in that course at KU via Enroll & Pay prior to the program departure (similar to the process for enrollment in an on-campus course). The KU instructor is responsible for the content of the course, delivery of that course abroad, student assessment and course evaluation.

- **Host Faculty**

An instructor from a host institution teaches an established host institution course that has been vetted by a KU department and/or school and approved for a KU-equivalent course. When a host instructor teaches the course, students enroll in that course via the host institution as well as in KU placeholder credits via Enroll & Pay. The host instructor awards grades and the host institution issues an official transcript that is sent to the OSA. The OSA reports the pre-established KU equivalent course to the Office of the University Registrar who then posts the KU courses and grades on the student's academic record. Credits are posted as in-residence hours. The placeholder credits are removed following this process.

- **Combination**

In some cases (e.g. to accommodate students with a range of academic levels), a KU instructor teaches one or more program courses while host instructors teach the remaining course offerings. The teaching and enrollment in this hybrid arrangement follow the respective guidelines above with students showing enrollment in both KU and foreign institution courses.

### Logistics

Logistical arrangements, such as accommodations, on-site transportation, excursions, etc. are the joint-responsibility of the Faculty Director and the OSA. In most cases, on-site representatives are contracted to handle the specifics of these arrangements under the direction of the KU Faculty Director and the OSA staff. Generally, the OSA staff coordinates communication between the Faculty Director and the on-site representatives. Local representatives may be any of the following:

- **Partner university**

Most partner universities have a counterpart office to the KU Office of International Programs or the OSA. The role of international programs staff varies at each partner institution and may include assistance with the on-site logistical planning of short-term study abroad programs for their U.S. colleagues. For example, the partner university might assist in reserving rooms in a campus residence hall, arranging classroom space for instruction, recommending tour providers or cultural sites of interest, etc.

- **Program provider**

Dozens of third-party program providers organize semester-long and customized short-term study abroad experiences for U.S. colleges/universities and their students. The academic and logistical support these organizations can provide varies based on the organization, country, and their unique relationship with the host institution in question. Generally, program providers can offer instruction or access to host institution courses, accommodations, cultural activities, and comprehensive program support.

- **Travel agency**

Professional travel agents in the US or abroad with region-specific group logistics expertise can support the logistical needs of a program (accommodations, transportation, site visits, etc.) separate from the academic components of a study abroad program.

## **Timeline of Activities and Responsibilities**

The development of a faculty-led study abroad program requires at minimum one year and divides responsibilities between the Office of Study Abroad and the faculty member proposing the program. The preferred timeline for program development is as follows.

# Timeline of Activities and Responsibilities

WHO	WHAT
<b>24-18 months</b>	
Faculty Director	Do site visit to investigate program options, if feasible.
Faculty Director	Formulate program idea and have introductory conversations with OSA, academic department and on-site contacts.
<b>18-12 months</b>	
Faculty Director	Meet with OSA staff to develop program ideas and discuss program feasibility.
Faculty Director	Research and propose the on-site itinerary, including excursions and cultural activities.
<b>12-9 months</b>	
Faculty Director & OSA Program Coordinator	Establish eligibility and application requirements and program dates.
Faculty Director & OSA Program Coordinator	Select an on-site program provider.
Faculty Director & OSA Program Coordinator	Complete the program proposal in conjunction with the OSA Program Coordinator, if necessary.
Faculty Director	Develop course syllabus and ensure the needed course approvals have been obtained.
Faculty Director & OSA Program Coordinator	Work together on the paper and online program brochure.
Faculty Director & OSA Program Coordinator	Develop a preliminary budget for the program.
<b>9-6 months</b>	
Faculty Director & OSA Program Coordinator	Finalize program budget; OSA sets program fee.
Faculty Director	Work with the appropriate person in the department to set up the study abroad course(s) as applicable.
Faculty Director & OSA Program Coordinator	Finalize the program itinerary, accommodations/meals, transportation, instructional space, etc.
<b>6-3 months</b>	
Faculty Director & OSA Program Coordinator	Conduct class visits, departmental presentations, interest meetings, etc. to recruit students.
Faculty Director	Participate in Study Abroad Fair.
<b>3-1 months</b>	
Faculty Director	Create Blackboard site (if desired) and/or prepare all necessary handouts or assignments that will take place during the program.
Faculty Director	Attend Faculty Director Orientation.
OSA	Provide faculty director with online access to program applications on OSA's application system.
Faculty Director	Review online applications, select students for acceptance, denial, or waiting list; consult with OSA as needed on admissions follow-up.
OSA	Provide online access to students for acceptance materials, financial contract, and program specific documents.
OSA	Order program funds for onsite expenses that are paid by the Faculty Director.
OSA	Receive and process acceptance forms from students.
Faculty Director & OSA Program Coordinator	Create/edit the student program handbook in conjunction with the OSA Program Coordinator.
Faculty Director	Plan and conduct program specific pre-departure orientation(s) in conjunction with the OSA Orientation.
<b>Within 1 month of return</b>	
Faculty Director	Submit receipts and records to the Associate Director-Program Management and Finances.
Faculty Director	Submit grades if applicable.
Faculty Director	Write a final program report for OSA and the KU academic unit.

## **Roles and Responsibilities of the Faculty Director and the OSA**

Planning a faculty-led study abroad program is a partnership of shared responsibilities between the faculty member and the OSA. Both the Faculty Director and the OSA will have responsibilities pre-program, while abroad, and post-program. The responsibilities can be divided into two principal categories: Academic and Cultural Program, and Program Logistics and Management.

### **Summary of Faculty Director Responsibilities**

#### **Pre-Program**

##### **Academic and Cultural Program**

- Identify the courses to be offered and develop/vet the corresponding course syllabi;
- Establish the learning outcomes for the comprehensive program;
- Research and propose the on-site itinerary, including site visits and cultural activities which maximize student learning, cultural immersion and local context;
- If the program is requesting a GTA, work with the department Chair on the hiring process;
- Coordinate teaching staff and assignments, book orders, etc. ensuring compliance with KU academic policies;
- Create Blackboard site (if desired) and/or prepare all necessary handouts or assignments that will be administered during the program;
- Work with the appropriate person in the department to set up the study abroad course(s) as applicable or to establish KU course equivalencies for host institution courses.

##### **Program Logistics and Management**

- In collaboration with the OSA Program Coordinator:
  - Complete the New Faculty-Led Program Proposal forms;
  - Establish eligibility and application requirements and set program dates;
  - Construct text and select photos for the development of program brochure and website;
  - Finalize the program itinerary, accommodations, meals, transportation, instructional space, etc.;
  - Confirm program costs so a budget can be developed by the OSA Program Coordinator and Associate Director-Program Management and Finances;
  - Develop a promotional plan for the program.
- Recruit students through class visits, departmental presentations, information meetings, targeted emails, promotion on the departmental website and social media sites, etc.;
- Attend Study Abroad Fairs on campus, as applicable and as available;
- Advise prospective students;
- Review applications; select students for acceptance, denial, or wait list; consult with the OSA as needed on the administration of admissions follow-up;
- Create/edit the student handbook in conjunction with the Program Coordinator;
- Plan and conduct program specific pre-departure orientation(s) on campus;
- Attend Faculty Director Orientation and the financial program advance meeting with OSA staff;
- Prepare in advance for potential difficulties, problem cases, and emergencies.

## While Abroad

### Academic and Cultural Program

- Oversee and maintain academic integrity of the program;
- Coordinate all teaching, course sessions, room assignments, supply and equipment purchases;
- Teach and hold regular office hours;
- Distribute and collect course evaluations.

### Program Logistics and Management

- Deliver on-site orientation (may be done in collaboration with local service provider or host institution);
- Lead group in all KU coordinated travel and on-site activities. Students may go on excursions planned independently during free time without supervision by the KU Faculty Director;
- Remain in-country for duration of program. Director may delegate emergency coverage responsibilities to a co-director, program assistant, or GTA for short periods of time provided notification is given to the OSA *in advance* of planned absence;
- Manage daily operations of program;
- Manage program funds and keep financial records and receipts;
- Maintain contact with the OSA and KU academic department, as needed. The OSA should be notified in the event of any significant changes to the program itinerary or any real or perceived (minor or major) emergencies abroad;
- Serve as a 24/7 contact for students and other KU faculty or staff in the event of an emergency;
- Provide academic support and personal assistance to students regarding issues such as culture shock, homesickness, challenging group dynamics, etc. Refer students to additional support services as needed;
- Maintain health and safety of students on the program. Manage behavioral issues of students, if required, following the OSA guidelines as outlined on page six of the Emergency Management Guide on the OSA's website.

## Post-Program

### Academic and Cultural Program

- Ensure administration of course evaluations;
- Submit student grades for all courses taught abroad.

### Program Logistics and Management

- Within one month of return, submit receipts and financial records to the OSA Associate Director-Program Management and Finances;
- Write and submit a final program summary for the OSA and the KU academic unit;
- Review key points in the final program summary with the Program Coordinator, discuss problem areas and possible solutions, and make suggestions for improvements to the program;
- Be available to answer questions from colleagues who may consider program leadership in future terms.

Occasionally Faculty Directors may request to bring family members along during a study abroad program. While this is permitted, the presence of family members must not hinder the director from carrying out their primary professional responsibilities. Faculty Directors should consult with their

Department Chair and the OSA Program Coordinator in advance to discuss the potential impact the presence of family members can have on the study abroad program.

Two important issues must be considered:

- The various roles of a Faculty Director (e.g. professor, tour guide, university authority, academic advisor, psychological counselor and/or crisis manager) often involve a workload that is much higher than that of an on-campus course. Safeguarding the students' welfare is one of the Faculty Director's primary responsibilities, especially during emergency situations or when disruptive behavior requires attention. Faculty Directors must be prepared to carry out this responsibility 24 hours a day, 7 days a week, throughout the program's duration.
- All expenses related to family members (e.g. airfare, meals, housing, excursions, emergency medical evacuation/repatriation insurance, etc.) will be the Faculty Director's responsibility. To allow adequate time for necessary on-site arrangements to be made, Faculty Directors should notify the OSA Program Coordinator early in the planning process of their intention to bring family members along during the program. Family members accompanying a study abroad program will be required to pay a nominal fee for the purchase of Scholastic Emergency Services coverage provided to all students and KU staff on study abroad.

## **Summary of the OSA Services**

### **On-Going Services in Program Development and Implementation**

- Process formal KU agreements with foreign institutions and service providers;
- Negotiate contracts in accordance with State of Kansas and University of Kansas fiscal regulations;
- Provide liaison to international counterparts, KU academic units, KU support units, and external organizations (insurance providers, service providers, etc.);
- Provide guidelines for overseas site visits and assessment;
- Ensure compliance with KU policies on university-affiliated international travel, travel to dangerous locations, etc.;
- Develop emergency management policies and procedures for a full range of overseas incidents;
- Coordinate 24/7 emergency assistance for students/faculty in crisis;
- Stay abreast of best practices in the field of international education and ensure KU procedures are in alignment.

### **Pre-Program**

#### **Academic and Cultural Program**

- Assist in development of learning outcomes and program assessment;
- As appropriate, submit program to UCCC for approval as an experience meeting Goal 4.2 of the KU Core;
- Collaborate in researching the on-site itinerary, including site visits and cultural activities which maximize student learning, cultural immersion and local context;
- Advise students on enrollment in program courses and/or enrollment in KU placeholder course;



- Issue permission numbers for student enrollment and ensure all students are registered prior to program departure;
- Assist students who may encounter difficulties (holds, etc.) in the registration process.

### **Program Logistics and Management**

- Identify in-country support services, including sending a request for proposals (RFP) to possible vendors, vetting submissions, and supporting the academic unit in the selection of an appropriate service provider;
- In collaboration with the Faculty Director and academic unit:
  - Complete the New Faculty-Led Program Proposal forms;
  - Establish eligibility and application requirements and set program dates;
  - Finalize the program itinerary, accommodations, meals, transportation, instructional space, etc.;
  - Prepare program budget; work with the Associate Director-Program Management and Finances to establish the program fee;
  - Design and produce printed program brochure and online promotional materials on the OSA's website;
  - Develop a promotional plan for the program.
- Conduct student recruitment through Study Abroad Fairs, classroom presentations, information meetings, promotion to colleague institutions, social media, e-advertising, etc.;
- Advise students on program and scholarship opportunities through email, walk-in advising, and individual appointments;
- Prepare online application materials, including program-specific instructions and documents;
- Collect, pre-screen, and share program applications with Faculty Director;
- Prepare online acceptance materials, including financial contract and program-specific documents;
- Prepare and distribute country/program-specific information regarding visas and overseas travel;
- Administer scholarships application and awarding process through the OSA;
- Certify individual student enrollment and program expenses to KU Financial Aid and Scholarships Office;
- Post program fees on students' KU Enroll & Pay Account;
- Conduct student pre-departure orientation;
- Conduct faculty orientation and program advance meeting prior to departure;
- Receive invoices and make all program payments to host institutions/vendors;
- Provide Global Scholastic Emergency Services coverage for all faculty and students;
- Prepare university travel requests for KU faculty and staff;
- Provide international cell phones for program instructional staff;
- Issue the Faculty Director a debit card for access to program funds while abroad.

### **While Abroad**

#### **Academic and Cultural Program**

- Assist students with enrollment changes (ADD/DROP, withdrawal) through KU Registrar's Office;

#### **Program Logistics and Management**

- Assist faculty who may encounter difficulties in accessing program funds while abroad;

- Provide 24/7 emergency assistance to faculty and students while abroad.

## **Post-Program**

### **Academic and Cultural Program**

- Administer program evaluations and provide evaluation copies to department chair/Dean;
- Administer assessment of learning outcomes for Core Goal 4.2 (as applicable);
- Post grades for all courses administered by the foreign institution;
- Send academic transcripts to partner institutions for non-KU students.

### **Program Logistics and Management**

- Conduct study abroad re-entry workshops for student participants;
- Reconcile program accounting upon completion of program;
- Maintain alumni database and produce *Jayhawks Abroad*, the OSA's Alumni Newsletter.

## **Further Explanation of Selected Duties in Program Administration**

### **Program Finances**

The Program Coordinator and the Faculty Director will work together to complete the new program proposal forms and submit these to the appropriate College or School for final approval. Once the proposal has been approved, eligibility requirements and dates for the program are finalized, the program budget is set, and print and online promotional materials are developed and distributed. Program budgets are developed by the OSA with input by the Faculty Director. Budgets include all expenses associated with program leadership by KU faculty and staff, accommodations, academic support services (guest lectures, guides, etc.) cultural activities, excursions, transportation, group meals, etc. (refer to the budget template on the OSA website for additional details). If the Faculty Director has contacts in the host country that can assist in arranging program logistics, the Program Coordinator can work directly with the contact person to finalize those arrangements. If the Faculty Director does not have many contacts in the host country, the OSA, through professional resources and past working relationships, can identify an individual or organization who can assist. The final program fee will be determined in conjunction with the Associate Director-Program Management and Finances. Zero-based budgeting is used to set the program fee. This means that the actual costs for each program are divided by the anticipated number of student participants.

Shortly before the program departure, the Faculty Director will have a program advance meeting with the Program Coordinator and the Associate Director-Program Management and Finances. The Program Coordinator will go over emergency management procedures, students' travel plans, academic and behavioral information, and issue the program cell phone(s) (if applicable). The Associate Director-Program Management and Finances will review the State of Kansas regulations for managing payments on-site, recordkeeping, return of unspent funds, and financial reporting at the conclusion of the program. In addition, the Faculty Director will be issued a debit card pre-loaded with the amount of money budgeted to be spent on-site for the program.

Within one month of return, the Faculty Director will submit the receipts and records to the Associate Director-Program Management and Finances so that the program account can be reconciled. Any financial surplus or deficit remains with the individual program and will be figured into future program budgets. Minimal financial surpluses (or deficits) can occur when the actual number of students

participating on the program is different from the budgeted number, the exchange rate fluctuates following development of the program budget, unexpected financial expenditures occur on-site (emergency management) or for other reasons.

### **Emergency Management**

The Faculty Director and any other on-site KU staff will serve as 24/7 contacts for all KU students and staff on the program. Likewise, two OSA staff members carry emergency cell phones at all times to provide 24/7 emergency assistance.

Throughout the program's duration, KU faculty and staff act as the university's representatives, safeguarding the students' welfare and carrying out the program's objectives. This includes resolving unexpected situations that may occasionally involve emergencies, perceived or real. Some examples of these emergencies include assisting students who are ill or have accidents; responding to inappropriate behavior by students which could bring harm to themselves, others, the study abroad program or the standing of the university; and advocating for students whenever possible should problems arise. Please see the Emergency Management Guide on the OSA website for further information about responding to emergencies.

## **Program Renewal**

Faculty Directors who have led a successful study abroad program are invited to begin planning for the second (or subsequent) iteration of their program abroad as soon as they return to campus. The Program Renewal form may be completed in lieu of the full Program Proposal process. The program renewal process follows the same timeline of activities beginning at twelve months prior to departure. Faculty Directors can also consider teaching a different course abroad or leading a program to a different location. In that case it is important to complete the full Program Proposal process.