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 on-line 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 John Sunnygard, Director of Global Education: john.sunnygard@CUdenver.edu. Study Abroad Coordinators Meghan Atherton and Jessica Greenbaum (Asia) also work closely with faculty throughout the development and implementation processes. Meghan.Atherton@CUdenver.edu, Jessica.Tharp@CUdenver.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. The proposal includes eight sections:

1. Program description, purpose and who will teach or mentor
2. Brief discussion of how the program supports the college and department’s curricular and international objectives; and how the program will be sustained in the future
3. Tentative syllabus with student learning and development outcomes
4. Qualifications for participation (what are the minimum qualifications a student must demonstrate for the course? For the program?)
5. Tentative daily calendar (you do not need to detail the lectures, etc, just daily hours of instruction, excursions and visits, students' independent learning/research time and “free time”)
6. Tentative list of (preferred) guest lecturers and topics. What arrangements have been made? What arrangements need to be arranged?
7. Tentative list of all proposed excursions
8. Preliminary budget. Additional budget and pricing details will be completed as we plan the program.

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.

By completing the proposal process, you are agreeing to the general terms and responsibilities of organizing and delivering a high-quality academic program as outlined in the FAQ’s and through on-line and other documentation. Faculty submitting proposals also agree to participate in a minimum of two promotional “information sessions” per semester; fulfilling the mandatory *Global Study Faculty*
Workshop requirement; and a minimum of two required pre-departure student orientation sessions. All programs have a three-part approval process involving 1) the Academic Department; 2) the College or School and; 3) the Office of Global Education (OGE). 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 should be submitted on-line using the URL sent to you by OGE. The StudioAbroad on-line system allows for cutting and pasting 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 the Director of Global Education 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 system, please contact Meghan Atherton, Meghan.Atherton@CUdenver.edu 303.315.2473

Proposal Deadlines: Please submit 2014 Maymester and Summer program proposals by August 1, 2013. Winterim proposals - December 2013 – January 2014 (Spring semester 2014 registration) are due by July 1, 2013. If you will have difficulty meeting the timeline, please contact john.sunnygard@CUdenver.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 US. 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 or mentor, 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 directors or mentors 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
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 three weeks in duration (generally Winter-term and Maymester programs, as well as most summer programs). Multi-country comparative programs may be considered for semester-long programs or 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.

What is the program description? The program description helps market the program. The description should be approximately 100 – 150 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 on the brochure, website, etc. 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 more than 50% of students participating in study abroad programs are graduate students. Courses should 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 catalogue, 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).

What is the course title? Within each box please indicate the Departmental prefix, the course number, and the course title. We have four boxes for course titles to allow for multiple listings of the same course, e.g. XXXX4995 undergraduate and XXXX5995 graduate would be two listings; an interdepartmental cross-listing of undergraduate and graduate would be four listings.

Who teaches the courses? 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. Faculty are expected to deliver the same contact hours that they would if they were teaching on campus. 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 member(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 member 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 (eg. 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 will students be in class? On excursions? In studio, Field, etc.)

We encourage the development of courses abroad that will meet the Core Curriculum requirements for either *International Perspectives* or *Cultural Diversity*. These courses would need a regular course number (not the Travel Study XXXX N995) and be approved through regular channels.

**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 members should clearly spell out expectations they have of students, e.g. “experience camping and fitness for
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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 directors should clearly indicate the criteria they will use to evaluate a student's eligibility to participate in the program. Common criteria include: submission of transcripts and/or a minimum GPA (generally, we require a 2.5 or better); essay(s); personal interview; previous class participation; faculty recommendations; portfolio or other 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 StudioAbroad system enables faculty to “review” and “recommend” or “reject” applicants. OGE must be told 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 academic work 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.

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 proposal). 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 is NOT the arrival date.

**Course end date:** Last class/exam day. This is NOT 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 2014 dates:** Programs may not begin prior to December 25, 2013 and must be completed and return to Denver by January 19, 2014

**Maymester 2014 dates:** May 19, 2014 – June 5, 2014. Students may not depart Denver before Saturday, May 17, 2014 and must be scheduled to return to Denver no later than June 8, 2014. (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 2014 dates:** Programs with an end date past June 6, 2014 are considered summer. If the program overlaps with Maymester dates, a special exemption is required by the Summer Initiatives Group. Summer programs must be completed by August 2, 2014.

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 insure 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. You may update your daily calendar anytime.

**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.
Can we get some help from a travel agent or other local provider? All excursions should be selected and arranged by the faculty director 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 2-4 meetings (no more than 4 hours per meeting) with a focus of program and travel orientation. The proposal questionnaire gives you four response options for the question, “Will you require additional meetings on campus as part of the program?”

1. 2 – 4 pre-departure meetings are sufficient, no additional meetings required.
2. Yes, students will be required to enroll in a campus taught Maymester (please give course number) followed by for credit global study.
3. Yes, students will be required to attend more than 4 meetings prior to departure (non-credit).
4. Yes, students will be required to attend meetings or enroll in a course following the program (for credit or non-credit).

Grades should be posted by the established grading deadlines for the term in which the program is scheduled. The registrar’s office strongly discourages giving an entire course a grade of “incomplete.”

Can we arrive in our host country early? Programs may not depart before the completion of the prior term. For example, Maymester programs may not depart until the Saturday following the end of Spring semester finals. 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, OGE requires that a minimum of 10 students enroll in programs with one faculty director and a minimum of 20 students in programs with two faculty co-directors. Programs with co-directors 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.

**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 26 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 electronic images that capture the spirit of your proposed program. These can be posted as part of the proposal process. Low-resolution (less than 300dpi) photos are fine for the web, but do not print well.

**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. Some countries have a simple on-line process, e.g. Australia. Others require the student to make a personal visit and submit several personal documents, e.g. Italy. Some countries will allow students participating on a short-term program and not matriculating into a local university to enter on a tourist visa, others require every student to enter on a student visa (USA, Italy). Students may also remain in country beyond the scope of the program, which may impact their visa status.

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. We may also recommend a visa service(s). In a very few instances, it is more efficient for OGE to submit a group visa application (e.g. Tanzania). In rare instances, visa fees will be included in the program fee.

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

**General notes:**

April 2013
The budget template includes tabs along the bottom for each college, please select your college and work from there.

In the title heading, please give your program name and the term (e.g. Maymester, Summer, Winter)

You may add extra rows to the yellow section 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.

**Are speakers on excursions included in excursions (student costs) or guest lecturers (program costs)?** Many excursions have guest speakers associated with them. If you are paying for a guest speaker as part of an excursion (that is, somewhere away from your usual classroom), the speaker's honorarium should be included in the excursion cost rather than as a separate guest lecturer in the program costs section.

**What other costs are to be considered to arrive at a total cost for each excursion?** Other things to consider include 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 check out excursions in advance of the official excursion with the students?** Generally, no. Global Education has a very limited development budget.

**What are local travel and meal allowances?** In some cases you may want to provide the students with cash for travel or a meal. For example, you may visit a city where the students are expected to catch a bus and spend an afternoon in the city. You may want to budget funds for the bus fare and the meal. Purchasing policies require a receipt. University funds may not be used to purchase or reimburse alcohol purchases. For the brochure and information, please indicate what, if any, meals will be included in the program fee. E.g. “No Meals.” “Breakfast only. “All meals included at the field site.”

**How is the program price determined?** We estimate per student and group costs for all program related expenses. Program related expenses includes
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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 enrolment 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 in excess of the budgeted amount 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 students to support the broadest cross-section of CU Denver students participation. The downside of good budgeting means that these funding sources are very small.

**Some commonly asked questions about the Faculty Director expenses:**

**Are Faculty Directors given the total amount of the student program fee to spend on-site?** No, faculty directors may only spend what has been budgeted for program expenses. Prior to departure, faculty directors will meet with the Finance Coordinator and Director of Global Education 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 can I buy a plane ticket and can I buy my own 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. Christopherson will directly bill the University. You will first need to work with OGE to obtain the required information to book travel with Christopherson. If you do not use the University travel agent, you must document that the airfare is lower than quotes from Christopherson for the *identical itinerary*. Furthermore, University policy does not allow us to reimburse for airfare from a non-authorized travel agent until travel has been completed (i.e. after the program end date). The program budget will only cover up to the
equivalent cost of the most direct travel to the site and back on the specified program dates.

For faculty accommodations, can we travel ahead of the students or stay beyond the program termination dates? Most faculty directors prefer to travel with the students. Except when agreed in advance and in exceptional circumstances, expenses incurred while abroad will only be reimbursed for the actual days of the program.

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? A per diem is not always offered. 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.

How should we budget excursions for faculty? In general, you can use the same total that you use for students plus the additional cost of a single hotel room.

If there is a faculty director 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. However, 4-6 seems to be about average. 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?** The average request for supplies should not exceed $150. 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 coordinator. 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.

With prior approval, OGE is willing to purchase 1-2 travel books/guides to help you with programs to new locations. However, we ask that these guides be returned to us at the end of the program so that other faculty directors may use them.

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 $50. We encourage the use of Skype and other inexpensive (or free) providers.

**Will the program provide a cell phone?** In most instances, the program will provide a local cell phone with a local SIM card and about $50 of “local talk time.” Most local SIM cards can be “topped up” at a local newsstand. This is not a US-based phone that works abroad. Program provided cell phones must be checked out in advance and returned at the conclusion of the program. Faculty must complete a PTA – *Personal Technology Authorization* as required by the University. The phones are part of the university risk management plan and to be used exclusively for program related communications. Often, incoming local cell phone calls are free, but verify the policies of the provider and country in advance. Faculty Directors are responsible for all non-program related calls made on the program cell phone. When a local cell phone is provided, OGE most likely cannot reimburse calls to/from your US personal cell phone.
Organizing a Global Study program is a lot of work. Can I hire a Program Assistant (PA)? 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 a Program Assistant (PA). Adding a PA will significantly increase the program cost to students, thereby hindering recruitment efforts. The PA position will be cut if the program does not enroll a minimum of 18 students (single-director programs) or 30 students (co-directed programs) in the program at the time of program confirmation. The PA’s sole responsibility should be to assist you and your group. A PA may not be a student enrolled in the program. Only individuals with local expertise and experience will be considered for a PA. The PA may have some of his/her expenses covered, but does not receive any additional compensation. All PA’s must participate in the Faculty Workshop.

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. The insurance is billed in 30-day increments and by age (18 – 49; 50 – 64; 65 – 74). This is the same insurance we provide to student participants. OGE has a prospectus and a flyer with more information. In some instances OGE may use a different international health insurance provider. For 2013 – 2014, we have added 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.

Responsibilities: Faculty
1. Program Promotion – Faculty directors are expected to organize and participate in at least two recruiting 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 brochures, post programs to our website, discuss with students during advising sessions, be available to speak with classes, organize two study abroad fairs per year, help coordinate activities, etc. We encourage you to reserve a table at the 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.
   a. Organize at least two recruiting events per semester
   b. Submit promotional text for brochures and the website
   c. Submit photos, video, student quotations, etc.
   d. Encourage past participants to promote the program, e.g. invite
      them to a brief class presentation, staff a table at the study
      abroad fair or other event, etc
   e. Work with OGE to develop off-campus promotion to special
      constituencies when appropriate.

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 inventory, 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. Please submit a signed CPE form as early as possible,
   preferably with the program proposal.

3. **Course syllabus.** A tentative 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
   complement to the syllabus.

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 Coordinator 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. We will be using the on-line
   StudioAbroad system to help coordinate these activities.

5. **Faculty development workshop: Survivor: Global Study Edition**
   The Center for Faculty Development and Global Education co-sponsor a
   preparatory workshop for faculty leading Global Study programs. This
   workshop is mandatory for faculty leading programs. The workshop only
   needs to be taken once. The workshop includes important information
   about faculty responsibilities; maintaining a positive learning
   environment; risk, safety, security and emergency policies and
   procedures; techniques for enhancing the student learning experience.
October 25, 2013 and April 25, 2014 (attend one).

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. We will agree upon a date that will be published in December. Some faculty members like to have several meetings, we would like to keep the meetings to two.

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 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** – All faculty directors are required to attend a financial orientation session with the OIA Finance Coordinator and Global Education. 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](https://www.cu.edu/psc/payables/travel.htm) The OIA’s Finance Coordinator 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 Directors are asked to submit a final report that contains 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?

**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 the OIA Finance Coordinator 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
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 which includes lists and features of Global Study, Field Study and other programs. Global Education produces and distributes program brochures to students, faculty members, departments, and other locations on campus. We maintain three promotional “windows” two in the North Classroom and the other in the library.

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. 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 information management system called “StudioAbroad” which helps organize, track and manage student and program data. Every Spring, OGE and the Center for Faculty Development organize a workshop to prepare faculty to lead programs abroad. This workshop is mandatory for all faculty leading programs abroad. You only need to take the workshop once, but are welcome to repeat as the dynamic of each workshop is unique. Our website has a faculty section that provides centralized access to University policies, procedures, protocols. It has an extensive resource site with a range of information related to international education, insurance, risk management, establishing a memorandum of understanding (MOU) with a foreign partner, StudioAbroad FAQ’s, and OIA contact information. 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 Coordinator 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. The on-line application system enables us to offer more program specific information about travel, visas, living arrangements, etc. 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.

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

- The US State Department travel warning is lifted or significantly downgraded (i.e. to “alert”).
- A successful appeal to the International Risk Management Committee (IRMC). The IRMC 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
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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.

OGE will meet with faculty directors to discuss the entire program process. We seek constructive suggestions to improve all aspects of the student and program experience.

THANK YOU!