The content in this handbook describes the standards and procedures for the College of Architecture and Planning Global Study Programs.

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Section 1 - Introduction

This handbook is intended to assist and guide CAP faculty members who wish to develop and lead a faculty-led Global Study program. It contains information about policies and procedures required of Global Study programs. This is a guide to facilitate the development of faculty-led Global Study programs, provide direction for securing the necessary approvals, and offer guidelines for budgeting, organizing, recruiting, and conducting these programs.

Section 2 - Examples of past and present CAP Administered International Programs

1. Exchange Agreements & Partnerships:
   1.1 Tongji University College of Architecture & Urban Planning & University Colorado Denver College of Architecture & Planning dual degree program in Landscape Architecture
   1.2 Dar Al-Hekma University Shared Design Studio
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   2.1 Denmark - Master of Urban Design Studio in Copenhagen
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Section 3- CAP Global Study Committee

The CAP Global Study Committee was created to both expand and refine the College of Architecture and Planning’s international education programs by following four key principles: 1) strategically focus CAP programs in certain regions of the world where we can be most effective; 2) integrate the international experiences more fully into the life of the college and the existing degree programs; 3) provide centralized support staff for great efficiencies.

The Committee is made up of the Associate Dean, Department Chairs from Architecture, Landscape Architecture, Urban and Regional Planning, Urban Design, and Historic Preservation, the Undergraduate Director, and a CAP Global Study Coordinator. All international proposals will be brought to the committee for review and approval. The committee welcomes faculty members with international contacts or experience to develop and submit a program proposal. The committee will be charged with evaluating existing programs as well as recommending the suspension or reallocation of faculty for Global Study programs.

The coordinator will provide the following services:

- Give assistance on how to develop a program
- Supply all required procedures for the establishment of the program, including program application
- Assist with promotion and student recruitment
- Assist with pre-departure orientation sessions
- Facilitate transition to the Office of Global Education
- Works with student enrollment, advising, and degree conferral
- Coordinates CAP global study scholarship process

Following approval by the CAP Global Study Committee the CAP Coordinator will refer programs to the Office of Global Education for final approval by the Global Education Advisory Committee.

Section 4 - Roles and Responsibilities of the Office of Global Education/Study Abroad

The Office of Global Education is responsible for the overall management of all CU Denver students seeking to study, research, intern, and learn outside the US. Programs taught, supervised and organized with CU Denver faculty are one way to integrate global learning into the curriculum and to offer international educational opportunities to CU Denver students. Global Education works with the Office of International Affairs, Colleges, Schools and Departments to develop a portfolio of education abroad programs for CU Denver students. Global Education is committed to implementing safe, challenging, affordable and well-organized education abroad opportunities for CU Denver students. Sometimes for any number of reasons, Global Education may not be able to administer every proposed Global Study program.

Program development – Global Education is charged with working with departments, colleges, and schools to develop and maintain safe, financially viable, sustainable, quality international education programs. They will
work with faculty members to determine the most appropriate type of program for their academic objectives which may include; study abroad, field study, studio, and other experiential learning opportunities. Global Education can help identify potential resources, providers, and partners to support faculty and their programs abroad. They will also negotiate or help support negotiations with overseas providers. Global Education works with the Office of International Affairs Finance Department to develop a budget, establish a program price, and pay program expenses. Global Education consults with the Offices of Procurement and Legal Affairs to negotiate and sign contracts, agreements, and other documents necessary to ensure payment and protection of university interests. Where necessary, they work closely with University International Risk Management Committee to develop risk, safety and security plans.

**Program promotion** – Global Education organizes two study abroad fairs per year, occasional study abroad tables and other promotional events at Tivoli and other convenient venues. They manage the Global Education website which includes lists and features of Global Study programs. Global Education produces and distributes program brochures to students, faculty members, departments, and other locations on campus.

Many programs are suitable to students beyond CU Denver. OGE will help target and recruit qualified students from other US institutions to participate in CU Denver programs. The inclusion of other qualified students benefits programs in several ways including diversity, strengthening financial stability, recruiting into CU Denver graduate programs, etc. OGE will manage student enrolment, distribution of pre-departure materials and transcripts.

**Faculty and program support** – Leading students abroad on an educational program can be one of the most rewarding professional experiences. They strive to support all faculty engaged in organizing Global Study, field study, research and clinical international education programs. They know of a range of reputable “third-party providers” who can assist with the implementation of your Global Study program. Global Education uses a centralized information management system called “Terra Dotta” which helps organize, track and manage student and program data. Every semester, OGE organizes a mandatory risk management workshop to prepare faculty to lead programs abroad. Their website has a faculty section that provides centralized access to University policies, procedures, and protocols. You can visit their website at: [www.ucdenver.edu/studyabroad](http://www.ucdenver.edu/studyabroad)

**Budget and financial management** – Global Education and the Office of International Affairs Finance Department collaborates with faculty to develop a program budget. They will also arrange payments for the different aspects of the program. OGE will also arrange for cash advances, etc. to facilitate those payments. Upon return, faculty will submit receipts for program expenses for reimbursement. They will prepare a final balance sheet of program costs.

**Student advising** – Global Education advises students about study abroad programs and opportunities. The online application system enables them to offer more program specific information about travel, visas, living arrangements, etc. They provide information about applying for scholarships and financial aid to support their study abroad ambitions. We work with faculty to prepare and deliver pre-departure orientations.
Global Education/Study Abroad Staff Contact Information

Meghan Atherton  
Study Abroad Coordinator  
Office 303-315-2473  
meghan.atherton@ucdenver.edu

Diego Garcia  
Director of Global Education  
Office 303-315-0099  
Diego.J.Garcia@ucdenver.edu

Jessica Tharp  
Study Abroad Coordinator  
Office 303-315-0024  
jessica.tharp@ucdenver.edu

Catherine Bogle  
Global Education Associate  
Office 303-315-0209  
Cell 303-807-9956  
Catherine.Bogle@ucdenver.edu

Section 5- Roles and Responsibilities of a Faculty Program Leader

Leading a Global Study program requires a commitment of time and energy. Faculty leaders are involved in most aspects of the program before, during and after. Additionally they are on duty 24 hours a day while abroad. Faculty who want to develop a Global Study program will work with CAP and OGE to obtain approval of the program and coordinate the development of the program. CAP faculty who have led programs in the past can propose a continuation of the program. To guarantee the quality and viability of these programs faculty must propose a new program a minimum of one year prior to the program run dates. Faculty leaders are responsible for:

- Proposal submissions to their academic departments, CAP study abroad committee, and OGE/ Global Education Advisory Committee
- Coordinate with OGE on program cost, itinerary, travel and accommodation arrangements, and site arrangement
- Communicate with potential applicants information regarding the program, cost, itinerary, and travel accommodations
- Maintain basic academic responsibilities (student assessment, final reports, grading policies)
- Stay in regular contact with program applicants/participants prior to the start of the program and for following up after the end of the program
- Provide participants, CAP, and OGE with detailed program itinerary that includes emergency contact information
- Facilitate pre-departure orientation with students. Invite necessary parties to attend
- Upon return from program, work with OIA Finance Department to submit expense report
- Administer required evaluation instruments
Section 6- Program Planning Administration

Developing a Global Study program is a collaborative process. Faculty are asked to start within their own department; first consulting with the Chair and other department members. During this time an overview is provided. First approval will come from the department. Once approved faculty will submit a formal proposal which will be given to the CAP Global Study Committee. If you have an idea for a Global Study program you are encouraged to start the planning process immediately. Please note that the CAP planning timeline is different than OGE’s timeline. More advanced planning is required on behalf of the proposing faculty member and the CAP Global Study committee.

<table>
<thead>
<tr>
<th>Winterim Global Study Programs</th>
<th>Summer Global Study Programs</th>
<th>Programs Involving MOU’s</th>
</tr>
</thead>
<tbody>
<tr>
<td>April 1&lt;sup&gt;st&lt;/sup&gt;</td>
<td>April 1&lt;sup&gt;st&lt;/sup&gt;</td>
<td>TBD</td>
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<tr>
<td>All proposals must be submitted by this date to the CAP Global Study Committee</td>
<td>All proposals must be submitted by this date to the CAP Global Study Committee</td>
<td>All MOU request forms are submitted by this date to the CAP Global Study Committee</td>
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<tr>
<td>April 15&lt;sup&gt;th&lt;/sup&gt;</td>
<td>June 15&lt;sup&gt;th&lt;/sup&gt;</td>
<td>TBD</td>
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<tr>
<td>CAP Global Study Committee will approve all applications by this date. Once approved faculty will work with OGE</td>
<td>CAP Global Study Committee will approve all applications by this date. Once approved faculty will work with OGE</td>
<td>CAP Global Study Committee will approve all applications by this date. Once approved MOU drafting process begins</td>
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</tbody>
</table>
I. **Planning Timelines:**

**Winterim Global Study Programs:**

**Fall Semester**
- Beginning department discussions
- Faculty begin to complete program request forms
- CAP Global Study Committee meets to review department discussions

**Spring Semester**
- Receive department approval
- CAP Global Study Committee meets to finalize upcoming academic year global study program
- Committee submits approved courses to CAP Coordinator

**Summer Semester**
- Submit Studio Abroad application
- Promotional materials are created
- Student recruitment begins
- Program details finalized
- Logistics are confirmed

**Fall Semester**
- Student application deadline
- Final headcount
- Deposits placed by students
- Pre-departure orientation

**Spring Semester**
- Program hosted
- Post program evaluation

August-March: Faculty members begin conversations a year in advance with their department to discuss new and existing program ideas to be held during the Winterim. Once the department approves the program to move forward the faculty member/s will complete the interdepartmental application that will be submitted to the CAP Global Study Committee.

April: The CAP Global Study Committee reviews program proposals. The CAP Global Study Coordinator will notify faculty about final decisions.

July: Faculty will submit Terra Dotta applications through OGE.

July-October: Recruitment for the program occurs during this period of time. Program details are finalized. Logistics are confirmed.

October: Application deadline for prospective students. Final headcount completed. Student deposits are placed.
November-December: Pre-departure orientation is completed

December-January: Program is hosted

January-March: Post-program evaluation is completed

**Summer Global Study Programs:**

<table>
<thead>
<tr>
<th>Fall/Spring Semester</th>
<th>Summer Semester</th>
<th>Fall Semester</th>
<th>Spring Semester</th>
<th>Summer Semester</th>
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</thead>
<tbody>
<tr>
<td>• Beginning department discussions</td>
<td>• Submit Studio Abroad application</td>
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<td>• Program application deadline</td>
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<tr>
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<td>• Final headcount</td>
<td>• Post program evaluation</td>
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<tr>
<td>• Receive department approval</td>
<td></td>
<td>• Logistics are confirmed</td>
<td>• Deposits placed by students</td>
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<td>• CAP Global Study Committee meets to review department discussions</td>
<td></td>
<td>• Promotional materials are created</td>
<td>• Pre-departure orientation</td>
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<tr>
<td>• Committee submits approved courses to CAP Coordinator</td>
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</tbody>
</table>

August-March: Faculty members begin conversations a year in advance with their department to discuss new and existing program ideas to be held during the summer term. Once the department approves the program to move forward the faculty member/s will complete the interdepartmental application that will be submitted to the CAP Global Study committee.

April: The CAP Global Study Committee reviews program proposals. The CAP Global Study Coordinator will notify faculty about final decisions.

August: Faculty will submit Terra Dotta applications through OGE.

August-February: Recruitment for the program occurs during this period of time. Program details are finalized. Logistics are confirmed. CAP global study scholarship deadline is February 1.

March-April: Application deadline for prospective students due on March 1st. Final headcount completed. Student deposits are placed.
April- May: Pre-departure orientation is completed

May-July: Program is hosted

August-September: Post-program evaluation is completed

Exchange/Dual Degree/Joint Degree and Collaborations involving MOU’s:

June-August: Faculty members begin conversations a year in advance with their department to discuss new and existing MOUs. Once the department approves the MOU to move forward the faculty member/s will complete the interdepartmental application that will be submitted to the CAP global study committee.

September-December: If the committee approves the MOU to move forward a drafted MOU goes to CAP leadership for review and approval. All CAP Assistant and Associate Deans must review the MOU before OIA obtains the finalized copy. OIA will work on obtaining all formal signatures from both participating institutions.

January-April: Information on the program is posted on the OGE website and promotional materials are created. Student recruitment begins (if applicable). Administrative processing is finalized for the exchange.

May: Final headcount for the exchange is completed. Pre-departure orientation is held.
August- ?: Program is hosted

*Note: Exchange programs may occur on a different timeline than the one noted above. All MOU’s proposals must begin a year in advance from the proposed beginning semester

II. Proposing a Global Study program:

Tenure/tenured faculty and clinical track faculty are permitted to submit proposals for Global Study programs. Lecturer/instructor or adjunct ranked faculty have to acquire permission from their department Chair to submit Global Study programs.

New and existing programs require a proposal to be submitted to the department and CAP global study committee. Faculty are asked to talk about the program goals, detail curricular plans, include a projected costs, and supply a tentative syllabus. All programs must be vetted and approved one full academic calendar year prior to departure.

Additionally, it is recommended that all Global Study programs have two faculty sponsors in order to prevent burnout and ensure that programs continue to be hosted in future years. If there is not a second faculty sponsor listed the department Chair will be held as the responsible second party.

Any proposed Global Study studios have to be department and college approved.

Before planning a Global Study program, a few questions should be asked:

- Does the program fill a curricular need for the department?
- Is there an existing program that already meets these needs?
- Does this program offer something unique that will encourage student enrollment?
- Are projected costs reasonable to ask students to incur?
- Is there a specific reason that this program should take place in the noted location?
- Are there anticipated minimum academic or language prerequisites for participating students?

Global Study Proposal Steps:

1. All faculty submitting proposals must meet with their departments for initial approval to submit a formal proposal to the CAP Global Study Committee
2. Faculty complete the mandatory program proposal document
3. Once the program is CAP approved faculty will begin working with OGE on submitting a Terra Dotta application
4. The CAP Global Study Committee must submit recommendations to the CAP Coordinator stating their support of the programs. The CAP Coordinator will submit the Committees recommendations to OGE.

5. OGE will send a questionnaire to the Academic Chair, or Assistant Dean to complete.

6. Once the OGE proposal, application, and all supporting documents have been submitted the Global Education Advisory Committee will review and approve the program. If any follow-up questions are present GEAC will work with the faculty member directly.

7. OGE will work with either the faculty member or 3rd party providers on booking accommodations.

8. OGE will work congruently with CAP to schedule information sessions, create brochures, and distribute information to prospective students.

9. The course coordinator will create the course(s) with CAP and OGE will facilitate the billing and student enrollment process.

(See Appendix A for program proposal document)

**Exchange/Dual Degree/Joint Degree Steps:**

1. Faculty must meet with their departments for initial approval to submit a formal proposal to the CAP Global Study Committee.

2. Faculty complete the mandatory MOU proposal document.
   - Exchanges must be sustainable for no less than three years.

3. Once the exchange is CAP approved faculty and/or the department will begin working with OIA.
   - It is the responsibility of both parties to be aware of any previously established partnerships and if so, could the new initiative be combined with those.

4. OIA will begin the formal MOU process which will solidify the partnership between the two initiatives.
   - The faculty member will complete and submit the International Memorandum of Understanding (MOU) and MOU Addendum Request Form to Alana Jones in OIA.

5. The Executive Director of International Affairs will create a drafted MOU from the information obtained and will collaborate with CAP while doing so.

6. If two different languages are used, each copy must be certified for translated meaning.

7. Once a draft has been completed, the MOU will be circulated for approval and signatures from both CU Denver and the respective party will be obtained. Expect a minimum of a two to three week turnaround to obtain all needed signatures.

8. CAP Global Study Committee will work with the faculty member to determine the application process for CAP student involvement.

9. The coordinator will create the course with CAP, and will facilitate the billing process with OIE and the Bursar. The Staff Member will be responsible for working with students.
enrollment and ensuring that the course will count towards a student’s degree requirements

(See Appendix B for MOU proposal document)

III. Recruitment:

Faculty directors must make a personal commitment of their time to recruit students to participate in the Global Study program. Faculty will be asked to share their personal experiences, enthusiasm, and expertise of the locations and program with prospective students.

Faculty leaders are asked to participate in the following recruitment activities:

- Assist with promotional materials and website content
- Hold a minimum of two recruitment meetings covering program details with prospective students
- Provide information about the program to colleagues and urge them to bring the program to attention of potential students
- Respond to any inquiry emails or phone calls

IV. Management of Application and Acceptance Decisions:

The Office of Global Education will manage student applications through the Terra Dotta application management system. Once the deadline has passed the OGE staff assigned to the program will provide application access to the faculty director(s). Applications will be reviewed and the faculty director will make acceptance decisions. In order for a program to run at least 12 students must be accepted and have enrollment deposits placed by the assigned deadline as determined by OGE.

V. Program Deposits, Final Payments, Refunds:

Payment of Non-Refundable Deposit upon Commitment

In order to commit to a program students must pay a non-refundable $200 deposit through UCD Access. Non CU Denver student participants pay a $500 non-refundable deposit. OGE provides deposit instructions to students in their formal program acceptance letter.

Financial Obligations for Withdrawals

Students who withdraw from their program 60 or more days prior to the program start date will not be refunded the deposit and will be billed for any non-recoverable fees exceeding the $200 deposit which were already charged to, or encumbered on behalf of, the participant. This includes housing, excursion entry fees, educational tours/ activities, in-program transportation, etc.
Students who withdraw from their program 59 to 31 days prior to the program start date will not be refunded the deposit and will be billed for 50% of the full program charge and any non-recoverable fees exceeding 50% which were already charged to, or encumbered on behalf of, the participant. This includes housing, excursion entry fees, educational tours/activities, in-program transportation, etc.

Students who withdraw from their program fewer than 30 days prior to the program start date will not be refunded the deposit and will be billed for the full program charge.

**Appeal Process for Medical Withdrawals**

In the case of substantiated and unforeseen personal medical reasons which prevent the student from participating in a CU Denver Global Study program, a student may submit an appeal for a refund to the Director of Global Education. Notification of withdrawal must be submitted in writing with supporting documentation.

**Section 7- Post Program Evaluation**

OGE will administer an electronic program evaluation following the program. The evaluation includes questions about OGE’s service, logistical and programmatic elements of their experience abroad. Course evaluations are handled separately through the university’s FCQ process. Program evaluations will be shared with faculty and discussed with them after final grades have been posted. OGE will meet with faculty leaders to discuss the entire program process. They seek constructive suggestions to improve all aspects of the student and program experience.

**Section 8- Acknowledgements**

Particular thanks are given to the following departments and institutions for direction and borrowed content contained in this handbook for faculty-led programs:

- CU Denver Global Education/Study Abroad
- Georgia Regents University Study Abroad Office
- SUNY New Paltz Study Abroad Office
Appendix A:

Proposal Documents
Faculty Global Study Proposal:

Instructions:

The Office of Global Education appreciates your interest in and commitment to leading a short-term Global Study program abroad! Prior to completing the following questionnaire, we ask you to please read the Global Study Proposal Handbook and FAQ. Even if you've led successful Global Study programs in the past, we've updated some policies/procedures/tips within this handbook. Thank you, and we look forward to reviewing your proposal!

(*) Indicates the question is required.

1. Department Chair/Dean (*)

Provide the name and email address of your department chair (or associate dean, if you are the chair). OGE will send a copy of your submitted proposal, including syllabus and draft budget, to this individual for departmental approval of the program.

2. Will a co-faculty member or program support person travel with you? (*)

Indicate the individual's name, department (if applicable), and contact information. Describe the nature of your relationship with this individual. Detail the responsibilities he/she will have. How was this person selected? NOTE: A co-faculty is an individual who will share the teaching/evaluative role with you. A program support person may help with logistics, but has no teaching or evaluative role. Both of these individuals are distinct from an on-site program provider.

3. Has the co-faculty member or program support person been approved by your department?

If you answered yes to the previous question, please indicate here whether you have secured the proper approvals from your department chair and/or associate dean.
4. Third-Party Provider (*)

Do you plan on working with a third-party provider? If so, which one? A provider can handle as many of the logistics (e.g. accommodation, transportation, excursions, etc) or as little as you would like. These organizations also assist in risk management to keep your group safe. If you would like more information about using a provider please contact the Office of Global Education.

5. Will you be traveling with family members? If yes, please explain. (*)

The University discourages bringing family members, especially children, on short-term Global Study programs. If you are bringing family members with you, the University requires that you sign a family risk waiver. Please contact OGE for a copy of this waiver.

6. Program Name (*)

The name should be brief and catchy, and capture the theme of your program (e.g. Venice Biennale: Art on Water, Window on China, etc.) Note that all Global Study programs will appear in our directory in this format: "CU Denver in [Country]: [Catchy Name]"

7. Program Location: Country (*)

8. State Department Travel Warning (*)

**Is there a State Department warning for the country of your proposed program?**

Visit www.travel.state.gov to verify.

Note: The university suspends student travel to countries with a State Department Travel Warning. The suspension may be appealed. For more information on the appeal process, visit:
http://www.ucdenver.edu/academics/InternationalPrograms/oia/globaleducation/safety/travelpolicy/Pages/default.aspx
10. Primary Motivation (*)

Briefly tell us why you want to lead a program in this location. Your response may be used in marketing materials.

11. Experience in Location (*)

Describe your academic, personal, and/or professional experience in these locations.

12. Experience Leading Groups (*)

Describe your experience leading groups of students outside the classroom.

13. Program Description (*)

The program description is a marketing piece. The description should be at least 350 words that gives an overview of the program including academic approaches and content, unique connection between the course and the location, and what students should learn from participating in the program. The description will be the key description in printed program materials and online.
14. Estimated Program Dates (*)

Provide the estimated arrival, class start, and departure dates. Indicate if the program arrives and departs from a different city, e.g. arrive Beijing, depart Shanghai. NOTE: Students on Winter programs cannot depart from Denver before Monday, December 26, 2016 and students must be able to return home by Sunday, January 15, 2017. Students on Maymester programs cannot depart from Denver before Saturday, May 13, 2017 and must be able to return to Denver no later than June 4, 2017. Students on Summer programs cannot depart from Denver before Saturday, May 13, 2017 and must be able to return to Denver no later than July 31, 2017.

15. Course(s) Offered (*)

Provide the course number. If you will be cross-listing the course, please indicate (at a minimum) the department if you do not have the exact course number.

16. Course Approval (*)

Has the course been approved by all relevant departments and/or colleges? If the course will be cross-listed, do you have approval from both departments?

17. Departmental/College/School Goals (*)

How does the proposed program fit department and college/school goals for providing international experiences to students?

18. Program Sustainability (*)

Provide a brief explanation of how you and/or your department plan to offer this program on a recurring basis. Indicate whether you plan for it to run every year, or every other year.
19. Are there any course prerequisites? If so, please list below. (*)

If this course is limited to class standing, major, or discipline, please also indicate this here.

Please select one

20. Do you have any additional requirements for the application process? (*)

OGE's application requirements are:
1. General Student Information
2. Statement of Purpose
3. Submission of unofficial transcripts
4. Digitally signing risk waiver and payment information documents (related to deposits and program fees)
5. Minimum GPA of 2.5 (yours may be higher)

Basic OGE Requirements Listed Above
- Interview
- Letter of Recommendation
- Other
- Portfolio of Work
- Higher GPA Requirement

21. If you selected 'Other' or wish to further elaborate, please do so in the space provided.

characters left
22. Tentative Daily Calendar (*)

The tentative daily calendar is used to verify contact hours. Please clearly delineate: 1) time spent delivering course content; 2) time spent on excursions - identify class-related excursions, cultural excursions, historical excursions, research excursions; 3) research time (if appropriate); 4) studio/lab time; 5) student free time. **This calendar will be essential for your department chair/associate dean when reviewing your proposal for departmental approval.**

**To upload files, click on the folder icon below, click browse, select the document from your computer and click submit.**

23. Tentative Syllabus (*) CU

**Denver Syllabus Guidelines**

Include the following:

- Course description
- Clear learning objectives that include intercultural growth objectives
- Instructional methods (lecture, discussion, group work, field trips, etc.)
- Special requirements (e.g. prerequisites? physical ability? language requirements? research background?)
- Grading - a percentage must be given to each grading element (e.g. attendance, participation, projects, exams, and consequences of absences, tardiness, etc.) • Attendance policy
- Course outline (What hours students will be in class? On excursions? In studio, field, etc.)
24. What is your ideal student group size? (*)

OGE requires that a minimum of 10 students enroll in programs with one faculty leader and a minimum of 12 students in programs with two faculty leaders. For two faculty members, the maximum number of students is 32. For one faculty member, the maximum number of students is 16. Please note, the College of Architecture and Planning has set a minimum of 12 students for all CAP programs.

25. Describe how you intend to recruit students for your program. (*)

It is primarily the faculty member's responsibility to promote and recruit for his/her Global Study program, with support from OGE and the home department.

Examples: Attend the Fall and/or Spring Study Abroad Fairs, distribute paper and electronic flyers, visit classes, host information sessions, use your departmental resources (listservs, bulletin boards, etc.).

26. Will you or your co-faculty be present on campus to recruit for the program? (*)

It is important that faculty have an on-campus presence throughout the semester preceding your program. If you will not be present, please provide a detailed recruitment plan.
27. What health and safety risks are associated with your program? (*)

Consider risks associated with 1) the selected location(s), and 2) the specific program activities. Consult the U.S. State Department's website as a resource for country-specific risks: https://travel.state.gov/content/travel/en.html.

The Office of Global Education strives to disclose all potential risks to students. Please keep this in mind as you respond to this and the following questions.

28. Identify ways in which you will address and reduce the risks listed above. (*)

Consult the U.S. State Department's website as a resource for country-specific risks: https://travel.state.gov/content/travel/en.html. Contact OGE if you have questions.

29. Transportation Plan (*)

Describe the transportation plan including all modes of transportation included in the itinerary. Indicate who will be vehicle operators, if seat belts are available for vehicles, and if life jackets are available for water-based transport.
30. Describe existing provisions for safety and security at the proposed accommodation(s). (*)

Please include safety concerns in the surrounding area, a description of security at the accommodations, a description of emergency exits, and a description of fire alarming & fire suppression.

31. Will there be any water-based activities or water-based transportation during the program? (*)

If yes, please describe.

32. Describe the physical activities and duration of those activities. (*)

For example: Walking, hiking, stair-climbing, exposure to the outdoors, time at higher elevations, etc.
Appendix B:

Global Study Proposal Handbook
The **Global Education Program Proposal** process is linked to program approval, promotion, administration, and risk management. Information management is key to this process and begins with an online proposal process that forms the foundation for all information related to the program. This “FAQ” provides policies, guidelines, and suggestions. Questions about the proposal process should be directed to the Director of Global Education: Diego.Garcia@ucdenver.edu, or Global Education Coordinators Meghan Atherton: Meghan.atherton@ucdenver.edu, Jessica Tharp Jessica.Tharp@ucdenver.edu, or Catherine Bogle: Catherine.Bogle@ucdenver.edu.

**What information is required for a Global Study proposal?** The Global Study Proposal includes the elements that permit a careful review of the program’s academic content and rigor; curricular “fit” into department, college, and university internationalization goals; student learning and development objectives; future sustainability; fiscal and market viability; and risk, health and safety practices and management.

1. Program description, purpose, and who will teach and/or support
2. Tentative syllabus with student learning and development outcomes
3. Qualifications for participation (what are the minimum qualifications a student must demonstrate for the course? For the program?)
4. Tentative daily calendar (Delineate the contact hours for the course. Include daily hours of instruction, excursions and visits, students’ independent learning/research time and “free time”.)
5. What arrangements have been made? Will you use a third-party or on-site provider to assist with logistics?
6. Marketing and recruitment planning.
7. Preliminary budget. Additional budget and pricing details will be completed as we plan the program.
8. Site concerns and identification of potential risks. Risk management is an ongoing process that begins with identifying the main concerns and potential risks of travel with students to your proposed destination.

The FAQ's are divided into four categories:

I. Program Design and Implementation
II. Program Budgeting
III. Program Promotion
IV. Responsibilities: Faculty and Global Education.
V. International Risk Management

By completing the proposal process, you are agreeing to the general terms and responsibilities of organizing and delivering a high-quality international academic program as outlined in the FAQ’s and conversations with OGE. Faculty submitting proposals also agree to the terms in the **Faculty Member Agreement** (see Appendix 1). Each academic department has their own approval process and the Office of Global Education must additionally approve all new programs. We regret that for a variety of reasons, including limitations of administrative support, not all program proposals will be approved. Program proposals will require some budgetary information; the proposal cannot be fully approved without an agreed preliminary budget.

**Submitting the Proposal:** All proposals are submitted online via the Terra Dotta (previously named
StudioAbroad) application management system. OGE will send you a direct link to access the proposal application. You will be able to cut and paste from MS Word or other standard applications. The system can also accommodate photographs, video, and other forms of information and media. We strongly encourage faculty to discuss proposals with OGE prior to submitting the proposal. This is critical for faculty who have not led a program in the past year. If you have difficulty accessing the application system, please email study.abroad@ucdenver.edu.

I. Program Design and Implementation:

What is a Global Study Program? Global Study programs are academically rigorous, culturally-relevant learning opportunities delivered outside the United States. A program transcends the academic course to include cultural, interpersonal and intrapersonal learning and growth. The program’s learning opportunities are not necessarily a traditional academic course. They may be research-based such as a field school, a clinical experience, or production based such as a studio. Students consider many factors when selecting a program: the academic subject, the faculty leader, pedagogical approach, community or clinical focus, location, duration, cost, etc. Global Study programs include academic work that becomes part of the student’s University of Colorado Denver degree. They are not academic tourism.

What is the best location for the program? Faculty leaders should have significant background in the location and should demonstrate expertise about the academic content, location, and the significance of the course content at the location. If you are planning to go to a new country, please describe your knowledge of the host country and culture, and the relevance of your experience with your academic discipline in that country. For field schools, clinical, and studio-based programs, describe the unique characteristics of the location for the work to be done. Will the project or location require any special permits, have access limitations, additional fees, etc.? Program locations entailing high risk including State Department Travel warnings, or other risk management concerns will require additional approval processes.

How many locations can I include in my proposal? For academic, cost, and liability reasons, strong preference is given to programs based at a single location for programs of two to four weeks in duration (generally Winter term and Maymester programs, as well as most summer programs). Multi-country comparative programs may be considered for summer programs of four weeks or longer. Carefully consider which one or two locations best fit your academic discipline and the courses being taught on the program.

What is a program name? The program name may be different from the course name and title. Descriptive, catchy titles are best, e.g. “A Window on China,” “Art on the Water,” “Along the Yangtze,” etc. Note that all Global Study programs will appear in our directory in this format: “CU Denver in [Country]: [Catchy Name].”

What is the program description? The program description helps market the program. The description should be approximately 300 words and give an overview of the program including academic approaches and content, the unique connection between the course and the location(s), and what students will learn by participating in the program. The description will be the key description in printed program materials and online. For examples, please visit the Global Education website: http://ucdenver.edu/studyabroad
**What course(s) should be offered?** Ideally, the program will serve a broad cross section of CU Denver’s diverse community. Courses should demonstrate relevant linkages between the rigor of CU Denver’s curriculum with the unique learning and growth opportunities of the selected site. Many courses are listed as both graduate and undergraduate; some courses are cross-listed between departments. CU Denver is unique in that approximately 50% of students participating in Global Study programs are graduate students. Courses must follow CU Denver academic guidelines and policies for content, rigor, and assessment. Courses taught abroad become part of student’s degree. Global Study courses may be drawn from the course catalog, or where this is not possible, most departments have an XXXX N995 course number specifically for Global Study. Please include course titles and numbers if you have them. The exact course cross-listings do not need to be part of the proposal, but please indicate with which departments you will seek to cross-list the course(s).

**Who teaches the course(s)? How are contact hours balanced among faculty lectures, guest lectures and content delivered by guides/hosts on excursions?** Global Study courses should meet the highest standards of academic excellence. Staff interested in leading a program must obtain a faculty appointment from the relevant department. Faculty are expected to deliver the same contact hours that they would if they were teaching on campus. Faculty must meet with the department chair or associate dean to discuss expectations for contact hours in international courses. Global Study programs afford distinct learning opportunities compared with traditional courses taught in a domestic classroom setting. Generally, all Global Study programs are grounded in academic structures (courses, field research, service learning, etc.) taught and evaluated by CU Denver faculty. Well-structured tours and site visits complement lectures. Course content should be delivered and assessed by the faculty leader(s) contracted to teach the course. We encourage the special perspective offered by qualified guest lecturers. Local scholars and practitioners may give presentations during class time with the CU Denver faculty leader present. Compensation, i.e. honoraria, for guest lecturers should be included in the program budget. Often, government officials, business people, and other lecturers may not be allowed to accept an honorarium. Tour guides, local experts, museum guides, or excursion hosts may also have valuable perspectives, but are not generally considered qualified academic staff.

**What should the syllabus look like?** Syllabi must follow established CU Denver guidelines for content and structure. Please include the following:

- Course description
- Clear learning objectives that include intercultural growth objectives
- Instructional methods (lecture, discussion, group work, field trips, etc.)
- Special requirements (e.g. prerequisites? physical ability? language requirements? research background?)
- Grading - a percentage must be given to each grading element (e.g. attendance, participation, projects, exams, and consequences of absences, tardiness, etc.)
- Attendance policy
- Course outline (What hours students will be in class? On excursions? In studio, field, etc.)
**Who may participate?** There are two aspects to student qualifications for participation in a program abroad: 1) Academic preparation; and 2) Program expectations and preparedness. Course prerequisites follow standard course requirements to maintain an adequate level of background for instruction. Each program will have different expectations and requirements of participants. In circumstances where students live and travel together, encounter significant cultural differences, and may encounter physical and emotional challenges not found in regular classrooms, students’ motivations and attitudes can dramatically impact the learning environment. Faculty leaders should clearly spell out expectations and disclose safety and security concerns, particularly those impacting students, e.g. “experience camping and fitness for extended time in remote field locations;” “demonstrated ability to collaborate with other students on a group project;” “professional attitude and demeanor;” “openness to other cultures and cultural differences,” etc.

Faculty leaders must clearly indicate the criteria they will use to evaluate a student’s eligibility to participate in the program. OGE minimum requirements include: submission of unofficial transcripts, minimum 2.5 GPA, statement of purpose, and digitally signing risk waiver and payment information documents. Additional requirements may include: personal or group interview; higher GPA; letter of recommendation; portfolio of work, etc. Please notify OGE if you would like to have an OGE staff member participate in admission processes such as reviewing essays or participating in interviews. The application management system enables faculty to “review” and “recommend” or “reject” applicants. **Faculty must inform OGE in order to formally admit students to the program.**

All program participants must be registered as a CU Denver student prior to the first pre-departure orientation and be pursuing the course for credit. Spouses, partners, children, and other non-participants may not join in any program activities. Guests are not permitted in program accommodation or on university sponsored trips. Exceptions to these rules must be agreed well in advance by the faculty member, OGE and the department, and are subject to waivers and other documentation required by the university and will incur additional costs at the discretion of OGE. Non-CU Denver students must register for the course as non-degree seeking students.

**What is a “date?”** Accurate program dates are essential for students’ travel planning. Tentative dates should be given for the proposal. Dates will be confirmed no later than four months prior to the program start date, e.g. September for Winter; January for Maymester/summer programs. This gives students sufficient time to make travel arrangements. Students will use the arrival and departure dates to book tickets. It is essential the dates are clear and do not change.

**Arrival date:** The date students should plan on arriving on-site. For most destinations, the arrival date is a day after the departure date. The arrival location should also be specified and may include an airport if the city has multiple airports. *The arrival date is the first night that the program will provide accommodation.*

**Program start date:** On this day students must be present for orientation and/or other program sponsored activities (e.g. welcome dinner). Ultimately, we will need a time and location (not required for
Depending upon common flight times, this may be the day after the arrival date.

**Course start date**: Teaching formally commences. It may be the same as program start date, but you may wish to begin teaching after orientation has been completed. This cannot be the arrival date.

**Course end date**: Last class/exam day. This cannot be the departure date. It may, however, be the last night of program provided accommodation.

**Program end date/departure date**: Students will check out of their accommodation and, generally, return to the US or embark on personal travel. Please specify a departure city.

**Winter 2017 dates**: Programs may not begin prior to December 26, 2016 and must be completed and able to return to Denver by January 15, 2017 as the spring term begins January 17, 2017.

**Maymester 2017 dates**: May 15 – June 2, 2017. Students may not depart Denver before Saturday, May 13, 2017 and must be able to return to Denver no later than June 4, 2017. (n.b. these dates were “tentative” at time of publication.) The Summer Initiatives Group may require an exception request for programs that do not fall within these dates.

**Summer 2017 dates**: Programs with an end date past June 4, 2017 are considered summer. Programs starting on June 5th or later are considered summer. If the program overlaps with Maymester dates, a special exemption may be required by the Summer Initiatives Group. Summer programs must be completed by July 29, 2017.

**What is the “daily calendar?”** Please include a tentative daily calendar, clearly delineating between: 1) time spent with the professor delivering course content; 2) time spent on excursions -identifying class-related excursions, cultural excursions, historical excursions, research excursions; 3) research time (if appropriate), and; 4) student free time. The daily calendar is important not only to ensure the academic integrity of the program, but also to clearly identify free time. Most faculty include a tentative daily calendar in the draft syllabus. The daily calendars may help to clarify liability issues when students undertake activities on their own. We recognize that days and times may not be set in stone, but we expect that the academic content and contact hours will stay the same.

**What is a program excursion?** Excursions are complementary learning activities that use local resources to enhance the course and program content. They may include, but are certainly not limited to, company visits, museum visits, participation in local ceremonies, attendance at arts or cultural performances, etc. Program excursions and related activities should pertain directly to course content, research and/or other fieldwork, and/or to an understanding of local history and culture.

**Can the program include fun things like tourist visits or recreational activities?** If students participate in recreational activities, outdoor or other tourism, it should be on their free time and at their own expense. These activities should not be included in the program budget or faculty expenses. Carefully weigh how each planned activity impacts student learning and the program objectives. Students need time to think, analyze and explore the course, their new surroundings and people.

**Do I have to plan every expenditure? What if I spontaneously go to a great museum or cultural event that I didn’t know existed?** We understand that you may have unexpected expenditures and that you may want to
take advantage of opportunities as they arise. Keep this in mind as you plan the budget, and build an extra excursion into the excursion portion of your budget to accommodate these items. Do not plan to overspend beyond what is budgeted for your program.

**Can we get some help from a travel agent or other local provider?** All program activities should be selected and arranged by the faculty leader since they are linked to a faculty member’s course. In some locations, Global Education may secure the assistance of a third-party study abroad provider with local resources and expertise. Travel agents and third-party providers can arrange for group transportation, e.g. buses, etc. Generally, programs cannot support guides who accompany the group unless there is a significant language barrier or poor infrastructure in the host country.

**You mention “free” time, how do faculty manage their time with students on study abroad programs?** Although the university recognizes that, as a practical matter, faculty cannot personally monitor the conduct of students participating in study abroad programs at all times, faculty must recognize that students participating in study abroad programs are under their supervision and guidance during the duration of the program. Faculty are expected to implement and enforce the University’s policies and protocols regarding student participation in study abroad programs, including the CU Denver Code of Conduct. The students sign a very thorough *Release from Responsibility, Assumption of Risk, and Waiver* that supports faculty control during the program abroad.

**Do we have the option of delivering course material before we leave and allowing assignments to be turned in after we return?** Yes, but academic work cannot be required during the semester prior to departure. Pre-departure meetings should be limited to 1-2 meetings with a focus of program and travel orientation.

If you wish to begin your course and start accruing contact hours before the start date of the program abroad that is permitted as long as the pre-trip meeting(s) are during the term of your program.

**Can faculty arrive in our host country early?** Generally, the program will not pay for more than one night’s faculty accommodation prior to the beginning of the program.

**How many students are required for a program to be approved?** For a program to be financially feasible and academically enriching, OGE requires that a minimum of 10 students enroll in programs with one faculty leader and a minimum of 12 students in programs with two faculty co-leaders. Programs with co-leaders should give compelling rationale for two faculty; e.g. two courses, highly integrated interdisciplinary approach to the subject, etc. There are times when even those numbers are not sufficient to make a program viable and you may need more students. Please note, the College of Architecture and Planning has set a minimum of 12 students for all CAP programs. Programs that for logistical reasons require less than 10 students will need prior approval from their home department and OGE. These programs will need to be budgeted with the lower number of students from the beginning.
**Is there a limit to the number of students that may participate in a program?** Yes – The maximum number of students is 16 students for a faculty member teaching alone, and 32 students for programs with two faculty members. However, the availability of facilities and nature of some programs, such as field schools, may reduce the maximum number of students.

**How can I post photographs?** We encourage you to send us 5 – 10 original electronic images that capture the spirit of your proposed program. These can be posted as part of the proposal process. High resolution photos are preferred.

**What about visas for the country we will visit?** Faculty visa fees are included in the program budget. Generally, student visas are not included in the budget. Visa requirements have considerable variation and levels of complexity.

In most instances, and unless OGE specifies otherwise, students are responsible for all fees and costs associated with securing their visa. OGE is not in a position to act as a visa agent, handling individual passports, mailing documents – including express services – etc., unless there is no other realistic option. OGE will only organize visas according to the level of complexity, our ability (we cannot attend a personal interview, for example), and the practicality of offering this level of service.

OGE is proud that many international students participate on Global Study programs; note that most international students are required to obtain a visa to enter countries for which U.S. students do not need a visa.

**Some budgetary questions which may help you think about program design:**

**General notes:**
- The budget template includes tabs along the bottom for each college/school, *please select the appropriate tab for your course*.
- In the title heading, please give your program name and the term (e.g. Maymester, Summer, Winter)
- You may add extra rows as necessary, please indicate whether the expense is per student or a single program expense.

**Will student airfares be included in the program fee?** No. Global Education is not a travel agent. Group tickets are often more expensive, offer limited flexibility, have high cancellation/change penalties, and many students prefer to make their own plans, use frequent flyer miles, etc. You may recommend a flight or itinerary to ease the arrival process or for complicated destinations. Also, students (and parents) appreciate when faculty share their itinerary so students may make arrangements for the same flights. Students and faculty are encouraged to purchase travel insurance for personal belongings and unforeseen travel changes.

**What is considered an excursion cost?** An excursion cost includes transportation, admission fees, tour guides, additional instructional facilities, and gratuities, etc. If there are extra meals during the excursion (which have not been budgeted somewhere else), you should include those too.
Since we may not know what we are in for when we travel overseas, are we allowed to visit the site(s) to explore academic opportunities and excursions in advance of the official program? Global Education has a limited pool of faculty development funds that you will need to apply for well in advance. Please inquire with the Director of Global Education if you wish to apply for Faculty Development Funds.

How is the program price determined? We estimate per student and group costs for all program related expenses. Program related expenses includes costs required by the University. These costs are not negotiable. Program price is based on the total estimated budget for the program divided by a conservative estimate of the number of student participants. Meeting budgeted enrollment targets is essential to a financially viable program. Once the program fee is set it is fixed; the program must operate within budget.

What if there is a deficit or money left over? The budget process is designed to break even. Global Education and the University cannot sustain programs that lose money. Proper budgeting, financial management and recruiting should achieve those goals. If a program is undersubscribed on the confirmation date and the budget cannot be revised to prevent an operating deficit, the program will be cancelled. Exceptions are extremely rare and must be justified by the college/school and OGE. Unanticipated losses will be carefully analyzed and discussed with the college and/or department within the context of future program sustainability.

OGE divides any surplus revenues into three funds: Contingency, Program Development, and Scholarships. Contingency funds are used to respond to emergency situations, e.g., currency fluctuation, last minute cancellation, emergency evacuation due to unforeseen circumstances, etc. The very limited program development funds are used to support new ventures, invest in program resources, training, etc. Scholarships are made available directly to Global Study students.

Some commonly asked questions about the Faculty Leader expenses:

Are Faculty Leaders given the total amount of the student program fee to spend on-site? No, faculty leaders may only spend what has been budgeted for program expenses. Prior to departure, faculty leaders will meet with the Finance Director and OGE to finalize and confirm the budget, and agree to conform to University and program financial requirements. The Office of International Affairs maintains the university’s strict reporting expectations concerning vendors, expenditures, receipts and spending to meet program and university guidelines.

How do I purchase my plane ticket? Plane tickets cannot be purchased until programs have been confirmed by OGE. Only the University of Colorado authorized travel agent, Christopherson, should be used to book faculty travel. You will first need to work with OGE to obtain the required information to book travel with Christopherson.

Effective Jan 4, 2016, all international travel will require pre-approval from both your academic department and
the designated International Travel Approver (most likely your dean) prior to booking the travel. You can obtain approval for International Travel using the Concur System. If you have any questions, contact FinProHelp@cu.edu.

**How much can faculty spend on accommodations?** Approval of housing costs is based on what is considered reasonable at that site. If a program has taken place at that location before, we will use previous expenses as a guide. The program will pay for a single hotel room or for a one-bedroom apartment. Due to the intense nature of short-term study abroad programs, we discourage accompanying family members during program dates. If you will need larger accommodations due to guests traveling with you on the program, you must pay the difference. Programs cannot support participation by unauthorized personnel during program time, this includes family members, unregistered students, research assistants, etc. Additionally, the university requires a signed waiver of responsibility for any non-university personnel traveling with you (e.g. family member or partner).

**If we receive per diem, what does it cover?** The per diem is intended to help offset some of the extra expenses of travel such as restaurant meals, laundry, and dry cleaning. It is not intended to cover every possible personal expense, since you would incur personal expenses even if you did not travel abroad.

**If there is a faculty leader leading the program, how many guest lecturers are permissible?** There is no standard for guest lectures, and the number varies widely from program to program. If you are taking students on excursions and an on-site representative is talking to the students, we ask you to consider carefully whether that person falls in to the category of guest lecture (giving an in-depth presentation on course material) or a guide/host for the excursion. If the person is providing less than an in-depth presentation on course material, then it is more appropriate to include any payment/honorarium in the costs of that excursion. Honoraria for guest lectures range widely depending on the credentials of the individual, the role they play in the program, and the standards for honoraria in the host country. The average is around $100-150 per lecture (with total amount budgeted for guest lecturers no more than $500-$600 per program). Finance requires a receipt (signed by the guest lecturer or faculty member) for each guest speaker. Please note, some speakers will not want an honorarium and ask to make a donation to a charity of their choice, **Colorado law prohibits the university from making charitable donations.**

**What about supplies – what types of things should we budget for?** In general the supplies category refers to consumable supplies – things like paper and pencils.

If you are designing a program with high technology costs – that may mean required Internet use for class, videotapes, digital cameras/video/photography equipment, please discuss these costs with the Finance Director. High priced technology items require far more than we budget for typical study abroad programs and they will have to be approved (with appropriate justification) on a program-by-program basis. Carefully consider how the program can function without these services. Some equipment and resource costs are best covered by departments that may retain possession of the equipment following the course.
OGE cannot reimburse you for personal items (travel clock, electric plug adaptor, reading lamp, etc.) which you may wish to purchase to make your on-site lodging more comfortable, nor can we cover the cost of standard, routine immunizations or other medical procedures.

**There is a category in the budget for communication – what does that refer to?** In general this category is for phone calls, fax, Internet, and other forms of communication. The average amount varies considerably, but a good starting figure would be $100. We encourage the use of Skype and other inexpensive (or free) providers.

**Will the program provide a cell phone?** The Office of Global Education does not offer cell phones to their faculty. It is the responsibility of the faculty to determine the telecommunication plan that works best for their program. This may mean purchasing a SIM card upon entry to your host country, or subscribing to a temporary international plan with your current U.S. provider. Consider these costs when planning out your program budget. Please make the Office of Global Education aware of your plan and what the best number to reach you will be once you arrive in country.

**Organizing a Global Study program is a lot of work. Can I hire a Program Support person to travel with me?** Organizing a study abroad program is a lot of extra work. We appreciate your efforts! In most circumstances, it is best to work with a locally based provider or support system to help administer a program. They have local knowledge, expertise, and the appropriate language skills to effectively and safely coordinate local arrangements. In rare instances, to help you with the added challenges that may arise with more students, and if the budget allows, OGE may support including a Program Support person. The Program Support’s sole responsibility should be to assist you and your group. The Program Support may have some of his/her expenses covered, but does not receive any additional compensation. All Program Supports must participate in the Faculty Risk Management Workshop. In the interest of disclosure, it’s important that you indicate in your proposal your personal relationship with the Program Support staff and clearly define his/her responsibilities and how he/she was appointed to the role.

**How should I calculate the exchange rate?** OGE will provide you with an exchange rate to be used for budget planning. As exchange rates can fluctuate significantly between when the price is set and when program expenses are incurred, we will set the rate conservatively compared to the daily exchange rate.

**Do I need International Medical and other insurance?** The program will provide HTH Worldwide health insurance coverage during your program dates. This is the same insurance we provide to student participants. In some instances OGE may use a different international health insurance provider. The HTH plan includes riders for political/security and natural disaster coverage for all participants. This is not travel insurance. If you, or your students, want travel insurance, e.g. flight delay, cancellation, theft, etc., it will need to be purchased separately.

**What about risk management?** We believe it is important that participants enroll in the program knowing both the rewards and risks involved in the study abroad program. As part of the proposal process we will ask about
your concerns and potential risks associated with living and learning on the Global Study program. Faculty are expected to create and provide a safe learning environment on Global Study programs. We have several resources available to assist and will provide support as needed. Sites with a State Department Travel Warning or that represent very high risk will require the preparation of an appeal or additional risk management plans.

**What are you most concerned about?** We ask you to share your concerns with us so that we can best support you. Concerns may range from student mental health issues, alcohol and drugs, transportation issues, or the safety of accommodation.

**What risk management resources are available to help me?** The Office of Global Education works closely with the University’s International Risk Management Committee to help manage international risk. The University has many resources that can provide information, support and advice on specific locations worldwide. These include:

- CU Denver Disability Resources and Services, 303.315.3510
- CU Denver Student and Community Counseling Center, 303.556.4372
- The U.S. Department of State – We ask everyone to read the US Government’s official advice on travel to countries. Additionally, we require all travelers to register with the State Department’s STEP program.
- International SOS – The CU System subscribes to International SOS as an international emergency service provider; it is not insurance. ISOS provides an excellent website and phone consultation.
- HTH Worldwide – The international health insurance provider’s site also offers useful information about regional and local health concerns as well as translation guides for medications. They have a list of vetted hospitals, clinics and health care providers.
- Centers for Disease Control and Prevention (CDC)
- World Health Organization (WHO)

**Responsibilities: Faculty**

1. **Program Promotion** – Faculty leaders are expected to organize and participate in at least two information sessions per semester prior to departure. Experience and formal studies indicate that faculty members are the single most effective means to promote a study abroad program. Second most effective are returned students. OGE will produce printed and online materials, discuss with students during advising sessions, be available to speak with classes, organize two study abroad fairs per year, etc. We encourage you to participate our study abroad fair. We encourage you to solicit the support of your departmental colleagues, academic advisors, and others to promote the program. We welcome suggestions to promote the program.

2. **Course approval** – Faculty members are responsible for making sure that the proposed courses follow university and college guidelines. They are responsible for making certain the course is in the directory, has been approved by the department and college, and can be taught off-campus. The course numbers and titles must be correct before program promotion can begin. If the course will be cross-listed with another department, the faculty member is responsible for verifying the course number and title with the appropriate departmental and school/college authorities.

3. **Course syllabus** – A draft syllabus must be submitted with the proposal. We also ask that a more complete syllabus be submitted no less than two months prior to the program departure date. We understand that changes in plans and new opportunities may arise prior to departure, please submit revisions as they occur. Using the *daily calendar* to track schedule changes, e.g. visits, may be a helpful

4. **Program Development** – Faculty will work with Global Education staff to design and work with overseas partners, facilities, local transportation, etc. Faculty are expected to prepare a tentative calendar and budget for the program proposal. As described earlier, faculty will work with Global Education and the Office of International Affairs Finance Director to develop a budget, determine payments, make financial arrangements, etc. Each program is different. For some programs, faculty will make most of the local arrangements and keep Global Education informed. Sometimes, arrangements are discussed between the faculty and Global Education and made by Global Education.

5. **Faculty Risk Management Workshop.** This workshop is mandatory for faculty leading programs. The workshop only needs to be completed once unless there have been significant changes to university or OGE procedures or policies. The workshop includes important information about faculty responsibilities; maintaining a positive learning environment; risk, safety, security, and emergency policies and procedures.

6. **Pre-departure Orientation** – Faculty are required to deliver at least one pre-departure orientation. These are delivered in conjunction with the Global Education office. All student participants are required to attend. Most Summer and Maymester student pre-departure orientations will take place in April or May.

7. **Program Management and Delivery** – Study abroad programs are extremely complex and usually operate within a very narrow timeframe. Students should be given a final daily calendar prior to departure, ideally at the orientation. It is understood that excursions, dates, times and other plans are subject to change, this needs to be reiterated to students. Faculty members have many on-site responsibilities including:
   - Academic program including course delivery (45 instructional hours per 3 credit hours) and student assessment.
   - Overall program management including leading and troubleshooting accommodation, transportation, organizing guest lecturers, teaching locations, excursions and entry into sites of interest, etc.
   - Fostering a positive learning environment within a new cultural context and enforcing CU Denver’s Student Code of Conduct.
   - On-site implementation of university risk management protocols as outlined in the faculty workshop and faculty handbook. Should an incident occur during the program, the faculty member is responsible for communicating and reporting to Global Education.
   - Liaison between CU Denver and a local program provider (if a third party provider is used).
   - Due to the highly concentrated nature of most CU Denver Global Study programs, faculty should not count having time to conduct research during the official program dates.

8. **Program Finances** – Faculty are expected to organize and submit their receipts for reimbursement to the Office of International Affairs within two weeks of the program end date. Late submission of receipts may be treated as taxable income and reported to the IRS. All University travel policies apply: https://www.cu.edu/psc/payables/travel.htm The OIA’s Finance Director cannot prepare the financial report until all receipts have been submitted to the office. As with all other University travel, reimbursement will not be possible for undocumented or unauthorized expenses (e.g. alcohol purchases).

9. **Program Review and Assessment** – Faculty Leaders are encouraged to submit a final evaluation or meet with OGE staff regarding the following:
a. **Program overview** – A brief description of the program objectives, activities, content and delivery. How effectively did the program meet its objectives?

b. **Program highlights** – What activities, events or sights were particularly significant? What unique learning occurred?

c. **Challenges and Incidents** – Did you face any particular difficulties (either in Denver or abroad) when implementing the program?

d. **Contacts and institutional affiliations** – Please provide key contacts who could work with the program in the future or could contribute to CU Denver’s internationalization objectives.

e. **Recommendations and Conclusions** – Please provide any recommendations you have for future programs. OGE will provide student evaluations after grades have been turned in. What should be repeated, improved or avoided? What are your thoughts on the program as a whole? Should it be continued? Is there scope to collaborate with colleagues from other departments?

10. **Risk Management** – Health and safety are CU Denver’s primary concerns and commitments. We want all participants to be fully aware of differing risks that may be associated with studying abroad on each program. We are committed to everyone’s health and safety while abroad and fostering a safe learning and living environment for both students and faculty. Faculty are responsible for familiarizing themselves with safety and security risks and developing a program that recognizes and mitigates potential risks while delivering the fullest academic program possible. Global Education and the International Risk Management Committee will work closely with you through this process. You will be asked to complete an “Emergency Action Plan” form that details resources available on site, and comprehensive contact information. Faculty are also responsible for reporting any health or safety incidents to Global Education staff.

**Responsibilities: Global Education**

The Office of Global Education is responsible for the overall management of all CU Denver students seeking to study, research, intern, and learn outside the US. Programs taught, supervised and organized with CU Denver faculty are one way to integrate global learning into the curriculum and to offer international educational opportunities to CU Denver students. Global Education works with the Office of International Affairs, Colleges, Schools and Departments to develop a portfolio of education abroad programs for CU Denver students. Global Education is committed to implementing safe, challenging, affordable and well-organized education abroad opportunities for CU Denver students. Sometimes for any number of reasons, Global Education may not be able to administer every proposed global study program.

**Program development** – Global Education is charged with working with departments, colleges, and schools to develop and maintain safe, financially viable, sustainable, quality international education programs. We will work with faculty members to determine the most appropriate type of program for their academic objectives which may include; travel study, field study, studio and experiential learning opportunities. Global Education can help identify potential resources, providers, and partners to support faculty and their programs abroad. We will also negotiate or help support negotiations with overseas providers. Global Education works with an OIA Finance Director to develop a budget, establish a program price, and pay program expenses. Global Education consults with the Offices of Procurement and Legal Affairs to negotiate and sign contracts, agreements, and other documents necessary to ensure payment.
and protection of university interests. Where necessary, we work closely with University (system and CU Denver) Risk Management to develop risk, safety and security plans.

**Program promotion** – Global Education organizes two study abroad fairs per year, occasional study abroad tables and other promotional events at Tivoli and other convenient venues. We manage the Global Education website and the Terra Dotta application management system which includes information about all of our Global Study programs and more. Global Education produces and distributes program brochures to students, faculty members, departments, and other locations on campus. We maintain promotional bulletin boards: currently, two in the North Classroom, and one in the Arts Building.

Many programs are suitable to students beyond CU Denver. OGE will help target and recruit qualified students from other US institutions to participate in CU Denver programs. The inclusion of other qualified students benefits programs in several ways including diversity, strengthening financial stability, recruiting into CU Denver graduate programs, etc. OGE will manage student enrollment, distribution of pre-departure materials and transcripts.

**Faculty and program support** – Leading students abroad on an educational program can be one of the most rewarding professional experiences. We strive to support all faculty engaged in organizing travel study, field study, research and clinical international education programs. We know of a range of reputable “third-party providers” who can assist with the implementation of your global study program. Global Education uses a centralized application management system called “Terra Dotta” which helps organize, track, and manage student and program data. Every Spring and Fall, OGE organizes a risk management workshop to prepare faculty to lead programs abroad. We appreciate your feedback, positive and negative, on ways in which we can improve our service to you, your department and your students.

**Budget and financial management** – Global Education and the Office of International Affairs Finance Director collaborate with faculty to develop a program budget. We will also arrange payments for the different aspects of the program. Often, payments are made while the program is underway abroad. We will also arrange for cash advances, etc. to facilitate those payments. Upon return, we will submit receipts for program expenses for reimbursement. We will prepare a final balance sheet of program costs.

**Student advising** – Global Education advises students about study abroad programs and opportunities. We provide information about applying for scholarships and financial aid to support their study abroad ambitions. We work with faculty to prepare and deliver pre-departure orientations.

**Risk and security management** – The safety of CU Denver students, faculty and staff is paramount. The Office of International Affairs is charged with assessing potential risks that may arise from faculty, staff, and student involvement in international activities. Additionally, OIA recommends courses of action that the university may or should take to respond to risks, security issues, natural disasters, for CU Denver
personnel engaged in international activities. In many instances, the OIA is also charged for implementing agreed guidelines and courses of action. OIA and OGE work with several different offices on and off campus to prepare and manage risk.

The Office of Global Education has been charged with the student side of risk and security management. OGE’s involvement is not limited to student participation in global study or study abroad programs, but applies to all students traveling abroad for CU Denver related activities including; graduate and medical students engaged in research, internships, service learning, accompanying a faculty member to a conference or research site, and other academic activities. Should circumstances warrant, all programs that involve student travel abroad are subject to suspension and cancellation, even at the last minute. OGE maintains a 24-hour emergency contact phone.

**U.S. State Department Travel Advisories:** Student travel to countries with U.S. State Department Travel “warnings” and “alerts” are subject to close scrutiny. All Global Study programs to countries with a U.S. State Department “warning” are suspended until at least one of the following two criteria are met:

- The U.S. State Department travel warning is lifted or significantly downgraded (i.e. to “alert”).
- A successful appeal to the International Risk Management Committee (IRMC) and Provost. The IRMC and Provost will carefully review of the program scope, goals and objectives; local partners; policies of peer institutions who operate in the country; specific security issues at the proposed location; security preparations; faculty and student orientations; emergency and contingency plans; and any other factors that could impact the capacity of the program to proceed by managing the program to an acceptable level of security and risk. While all programs have a cancellation policy in place, it is particularly important to have clear contingency plan. Plans may range from refunds and reimbursements to relocating the program to a different site.

**Post-Program Evaluation:** OGE will administer an electronic program evaluation following the program. The evaluation includes questions about OGE’s service, logistical and programmatic elements of their experience. Course evaluations are handled separately through the university’s FCQ process. Program evaluations will be shared with faculty and discussed with them after final grades have been submitted.

OGE staff are available to meet with faculty leaders to discuss the entire program process. We seek constructive suggestions to improve all aspects of the student and program experience.
Appendix C:

Emergency Action Plan
**Instructions:**

Creating a thorough Emergency Action Plan (EAP) for travel abroad is a standard practice in the field of international education. It combines all critical contact information in one document, as well as enumerating the concrete steps to take in case of an emergency.

On the first page of the EAP, include the steps to be followed in case of an emergency. Below you will find steps that must be included; choose the appropriate order for your program, and copy and paste them onto the first page of the EAP.

- Contact local emergency services as required. NOTE: unless the emergency is sexual assault. If sexual assault, contact the US Embassy Sexual Assault team.
- Contact HTH International Insurance +1.610.254.8771 (collect) for health issues, medical emergencies, or in the event of evacuations for natural disasters and political/security emergencies.
- Contact the Office of Global Education/OIA. Calling order - Diego Garcia +1.979.492.1345 OR Jessica Tharp: +1.732.485.5435 OR Catherine Bogle: +1.720.299.9199 OR Meghan Atherton: +1.303.918.6745; Alana Jones: +1.978.846.0240; and John Sunnygard: +1.303.807.9956. If you are unable to reach anyone or need further assistance, call CU Denver Police collect at: +1.303.367.1785
- If you require general advice on medical providers, country specific risks, or other issues, contact International SOS: Call collect worldwide: +1.215.942.8478; Membership number: 11BCAS000006.

On the second page of the EAP, complete all blank fields with easy-to-use contact information, including full names, physical addresses, phone numbers, etc.

**Considerations:**

- Is your plan easy to read and understand, especially during a stressful situation?
  a) Students must be briefed on this plan and should have a copy. Will the students understand it?
- Are communications available throughout the duration of your program to anyone that needs to get help in an emergency?
  a) If not, identify when communications are unavailable and corresponding actions.
- If the Primary Program Leader is incapacitated during program operation, who will manage the program?
  a) Who will stay with the Primary Program Leader?
- If a student(s) is/are incapacitated, who will stay with the student(s) in the event they are hospitalized or otherwise unable to travel with the rest of the group?

**NOTE:** Delete this instructional page from your final EAP. Your EAP should be no more than two pages, front and back.
Emergency Action Plan

Program Name: 

Primary Program Leader: 

Program Dates: 

Number of Students: 

1: Ensure your safety and the safety of your group.
   • Contact all students.
     o Determine whether they are accounted for and safe.
     o Determine and record their present location.
     o Instruct them where to go and what to do given the circumstances.

2: Assess the situation and any threats or dangers it poses to students or leader(s).
   • What specific threats or danger do they face?
   • What immediate steps can and should be taken to reduce harm, danger or threat level?
   • Are people safer staying where they are? If not, then where?

3: 

4: 

5: 

6: 

7: 

8: 

9: 

10: 

11: 

12: 

13: Maintain a log throughout the emergency. Assign a specific person for this task and rotate duties as needed.
<table>
<thead>
<tr>
<th><strong>Primary Leader’s #</strong> [Faculty name here]</th>
<th><strong>Assistant Leader’s #</strong> [Co-Faculty/Program Support name here]</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>In-Country cell:</strong> [phone number here]</td>
<td><strong>In-Country cell:</strong> [phone number here]</td>
</tr>
<tr>
<td><strong>Transit number:</strong> [phone number here]</td>
<td><strong>Transit number:</strong> [phone number here]</td>
</tr>
<tr>
<td><strong>9-1-1 Equivalent:</strong> [911 equivalent here]</td>
<td><strong>Hospitals and Doctor Clinics:</strong></td>
</tr>
<tr>
<td><strong>Local Consular Services:</strong></td>
<td>[City name]</td>
</tr>
<tr>
<td>[US Embassy/Consulate]</td>
<td>[Name of Hospital, address, phone number]</td>
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<tr>
<td>[Address &amp; Phone number of local embassy/consulate]</td>
<td>[Is it an HTH-affiliate? If unsure contact OGE]</td>
</tr>
<tr>
<td>[US Embassy/Consulate in other city you are traveling to OR Embassy/Consulate of other nation represented on your program]</td>
<td></td>
</tr>
<tr>
<td>[Address &amp; Phone number of local embassy/consulate]</td>
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<tr>
<td><strong>Local police departments:</strong></td>
<td><strong>Accommodation (Name, Address, and Phone):</strong></td>
</tr>
<tr>
<td>[Location]</td>
<td>[City name]</td>
</tr>
<tr>
<td>[Address and phone number of local police departments]</td>
<td>[Name of Hotel, address, phone number]</td>
</tr>
<tr>
<td><strong>Local fire departments:</strong></td>
<td><strong>Two emergency meeting places:</strong></td>
</tr>
<tr>
<td>[Location]</td>
<td>[City name]</td>
</tr>
<tr>
<td>[Address and phone number of local fire departments]</td>
<td>[List the locations of two emergency meeting places]</td>
</tr>
<tr>
<td><strong>Local Partner and In-Country Contacts:</strong></td>
<td></td>
</tr>
<tr>
<td>[Local Partner(s) name and phone number(s) here]</td>
<td></td>
</tr>
<tr>
<td><strong>Itinerary Outline (Date &amp; Location):</strong></td>
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<tr>
<td>[DATE(s)] [Location]</td>
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