

Lehigh University
Faculty-led Handbook for
Short-Term Programs

Study Abroad Office
Coxe Hall
Baer International Center

Faculty directors serve as liaisons between Lehigh University and the host institution or provider, and between the student participants and the local administrators, faculty and others on site. They also take on a wide range of responsibilities and roles that on the LU campus are handled by a series of professionals across numerous offices: academic dean, teacher, culture broker, advisor, personal counselor, financial consultant, disciplinary monitor, registrar, communications coordinator, technology expert, emergency respondent, and confessor.

Although the success of faculty-led programs abroad depends on the commitment and capability of the directors, please remember that you are not alone. Study Abroad, with its years of experience in working with faculty directors, will serve as a resource from the outset of your charge. In some cases, you will also have experienced and responsive support from on-site resource people to help you deal with arrival, housing, academic, and emergency assistance.

We hope that the role of faculty director will be one you will long remember as you look back on your career. It is our experience that the students on your program will always associate you with one of the most memorable experiences of their lives.

*Neil McGurty
Director of International Programs and Study Abroad
Lehigh University*

The Study Abroad Office
Baer International Center, Coxe Hall
Administrators for Faculty-led Programs
Tony Rossi, Advisor
Jodeen Gemmel, Coordinator

ORIENTATION

Any former director will tell you that having the students well prepared prior to leaving the country is critical to the success of your program. Schedule at least one meeting, but preferably a number of meetings, during which you can set out your expectations, logistical issues, academic overview, cultural issues, as well as give the students time to get to know you and one another.

A sample orientation meeting agenda could include:

Introduction and Overview

Purpose of the meeting: (a) get acquainted, basic logistical info, think about goals for going abroad, cultural issues and (b) program-specific details: academics and life abroad

General

Review the 'Getting Started' Booklet with the group (general orientation manual made available to you by Overseas Study).

Objectives for Study Abroad

Have students think about their objectives for going abroad. Have them rate their reasons and then discuss the results in the group.

Preparing Self for Study Abroad

Have students make a personal list of steps to take now to get the most of their time abroad. Have them share the information with each other and then discuss ways they need to know themselves and know their own country prior to being abroad.

Culture Shock / Adaptation / Re-entry

Discuss culture shock, its symptoms, the experience curve (including re-entry) and coping strategies.

Program Logistics

Registration	Fee payments
Staffing and supports (LU and abroad)	On-site orientation program
Housing arrangements, details	Academics
Travel planning	Medical history forms
Insurance requirement and enrollment	Assessment and grades
Personal behavioral expectations	Meeting the locals
Personal safety and security (including drugs and alcohol, as well as situational info)	
Money access	Telephones
Personal travel	

Conclusion

Lingering questions; Reminders

Returnees

Ideally, invite returnees to assist with orientation! Let students chat with past participants. The expertise of these peers is highly valued by students.

If your program includes individuals who are participating in the program but not doing the academic assignments expected of others in the group, it is important for them to attend the meeting as well. You will often find that these 'special' participants often feel less committed to the academic and cultural goals of the program and may undermine the academic atmosphere you are trying to set.

CONTINGENCY AND EMERGENCY PLANNING AND RESPONSE

SOS International (SOS)—This organization is our 24/7 service provider abroad, including medical, legal and other assistance.

Crisis Advisory group (CAG)—This group is the LU authorized group for emergency planning and response.
Incident Manager—This individual is an employee of the Study Abroad Office, coordinates responses from the LU campus, and is the Liaison to CAG.

It is critical that you have plans in place, and understand Lehigh's role in emergency response, prior to your departure. Through the application process, emergency contact information is submitted to the Study Abroad Office. In addition, this information is collected separately by our International Services Provider, SOS. This information will be provided to you and should be on hand at all times, in both hard copy and electronic format.

In case of emergency, utilize the Campus Police dispatch number which was discussed at your orientation and which is on your contingency flowchart. The Police Dispatcher is the formal first contact for all emergencies abroad, and will contact the Incident Manager with the preliminary information that you provide. It would be wise to keep this number in your cell phone as well. No cancellation or changes in the program, evacuations, or medical treatment other than of an urgent nature should be undertaken without consulting with the Incident Manager, who is the liaison to the Crisis Advisory Group.

COMMUNICATION WITH LEHIGH, STUDENTS, AND PARENTS

Contact the dispatcher, immediately in the case of serious mishaps, accidents, or other emergencies that concern individual students. In some cases you may have to contact the student's parents directly and then follow up with a report to Study Abroad. Parents are often alarmed by news reports of incidents anywhere in the host country or region, and call campus offices for reassurance and details. Proactive collection of information and communication with the Incident Manager is, therefore, crucial to any/all responses to emergencies abroad.

In any crisis, communication is the key to successfully coping with the situation. In addition to the official Protocol with Lehigh identified above, there should be a standard way of speedily reaching all students on the program. This is especially vital when students are scattered through the city or traveling on weekends. Be sure that you have local contact information for all of your students, and have identified rendezvous points, in the event, that electronic and phone communication is down. Establish and test an emergency contact system, particularly if student housing is disbursed around a wide area.

PERSONAL AND PROFESSIONAL CONDUCT

Lehigh University provides an abundance of information and guidance on personal and professional conduct of academic appointees. Please understand that these apply to faculty directors and instructors abroad. If you are not already familiar with the university policies and guidelines, , please see: <http://www.lehigh.edu/~policy/>

RESPONSIBILITY TO ACT

Since Lehigh requires students to sign a Cost and Conditions form which, among other provisions, grants Lehigh and its agents the authority to authorize routine or emergency medical treatment, program staff have a duty to secure reasonable care and responsibility to act in the best interests of participants.

PERSONAL PREPARATION

As we advise student participants to do, please note the following general recommendations for personal preparation prior to the program:

- Schedule a medical exam and dental checkup.
- If you are currently taking medications, talk to your physician or nurse practitioner about arrangements for continuing the medications abroad.
- Make three photocopies of the passport page that has your name on it. Leave one copy with someone at home and take the other with you. The copy will make it easier for you to replace your passport if it should be lost or stolen. In addition, SAO keeps a copy on file.
- Be prepared in case of loss or theft of financial resources. Keep important information such as travelers check serial numbers and credit card account and company phone numbers separate from original documents.
- Importantly and an excellent resource, you can download copies of passports, credit cards, visas, medical information, and other documentation on the SOS website under *Emergency Record*.
- You may want to consider purchasing supplemental insurance to reimburse you for theft or loss of personal items (personal property insurance), and lost expenses due to travel cancellations (travelers insurance).
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A comprehensive checklist of health, safety and security items for pre-departure and on-site is on our [Web site](#):

As at Lehigh, your own health care plan will cover you abroad. Since many plans do not include special coverage for medical evacuation and repatriation, you should check your plan coverage to be sure that these are included or enroll in a plan that provides this coverage.

ACCOMPANYING FAMILY MEMBERS

Lehigh program personnel occasionally may wish to have family members (partners, children, etc.) accompany them on a program. While students often benefit from the personal dimensions of interactions with family members, Lehigh University cannot financially support the participation of those family members in any way. Travel costs and living expenses must be covered by the Lehigh employee. Additionally, expenses related to any program activities (e.g. tickets to cultural events—museums, films, theater; meals, housing costs, public transportation, etc.) must be paid by the Lehigh employee. While their occasional participation in cultural events is permitted, family members cannot represent Lehigh in any official capacity. They should also not participate in program activities if their participation might intrude in any way on the pedagogical outcomes of the program. Lehigh program personnel with accompanying family members must sign a special release/waiver of responsibility form, available through Study Abroad.

FINANCES

Although each autonomous faculty-led program operates a little differently, there are some general rules that apply. Each program should have planned accordingly to make payments in advance or to make financial resources available for faculty directors to pay for various program expenses as they arise (group activities, entrance fees, meals included, and general administrative expenses of telephone, postage, fax, etc.). Please note that University policies prohibit mixing personal and program funds, so you should not count on using your own personal bank account as a vehicle for transferring funds abroad. The Purchase Card issued to you by Business Services is the preferred method of payment, although it is understood that cash payments are necessary for many programming activities.

It is good practice to keep a full accounting of all expenses. Keep documentation with the date, amount and purpose of each expense and obtain receipts for each expenditure. For expenses where no receipt can reasonably be obtained (donation to a monastery for tour of the grounds, the light meter in a cathedral), note in your account book "no receipt". Please note that the receipts need to be translated so that the purpose of the expense and the payee are clear to Lehigh's English-speaking accountants and auditors.

University funds may not be used to purchase alcohol. Program funds should not be used to pay for your own meals (e.g. lunches, snacks, coffee, pastries, etc.) since those expenses are prepaid through an institutional per diem arrangement.

LU TRAVEL & REIMBURSEMENT REQUESTS

Travel booked through Lehigh's travel partner, TravelLeaders, will automatically be charged to the program and no reimbursement is necessary. You should use the Request for Reimbursement form in the event that a lower fare can be obtained online. Please remember to retain documentation for all expenses as well as proof of travel (receipt or e-ticket confirmation statement).

RENTING OF VEHICLES

If group travel is to be conducted, travel should be through a reputable company that has a record of good performance. Determining how reputable the company is should include questions about how drivers are selected, what training drivers are given, and the amount of liability insurance available.

Care should be taken to verify that the driver has a valid license, that the vehicle appears to be well maintained, and that there is insurance covering the vehicle.

An excellent resource is the Association for Safe International Road Travel (www.asirt.org) which offers statistics, tips and articles about road safety around the world including specific guidelines for study abroad programs.

LEHIGH RISK MANAGEMENT AUTO POLICIES

There is no automobile liability coverage provided for travel in other foreign countries. Insurance must be purchased in the country where the vehicle is rented. See the below link on the Risk Management website or consult with SAO: <http://www.lehigh.edu/~inrsk/insurance.html#autoliab>

CONFIDENTIALITY OF STUDENT INFORMATION

The Federal Education Rights and Privacy Act (FERPA) provides students with access to their education records as well as privacy protection concerning those records.

Directory, or public information, would include information contained in the record which would not generally be considered harmful or an invasion of privacy if disclosed (i.e., name, address, phone number, major, dates of attendance, admission or enrollment status, campus, school, class standing, degrees and awards, activities, sports).

Protected information would include information contained in the record which would generally be considered more sensitive or an invasion of privacy if disclosed (i.e., student identification number/social security number, grades, hours completed, GPA, current class schedule, parent name and address). At Lehigh, this includes date of birth.

Student written and dated consent must be obtained before releasing any private information. Exceptions are permitted when there is a legitimate educational interest or “need to know”.

SPECIAL CIRCUMSTANCE WAIVERS AND AGREEMENTS

For most program arrangements, the standard Cost & Condition waiver form is appropriate. The Study Abroad Office has worked with University Legal Counsel and Risk Management to prepare special agreements and waivers of liability on a case-by-case basis for unique circumstances that present added risk or involve individuals other than program participants, including travel to countries under travel warnings, high-risk program activities, and the presence of accompanying minors or others. If you believe a special circumstance exists for your program, it is of the utmost importance that you contact Study Abroad for additional details.

AVAILABILITY TO STUDENTS

You should be prepared to provide assistance to students on a daily basis for personal as well as academic difficulties. You may be confronted with issues as diverse as illness, homesickness, accidents, sexual harassment, drunkenness, relationship issues, and loss or theft of property. Particularly during the first few days when students are dealing with adjustments to housing, food, currency, and classes, your availability and concern are crucial. In programs where on-site staff members are available to assist, establish clear instructions regarding whom students should contact with various concerns.

Some topics require emphasis upon arrival and later reinforcement (such as disciplinary issues) or discussion (such as alcohol consumption/abuse, dating and sex) throughout the program. Some students may require more guidance and support than others.

Since Lehigh requires students to sign Cost & Conditions form which, among other provisions, grants Lehigh and its agents the authority to authorize routine or emergency medical treatment, program staff have a duty to secure reasonable care and responsibility to act in the best interests of participants.

POTENTIAL PROGRAM DISRUPTIONS

All faculty leading programs abroad receive a training/orientation from SAO. Faculty receive the university approved and sanctioned Incident response Flowchart in addition to other important information.

Program Suspension or Cancellation

Lehigh has established a system-wide policy that prohibits programs from operating in countries for which a Travel Warning has been issued by the U.S. State Department. Should a Travel Warning be issued while a program is under way, CAG will determine a course of action based on consultation with on-site staff and University leadership.

Aside from the issuance of Travel Warnings and/or specific directive by the U.S. State Department and/or U.S. Embassy, the decision to suspend or cancel a program will also be informed by conversations with:

- Lehigh administrators and faculty members here and abroad
- University officials at the partner institution (where applicable)
- U.S. Embassy officials in-country
- Other officials from U.S. agencies and/or NGOs
- The appropriate U.S. State Department country Desk Officer(s)
- Overseas Study's own assessment of the following events (not in rank order):
 - Initiation of war by the U.S. against the country where the program is located or a neighbor
 - Initiation of war by a third country against the country of the program location
 - Significant terrorist activity in the program city
 - Protracted or indefinite closure of the University or host institution
 - Inability of the local staff to organize and carry out an academic program
 - Serious disruption of public utilities and/or services in the program city
 - Widespread civil unrest, violence and/or rioting in the program city
 - A declaration of martial law in the program city
 - Recommendation of suspension/cancellation by the U.S. program staff in-country

The following events might precipitate concern and will require close communication between you and the Incident Manager:

- Violence emanating from demonstrations, or other reactions to an international situation, that affect the general population and/or you and your students. Students should avoid such demonstrations.
- Individual anti-American attacks (physical and/or verbal) that affect you and your students
- Other dangers to students while they are participating in, or away from, program activities
- Direct military violence against the city or country of your program site that affects the general population and/or you and your students
- Terrorist activity in the city or country of your program site that affects the general population and/or you and your students

In each of these cases, close contact with the Incident Manager is imperative so that you can jointly make appropriate decisions regarding any necessary steps to be taken to ensure the safety of the group.

Strikes

With regard to the academic implications of any type of strike in the area, plan for alternative arrangements until the situation is resolved. Safety can also be a concern in a strike situation when emotions can run high. In this situation, advise students to avoid demonstrations, where events may unfold quickly in unpredictable ways.

Natural Disasters

Most natural disasters know no geographic boundaries. Differences do exist, however, in terms of local capabilities to manage damage after events have occurred. Each situation will be a unique event and you are encouraged to use your common sense. We suggest that you seek out local authorities for information about what to expect and how to respond if anything happens. In addition, follow the protocols outlined above and go through University dispatch in order to reach the Incident Manager and decision-makers at Lehigh.

STUDENT ISSUES

Insurance Information

All program participants must have insurance to cover health care expenses while abroad. Lehigh has purchased limited health benefits coverage for students, but it is supplemental and secondary to a student-purchased primary plan.

Prevention

Prevention is the key concept to address when discussing health and safety issues with students. No one has control over all elements in the environment, but students can control how they respond to the general situation and to unusual events.

Health

Prevention of illness should start before students leave home by obtaining immunizations and all prescription medications needed for the duration of the program. For information on necessary or suggested vaccinations for travel abroad, have the students consult a family physician or the SOS website which can be found on the SAO website.

Students should be advised in pre-departure materials to bring all prescription medications in their original containers with them to the program site, insurance rules permitting. Please be sure that country specific rules on drug importation are researched beforehand.

You are strongly encouraged to ask students to submit information on health history as part of the post-acceptance process to disclose any medical condition that the program administrators should know about. The actual disclosure of information by students is voluntary, so students and guardians must understand the value of such disclosure. This information can be entered on the SOS website under *Emergency Information*. Copies of these forms will be provided by Study Abroad and should be kept by the director in a secure place, separate from general student files so that they remain confidential. **This is required by U.S.**

law. Upon arrival, you may wish to ask students if they have any changes to the information previously provided. Remind them that the information will be used only to assist them in case of accident or illness. Language barriers and incomplete medical records can delay treatment.

Upon arrival, you should ascertain the whereabouts of a local hospital and learn how to summon emergency services such as an ambulance. If a student is in need of medical attention, you should provide pertinent information to the local medical provider.

Emotional, Mental and Eating Disorders

As is the case with Health History, medication and psychiatric information can be voluntarily disclosed and entered into the SOS website. There are increasingly more students at universities today with diagnosed emotional, mental, and eating disorders. Consequently, there is a higher percentage of these students studying abroad. In the best of circumstances their conditions have been stabilized with medication and treatment (e.g. counseling). In the worst of circumstances their conditions do not surface until they are abroad or they cease continuing their medications or other treatment while overseas. Students in any of these categories need immediate attention. Through SOS we recommend consulting local specialists, and/or consulting the student's home health care provider, depending on the situation. Consulting with the Incident Manager will often provide useful support as you work through a problem with a student having an emotional crisis. In the most extreme circumstances the student may have to leave the program, for their welfare and that of the rest of the group.

Alcohol Usage

College campuses deal with extreme alcohol abuse at an alarming rate these days. Since students may legally drink overseas at a younger age than in the U.S., many of the program participants may take advantage of their newfound freedom by drinking too much, particularly upon arrival. Unfortunately, alcohol abuse correlates heavily with high risk behavior and its consequences.

Past participants have found that their lack of sobriety resulted in accidents, sexual improprieties, robbery, etc. Part of what they should be learning during their time abroad is how to use alcohol moderately, despite its constant presence around them.

Please be aware that university policy prohibits reimbursement for alcoholic beverages. Should you make arrangements to have alcohol accompany any program-sponsored event, it should be served in moderation, with careful oversight from the director.

Crime

Students on short-term programs are victims of crimes more often than one would anticipate, probably because they are not abroad long enough to become skilled at recognizing dangerous situations. You should cover safety issues during orientation and immediately upon arrival abroad. Petty theft is a problem that students often encounter. Prevention can go a long way towards avoiding being the victim of a crime: students should be advised to store valuables in a locked cabinet, not wear jewelry when traveling, carry wallets where they are not visible or easily reached in a crowded bus or subway. These are all easy measures to help ensure the security of one's belongings. Personal crimes are no more, and often less

common, than in U.S. cities but since our students may stick out as foreigners, particularly soon after arrival, they may be especially vulnerable at that time. Traveling in pairs and groups, learning about the city, and identifying areas of the city to avoid are good preventative measures.

Financial Crises

Students may experience financial shortfalls, either due to poor planning or as the result of a theft. It is the responsibility of the student to solve his/her financial problem, but resident directors should have advice on the best means to wire funds (American Express or Western Union). Personal loans to students should be avoided.

Sexual Assault

Sexual assault can take the form of a date or acquaintance rape, molestation, or sexual harassment. These are all acts of violence and power that use sex as a weapon. U.S. campuses have crisis help lines and Web sites to assist students who have been assaulted. It is critical that students who have been sexually assaulted report the incident, preferably to the local police. Often, however, they are reluctant to do so. See the *Emergency Response Flowchart* for how to access the Dean of Students sexual assault counselors directly and confidentially. Do not underestimate the impact that an incident like this can have on the student, particularly if another program student is involved or should a faculty member or staff member be implicated. Always follow up on any report of this nature.

Disciplinary Problems

Under Lehigh University policy, students who are currently on disciplinary or academic probation are not permitted to study abroad. Acceptees with previous disciplinary infractions, including probation that has been completed, must be personally interviewed by the faculty director and other program leaders. If requested, Study Abroad personnel can also conduct interviews of these students in order to form a more complete evaluation. We believe that study abroad is a special privilege and so it is important that students accepted to Lehigh programs uphold a high standard of behavior.

In the event of an incident abroad that involves academic or behavioral misconduct of a student or a student's difficulty with local authorities, inform the Incident Manager through the dispatcher. In the most severe cases where dismissal is a consideration, consultation with Lehigh officials should take place prior to taking action.

The *Lehigh University Code of Conduct* describes detailed rights and responsibilities of students, defines student misconduct, and stipulates complaint procedures. A copy of the code is available on-line: <http://www.lehigh.edu/~indost/conduct/handbook/sect6.shtml>

DISCIPLINARY PROBLEMS AND ADJUDICATION

Adaptation from a guide produced by NAFSA: Association of International Educators

Prevention

During orientations and as the program progresses, you should set appropriate expectations as to what the program offers and what resources are available in the local environment. Often students unconsciously expect the conveniences of home and high service programs, characteristics which, in fact, may be counter to the learning experience abroad as well as be impossible to provide. When students dwell on dissatisfactions, behavioral or morale problems for the group may develop.

You are encouraged to head off potential problems by discussing frustrations with students openly when they first become apparent, by keeping dialogue open throughout the program as to cultural differences, stereotypes and other perceptions that may cause difficulties in classroom and living situations. You may find it helpful to serve as a mediator in resolving conflicts. In all cases, consultation with the Incident Manager is offered in support.

Your primary concerns should focus on the behavior that takes place on the physical site where the program is located, at housing sites arranged by the program, and during program activities. But you also have the authority to address accusations of misconduct for acts of personal misconduct or criminal acts that are not committed on the program location if the misconduct undermines the security of the program or the integrity of the education process or poses a serious threat to self or others.

Adjudication

Campus judicial procedures are impossible to replicate abroad. However, should an incident occur, you should proceed in a way that follows due process and will determine what really did take place. Evidence needs to be gathered carefully and students need to have the opportunity to respond to the charges and the evidence. Hopefully, the outcome of the procedures will be that the student learns from the experience and can participate in a positive way during the remainder of the program. Directors are encouraged to maintain as much oral communication as possible with the student; the written procedures suggested below, however, will communicate to the student that misconduct will not be tolerated. A written record will afford the best protection should the incident be reviewed at a later date.

Some problems that arise are very similar to what a dean of students handles regularly, and the precedent they have experienced may serve as a guide.

Documented disciplinary infractions should be reported to the dean of students office and becomes part of the student's official record. Upon review by the appropriate Lehigh judicial body, the student may receive subsequent sanction based on the *Code of Conduct*:

<http://www.lehigh.edu/~indost/conduct/handbook/sect6.shtml>

Student Conduct Abroad

Conduct issues while abroad fall into two general categories:

- 1) Significant breeches of expected conduct that will require the dismissal of the student from the program. In these cases, the faculty member should follow the procedures listed elsewhere and make sure to provide thorough documentation to the Office of Student Conduct and the Study Abroad office so

that the matter can be adjudicated under the Lehigh University Code of Conduct. Documentation should include the time, date, and location of the incident as well as a detailed narrative of the event including other students who may have been involved.

2) Smaller breaches of expected conduct that will NOT require dismissal. For cases such as this, the supervising faculty member(s) should use their best judgment when imposing restrictions on students under their supervision. Documentation of the incident should be sent to the Office of Student Conduct and the Study Abroad office so that the matter can be adjudicated under the Lehigh University Code of Conduct upon return.

Some guidelines to ensure some level of fairness in these situations are below:

- i. Make sure you are clear on what the student is being accused of doing.
- ii. Confront the student in a private setting with a calm demeanor.
- iii. Allow the student an opportunity to share their side of the story.
- iv. Do not make decisions when angry or upset.
- v. Do not hesitate to contact someone in the Study Abroad Office or the Office of Student Conduct for assistance.

POST-PROGRAM CHECKLIST

Within one month of the close of the program, you should submit a summary report and supplemental materials, including all items of relevance listed below. The report should be at least 3-4 pages long. This program summary enables Study Abroad and your Academic Dean to monitor your program, which is a requirement established by the Lehigh Abroad Faculty Policy Board. The Policy Board not only evaluates program proposals, but also has ongoing responsibility for ensuring the quality of all study abroad programs that operate under the purview of Lehigh University.

Program report should include the following information:

- Name, dates and location of the program
- Indication of how program met its mission and goals
- Selection process (target audience, vetting process, exceptions, etc.)
- Number of participants and an overall description of the group as a whole (credit/non-credit enrollment, graduate/undergraduate status, most common major, class standing, distribution by campus, etc.) on Census Form
- Pre-departure orientation and preparation of students
- Academic program
 - description of course(s) offered (content, level, credits, teaching methods, etc.)
 - distinctive features, strengths and weaknesses of the academic program
 - impact and influence of the overseas setting on the academic and intercultural experience
 - description of field trips and excursions and how they served the academic mission
 - recommended changes

- Summary of grade distribution
- Explanation of logistical and transportation arrangements
- Description of program facilities, student housing and meal arrangements
- Issues concerning student health and safety, including disciplinary problems:(explain incidents that occurred or concerns that you or others might have
- Budgetary issues (as related to program and/or student expenses)
- Overall recommendations for the program in the future
- When the program would take place again
- Reflections on any issues or concerns that were raised

Copies of the following:

- Program itinerary indicating daily routine and calendar of whole program
- Course syllabuses
- Handbooks or handouts distributed to students prior to departure
- Student evaluations

Report should be directed to: Neil McGurty, Director of International Programs and Study Abroad