



FACULTY & STAFF HANDBOOK: GLOBAL SEMINARS

CRISIS CONTACTS

Center for Global Engagement <i>CGE staff serve as your primary crisis contacts.</i>			
Associate Academic Dean for Global Affairs	Gratzia Villarroel	Office: 920-403-3887 Mobile: 920-562-7040	gratzia.villarroel@snc.edu
Director of Study Abroad & Off-Campus Programs	Jeremy Doughty	Office: 920-403-4068 Mobile: 920-740-2888	jeremy.doughty@snc.edu
Advisor for Study Abroad & Off-Campus Programs	Alaina Morales	Office: 920-403-3459 Mobile: 217-508-6883	alaina.morales@snc.edu
Campus Safety <i>Contact Campus Safety if you're unable to reach CGE staff.</i>			
Campus Safety	24/7 Contact	920-403-3299	campussafety@snc.edu
Title IX Coordinator <i>Contact Amanda Kim for issues regarding gender-based misconduct and sexual harassment.</i>			
Senior Advisor to the President for Equity, Diversity, & Inclusion	Amanda Kim	920-403-3018	amanda.kim@snc.edu
Media & Communications <i>Direct all media inquiries to Michael Counter.</i>			
Director of Media Relations	Michael Counter	Office: 920-403-3089 Mobile: 920-362-8864	mike.counter@snc.edu
GeoBlue (International Health Insurance) <i>GeoBlue can schedule appointments at and facilitate payment to an in-network medical provider.</i>			
24/7 Customer Service		1-610-263-2847	customerservice@geoblue.com
24/7 Global Health & Safety		1-610-254-8771	globalhealth@geoblue.com

INTRODUCTION

Dear Faculty and Staff,

Thank you for committing your time and energy to crafting and leading a Global Seminar for St. Norbert College students.

In the Center for Global Engagement, our mission is to challenge and support individuals to become ethical global citizens who collaborate for socially responsible and positive change in a diverse world. To honor our mission, we provide support to faculty and staff who design and deliver Global Seminars—short-term, faculty-led study abroad programs during the J-Term and summer.

This handbook offers a comprehensive overview of St. Norbert College’s approach to Global Seminars. It is designed to help you construct and lead an effective study abroad program that aligns with best practices in the field of international education.

We look forward to helping you build a dynamic and transformative Global Seminar that will benefit St. Norbert College students intellectually, spiritually, and personally. Please let us know if you have any questions along the way.

Center for Global Engagement Staff

Special Thanks

The Center for Global Engagement would like to recognize the following institutions and organizations for their guidance:

Indiana University
NAFSA: Association of International Educators
St. Catherine University
St. Olaf College
The Forum on Education Abroad
Towson University
University of Delaware
University of Denver
University of St. Thomas
University of Texas at Austin
Upper Midwest Association for International Education

TABLE OF CONTENTS

	Page
VISION & MISSION.....	1
St. Norbert College Mission Statement.....	1
Center for Global Engagement Vision Statement	1
Center for Global Engagement Mission Statement.....	1
Center for Global Engagement Core Values.....	1
Equal Opportunity Statement	1
Study Abroad Learning Goals & Outcomes	2
SHORT-TERM STUDY ABROAD PROGRAMS.....	3
Definition	3
Global Seminars.....	3
Benefits	3
PROCESS	5
10-Step Process.....	5
Online Resources.....	5
Repeat Global Seminars	5
Step 1: Meet with the Associate Academic Dean for Global Affairs	5
Step 2: Complete the Proposal.....	5
Step 3: Meet with Study Abroad	6
Step 4: Design Your Global Seminar	6
Step 5: Promote Your Global Seminar.....	6
Step 6: Facilitate Pre-Departure Programming	6
Step 7: Attend the Faculty Training.....	6
Step 8: Deliver Your Global Seminar	7
Step 9: Facilitate Re-Entry Programming	7
Step 10: Debrief.....	7
SUPPORT MODELS	8
FINANCIAL MODESL	10

TIMELINES	11
Proposal Submission Timeline.....	11
Student Application and Payment Timelines	12
RESPONSIBILITIES: FACULTY DIRECTOR & PROGRAM ASSISTANT.....	13
Faculty Director Responsibilities	13
Program Assistant Responsibilities.....	14
FINANCES AND BUDGETING.....	15
Budget Template	15
Budget Polices	16
Student Payments	16
Making Payments.....	16
Tracking Expenses	17
Cash Advance	17
LOGISTICAL ARRANGEMENTS	18
Flights	18
Airport Transportation in the U.S.....	18
Transportation Abroad.....	18
Housing Abroad.....	19
Meals Abroad	19
Mobile Phone	19
STUDENT ENROLLMENT	20
Admission Policy for Students	20
Tuition Waiver, Tuition Exchange, and Norbertine Waiver Students.....	20
Student Applications	21
Student Payment.....	21
Student Financial Aid.....	21
Statement on Equal Educational Opportunity	22
Late Applicants	22
Low Enrollment	22

Withdrawing Prior to Departure	22
Students with Academic or Disciplinary Issues	22
STUDENT PREPARATION	23
Center for Global Engagement Support	23
Faculty Director Support	23
Academic Experience	23
Passports and Visas	23
IN-COUNTRY MATTERS.....	24
Notification of Arrival	24
Orientation	24
General Student Health and Wellness	24
Student Dismissal from Program.....	24
Student Withdrawal from Program.....	25
HEALTH, SAFETY, SECURITY, AND RISK MANAGEMENT	26
Important Note	26
Program Planning	26
Health Insurance	27
Smart Traveler Enrollment Program (STEP)	27
Immunizations.....	27
Unstructured/Free Time for Students	28
Culture Shock	28
Gender-Based Misconduct and Sexual Harassment.....	29
Multiple and Intersecting Identities	30
Liability	30
Transportation.....	30
Alcohol Use	30
CRISIS PREPARATION AND PROTOCOL.....	32
Crisis Procedures	32
Important Note	32

Assess the Crisis.....	32
Major crisis	33
Minor crisis	33
Media Inquiries.....	34
Situational Checklists.....	34
Serious accident or illness	34
Report of a missing student.....	34
Death of a student.....	35
Political crises and natural disasters.....	35
Rape or sexual assault	35
Crimes other than sexual assault	36
Student perpetrator(s)	36
Potentially serious mental health issues	36
Hostage situations	37
RETURNING TO ST. NORBERT COLLEGE	38
Student Program Evaluations	38
Debrief	38
Budgeting	38
Grades	38
Returned Student Services	38
POLICIES	39
Countries Under U.S. Department of State Travel Warnings.....	39
Events Causing Immediate Cancelation of the Global Seminar	39
Faculty Director Eligibility.....	39
Faculty Director Proposal	40
Family Members (Partners, Spouses, and Children)	40
Guest SNC Faculty, Staff, and Staff.....	41
Guest Students (Non-SNC Students)	41
International Health Insurance	41

Program Assistant Eligibility	41
Repeat Global Seminars	41
Student Withdrawal	41
REFERENCES	43
APPENDIX A. CHECKLIST	44
APPENDIX B. INCIDENT REPORT	45

VISION, MISSION, GOALS, & OUTCOMES

As you begin to design your Global Seminar, it is important to be mindful of aligning your program with the vision, mission, and values of St. Norbert College and the Center for Global Engagement.

St. Norbert College Mission Statement

St. Norbert College, a Catholic liberal arts college embracing the Norbertine ideal of *communio*, provides an educational environment that fosters intellectual, spiritual, and personal development.

Center for Global Engagement Vision Statement

To create a just, empathetic, interconnected, and peaceful global community.

Center for Global Engagement Mission Statement

To challenge and support individuals to become ethical global citizens who collaborate for socially responsible and positive change in a diverse world.

Center for Global Engagement Core Values

We are student-centered, engaged advocates who value:

- Academic excellence
- Innovation
- Global diversity

Equal Opportunity Statement

The Center for Global Engagement is committed to the policy that all persons shall have equal access to its programs, facilities, and employment, without regard to race, color, creed, religion, national origin, sex, age, marital status, disability, public assistance status, veteran status, or sexual orientation.

Study Abroad Learning Goals & Outcomes

AREAS & LEARNING GOALS	OBJECTIVES
<p style="text-align: center;">AREA 1:</p> <p style="text-align: center;">INTELLECTUAL DEVELOPMENT:</p> <p style="text-align: center;">Understand the interconnectedness of historical, sociocultural, political, educational, and economic issues in contemporary global contexts</p>	Understand your own cultural heritage within a comparative context
	Understand and engage with local and global issues to create a better world
	Collaborate with diverse others to produce knowledge and positive change in an ethical and equitable manner
	Develop a more inclusive understanding of diversity
	Understand your host region, country, and community and the relationships between them
	Develop new perspectives on your field(s) of study
<p style="text-align: center;">AREA 2:</p> <p style="text-align: center;">PERSONAL DEVELOPMENT:</p> <p style="text-align: center;">Develop a better understanding of the self and your multiple, intersecting identities in an increasingly diverse society</p>	Understand the impact of a study abroad or off-campus program on your multiple, intersecting identities
	Develop a deeper awareness of power and privilege in relation to your multiple, intersecting identities
	Develop the ability to critically reflect on new experiences, articulate the deeper meaning of these experiences, and integrate this learning into expression of self
	Develop an attitude of openness and acceptance to difference
	Develop a heightened awareness of and sensitivity to cultural norms
	Develop a personal philosophy of mutual respect and reciprocity
<p style="text-align: center;">AREA 3:</p> <p style="text-align: center;">VOCATION:</p> <p style="text-align: center;">Articulate a clearer definition of your calling or purpose as a member of the world community</p>	Develop a deeper awareness of your system of beliefs, values, passions, and commitments
	Identify needs in local and global communities
	Develop a deeper appreciation of the beliefs, values, passions, and commitments of diverse others
	Understand the impact of culture on vocation

SHORT-TERM STUDY ABROAD PROGRAMS

Definition

A short-term study abroad program is defined as a program of eight weeks or less in duration (Institute of International Education, 2015).

Donnelly-Smith (2009) explained that “short-term programs can range from weeklong programs conducted during spring break in conjunction with a single course, to three- or four-week programs conducted during January term or in the summer, to longer programs of up to eight weeks that can involve homestays, travel to multiple sites, and service or research experience” (p. 12).

Global Seminars

Short-term, faculty-led study abroad programs at St. Norbert College are called Global Seminars. You may select one of three program types:

- **4-credit J-Term or Summer Program:** The entire course is offered during the J-Term or summer. Students earn all four credits during the J-Term or summer.
- **2+2 program Program:** The course is offered as a fall plus J-Term course *or* as a spring plus summer course. Students earn two credits during the fall/spring and two credits during the J-Term/summer.
- **Embedded Program:** A 4-credit course is offered during the fall or spring semester. Students must study abroad during the J-Term or summer as a requirement for the course.

Please see the “Financial Models” section of this handbook for a more detailed overview of the program types.

Benefits

More U.S. postsecondary students participate in short-term programs (62%) than in mid-length/semester-long (35%) or long-term/year-long programs (3%; Institute of International Education, 2015). The recent growth in participation in short-term study abroad programs has prompted some researchers to explore the differences in student outcomes between short-term and semester-long study abroad participants.

Dwyer (2004) pointed out that the conventional wisdom in the study abroad field is that “the longer students study abroad the more significant the academic, cultural development and personal growth benefits that accrue” (p. 151). Using data from a longitudinal study of alumni of study abroad programs offered by the Institute for the International Education of Students ($n = 3,723$), Dwyer found that although students who participated on a year- or semester-long program saw greater gains across outcome categories (e.g., learning more about another culture, learning another language, developing a greater understanding of one’s own cultural values and biases), participation in short-term programs also significantly impacted students. Chieffo and Griffiths (2004) concurred that short-term programs “are worthwhile educational endeavors that have significant self-perceived impacts on students’ intellectual and personal

lives” (p. 174). Nam (2012) also found that a short-term study abroad program can have a positive effect on students’ personal and professional development, including career goals, educational aspirations, self-awareness, worldview and perspective change, global engagement, critical thinking skills, and motivation related to international affairs. Anderson, Lawton, Rexeisen, and Hubbard (2006) agreed that short-term programs can have a positive effect on students’ intercultural sensitivity. Similarly, Mapp’s (2012) findings indicated that short-term programs can produce a change in cultural adaptability.

PROCESS

10-Step Process

Designing and delivering a Global Seminar is a 10-step process:

1. Meet with the Associate Academic Dean for Global Affairs
2. Complete your proposal with a proposed budget and itinerary
3. Meet with the Center for Global Engagement staff
4. Design your Global Seminar
5. Promote your Global Seminar
6. Facilitate pre-departure programming
7. Attend the faculty/staff training
8. Deliver your Global Seminar
9. Facilitate re-entry programming
10. Debrief with the Center for Global Engagement staff

Online Resources

The “For Faculty & Staff” page on the Study Abroad website includes online resources for faculty members (<http://www.snc.edu/cge/studyabroad/faculty.html>).

Repeat Global Seminars

Faculty members who offer a repeat Global Seminar (i.e., the same Global Seminar more than once) still must navigate through the formal process for Global Seminars. Step #1 does not need to be completed. Begin with Step #2.

Step 1: Meet with the Associate Academic Dean for Global Affairs

The Associate Academic Dean for Global Affairs will provide you with feedback, address your questions and concerns, review the requirements for the proposal, and clarify your next steps.

Step 2: Complete the Proposal

Complete the proposal, which is available for download on the “For Faculty & Staff” page on the CGE website. Please ensure that the information that you provide is accurate and that your responses are thoughtful. The details that you provide in your proposal will be used to promote your Global Seminar.

As part of your proposal, you also must submit a proposed budget and a draft itinerary. The budget and the itinerary offer the Center for Global Engagement a better sense of the scope of your Global Seminar. It is understood that the budget and itinerary will be altered as logistical arrangements and academic content are determined.

Elements of a strong proposal include a program that:

- Has a high degree of academic integrity (i.e., the Global Seminar maintains the same academic rigor as an on-campus course)

- Aligns with the vision, mission, values, and learning outcomes of St. Norbert College and the Center for Global Engagement
- Maintains fiscal and budgetary responsibility
- Results in broad access to St. Norbert College students
- Attends to risk management issues

It is expected that the Faculty Director submitting the proposal is making a commitment to the Global Seminar and will not terminate the course or withdraw from the program except in an emergency.

Please note that late and/or incomplete proposals will be given lower priority than complete proposals submitted on time

Step 3: Meet With the Center for Global Engagement Staff

After reviewing your proposal, the Center for Global Engagement team will provide you with feedback to strengthen your Global Seminar. You will also review the timeline for your Global Seminar.

Independently, please work with your discipline and associate dean to 1) obtain core curriculum approval (if necessary) for your Global Seminar, 2) determine the course number for your Global Seminar, and 3) discuss the alignment of your Global Seminar with your discipline's major and/or minor requirements.

Step 4: Design Your Global Seminar

You will work closely with the Center for Global Engagement to design your Global Seminar. The level of support provided by CGE will vary based on the support model that you select. You may review the support models in this handbook and on the "For Faculty & Staff Page" on the CGE website.

Step 5: Promote Your Global Seminar

To move forward with your Global Seminar, at least six students must apply by the application deadline. You may review the student application and student payment timelines for Global Seminars in this handbook and on the "For Faculty & Staff" page on the CGE website.

Step 6: Facilitate Pre-Departure Programming

The Center for Global Engagement offers pre-departure programming for all students participating in a CGE-sponsored program, including Global Seminars. Please reference the "Events & Deadline" page on the CGE website. Additionally, you are encouraged to facilitate formal and informal program-specific pre-departure programming to prepare your students for an effective study abroad experience.

Step 7: Attend the Faculty Training

The Center for Global Engagement hosts a mandatory training for all faculty and staff leading Global Seminars. The purpose of the orientation is to empower you with the knowledge, skills,

and dispositions to facilitate an effective Global Seminar. Topics include the on-site orientation, budgeting, risk management, and best practices for facilitating short-term, faculty-led study abroad programs.

Step 8: Deliver Your Global Seminar

Deliver your Global Seminar abroad! Within 24 hours of your group's arrival, please send the Center for Global Engagement a short email in which you confirm your arrival. Also, please keep the Center for Global Engagement updated on all risk management issues.

Step 9: Facilitate Re-Entry Programming

You must be mindful of helping students process their learning and offering them suggestions to continue their learning. Although the Center for Global Engagement facilitates re-entry programming, you are strongly encouraged to facilitate formal and informal program-specific programming.

Step 10: Debrief

You will meet with the Center for Global Engagement to share your experiences and evaluate your Global Seminar. Your honest and straightforward feedback will help us improve Global Seminars for future faculty, staff, and students.

SUPPORT MODELS

The Center for Global Engagement provides you with a high-, medium-, or low-level of support. The following chart, which is also available on the “For Faculty & Staff” page on the CGE website, provides an overview of each support model and the corresponding responsibilities for the faculty member and the Center for Global Engagement. You must note your preferred support model in your proposal.

SUPPORT MODELS			
	SUPPORT MODEL 1	SUPPORT MODEL 2	SUPPORT MODEL 3
DEGREE OF CGE SUPPORT	LOW	MEDIUM	HIGH
SUMMARY	Faculty member designs the complete program; CGE concentrates on enrollment management, risk management, and basic promotional efforts	Faculty member and CGE collaborate to design the program in one of the SNC Cities (i.e., pre-selected destination, host university, accommodations, community-based organization)	CGE fully supports the faculty member in the design of the program
FACULTY MEMBER PRIMARY RESPONSIBILITIES: ALL MODELS	<ul style="list-style-type: none"> • Submit program proposal • Course design and teaching, including submission of the Course Modification Form • Budgeting: Use CGE template to build budget and determine program cost, track expenses • Marketing and promotion: In-class presentations, information sessions, additional promotional activities • Recruitment: Recruit enough students to make the program run • Application review and student selection • Pre-departure programming (academic) • Attend CGE orientation dinner (topics include: brief review of program handbook, crisis management, budgeting, overview of responsibilities while abroad, and advice from faculty members who have taken students abroad) • On-site orientation (may be in collaboration with host university or program) • Crisis management 		
FACULTY MEMBER PRIMARY RESPONSIBILITIES: SPECIFIC MODEL	<ul style="list-style-type: none"> • Transportation (to/from host country; in-country travel) • Accommodations • Classroom space • Excursions and cultural activities • Meals 	<ul style="list-style-type: none"> • Transportation (to/from host country; in-country travel) • Excursions and cultural activities 	
CGE PRIMARY RESPONSIBILITIES: ALL MODELS	<ul style="list-style-type: none"> • Consult with the Registrar • Budgeting: Confirm program cost and manage reimbursements • Consult with Bursar • Enrollment management (in StudioAbroad/TDS) • Health insurance enrollment 		

	<ul style="list-style-type: none"> • Pre-departure programming (non-academic) • Program evaluations • Re-entry programming 		
CGE PRIMARY RESPONSIBILITIES: SPECIFIC MODELS	<ul style="list-style-type: none"> • Basic marketing and promotion: CGE websites and social media, print materials 	<ul style="list-style-type: none"> • Marketing and promotion: CGE websites and social media, print materials, information sessions, student advising, additional programming (e.g., fair) • Connect SNC faculty with faculty/staff at host university • Accommodations • Classroom space (pre-selected host university) • Meals (at pre-selected host university) 	<ul style="list-style-type: none"> • Marketing and promotion: CGE websites and social media, print materials, information sessions, student advising, additional programming (e.g., fair) • Transportation (to/from host country; in-country travel) • Accommodations • Classroom space • Excursions and cultural activities • Meals
NECESSARY TIME	At least 14 months	At least 14 months	At least 14 months

FINANCIAL MODELS

The Center for Global Engagement offers four financial models from which you may select. The following chart, which is also available on the “For Faculty & Staff” page on the CGE website, provides an overview of each model. You must note your preferred financial model in your proposal.

FINANCIAL MODELS				
	MODEL 1	MODEL 2	MODEL 3	MODEL 4
FACULTY COMPENSATION	-Stipend paid based on current summer/J-Term scale -Faculty expenses paid (i.e., housing, transportation, food, and entrance fees); max 2 faculty/staff members	-No stipend -Faculty expenses paid (i.e., housing, transportation, food, and entrance fees); max 2 faculty/staff members	-No stipend -No overload for spring or fall 2-credit course -Faculty expenses paid (i.e., housing, transportation, food, and entrance fees); max 2 faculty/staff members	No stipend -Faculty expenses paid (i.e., housing, transportation, food, and entrance fees); max 2 faculty/staff members
STUDENT PAID CREDITS	4 credits	4 credits	2+2 credits (2 unpaid credits in fall/spring if 18 credits or below; 2 paid credits in summer/J-Term)	4 credits in fall or spring (paid); 0 credits in summer/J-Term
STUDENT PROGRAM FEE	Per budget	Per budget	Per budget	Per budget
STUDENT ADMIN FEE	\$150	\$150	\$150	\$150
MINIMUM # OF STUDENTS	6 students with 1 Faculty Director and 1 Program Assistant	2 students	6 students with 1 Faculty Director and 1 Program Assistant	6 students with 1 Faculty Director and 1 Program Assistant

TIMELINES

Proposal Submission Timeline

To align the Center for Global Engagement with best practices in the field of international education, at least 14 months is needed to prepare for your Global Seminar. This creates enough time for your Global Seminar to be reviewed, organized, and marketed. The success of your Global Seminar depends on close adherence to these timelines. Please note that undue delay in the completion of any step in the process may jeopardize the effective coordination of your Global Seminar.

Proposals must be submitted by the following dates:

- **For J-Term travel:** December 01 (13 months prior)
- **For summer travel:** April 01 (13 months prior)

SAMPLE FACULTY TIMELINES				
	J-Term (4 credits)	Summer (4 credits)	Fall+J-Term (2+2 or embedded)	Spring+Summer (2+2 or embedded)
Step 1: Meet with the Associate Academic Dean for Global Affairs	November 01 (14 mo. before)	March 01 (14 mo. before)	November 01 (14 mo. before)	March 01 (14 mo. before)
Step 2: Submit the Proposal, Budget, and Itinerary	December 01 (13 mo. before)	April 01 (13 mo. before)	December 01 (13 mo. before)	April 01 (13 mo. before)
Step 3: Meet with the Center for Global Engagement	December 10 (13 mo. before)	April 10 (13 mo. before)	December 10 (13 mo. before)	April 10 (13 mo. before)
Steps 4 and 5: Design and Promote Your Global Seminar	Spring	Summer+Fall	Spring	Summer+Fall
(Student Application and Deposit Deadline)	May 01	December 01	March 01	October 01
(Student Program Fee Deadline)	July 01	February 01	May 01	December 01
Step 6: Facilitate Pre-Departure Programming	Fall	Spring	Fall	Spring
Step 7: Attend the Faculty/Staff Orientation	Late Fall	Late Spring	Late Fall	Late Spring
Step 8: Deliver Your Global Seminar	January	Summer	January	Summer
Step 9: Facilitate Re-Entry Programming	Spring	Summer+Fall	Spring	Summer+Fall
Step 10: Debrief	February	Summer	February	Summer

Student Application and Payment Timelines

Students must be cognizant of two key deadlines: 1) the deadline for the application and deposit, and 2) the deadline for the program fee. The dates vary depending on the financial model that you select. If a deadline falls on a Saturday or Sunday, the deadline shifts to the following Monday. Applications are due online by 11:59 p.m. CST, and payments must be made to the Bursar by 4:30 p.m. CST.

STUDENT APPLICATION & PAYMENT TIMELINES		
Global Seminars: 4 credits (Financial Model 1 or 2); <i>4 credits are taken during the J-Term or summer</i>		
	(4 CREDITS) J-TERM	(4 CREDITS) SUMMER
Application deadline and \$500 non-refundable deposit due (refunded only if program is canceled)	May 01	December 01
Remainder of program cost due	July 01	February 01
Tuition payment due	December 15	May 15
Global Seminars: 2+2 (Financial Model 3); <i>2 credits are taken during the fall/spring and 2 credits are taken during the J-Term/summer</i>		
	(2+2) FALL + J-TERM	(2+2) SPRING + SUMMER
Application deadline and \$500 non-refundable deposit due (refunded only if program is canceled)	March 01	October 01
Remainder of program cost due	May 01	December 01
Tuition payment due (Fall or Spring semester) only if students enroll in 19 credits or more	August 01	January 01
Tuition payment due (J-Term or summer)	December 15	May 15
Embedded (Financial Model 4); <i>4 credits are taken during the fall/spring and the international experience is part of the course</i>		
	4 CREDITS FALL + J-TERM	4 CREDITS SPRING + SUMMER
Application deadline and \$500 non-refundable deposit due (refunded only if program is canceled)	March 01	October 01
Remainder of program cost due	May 01	December 01
Tuition payment due (Fall or Spring semester)	August 01	January 01

Notes

- If a deadline falls on a Saturday or Sunday, the deadline shifts to Monday.
- Applications are due online by 11:59 p.m. CST on the posted date.
- Payments are due to the Bursar by 4:30 p.m. CST on the posted date.

RESPONSIBILITIES: FACULTY DIRECTOR & PROGRAM ASSISTANT

Faculty Director Responsibilities

As a Faculty Director, you are required to adhere to the policies and procedures outlined in this handbook. Although specific responsibilities will vary based on the support model that you select, your general responsibilities are as follows:

Pre-Departure

- Provide curricular and co-curricular suggestions for the Global Seminar.
- Work closely with the Center for Global Engagement to construct and finalize your program budget.
- Recruit at least six students to participate in your Global Seminar.
- Review students' applications and make application decisions.
- Attend the mandatory orientation lunch/dinner for faculty and staff leading a Global Seminar.
- Closely monitor current events that might impact the feasibility and safety of the Global Seminar.
- Include the Center for Global Engagement in every step of the development of your Global Seminar.

While Abroad

- Confirm the group's safe arrival within the first 24 hours.
- Provide an in-country orientation.
- Teach the on-site course.
- Have full 24-hour responsibility for curricular activities, co-curricular activities, student support, and budget management.
- Meet with students on a formal and informal basis to discuss curricular content, in-country experiences, extracurricular activities, and cross-cultural adjustment issues.
- Respond to perceived and real crises if they occur.
- Update the Center for Global Engagement with any program- or student-related issues (*Note: Reporting incidents is not perceived as a weakness of the Global Seminar. CGE requires updates for risk management purposes.*)
- Act as a liaison between the students and any individuals or entities providing services to the Global Seminar
- Document all in-country program expenditures.
- Follow CGE risk management protocol.

Upon Return

- Submit student course grades in a timely manner.
- Meet with the Center for Global Engagement for a debriefing meeting.
- Provide receipts to the administrative assistant for the Center for Global Engagement within two weeks of your return date.

Program Assistant Responsibilities:

A Program Assistant is required for all Global Seminars. Since the Program Assistant is not primarily responsible for course content or instruction, this individual will not receive teaching credit for delivery of a full or partial course unit.

The Faculty Director is responsible for selecting one Program Assistant in consultation with the Center for Global Engagement. The Faculty Director must select the Program Assistant by the time that the proposal is submitted to the Center for Global Engagement. The Program Assistant must:

- Be employed by St. Norbert College for the entire duration of the Global Seminar (i.e., the 10-step process).
- Be supportive of the course objectives.
- Work well with the Faculty Director.

The Program Assistant is required to adhere to the policies and procedures outlined in this handbook. Additionally, the Program Assistant's general responsibilities are as follows:

- Assist the Faculty Director in all aspects of the Global Seminar (i.e., the 10-step process), including:
 - Attend the mandatory orientation lunch/dinner for faculty and staff leading a Global Seminar.
- Assume field leadership of the group in a crisis.
- Send social media content to the Center for Global Engagement.

FINANCES AND BUDGETING

Budget Template

As part of your proposal, you will submit a proposed budget. Following your meeting with the Center for Global Engagement, you will finalize your program budget and identify a per-student cost. Once finalized, the budget for your Global Seminar cannot be changed.

Program expenses are defined as either fixed or variable costs. Fixed costs do not change based on the number of participants (e.g., flight for the Faculty Director). Variable costs are dependent on the number of participants (e.g., room costs).

As you explore the budget template, please pay attention to the following notes and tips:

- **Group size:** As the number of participants increases, the cost per student decreases.
- **Foreign currency:** List anticipated costs in the local currency.
- **Meal reimbursement:** Together with the Center for Global Engagement, a reasonable per-day cost for meal reimbursement will be determined. Given the nature of Global Seminars, this may not align with the Finance Department's Travel and Expense Reimbursement Policy.
- **U.S. Airport:** The Faculty Director will work with the Center for Global Engagement to budget an appropriate amount for international airfare. There is no policy that dictates from which airport you must depart. Instead, the price for your airfare must adhere to the pre-determined budget.
- **Insurance:** The Faculty Director and Program Assistant will be enrolled in an international health insurance plan.
- **Student Meals:** The Center for Global Engagement encourages faculty to budget for and arrange welcome and farewell meals. Typically, other student meals are an off-budget expense.
- **Excursions:** The Faculty Director is responsible for determining if group excursions (e.g., museum visits, cultural activities) should be built into the program fee or included as an off-budget expense for students. Unless the budget allows, no excursions may be added after the budget has been finalized.
- **Crisis Contingencies:** The Faculty Director will receive \$100 per student for crisis contingencies (e.g., taxi fare to a hospital). The Faculty Director should complete the cash advance form and submit the form to the administrative assistant in the Center for Global Engagement at least two months before the departure date. If a student is enrolled in two classes as part of one Global Seminar, only \$100 is allotted for the student.
- **Center for Global Engagement Administrative Fee:** The administrative fee is \$150 per student. No adjustments can be made to this fee.
- **Off-Budget Student Costs:** Typical costs include tuition, meals, student airfare, required vaccinations, passport and/or visa, local transit passes, books, and personal expenses.

Budget Policies

- All Global Seminars must be financially self-supporting, meaning that all costs of the program are met by charging students the necessary fee.
- Once finalized, the budget for your Global Seminar cannot be changed. Any expenses incurred by the Faculty Director and Program Assistant outside of the finalized program budget will not be reimbursed.
- Students cannot apply their regular financial aid package to the costs associated with Global Seminars. As you build your program budget, please be mindful that cost is often one of the top barriers to student participation in study abroad. Design a Global Seminar that is accessible to students from diverse socioeconomic backgrounds.
- Each course has its own budget line in the St. Norbert College Banner accounting system. The Center for Global Engagement will create and manage the budget line.
- At least six students must be enrolled in your Global Seminar by the application deadline.
- The Faculty Director's and the Program Assistant's costs will be covered by the students' fees, including: housing, meals, airfare, transportation to/from a U.S. airport, on-site transportation, and enrollment in an international health insurance plan. Immunizations and vaccinations are not covered by the Center for Global Engagement.
- St. Norbert College or the Center for Global Engagement will not pay for expenses that you incur outside of the program dates. If you elect to arrive before the program start date or stay after the program end date, you are responsible for all costs outside of the program dates.
- The college and outside auditors request that we make as many payments as possible prior to departure to minimize the number and amount of cash transactions that are conducted during the travel segment of the course.
- The Faculty Director and Program Assistant should not collect fees from any students. Please see "Student Payments" below.

Student Payments

Students are responsible for paying a \$500 non-refundable deposit and the remainder of the program fee by the posted deadlines. Students must make their payments in person to the St. Norbert College Bursar. The Center for Global Engagement will provide students with a deposit slip that they must utilize. Please refer to the "Student Application & Payment Timelines" section for the payment deadlines. No exceptions will be made.

Making Payments

The Center for Global Engagement will facilitate payment for logistical arrangements abroad. An invoice is required in order to process payment.

Tracking Expenses

After your budget has been finalized and the program price for participants has been determined, no further adjustments can be made to your budget. You are responsible for adhering to your program budget.

The administrative assistant in the Center for Global Engagement provides Faculty Directors with a Travel Expense Ledger Sheet and Travel Ledger Category Key. Faculty Directors should utilize the Travel Expense Ledger Sheet to track and document each daily expense incurred during the Global Seminar. The Travel Ledger Category Key is provided to define each of the categories on the Travel Ledger Expense Sheet and to assist in appropriate documentation of expenses.

Original receipts are required to document each of the expenses incurred as part of the Global Seminar. Each of the receipts should include the date and specify what the purpose of the expense is on the receipt (e.g., lunch, groceries, taxi).

The Travel Expense Ledger Sheet must be completed and returned to the CGE administrative assistant within two weeks after your return to the United States. All receipts must be in chronological order. The administrative assistant will submit the necessary paperwork (i.e., receipts, Travel Expense Ledger Sheet, Expense Reimbursement/Advance Reconciliation Worksheet) to the Finance Department.

The CGE administrative assistant welcomes meetings with Faculty Directors (and Program Assistants) to review processes and procedures prior to the Global Seminar.

Cash Advance

Requests for a cash advance must be approved by the Associate Academic Dean for Global Affairs (e.g., for emergency contingency funds). All expenses used for the cash advance must be documented using the Travel Expense Ledger Sheet, and detailed receipts must be provided. Funds that were not utilized must be returned to the CGE administrative assistant.

LOGISTICAL ARRANGEMENTS

Flights

Together with the Center for Global Engagement, the Faculty Director will determine the amount that should be budgeted for round-trip airfare for the Faculty Director and the Program Assistant. There are two options for booking flights. First, you may book their own flights. The Center for Global Engagement must approve the price and itinerary prior to the booking. CGE will reimburse you after the flights have been booked. Second, CGE staff will coordinate the booking of your flights with our travel agent.

The Faculty Director and Program Assistant must arrange flights that adhere to the budget. If you elect to arrive before or depart after the program dates, you are responsible for all additional costs and logistical arrangements.

Similar to semester-long study abroad and off-campus programs, students are responsible for arranging their own round-trip flights. To support students, the Center for Global Engagement coordinates with our travel agent to arrange an optional group flight. Students may book their flights independently or book flights via the group flight. Either way, you must provide clear details to students about the arrival and departure dates, times, locations, and meeting points.

Airport Transportation in the U.S.

The Center for Global Engagement will cover up to \$200 for costs associated with your transportation to and from your U.S. airport. You are responsible for building the appropriate amount for your Program Assistant and you in the budget. The maximum amount allotted for flying to/from GRB is \$50 per person. Faculty Directors and Program Assistants should use a taxi (instead of driving and parking) when flying in/out of GRB.

As with flights, students are responsible for arranging their own transportation to and from their U.S. airport.

Transportation Abroad

Transportation needs often include airport pick up and drop off, guided tours, and travel to and from curricular and co-curricular site visits. A high degree of travel has the potential to significantly increase the program cost for students. Please be thoughtful when designing your itinerary. If possible, you should request an invoice for transportation during the design phase so that you do not have to pay for transportation costs on site.

For high- and medium-support models, the Center for Global Engagement will coordinate the transportation for your Global Seminar. For the low-support model, although the Center for Global Engagement can provide recommendations for Faculty Directors, you are ultimately responsible for coordinating all transportation abroad.

Housing Abroad

Housing options include youth hostels, university residence halls, hotels, guesthouses, bed and breakfast accommodations, short-term apartments, and host families. From a logistical perspective, it is easiest to keep students housed in as few accommodations as possible. It is most important to provide accommodations that are safe and provide appropriate contact with the host culture(s). If possible, you should request an invoice for accommodations during the design phase so that you do not have to pay for housing on site.

For high- and medium-support models, the Center for Global Engagement will coordinate the accommodations for your Global Seminar. For the low-support model, although the Center for Global Engagement can provide recommendations for Faculty Directors, you are ultimately responsible for coordinating all accommodations abroad.

Meals Abroad

Together with the Center for Global Engagement, you will determine an appropriate amount of money to budget for your meals given the duration and location(s) of your Global Seminar. Given the nature of Global Seminars, the budgeted amount may not align with the Finance Department's Travel and Expense Reimbursement Policy.

The Center for Global Engagement encourages you to include welcome and farewell meals into the budget and design of your Global Seminar. Formal and informal meals have the potential to serve as a space for reflection and discussion.

Some accommodations (e.g., host families) may include breakfast, lunch, and/or dinner in the costs for accommodations. Apart from these included meals and common group meals, additional meals should be included as an off-budget expense for students. You should be mindful of providing recommendations for students and pay close attention to your participants' dietary restrictions.

Mobile Phone

The Center for Global Engagement does not provide mobile phones for Faculty Directors, Program Assistants, or students to utilize during Global Seminars. You are advised to use apps such as WhatsApp, Facebook Messenger, iMessage, Viber, Kik, and Google Hangouts. The Center for Global Engagement will not reimburse faculty members for any fees related to mobile phone use.

STUDENT ENROLLMENT

Although the Center for Global Engagement will make every effort to promote your Global Seminar, the Faculty Director and the Program Assistant are ultimately responsible for recruiting enough students (i.e., at least six) to make the Global Seminar run.

Admission Policy for Students

In consultation with the Center for Global Engagement, the Faculty Director reserves the right to make admission decisions for students applying to Global Seminars. All applicants 1) must be in good academic standing, 2) cannot be on academic probation, and 3) must meet the stated prerequisites for the Global Seminar. Applicants may be required to complete an interview with the Faculty Director. Throughout the application review process, Faculty Directors will honor the following Equal Opportunity Statement:

The Center for Global Engagement is committed to the policy that all persons shall have equal access to its programs, facilities, and employment, without regard to race, color, creed, religion, national origin, sex, age, marital status, disability, public assistance status, veteran status, or sexual orientation.

If the number of applicants exceeds the number of spots available on the Global Seminar, students who are not admitted will be placed on a ranked waitlist. The Faculty Director will update the students on the waitlist as spots become available.

Students who have all St. Norbert College graduation requirements fulfilled (i.e., requirements for major(s), minor(s), the core curriculum program, and 128 credits) at the start of the off-campus experience are considered non-degree-seeking students. The applications of degree-seeking students will be considered before the applications of non-degree-seeking students. Non-degree-seeking applicants will be offered a spot on a space-available basis.

Dependent-Waiver, Tuition-Exchange, and Norbertine-Waiver Students

Can dependent-waiver, tuition-exchange, and Norbertine-waiver students use their scholarship on Global Seminars?

- *Dependent-waiver students*: Yes, as long as the student does not exceed 144 credits and 9 enrolled terms.
- *Tuition-exchange students*: No, in most cases. Tuition exchange students receive the benefit for a maximum of 8 enrolled terms. Furthermore, the amount of funding only covers tuition for the fall and spring terms.
- *Norbertine-waiver students*: No. The amount of funding that Norbertine waiver students receive only covers tuition for the fall and spring terms.

Student Applications

Students will apply through StudioAbroad/TDS, the Center for Global Engagement's online application management system. You will work with the Center for Global Engagement to build your program page and determine the specific application requirements for your Global Seminar. On the "For Faculty & Staff" page on the CGE website, you may access a training guide that will provide you with an overview to StudioAbroad/TDS.

Please refer to the "Student Payment Timeline" table for a comprehensive overview of students' application deadlines. The application date for your program is also posted on CGE's "Events & Deadlines page," the program page for your Global Seminar, and the timeline found in your shared Google folder.

The Faculty Director is ultimately responsible for reviewing students' applications and making acceptance decisions. Students on academic or disciplinary probation may not be accepted. Please refer to the StudioAbroad/TDS training guide to learn how to review applications and change the status (i.e., from "pending" to "accepted"). You must review students' applications immediately following the application deadline. You may want to consider reviewing applications as students complete them.

Student Payment

First, students are responsible for making a \$500 non-refundable deposit by the application deadline. Students must utilize the deposit slip provided by the Center for Global Engagement and make an in-person payment to the Bursar.

Second, students are responsible for paying for the remainder of the program fee two months after the application deadline. Again, students must utilize the deposit slip provided by the Center for Global Engagement and make an in-person payment to the Bursar.

Please refer to the "Student Payment Timeline" document for a comprehensive overview of students' payment deadlines. The deadlines are also posted in the timeline found in your shared Google folder.

Student Financial Aid

A student's typical (i.e., semester) financial aid package *cannot* be applied to Global Seminars. Students who wish to apply for aid for a Global Seminar must work with Financial Aid. Currently, the Center for Global Engagement does not have funds available for students participating in Global Seminars.

Statement on Equal Educational Opportunity

The Center for Global Engagement is committed to the policy that all persons shall have equal access to its programs, facilities, and employment, without regard to race, color, creed, religion, national origin, sex, age, marital status, disability, public assistance status, veteran status, or sexual orientation.

Late Applicants

The Center for Global Engagement does not allow late applications or deadline extensions. Throughout the recruitment phase, please keep in mind the minimum enrollment number and the necessary student deadlines (i.e., application and deposit deadline, program fee deadline).

Low Enrollment

Faculty Directors, Program Assistants, and the Center for Global Engagement invest significant effort in program marketing and student recruitment. However, it may be the case that the minimum enrollment (i.e., at least six students) is not met for the Global Seminar. In this case, the Faculty Director, Program Assistant, and the Center for Global Engagement must consult about the best path forward.

Withdrawing Prior to Departure

Students who wish to withdraw from the Global Seminar prior to departure should review the withdrawal policy on the CGE website on the "Finances and Policies" page. The date that the Center for Global Engagement receives the student's Withdrawal Form is considered the student's official withdrawal date. The student's \$500 deposit is non-refundable. Should a student wish to withdraw from the program after paying the full program fee, only recoverable expenses may be refunded.

Students with Academic or Disciplinary Issues

To ensure that each student is academically and emotionally prepared for the seminar, the Center for Global Engagement has reserved the right to reconsider a student's admission to the program if the academic record for the semester preceding participation is unsatisfactory. Students are expected to remain in good academic and disciplinary standing from the date that they are accepted to the date of the program's departure.

STUDENT PREPARATION

Center for Global Engagement Support

The Center for Global Engagement hosts Pack + Prep pre-departure programming each semester. Your students are encouraged to attend the optional workshops and required to attend the mandatory orientation. Please view the calendar on the “Events & Deadlines” page on the CGE website for information about times, dates, and locations. We are also happy to visit with your group for a customized session.

The Faculty Director, Program Assistant, and students may find value in exploring the resources found on the “Resources” page of the CGE website.

Faculty Director Support

Although the Center for Global Engagement endeavors to prepare students for a safe and successful Global Seminar, you must also take responsibility for providing students with country- and program-specific information. Please be particularly mindful of discussing risk management issues and protocols with your students in the context of your Global Seminar.

Academic Experience

It is important to reinforce the idea that study abroad is an academic experience. The academic rigor of your Global Seminar should parallel the rigor of an on-campus course. When referring to your experience abroad, we encourage you to use words such as “course,” “program,” or “Global Seminar” instead of “trip.”

Passports and Visas

Each student is required to submit a scanned copy of the information page of their passport as part of the application. The students, the Center for Global Engagement, and you have access to the passport information. It is your decision to determine if you will travel with hard copies of these documents.

In most instances, visas are not needed for short-term study abroad programs. However, the Center for Global Engagement can provide information on visas if applicable. Students are responsible for obtaining the appropriate visa.

IN-COUNTRY MATTERS

Notification of Arrival

Within 24 hours after arrival, please notify the Center for Global Engagement that you have arrived safely. Please also include any necessary adjustments to the program that already have been made and/or that you foresee.

Orientation

The Faculty Director and the Program Assistant are responsible for facilitating an in-country orientation shortly after the group's arrival. Depending on the nature of your Global Seminar, you may be able to partner with a program partner or host university faculty/staff members. We recommend that you cover the following topics:

- Purpose, goals, and objectives of your Global Seminar
- Program calendar (e.g., daily schedule, group meetings, site visits)
- Group norms
- Housing arrangements and rules
- Meal options
- Crisis procedures (e.g., contact information, meeting location)
- Norms of the host culture(s)
- Local safety guidelines
- Procedures for free time (e.g., independent travel, safe/unsafe neighborhoods)

We also recommend that you orient your students to their new surroundings. You may conduct a straightforward tour or facilitate an activity for your students.

General Student Health and Wellness

Each student will respond differently during the first week of your Global Seminar. We urge you to be especially mindful of students' health and wellness, especially as they confront the complexities of homesickness, culture shock, and the rigor of an academic experience abroad. We encourage you to create formal and informal spaces to talk with the students about how the program is going. Facilitate opportunities for students to share their thoughts, feelings, and experiences. Reflection time is critical to help students process their intercultural experience.

Student Dismissal from Program

If a student's behavior poses a threat to him-, her-, or zirsself or others and/or disrupts the program, immediately inform the Center for Global Engagement to discuss appropriate action. You will need to provide written documentation of the incident(s).

St. Norbert College has reserved the right to expel a participant from the program if his/her/zir conduct violates the policies set forth by the College or the laws of the host country. If it seems as though expulsion is the next logical step, the Center for Global Engagement must be consulted before formal notice is given to the student.

The decision to send students home—even when made for the best reasons—may result in negative responses, including lawsuits. It is essential to immediately consult with the Center for Global Engagement when contemplating the expulsion of a student.

Student Withdrawal from Program

Infrequently, students decide to withdraw early from a Global Seminar. This situation creates considerable stress for everyone involved: the student, the Faculty Director and Program Assistant, the other participants, and any host country partners involved with the Global Seminar.

If a student expresses a desire to withdraw, spend time with the student and try to learn more about the myriad of variables that are impacting the student's decision (e.g., homesickness, culture shock, housing issues, course issues, frustration with unstructured time). Many situations can be sorted out in country. Try to help the student recognize the benefits of completing the program. Please keep the Center for Global Engagement updated on these circumstances.

HEALTH, SAFETY, SECURITY, AND RISK MANAGEMENT

Important Note

The health, safety, security, and well-being of students must be a primary concern of the Faculty Director and Program Assistant. Although the concept of managing risk can feel overwhelming to everyone involved in study abroad, it is manageable. The most important theme to keep in mind while preparing for and running Global Seminars is to do what comes naturally to leaders: be thoughtful and make decisions using “reasonable care.” The emphasis is on taking reasonable steps and measure to inform and help the students avoid harm.

While traveling—whether by van, train, or air—there are always inevitable risks of accidental injury or even death. Although it is impossible to prevent many of these risks, it is critical that everyone involved has carefully considered reasonably anticipated risk situations and developed plans of how to deal with them in advance. In a later section, this handbook provides a crisis plan for crisis situations and critical thinking in times of crisis.

More often than not, the greatest problems facing the health, safety, and security of a study abroad group are not the result of a single unavoidable crisis, but rather a function of traveling with a group. Individual physical and mental health issues can often be exacerbated by new and unfamiliar conditions. The potential for poor decisions by students (or faculty members and staff) with regards to alcohol use, sex, or even sexual assault, exists any time groups travel together and especially when lodging overnight. In new and anonymous settings, some students may ignore warnings and take greater chances as part of the “adventure” of international travel.

The Faculty Director and Program Assistant cannot control the decisions or behaviors of each travel participant. They do have a fundamental responsibility, however, to provide students with adequate information to make responsible decisions. Liability waivers or other documents do not absolve faculty, staff, or St. Norbert College from responsibility. Rather, they should be seen as tools to talk to students about risks and establish a relationship of “informed consent.” In turn, students must be encouraged to take responsibility for their own decisions and behaviors during the trip, and understand how those decisions can affect the group as a whole.

St. Norbert College cannot guarantee or assure the absolute safety of students or eliminate all risks from the Global Seminar. The Faculty Director and Program Assistant cannot monitor students’ choices and behaviors at all times. Nonetheless, appropriate steps must be taken to facilitate a safe program.

Program Planning

The Faculty Director and the Program Assistant are responsible for the health and safety of the students 24/7. The Faculty Director and the Program Assistant must be prepared to deal with academics *and* the administrative tasks of the Global Seminar. It is best to be proactive in your planning. Prior to departure, the Faculty Director and the Program Assistant should become familiar with the policies and procedures outlined in this handbook.

Additionally, please consider the specific health, safety, and security concerns of your destination(s) in order to best prepare students. Ask yourself:

- Have I considered the safety of the neighborhood(s) where the students will reside, study, and visit during the Global Seminar?
- If students reside with a host family, how were the host families selected?
- Have I identified the nearest U.S. Embassy and/or consulate?
- Have I explored the GeoBlue website to identify the nearest in-network medical provider?
- What are the current events that may impact curricular and co-curricular activities?
- Have I considered the implications of the weather and activities such as hiking?

Health Insurance

All participants (Faculty Director, Program Assistant, and students) will have international health insurance. The study abroad administrative fee charged to all students includes the cost of international health insurance, which the Center for Global Engagement will purchase for participants. Students will be given additional detailed information on the insurance during their pre-departure programming. The Faculty Director and the Program Assistant will also be emailed the insurance information.

Please review the “Policies” section of this handbook for information about health insurance enrollment for family members of the Faculty Director and Program Assistant.

Smart Traveler Enrollment Program (STEP)

All students are required to register with the Smart Traveler Enrollment Program (<https://step.state.gov/step/>), a free service to allow U.S. citizens and nationals traveling abroad to enroll their trip with the nearest U.S. Embassy or consulate. The Faculty Director and the Program Assistant are encouraged to enroll, as well.

Immunizations

Prior to departure, Health and Wellness Services will provide country-specific information to Study Abroad. Information will be uploaded to each student’s online account. Please encourage your students to review these forms as soon as they are uploaded. In some instances, immunizations must be administered as early as several months prior to departure. Students should direct any questions that they have about immunizations to Health and Wellness Services.

Similarly, the Faculty Director and Program Assistant should consult Health and Wellness Services with any questions regarding health issues, including immunizations. Further information regarding health precautions for the international traveler is available from the Centers for Disease Control and Prevention (<http://www.cdc.gov>).

The Faculty Director, Program Assistant, and all participants are required to pay the costs for any examinations, immunizations, vaccinations, and/or medications that they wish to receive before traveling.

Unstructured/Free Time for Students

When designing your itinerary for your Global Seminar, it is important to avoid over-planning. Craft a well-paced itinerary that offers everyone time to process, reflection, and re-energize. Please have your students keep you updated on how they plan to structure their free time. Students should never engage in activities alone; students always should be accompanied by at least one other student.

Culture Shock

Culture shock is the term used to describe the disorientation that many people experience when they enter a culture different from their own. Culture shock can be expressed in a variety of ways, such as irritability, sadness, frustration, depression, eating problems, inability to concentrate, and alienation.

Studies in intercultural education have shown that there are distinct phases of adjustment that virtually everyone who lives abroad experiences.

- **Initial Euphoria:** This stage begins with the arrival in the new country and ends when the excitement of the early experiences wears off.
- **Irritability:** During this phase, individuals take a more active role in their new surroundings. This produces frustration because of the difficulties encountered in dealing with even the most basic aspects of everyday life. Sometimes insignificant problems can get blown out of proportion.
- **Gradual Adjustment:** The culture gradually becomes familiar and individuals begin to orient themselves and interpret the culture around them.
- **Adaptation:** The ability to function in two cultures with full confidence is characteristic of this stage. The acute sense of “foreignness” no longer exists.
- **Re-entry Phase:** Returning home is the last stage of cultural adjustment. For some individuals this can be the most difficult phase of all.

Although most participants will not be abroad long enough to fully experience all of these phases, it is likely that some of the thoughts and emotions that your students experience will be related to specific stages of cultural adaptation. Responding to the cognitive and emotional adjustment problems that some students develop can be challenging. The following suggestions may help you minimize the problems experienced by your students:

- Communicate frequently with all members of your group in formal and informal spaces
- Build group cohesion through formal and informal group activities—even before your Global Seminar begins

- Establish a sensible pacing of group activities to reduce fatigue
- Build structured reflection sessions into your itinerary
- Make yourself available to address student concerns
- Provide students with recommendations for how to spend their free time (if the itinerary permits)

Gender-Based Misconduct and Sexual Harassment

St. Norbert College is committed to supporting a learning and working environment that meets the Norbertine values of human dignity and respect. The college believes in a zero tolerance policy for gender-based misconduct and all forms of discrimination and harassment including sexual misconduct.

Sexual harassment abroad can be more difficult to discern due to cultural differences. In a foreign setting, your students will experience differences in communication norms. Certain behavior that they find unacceptable in the U.S. may not be viewed as such by another culture. Likewise, certain behavior that they find acceptable in this country may not be viewed as such in a foreign culture.

The Faculty Director and Program Assistant must help students understand as much as they can about the cultural context in which they are living. Students should develop a sense of what behavior is acceptable in the host culture, but they should not feel as if they must endure unwelcome sexual comments or advances because they are foreigners; nor must they conform to cultural norms with which they are uncomfortable.

St. Norbert College is committed to taking prompt and appropriate action in support of a student who has been sexually harassed. Regardless of whether the individuals involved in the harassment are members of the SNC community, the Faculty Director and Program Assistant must take immediate steps upon knowledge of said harassment. It is the responsibility of the Faculty Director and Program Assistant to safeguard the welfare of the individuals who are harmed and to connect the harmed individuals to resources, such as counseling and/or medical care. Resources for counseling and medical care in the vicinity of the Global Seminar will be provided by Amanda Kim to the Faculty Director and Program Assistant in the event that these resources are needed.

You will be responsible for contacting Amanda Kim as soon as possible if a student reports having been sexually harassed. See the Crisis Contacts table at the beginning of the handbook for the relevant contact information. You will be expected to share the details of who, what, and where. In discussion with the Faculty Director and/or Program Assistant, Amanda Kim will advise the specific course of action necessary to end the ongoing effects of the harassment or sexual violence, as well as the potential steps necessary to accommodate the harmed individuals for the duration of the Global Seminar.

Multiple and Intersecting Identities

During the mandatory pre-departure orientation, the Center for Global Engagement staff discusses the postcolonial perspective and how students' multiple and intersecting identities may be perceived abroad. We encourage you to continue these discussions. As the Faculty Director, students will see you not only as a teacher, but also as the most knowledgeable person on how to successfully navigate an encounter with the host culture. Make yourself as accessible as possible to students as they experience intrapersonal growth.

Liability

St. Norbert College has insurance policies that will cover faculty and staff for general liability, automobile liability, physical damage, excess liability, workers' compensation, and educators' legal liability. These policies are the same that cover faculty and staff on campus. Policy summaries are available through Human Resources. As is the case with the insurance industry as a whole, there are limitations on these policies. The following acts would not be covered by an insurance policy:

- **Criminal Act:** An act or omission that is prohibited by criminal law (i.e., the body of the law that deals with conduct considered so harmful to society as a whole that it's prohibited by statute).
- **Intentional Act:** Bodily injury or property damage expected or intended from the standpoint of the insured. This exclusion does not apply to "bodily injury" resulting from the use of reasonable force to protect persons or property.
- **Gross Negligence:** Defined as any action or omission in reckless disregard of the consequences to the safety or property of another. Sometimes referred to as "very great negligence," it is more than just neglect of ordinary care towards others or just inadvertence.

Although the above coverage is considered to be quite adequate by SNC's insurance consultant, some faculty may still wish to have extra personal coverage. For those individuals it is recommended that they contact their renters or home insurance company as many of these policies include coverage for personal liability.

Transportation

Use of vehicles driven by St. Norbert College faculty, staff, and students should be avoided. When traveling on program-related activities, the group should use public transportation or vehicles driven by professional, hired (i.e., contracted) drivers.

Alcohol Use

Students should be educated about legally and culturally appropriate behavior regarding alcohol, as well as the consequences of inappropriate behavior. Students must be advised that violation of local laws and/or St. Norbert College policies may result in immediate dismissal from the program at the student's expense. Responsible use of alcohol is required on part of the Faculty Director and Program Assistant as well as each participant. Students are permitted

to consume alcohol in a responsible manner if they are of legal drinking age according to the host country's laws.

CRISIS PREPARATION AND PROTOCOL

Crisis Procedures

In the event of a crisis, keep calm and:

1. ensure that your students are safe, secure, and informed,
2. assess the severity of the situation,
3. contact the Center for Global Engagement, and
4. document a detailed chronological sequence of events on the Incident Report Form.

Information for relevant contacts can be found at the beginning of this handbook.

Important Note

The intent of this section is to establish communication procedures and provide general information to cover various types of crises. Regardless of the type of crisis, the Faculty Director and Program Assistant must document as much as possible in writing and inform campus as soon as possible. They must also remain in frequent contact with the Center for Global Engagement.

In the event that an incident involves a student or a small group of students, it is advised that you keep the larger group informed. Following any event, it is imperative that you follow up with the group, facilitate a debriefing, and provide support.

In all crisis situations, the Faculty Director and Program Assistant must complete an Incident Report Form. The form can be found at the back of this handbook and on the “For Faculty & Staff” page of the Study Abroad website.

Assess the Crisis

St. Norbert College and the Center for Global Engagement are prepared to assist you in a crisis situation. In the context of a Global Seminar, a crisis is defined as any event that harms or jeopardizes the health, safety, or security of St. Norbert College students, faculty, or staff abroad, necessitating immediate involvement and/or action by the college.

Crises can be real or perceived. A real crisis involves a genuine or imminent risk to faculty, staff, and/or students, or a disturbance has already occurred. Examples include civil unrest, natural disaster, assault, terrorism, kidnapping, physical illness, and mental illness.

A perceived crisis does not involve a significant or imminent risk, but is perceived as threatening by faculty, staff, and/or students. Examples include student apprehension, distorted information, and/or sensationalized information. Perceived crises strongly affect program participants and must be treated seriously and in a timely manner.

Major crisis

A major crisis is an extremely urgent, volatile, and/or life-threatening situation. Examples include:

- Death
- Life threatening injury or accident likely to require a medical evacuation
- Behavior posing a danger to self or others
- Student reported missing
- Criminal acts against a student
- Sexual assault or sexual violence
- A student being charged with a criminal act carrying risk of imprisonment
- Damaged to property in excess of \$20,000
- Political uprising, natural disaster with potential or real need to evacuate the group

In the event of a major crisis, please contact the Center for Global Engagement immediately—day or night. Also, it's imperative that you file a police report.

Minor crisis

A minor crisis is a serious, but not life-threatening situation, in which the Faculty Director and Program Assistant believe assistance or consultation is required. Examples include:

- Injury requiring crisis room treatment and release
- Signs of dysfunctional personal or interpersonal behavior
- Significant student conflicts
- Suspicion of alcohol or drug abuse
- Sexual harassment or gender-based misconduct

In the event of a minor crisis, contact the Center for Global Engagement after attending to the immediate need (e.g., first aid, medical attention, calling local police, securing the group as needed). Safety should be the primary consideration. Be available to answer students' questions and listen to their concerns. Inform students of your whereabouts if you must be away from the program site.

Remember to document the situation. Gather as much essential information as possible, such as phone numbers, city, names of witnesses, individuals involved, location, name of hospital or physician, measures taken, and the timing of events. When contacting the Center for Global Engagement, be prepared to describe the crisis briefly, provide contact information, and establish a regular communication schedule.

If the Global Seminar involves a host institution or partner, inform the host administrator or director. Request the assistance and cooperation of the host institution or partner in responding appropriately to the crisis and student needs. If necessary, file a police report and notify the nearest U.S. Embassy or consulate.

Media Inquires

Do not field media inquiries without consulting the Office of Media and Communications. Advise all media personnel to first consult with Michael Counter, Director of Media Relations. See the Crisis Contacts table at the beginning of the handbook for the relevant contact information.

If the Director of Media Relations advises you to consult with the media, please take into consideration the following recommendations:

- Define your role (as Faculty Director)
- Take control by answering questions when you are ready
- Set the rules, including time, place, duration, and discussion topics
- Remember that the public is the audience, not the reporter
- Make your point early and often
- Be aware of hypothetical questions; do not speculate
- Never lie
- Do not comment off the record; assume that everything will appear in the story

Situational Checklists

Having an action plan to refer to can be very helpful in taking a situation from crisis to resolution. The following checklists can help you in organizing your resources and strategies. Depending on the circumstances, additional actions may be necessary.

Serious accident or illness

- Seek immediate medical assistance.
- Assess the extent or severity of the accident/illness to share with campus.
- Be available to students to answer their questions and listen to their concerns. Inform students of your whereabouts if you need to leave the program site to help the student in need.
- Establish and maintain regular communication with the Center for Global Engagement.
- The Center for Information will inform the student's crisis contact.
- It may be necessary to medically evacuate the student. The Center for Global Engagement will coordinate with you if this is necessary.
- Document as much as possible in writing.

Report of a missing student

- Notify the local authorities and the host organization if applicable; ask them to check hospital admissions and city records for possible police information.
- Call a meeting with the other program participants. Ask them to share any information they might know, such as unusual behavior or the students' whereabouts.
- If the student lives in a home stay, speak with the host family.
- If the student has not been located within 24 hours of the first report of disappearance, file a report with the local police.

- Once the student has been found, inform the appropriate person on site and the Center for Global Engagement.
- Document as much as possible in writing.
- Establish and maintain regular communication with the Center for Global Engagement.

Death of a student

- Verify the identity of the student.
- Gather as much information about the circumstances surrounding the student's death as possible.
- Establish and maintain regular communication with the Center for Global Engagement.
- The Center for Global Engagement will contact the next of kin and GeoBlue.
- Work closely with the Center for Global Engagement and the U.S. Embassy or consulate to coordinate the repatriation of remains.
- Document as much as possible in writing.

Political crises and natural disasters

- Take immediate measures to preserve the health, safety, and security of the students, faculty, and staff.
- Time permitting, document as much as possible in writing
- Contact all students to make sure that they are accounted for and are safe. Caution students about speculative communication and advise them to wait until clear information is available before contacting home.
- Establish and maintain regular communication with the Center for Global Engagement.
- If the situation merits, develop and assist with an exit strategy. The Center for Global Engagement will contact GeoBlue.
- Determine an appropriate course of action for dealing with student panic.
- Document as much as possible in writing.

Rape or sexual assault

- Contact Amanda Kim. If you are unable to communicate with her, please contact Campus Safety.
- Assist the student in seeking medical services. Resources including counseling and medical services will be provided by Amanda Kim to the Faculty Director and the Program Assistant based on the specific location of the Global Seminars.
- If either individuals responsible or the individuals harmed are members of the SNC community, SNC policy applies and should be followed as closely as possible, though local authorities should also be involved.
- Inform the student of the laws and procedures for dealing with sexual assault in the host country, as they may vary from those in the U.S. and ask the student to consider the degree to which local authorities should be involved.
- Provide the student with contact for counseling options.
- Document as much as possible in writing.
- Establish and maintain regular communication with the Center for Global Engagement.

Crimes other than sexual assault

- Ensure that the physical and emotional needs of the student are being addressed.
- Contact the local police.
- Talk to the person who reported the crime. Identify as many of the key persons involved and facts as possible. Determine the identity and present location of the victim(s) and perpetrator(s).
- If the student's passport and credit cards are stolen or missing, contact the U.S. Embassy or consulate and credit card companies to report the missing documents. Having a clear photocopy of the passport information page can help expedite the re-issuance of the document. Electronic copies are available on StudioAbroad/TDS.
- Document as much as possible in writing.
- Establish and maintain regular communication with the Center for Global Engagement.

Student perpetrator(s)

- Quickly assess the situation by obtaining as many details as possible (i.e., determine who, what, where, when, how and why)
- Immediately contact the U.S. Embassy or consulate nearest you. Ask the Consular Officer for the names of lawyers who can give the student the legal help required and provide this information to the student. The Consular Office will also work to ensure the student's human rights are not violated.
- Be available to students to answer their questions and listen to their concerns. Inform students of your whereabouts if you need to leave the program site.
- Visit the student wherever he/she is being held. Reassure the student, and explain the legal procedures of the host country. Keep in close contact with the U.S. Embassy/Consulate.
- Document as much as possible in writing.
- Establish and maintain regular communication with the Center for Global Engagement.

Potentially serious mental health issues

- Even if you only have a suspicion that a problem may exist, it is still worth exploring.
- The Center for Global Engagement can reach out to Health and Wellness Services and Counseling Services
- It may be recommended that the student see a local psychologist as soon as possible or that the student return home.
- If the student needs to return home, the Center for Global Engagement will work closely with you and GeoBlue to facilitate the transportation of the student. Bear in mind that most insurance companies will require that the student be medically diagnosed before initiating a medical evaluation.
- Do not leave the individual under the supervision of another student.
- Document as much as possible in writing.
- Establish and maintain regular communication with the Center for Global Engagement.

Hostage situations

Although every hostage situation is different, some considerations are important. Normally, the most dangerous phases of a hijacking or hostage situation are the beginning and, if there is a rescue attempt, the end. At the outset, the terrorists are typically tense, high-strung, and may behave irrationally. It is extremely important that you remain calm and alert and manage your behavior.

RETURNING TO ST. NORBERT COLLEGE

Student Program Evaluations

Students are required to complete an evaluation of the Global Seminar. Please encourage students to complete this requirement via their online account. The Center for Global Engagement will share the evaluations with the Faculty Director and the Program Assistant via the shared Google folder for the Global Seminar.

Debrief

The Center for Global Engagement will organize a debriefing meeting with the Faculty Director and Program Assistant. You have the opportunity to provide feedback to the Center for Global Engagement on your Global Seminar, including the support that you received and your on-site experiences. The Center for Global Engagement is committed to continuous improvement, and your feedback is integral.

Budgeting

The Travel Expense Ledger Sheet and receipts (in chronological order) must be submitted to the CGE administrative assistant within two weeks after your return to the United States. The administrative assistant will submit the necessary paperwork (i.e., receipts, Travel Expense Ledger Sheet, Expense Reimbursement/Advance Reconciliation Worksheet) to the Finance Department.

Grades

Please make sure that all grades are sent to the Registrar by the deadline date set by the Registrar's Office. Deadlines are posted on the academic calendars on the Registrar's website (<http://www.snc.edu/registrar/>).

Returned Student Services

All students are invited to Unpacking (Center for Global Engagement re-entry programming) events. Please direct students to the "Events & Deadlines" page on the Study Abroad website for the necessary details.

In addition to the support that the Center for Global Engagement provides to students, we recommend that you host informal and formal re-entry events to help students continue their learning.

POLICIES

In addition to the policies and procedures outlined in the handbook, Faculty Directors and Program Assistants must adhere to the following policies. Key policies are reiterated to underscore their significance.

Countries Under U.S. Department of State Travel Warnings

The health, safety, and security of St. Norbert College faculty, staff, and students is of the utmost importance. A destination under an official U.S. Department of State Travel Warning is not a viable location for a Global Seminar.

Events Causing Immediate Cancellation of the Global Seminar

The following events would trigger an immediate cancellation of the Global Seminar:

- Declaration of war by the United States against the host country or an adjacent neighbor or declaration of war by a third country against the host country or an adjacent country
- Significant terrorist activity in the host city or surrounding community
- Widespread civil unrest, violence, or rioting
- A declaration of martial law in the host city
- A travel warning (to the host country) or specific directive by the U.S. Department of State or the local U.S. Embassy or consulate

The Faculty Director, Program Assistant, and the Center for Global Engagement may decide to cancel the Global Seminar in response to:

- Death of a program participant
- Kidnapping of a program participant
- Outbreak of a highly infectious disease at the host site
- Natural disaster
- Political crisis
- Serious illness or injury suffered by the Faculty Director

The decision to send students home—even when made for the best reasons—may result in negative responses, including lawsuits. It is essential to immediately consult with the Center for Global Engagement when contemplating the termination of the Global Seminar.

Faculty Director Eligibility

The Faculty Director must be a full-time faculty member at St. Norbert College. Faculty Directors with a Title IX-related incident may be prohibited from leading a Global Seminar.

Faculty Director Proposal

It is expected that the Faculty Director submitting the proposal is making a commitment to the Global Seminar and will not terminate the course or withdraw from the program except in an emergency. Please note that late and/or incomplete proposals will be given lower priority than complete proposals submitted on time.

Family Members (Partners, Spouses, and Children)

The Center for Global Engagement does not encourage, but will consider, requests for partners, spouses, and children to accompany the Faculty Leader and Program Assistant.

The Faculty Director and Program Assistant must remember that their first priority is to be available to their students in any perceived or real crisis—24 hours per day, 7 days per week. Family members and non-participants can be a distraction and an unwelcome source of additional stress causing conflicts that can be to the serious detriment of the program. Faculty Directors and Program Assistants must carefully weigh the pros and cons of having any non-participants accompany them on the Global Seminar. Often such arrangements work best when family members join the Faculty Director and Program Assistant after the conclusion of the program.

Any individual not enrolled as a full participant (excluding the Faculty Director and Program Assistant) is not considered in any way to be a participant in the Global Seminar. The Center for Global Engagement is never able to reimburse faculty for any costs incurred for non-participants. Non-participants are responsible for paying all fees and expenses incurred as part of the Global Seminar. The Center for Global Engagement will not arrange or fund travel for non-participants, assist with pre-departure preparations for non-participants, or enroll non-participants in the international health insurance plan. St. Norbert College is not responsible for injury, illness, loss, or death of non-participants accompanying the Faculty Director, Program, or students on Global Seminars.

If a non-participant joins the Global Seminar, the individual must

- Arrange and fund all travel
- Obtain a passport and visa (if required)
- Abide by St. Norbert College and Center for Global Engagement policies
- Pay for all fees and expenses incurred as part of the Global Seminar
- Attend curricular and co-curricular activities on a space-available basis
- Not have any official duties (e.g., chaperone, driver, assistant)
- Arrange international health insurance coverage

All children under the age of 18-years-old must be under the supervision of a parent, legal guardian, or adult care giver other than the Faculty Director or Program Assistant. At no time should a student be asked to care for or supervise a child of the Faculty Director or Program Assistant.

Guest SNC Faculty, Staff, and Students

The Center for Global Engagement only supports the Faculty Director, Program Assistant, and students. Since a Global Seminar is a credit-bearing course, additional St. Norbert College faculty and staff are strongly discouraged from participating in the Global Seminar (even if expenses are covered).

The Center for Global Engagement does not encourage, but will consider, requests for St. Norbert College students who are not enrolled participants of a Global Seminar to join the Faculty Director, Program Assistant, and enrolled students. For example, a student studying abroad in the spring term may wish to engage with a J-Term or summer course. The Center for Global Engagement and Faculty Director must reach an agreement. If the student is permitted to join the Global Seminar, the Policy & Acknowledge for Non-Participants on Global Seminars must be completed.

Guest Students (Non-SNC Students)

Currently, only St. Norbert College students are eligible to participate in Global Seminars. Guest (non-SNC) students and community members are not eligible to participate.

International Health Insurance

The Center for Global Engagement will enroll the Faculty Director, Program Assistant, and students in an international health insurance plan. Coverage begins on the program start date and concludes on the program end date. If the Faculty Director, Program Assistant, and/or students wish to extend their stay before or after the program, separate international health insurance coverage must be funded and organized by the Faculty Director, Program Assistant, and/or student.

Program Assistant Eligibility

The Program Assistant must be a faculty or staff member at St. Norbert College. Program Assistants with a Title IX-related incident may be prohibited from leading a Global Seminar.

Repeat Global Seminars

Faculty members who offer a repeat Global Seminar (i.e., the same Global Seminar more than once) must still navigate through the formal process for Global Seminars. Step #1 does not need to be completed for repeat courses.

Student Withdrawal

If a student elects to withdraw from your Global Seminar after being accepted, the student must complete and submit the Withdrawal Form to Study Abroad. The form is available on the "Finances & Policies" page of the CGE website. The date that the Center for Global Engagement receives the student's Withdrawal Form is considered the student's official withdrawal date.

The student's \$500 deposit is non-refundable. Should a student wish to withdraw from the program after paying the full program fee but before the start of the program, only recoverable

expenses may be refunded. A student who withdraws after the program start date is responsible for the entire program fee.

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APPENDIX A. CHECKLIST

Before		
<input type="checkbox"/>	Passports	Check your passport to ensure that it's valid for at least six months after the program end date. Have electronic or paper copies of your group's passport title pages.
<input type="checkbox"/>	Crisis Contact Card	Gather all of the necessary information for your Crisis Contact Card. Distribute the card to your group and share a copy with the Center for Global Engagement.
<input type="checkbox"/>	Logistical Contact Information	Gather the necessary contact information for logistical details (e.g., transportation, housing).
<input type="checkbox"/>	Syllabus & Itinerary	Share the final syllabus and itinerary with your group and the Center for Global Engagement
<input type="checkbox"/>	STEP	Register with the Smart Traveler Enrollment Program.
<input type="checkbox"/>	Health Insurance	Print your insurance card and understand your coverage.
<input type="checkbox"/>	Immunization	Consult with Health & Wellness Services if you're unsure about immunizations.
<input type="checkbox"/>	Emergency Contact Information	Have an electronic or paper copy of the emergency contact information for the students.
<input type="checkbox"/>	Budget	Have an electronic or paper copy of your finalized budget.
While Abroad		
<input type="checkbox"/>	Notify CGE of Arrival	Within 24 hours, notify the Center for Global Engagement of your arrival.
<input type="checkbox"/>	On-Site Orientation	Facilitate an on-site orientation for your group.
<input type="checkbox"/>	Social Media Content	Send social media content (e.g., pictures, videos, testimonials) to studyabroad@snc.edu .
<input type="checkbox"/>	Budget	Track all expenses (i.e., adhere to your budget, organize receipts)
<input type="checkbox"/>	Crisis Management	Keep the Center for Global Engagement updated on all student-related issues. Complete an Incident Report Form if necessary.
After		
<input type="checkbox"/>	Grades	Submit grades to the Registrar by the deadline.
<input type="checkbox"/>	Debrief	Meet with the Center for Global Engagement to discuss your feedback.
<input type="checkbox"/>	Budget	Submit your receipts and expense report to the Center for Global Engagement's administrative assistant within two weeks after your program end date.

APPENDIX B. INCIDENT REPORT

Please fill out this form as completely as possible. In the event of any legal action, this form will serve as the basic official College record of what transpired and what actions were taken by the responsible officials at the scene of the incident. Attach extra sheets as necessary and any documentation. Email a copy of your report and all necessary supplemental documents to the Center for Global Engagement staff as soon as possible.

Upon completion of the Global Seminar, the Faculty Director and Program Assistant must meet with the Center for Global Engagement to assess the impact of the crisis and events that followed; review the policies and procedures of the faculty handbook; and write a summary report.

Core Information

1. Date and time of incident:
2. Location of incident:
3. Were you present?
 - a. If not, when and by whom were you informed?
4. Name(s) of the primary student(s) involved:
 - a. Name(s) of other student(s) involved:
5. Brief description of the incident:
6. Who provided this description if you were not a witness (provide all names)?
7. What actions did you take?

Medical Information

8. If the student was transported to a hospital or clinic, please provide a complete name of the facility and contact information:
9. Contact information of all physicians who treated the student(s):
10. Exact names of any medications prescribed (please keep all original packaging/inserts):
11. Was the student conscious and capable of making informed judgments about his or her medical treatment?
 - a. If the student was incapable of making medical decisions, who made the decisions on his/her behalf?
12. What, if any, follow-up care was recommended?

Legal Information & Information on Authorities

13. Were the police or legal authorities notified of the incident or present at the scene?
14. Contact information of responsible legal authorities in charge of the case:
15. Case number:
16. Was the U.S. or relevant embassy notified?
17. Contact information of consular officials involved:

Record of Contact with St. Norbert College

18. Maintain a log of your contact with St. Norbert College:

Additional Notes

19. Provide any additional details (e.g., communication with student's family, actions taken by host organization, interviews with local media)