Program Director Handbook for Faculty-Led Study Abroad Programs

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On-site Program Administration

There are a few administrative pieces that must be handled once on-site regarding health and safety, managing enrollment, and finances. See appendix 4 and 5 for pre-trip considerations (which are also covered during Faculty orientation).

On-site Health and Safety

As soon as possible after arrival it is important that you contact the Office of Study Abroad by email (droyer@unca.edu) to inform us of your arrival and to let us know if all students are present. Please carbon copy your department chair. The Office of Study Abroad is usually the first call made by worried parents/friends/family in order to find out if a student has arrived safely at their intended destination. We have had callers track down the Program Director overseas in order to get information about their loved one. The Office of Study Abroad and your department can keep many of these phone calls from reaching you abroad if we are updated on the progress of the program.

If you did not do so in advance—immediately upon arrival—provide a list of program participants’ names, home addresses, and telephone numbers to the nearest U.S. Embassy or Consulate, along with a telephone number where you can be reached and a basic itinerary for the program. (See appendix for a sample letter/fax if you are unable to submit your list on-line at https://travelregistration.state.gov/ibrui or will not have internet service during your trip).

You should remind and encourage students to carry with them at all times their HTH insurance card along with their passport. They should also carry an HTH claim form whenever traveling, independently or with the group.

Full details about emergency planning prior to departure are discussed in the “Emergency response” section of this handbook. Student Health/Emergency Information forms are provided by the Office of Study Abroad to take with you. Become familiar with these forms.

On-site Orientation

It is recommended that you provide students with an on-site orientation upon arrival. On site you should go over the following at a minimum:

- Walking tour of the area;
- Show students local transportation (bus and train stations used to/from housing to class);
- Your own emergency response plan and procedure for communication in an emergency;
- Remind students they must adhere to both local laws, the UNC Asheville Code of Student Conduct, and the Office of Study Abroad Participation Agreement form;
- Remind students that when traveling on weekends, they are required to leave an itinerary with you;
- Remind students you are there to help with any student services needs (cultural adjustment, grievance complaints for harassment/discrimination, reporting of assault/rape, etc.);
- Provide students with site-specific information about potential health and safety dangers, preferably in writing;
- Provide students with in-country emergency contact information (your contact information, names and telephone numbers of medical emergency officials, law enforcement officials, U.S. Embassy/Consulate);
- Remind students to stay away from any demonstrations or protests. As foreigners, they are less likely to pick up on danger signals that are more obvious to people from the host culture, and they may even become a target. Remember that your presence with students in such a situation could make you responsible for harm that may
occur, even if students went to the high-risk location independently. The appropriate response would be to leave the scene and encourage students to do the same.

**Finances**

**Before you go...**

*Travel Authorization:* Once your program proposal has been approved, please complete an *Authorization to Travel* form ([http://finance.unca.edu/forms](http://finance.unca.edu/forms)) and submit it to the Study Abroad office for approval. After this has been approved by the Provost, it will be returned to the Study Abroad office to be held until payments for the program are due, advances are processed and reimbursements are completed at the conclusion of your program.

**Expenses:** As you begin to incur expenses, please bring original receipts to the Study Abroad office. For pre-departure reimbursements (i.e. airfare, prepayment deposits of accommodations, transportation, etc.) you will need to complete a *Travel Advance/Prepayment* form ([http://finance.unca.edu/forms](http://finance.unca.edu/forms)) and attach all original receipts. Bring this to the Study Abroad office for the Director’s Signature and fund number. The Study Abroad office will then process the form. These expenses should be included in your budget.

At least a month prior to the date of departure, you will need to complete a *Travel Advance* form that includes all costs you will incur while on the trip. **You will not receive the advance until 5 days before leaving for your trip.** Attach a copy of your budget and turn it into the Study Abroad Office for processing. You will open an account at the State Employees Credit Union (SECU) that will be used only for trip expenses. You will want to open the account well in advance of departure. The travel advance can be deposited easily if it is already open. You will want to have a debit card for this account so that you can retrieve money while abroad. All SECU statements will be given to the Study Abroad office as part of the reconciliation of funds process at the conclusion of the program. You will need to close the account at the end of the program and bring any remaining monies to Diane in the Study Abroad office along with your final statement.

**During the Trip...**

As you travel, you will need to keep ALL receipts in order to reconcile your expenditures when you return. **You MUST have receipts in order to get reimbursed and reconcile expenditures.** A small receipt book will be provided to you so you will have one handy to write receipts for things like taxis, tips, etc. If you write a receipt, you are required to get a signature from the vendor. The finance office will not accept a receipt without a vendor signature. A notebook will be provided for you, if you wish, or you may use your own system to keep receipts sorted according to these categories:

- Transportation
- Meals
- Tips
- Accommodation
- Entrance Fees/Tours
- Miscellaneous

Be sure to translate what the receipts are for if they are not in English. Also, include the dollar amount or the exchange rate for that day if it is in another currency.

**After You Return...**

You have up to 2 weeks to turn in receipts to the Study Abroad office after your trip is completed. This will give the Study Abroad office enough time to check them and turn them in to the Finance office by their deadline. **Please do not take any of your receipts or forms directly to the Finance office. Everything must be processed through the Study Abroad Office.**
If your purchases are less than the amount of your travel advance, you will owe the remaining amount. In that case, you will write a check made payable to UNCA for the balance and submit it to the Study Abroad office. Do not overspend the allotted amount from your program fees as there are no funds to cover it and you will not be reimbursed.

**Format of Receipts:** Before submitting receipts to the Study Abroad office, please follow the following guidelines:

Separate receipts by category as listed above. If using a notebook, for each category of receipts please put the following heading (*see attached sample*):

<table>
<thead>
<tr>
<th>Program Name-Semester Year</th>
<th>Faculty name</th>
<th>Category (ie: meals)</th>
</tr>
</thead>
</table>

Tape the receipts for that category to the page so they are easily viewed and can be copied. You may have several pages for such items as transportation or meals and only a few for tips. Each page must have the heading. If the receipt is a full page, you don’t need to tape it to a blank page, just put the heading at the top of the page so it is easily identifiable.

If your program requires that you give money to students for bus fare, cultural tickets, etc. and you do not receive a receipt back from the student, please write a receipt from your receipt book and have the student sign it. Be sure to include what the receipt is for. If you are giving money to the group for an event or for lunch, please create a sheet with the amount given to the student at the top and the student’s signature on the page.

**Travel Reimbursement form:** As the faculty member, you will only need to complete a travel reimbursement form if you are claiming per diem meals or are claiming additional reimbursements. If you are claiming per diem, you will not need to turn in receipts for those meals. If you are not getting any reimbursement, you do not need to complete this form. In that case, you will just need to turn in your completed budget and your receipts in the above format to the Study Abroad office.

**Accessing Money**

As the Program Director, it is important that you have multiple ways of accessing funds while overseas, especially in case there is an emergency or if there is difficulty with any particular system. It is strongly recommended that you have more than one way to access funding and that you carry a Visa or MasterCard for emergencies. There are several ways of accessing funds while the program is in process. It is our goal that you do not have to use personal funds, if possible.

**Traveler’s Checks**

Traveler’s checks are at banks or free from AAA for members, or your bank may offer them for free. Traveler’s checks in a foreign currency are often more convenient on-site than checks in U.S. dollars, but AAA or your bank may not have them in stock, and may require advance notice to order them. Also, selling back unused foreign currency traveler’s checks will usually involve exchange rate losses as part of both the buying and selling process.

**Advantages:** easily cashed in major cities, and easily replaced if lost or stolen

**Disadvantages:** may be difficult to cash without paying a commission and in rural areas.

**ATM Card**

Notify your bank and credit card company you will be traveling so they do not get suspicious of overseas activity on your account and cancel your card. Cards on the Cirrus, Plus, or Visa system provide widely available access in many overseas locations.
Advantages: Excellent exchange rates for withdrawals, 24-hour-access.

Disadvantages: Check with your bank on daily withdrawal limits and transaction fees. Some banks have none; others many restrictions. Computer down-time can cut off access. Make sure your PIN code is no more than 4 digits and is numeric.

Other Credit Cards
Notify your bank you will be traveling so they do not get suspicious of overseas activity on your account and cancel your card. Visa, and to some extent, MasterCard, are widely accepted almost anywhere in the world.

Advantages: widely accepted, easily replaced if lost or stolen.

Disadvantages: high transaction fees and interest for cash advances.

Cash
In some locations, carrying cash is best. Be careful not to exceed what is allowable to bring into the country.

Advantages: widely accepted.

Disadvantages: not replaceable if lost or stolen

On-site Program Management
In addition to the administration tasks on-site, you coordinate teaching, the tasks of additional on-site staff/faculty, and any course-related activity, e.g., excursions. This may be done independently or with the assistance of collaborating institutions or agencies.

As a Program Director, you will find that your responsibilities do not end in the classroom. Students will rely on you for all kinds of extra-curricular assistance as they adjust to a new and sometimes stressful environment. If you need assistance, especially related to student services on-site, please contact the Study Abroad Office.

Telephone Communication
In order to have a readily available means of communication, the Study Abroad Office recommends that you consider leasing a cell phone overseas, especially in countries where telephone access could be difficult in an emergency (A reasonably priced cell phone purchased in the U.S. typically does not always work overseas, or vice versa, unless you have a tri-band phone with a replaceable chip). The cost should be factored into the program budget. You may also want to encourage students to lease cell phones upon arrival, so that they can be easily reached. Please let the Study Abroad Office know your number once you know it.

You should review with students the need to contact their telephone company and get the correct access numbers to place international calls from another country. Many will not realize that a regular telephone card with an “800” access number is useless for calls initiated from abroad.

Student Conduct
We recognize that the students participating in UNC Asheville programs are legally adults and responsible for their own behavior. (NOTE: students under 18 are NOT permitted to participate in UNC Asheville programs). However, they are
also considered to represent, fairly or not, their home institution and country. It is your responsibility to advise students when they are offending the norms of the host country. Part of the pre-departure AND on-site orientation for your program should include discussion of those norms and typical ways in which foreigners may unknowingly violate them. Students need to be aware they are subject both to the host country laws, to the UNC Asheville Code of Student Conduct and to the Study Abroad Office Participation Agreement.

In the case of a serious violation which jeopardizes the safety or well-being of the offender, other students or members of the host culture (i.e., instructors, home stay families), students should understand such behavior may result in dismissal from the program, failure of courses, loss of program cost, and/or an early return home at the student’s expense. You have the authority to remove a student from the program for inappropriate or dangerous behavior.

It is highly recommended that you consult with the Study Abroad Office in any case of student conduct, but especially prior to dismissing a student from the program, to ensure that proper procedures are followed. Each situation and program is different, but the Study Abroad Office can often provide you guidance based on our past experience and University policies. Additionally, we can assist with solutions to certain situations, such as a behavioral agreement.

We also consult regularly with other offices on campus, such as Legal Affairs, Dean of Students Office, Counseling Center, etc. in such cases to ensure that the proper steps are taken for the safety and well being of the student, the program staff, the Study Abroad Office, and the University.

**Program Director Conduct**

Just as students must abide by UNC Asheville Conduct Rules and the Study Abroad Office policies and guidelines while on the program, you and any program staff must adhere to UNC Asheville policies as well. Grievances can be filed by students against Program Directors or other program staff for inappropriate conduct.

Unacceptable conduct can lead to demotion, suspension, or dismissal for any UNC Asheville personnel. Some, but not all, of the possible examples of unacceptable conduct are:

- Reporting to work under the influence of alcohol or illegal drugs, or using alcohol or illegal drugs on the job
- Stealing State property or funds, or knowingly misusing State property
- The willful violation of known or written work rules
- Jeopardizing the safety of persons or property
- Inappropriate relations with students

**A note about alcohol:** Many study abroad programs travel to locations where alcohol is consumed in a more social manner than in the U.S. Regardless, as a UNC Asheville employee, you will be held accountable for your actions and the consequences thereof. It is important for program staff to keep their own alcohol consumption to a minimum even during what is considered free time, so that their judgment is never compromised or impaired.

**Sexual Harassment**

As the Director, you will most likely have to initially manage any sexual harassment complaints that happen on-site, unless the complaint is against you directly. It is your responsibility to ensure that appropriate steps are taken to procure the immediate safety of the student and take corrective action for the student’s long term safety. This may require the dismissal of any offending students from the program.
Directors and program staff themselves should be careful to avoid behavior which could be misinterpreted as inappropriate between professor and student. All students and program staff are required to adhere to the UNC Asheville policy on sexual harassment. Any sexual harassment complaints should be reported to the Study Abroad Office immediately.

**Mental Health**

Stress is the number one cause of exacerbation of a pre-existing mental illness, and adjusting to another culture typically involves stress for any program participant. It is important for you to be familiar with the warning signs of mental illness/stress, to identify the condition, and to seek help for the student as early as possible.

Behavioral warning signs include, but are not limited to, an inability to communicate clearly, an unusual or markedly changed pattern of interaction (such as totally avoiding participation, becoming excessively anxious when called upon, or dominating discussions when this was previously not the case), extreme behavior fluctuation within a relatively short time span, a depressed or lethargic mood, being excessively active and talkative (very rapid speech), swollen or red eyes, a marked change in personal dress and hygiene, being sweaty (when room is not hot), or falling asleep inappropriately.

Even if unusual behavior is due to mere transient culture shock, it is important to follow up with the student and offer support. You should, if at all possible, become familiar with host country laws about involuntary hospitalization, as well as the general cultural attitudes regarding mental illness.

If a problem does arise, you should not attempt to make serious decisions alone, but should seek assistance by contacting the Office of Study Abroad. Additionally, the Dean of Students and UNC Asheville Counseling Center are excellent resources that are available to staff and students and can help coordinate a plan of action.

**Program Visitors for Staff**

It is recommended that all participants in a UNC Asheville Study Abroad experience, both leaders and students, be either degree-seeking students enrolled at UNC Asheville or another university, or employees of UNC Asheville who are leading the programs. Effective August 1, 2012, all participants in a Study Abroad experience, both leaders and students must be degree-seeking students enrolled at UNC Asheville or another university, or employees of UNC Asheville who are leading the programs. Exceptions to this policy will require the approval of the Provost’s staff.
Incident Documentation Form

Sometime during your program, something may happen involving a student that you did not expect, such as a robbery, broken arm, lost passport, etc. When things like this occur, it is important to notify the Office of Study Abroad immediately and document the incident properly.

By notifying the Study Abroad Office, we can help you in a few ways. First, we can help by speaking with worried family members. The Study Abroad Office is usually the first call made by worried parents/friends/family in order to find out what happened to a student. Often, the student calls home to tell loved ones about an incident, which turns into a call to the Office of Study Abroad with additional questions. We have had callers that will track down the Program Director overseas in order to get information about their loved one. The Study Abroad Office helps keep many of these phone calls from reaching you abroad if we are updated on the incident and can answer the questions of worried loved ones.

Additionally, depending on the incident, the involvement of other University offices may be necessary. For example, in the case of a robbery of program funds, proper paperwork must be filed with Campus Police, who will then submit a report to the State Bureau of Investigation (SBI). Another example is a student who has disregarded the UNC Asheville Code of Student Conduct in some way. In this case, it may be necessary to coordinate with the Dean of Students office to arrange for a proper due process hearing. By notifying the Study Abroad Office, we can coordinate any necessary communication or paperwork with these other University and State offices.

Not only is it important to notify the Study Abroad Office of an incident, but it is also important to document the incident properly so that you have a record of the events that occurred. By submitting documentation to the Study Abroad Office, you are ensuring an official report of the incident exists that can be used later for reference, if necessary. Not only is this a protection measure for the Study Abroad Office and the University, but more importantly it is a protection measure for you and your department. Without a written report of the details of the incident, in a lawsuit, the only reference you will have is your memory. Additionally, the University will have no written record to use in your defense.

While none of us likes to consider the possibility of a court case, legal action is increasingly likely in the aftermath of a serious incident or emergency. Litigation cannot be prevented, but the effects of litigation can be lessened if you demonstrate that you have been reasonable and prudent. Documentation of an incident can often serve as evidence of reasonableness and prudence.

In the appendix and on the Faculty Section of our website (http://studyabroad.unca.edu/faculty) you will find an Incident Documentation form. This form must be submitted to the Study Abroad Office for any incident that occurs overseas that requires a paper trail. If you are unsure if the incident should be documented, it is best to be safe and document it. This form should be submitted to the Study Abroad Office immediately or as soon after the incident as possible. If a fax machine is not available at your program location, you can email to Bonnie Parker (bparker@unca.edu) the Study Abroad Office. Be sure to include all the information listed on the Incident Documentation form in your email.

Returning to UNC Asheville
The Program Director is responsible for submitting grades and expense receipts within two weeks of returning (see “Finances section for more information about final finances).

Student Evaluations
The Study Abroad Office will have students complete on-line program evaluations after they return.
Meet with the Office of Study Abroad for Post-Program Debriefing

About one month after your return, you should schedule a meeting with the Study Abroad Office to review the program and discuss any needed changes for the next year. Discussion post-program generally will cover:

- Budget issues
- Evaluation
- Drinking Incidents
- Housing
- Trips/bus rentals
- Crime reports
- Incident Documentation forms
- Post-program safety assessment (see appendix)
- Future program plans
- Any other relevant issues

This information can then be used to start the program planning for the next year.

Health Insurance

The Study Abroad Office processes enrollment in the University of North Carolina System Study Abroad Insurance plan for all students participating in credit-bearing study abroad programs. Enrollment in the UNC system insurance plan is mandatory for all students. Coverage costs approximately $44 per month and includes comprehensive primary coverage, a zero deductible, medical evacuation insurance, repatriation of remains, and an international medical assistance service.

This policy is provided by HTH Worldwide Group Services and was negotiated by a task force of study abroad administrators from the participating institutions and approved by General Administration.

Details of the coverage can be found in the policy brochure (available from the Study Abroad Office or online at: www.hthstudents.com). Some of the key points are as follows:

- Coverage is approximately $44 per student per month and is mandatory for the official dates of the program. When determining the dates to be used for insurance (and the amount of the premium to be budgeted into the program cost), Directors should add at least one additional day to each end of the program in order to cover possible flight delays/changes.
- Students who wish to extend the coverage for personal travel before or after the program dates may do so for an additional cost at a slightly higher rate. Note that the policy only allows for the addition of 30 days pre/post program. Students may purchase additional insurance beyond 1 month through HTH directly at a higher rate.
- The policy covers 100% of medical expenses up to $200,000 per injury or sickness. There is no deductible.
- One key exclusion is that students are not covered for injury or illness due to alcohol use. Student will be informed of this fact during orientation, but they may need to be reminded.

Beginning April 1, 2010 a Security and Political Evacuation Services Rider was included in this policy. Included in this Rider are:
$100,000 USD Emergency Political Evacuation/Repatriation – In the event of a threatening security or political emergency situation due to governmental or social upheaval at the Member’s location, On Call International will arrange for the evacuation of the Member from the area.

Covered expenses – All reasonable expenses incurred for your transportation to the nearest place of safety, and then to your resident country, are covered up to a maximum of $100,000.

Additional Services – If it is possible for you to leave the Foreign Country using an original ticket, On Call will assist you in communicating with the airline and with changing your ticket, as deemed appropriate.

In addition to arrangements for evacuation or repatriation, HTH provides 24 hour/day, worldwide medical advice, and referrals to English-speaking physicians when necessary. Students are encouraged to contact them with questions, even in non-urgent situations.

Faculty, staff and agents representing UNC Asheville will need to complete a Request for Insurance form (http://studyabroad.unca.edu/sites/studyabroad.unca.edu/files/Faculty/Insurance_Appl-Faculty.pdf) to be covered by the same policy only for faculty. Be sure to include this cost in your budget. If program faculty do not want this coverage, they should be sure to let the Study Abroad Office know.

After your students (and you) complete the Blanket Student Accident and Sickness Insurance form provided by the Study Abroad Office, HTH will email access to cards directly to students (and you). Enrollees will then be able to register at the HTH website and print out necessary information about their study abroad site.

If the student has had a very serious or long-term illness or injury, the insurance company will try to negotiate direct payment to the hospital.

Students who call HTH in advance and see an HTH approved doctor abroad (list provided on HTH website) should not have to pay any out-of-pocket expenses at the time of service.

**Students who do not call HTH to coordinate the doctor visit or see an HTH approved doctor abroad will need to pay their health care costs up front, get a claim form signed by the provider, and then submit the claim for reimbursement.**

If a student is hospitalized for more than 7 days, the insurance will cover $1,500 of a family member’s travel expenses to come and stay with the student.

Have a plan of action if a student must stay behind for treatment after program ends (remember HTH does NOT cover treatment in the U.S.); immediately contact the Study Abroad Office and HTH to extend the student’s insurance dates.

Policy details may have changed since this handbook was updated. Please read the insurance brochure carefully for the most current information.

**Safety Assessment for Faculty-Led Study Abroad Programs**

UNC Asheville and the Office of Study Abroad work to keep up with health and safety regulations regarding study abroad. For this reason, the Office of Study Abroad requires proof of safety assessments for its programs. Below find our policy statement regarding safety assessments and routine and special safety assessment practices.

The health and safety of students participating in study abroad programs is the highest priority of the Office of Study Abroad. At UNC Asheville, as at many of our peer institutions, it is the Study Abroad Office’s responsibility to:
- Notify the Program Directors and participants of any State Department security updates or risks
- Offer orientation to help students and faculty minimize safety risks while abroad

UNC Asheville is committed to the safety of all Study Abroad Programs and participants. Accordingly, Program Directors shall provide assessments, reviews, and safety reports to the Study Abroad Office as requested herein. Study Abroad staff or the Program Director may cancel programs where security issues arise or have not been adequately addressed.

**Decision-Making Resources**

Resources for decision-making include the following (not ranked):

- U.S. State Department information (Consular Information Sheets, Travel Warnings, Public Announcements, etc.)
- British or Canadian equivalents to State Department Information
- OSAC (Overseas Security Advisory Council, est. in 1985 by the U.S. Dept. of State to foster the exchange of security related information between U.S. government and American private sector operating abroad)
- Program Director and other leaders of UNC Asheville’s programs
- Direct contacts, such as personnel at UNC Asheville’s partner universities, or other knowledgeable persons in the destination country
- Other study abroad programs in that country/location, run by other universities (including Program Directors and International Programs Center staff)
- UNC Asheville Offices (Provost, College Dean, Risk Management, Legal Affairs, etc.)
- IPAC (University-wide Committee made up of faculty and administrators who meet periodically to address international programs on campus)
- UCIP (University Council on International Programs, the chief international officers of the UNC System who meet 4-5 times per year to address international programs across all 16 campuses)

**Routine Safety Assessment Practices**

Every study abroad Program Director will be required to:

- Read the Program Director handbook and other materials provided by the Office of Study Abroad
- Provide any information needed by the Office of Study Abroad to carry out a safety assessment of a program prior to program approval
- Provide any information required by a college-based review committee for an in-depth review, annual review of any updates/changes
- Communicate with the Study Abroad Office if any incident (including violations of law and university policies) occurs during the program and complete any relevant incident documentation.
- Meet for a debriefing upon program completion every year.

**Additional Safety Assessment Practices**

A Program Director may be required to submit a special report in response to any unusual circumstances which could have an impact on program security or the safety of participants. This may include circumstances that are merely perceived by the public as dangerous in order to ensure that fears can be addressed and mitigated.

- Death of an American citizen in the program location
- News of an epidemic or outbreak of a serious illness such as SARS or a natural disaster
- Incident of terrorism
• Political instability
• Marked increase in crime since previous assessment
• Persistent rumors of danger in media
• An emergency involving a program with a similar structure or feature

The purpose of a special assessment would be for the safety of participants and to minimize liability risks to the University. The goal would be to enable the program to proceed if possible, but may require that the Program Director make some adjustments in program logistics, such as:

• Location or type of housing
• Transportation type and destination
• Frequency of contact between Director and participants
• Freedom of movement by individuals while abroad

A report may need to be submitted to the Study Abroad Office, to the International Programs Advisory Council (IPAC), or to other relevant groups that could be helpful in an assessment. A report may be required before program departure, during a program, or after a group’s return.

The special assessment process helps reduce the University’s risks and also the Program Director’s personal liability risks by documenting that careful thought was given to security issues, all reasonable steps were taken to minimize risks, and a broad constituency was consulted in making the decision to go ahead with the program.

It is UNCA’s goal that all students be able to participate in study abroad safely.

Safety Assessments for Faculty-Led Study Abroad Programs (General Guidelines)

As mentioned above, the health and safety of students and staff participating in study abroad programs is the highest priority of the Study Abroad Office. Our goal for faculty-led programs is to ensure that risks have been addressed thoroughly and that the University has covered all possible aspects related to program safety. Having official assessments on file in our office allows us to address any concerns raised by students, parents or any University officials with a legitimate educational interest, as well as keep a paper trail of year-to-year analysis of safety for a location. While it would be extremely rare for a program to be cancelled or changed substantially, adjustments to logistical details are sometimes necessary. Some additional goals of these assessments are:

• To ensure that each Program Director has developed a strategic plan for possible risks as discussed in detail starting at the Emergency Preparation section of this handbook, including emergency evacuation, terrorist attack in program city, group housing reassignment necessary due to fire at a location, etc.
• To address any new issues that may have arisen since the last assessment.
• To ensure that all program staff are adequately prepared for possible issues that may arise (Where is the emergency meeting point? Do all staff have the phone tree information? etc.)
• To serve as a written record of any changes made to a program in order to avoid risks and promote student safety. For example, if a program in Japan usually flies into Tokyo, but flights into Tokyo are now subject to probable terrorist attack, a program change may be necessary so that another airport can be chosen.

To these ends, there are standard times throughout the term of the program when the Program Director may address the safety and security of a program by submitting a written report to the Study Abroad Office:
- Study Abroad Office new program proposal process
- Annual pre-departure one month prior to leaving
- Annual debriefing report upon program completion
- Study Abroad Office renewal of program

Additionally, general international travel safety and/or specific programs may need to be formally reviewed more often than the regular safety assessment mentioned above. This may happen at the suggestion of the Study Abroad Office, a UNC Asheville Committee, or as events warrant. A few past examples of events that warranted program review included the 2004 Madrid bombing, outbreak of SARS, change in a State Department listing for a particular country, political instability, etc.

The requested safety assessment should address the information listed in the handbook under “Emergency Preparation”. It should also address anything of concern on the U.S. Department Consular Information Sheet for that country, as well as any other State Department information (Public Announcement, Travel Warnings, etc.). Please contact the Study Abroad Office if you have any questions about your assessment contents.

Two sample safety assessments, Guatemala and Segovia, are on file in the Study Abroad Office as examples. These two assessment samples are great examples of very different ways to address what we may need in the Office of Study Abroad. Although the reports are formal, the style in which you provide them is very flexible. Please contact the Study Abroad Office if you have any questions about your assessments.

**Emergency Response**

Because the safety of our students is our top priority, your first responsibility in an emergency is to safeguard the well being of program participants. In order to do so effectively, you should thoroughly read and become familiar with the following crisis management information covered in this handbook. Be sure to take a copy with you overseas.

The key during a crisis is to remain calm. You must help the students get through any difficult time. The Study Abroad Office has experience dealing with crises and is here to assist you in any way before, during and after a crisis.

Emergencies are, almost by definition, varied, unexpected, and traumatic for those both directly and indirectly involved. Emergencies can include, but are not limited to, illness, rape, accident, missing participant, natural disaster, military coup, incarceration or deportation, terrorist activity, transportation crisis, criminal assault, fire, economic crisis, and even death. Whatever happens, your being prepared in advance and having procedures in place are likely to be critical to all involved. As the Program Director, you are the person who must, inevitably, manage whatever emergencies occur on your program. Should you be rendered unable to carry out your duties, you will need a deputy. Please designate one in advance.

Reiterating a point made in the Incident Documentation form section, although none of us like to consider the possibility of legal action, it is increasingly likely in the aftermath of an emergency. Litigation cannot be prevented, but the effects of litigation can be lessened if one demonstrates one has been reasonable and prudent. Thoughtful emergency plans are evidence of both reasonableness and prudence. Obviously, we cannot plan for every eventuality. Most decisions will be made on the spot, in light of the particulars of the emergency that is unfolding.

Further helpful reading for crisis management can be found on the Center for Global Education website at: [www.globaled.us/peacecorps/](http://www.globaled.us/peacecorps/)
Types of Emergencies
In order to be prepared for any emergency, you must first understand the types of emergencies and their severity. Emergencies can be categorized as routine or major.

Routine Emergencies
Routine Emergencies can occur every day and are usually not as severe but are more frequent than a disaster or crisis. Routine emergencies include:
  - Minor sickness or injury (cold, flu, sprain, broken arm, toothache, etc.)
  - Lost passport
  - Minor theft (purse/wallet)
  - Family emergency back home (family member sick or ill)
  - Power failure

Major Emergencies
Major Emergencies are more severe than routine emergencies, but happen less frequently. Major Emergencies include:
  - Natural disaster (hurricane, earthquake, fire, flood, etc.)
  - Major sickness or injury (car accident, epidemics, death, etc.)
  - Assault or rape
  - Missing person
  - Arrest
  - Hostage situation
  - Socio-political (riot, military coup, terrorist attack)
  - Behavior of the Director or students that causes or threatens harm to themselves or others

Perceived Emergencies
Distinguishing between a real emergency and a perceived emergency is a crucial first step. Often folks at home will become alarmed by a perceived emergency—flood in Northern Italy, for example, though your program is hundreds of miles away; or government instability in Ecuador, though you are in Belize. Due to media attention and incomplete information, situations abroad may be perceived in the U.S. as more dangerous than they actually are. They can be disturbing to program participants and their family members as real emergencies and require serious and prompt action on your part.

Contact with the Study Abroad Office is essential and consultation with the U.S. Embassy/Consulate is advisable.

Emergency Preparation
Prior to your departure and immediately upon arrival, there are many things you must do to plan for student safety. All Directors are required to follow policies below:
  - Register all students and staff with local Consulate/Embassy in your location (this may be done on-line at https://travelregistration.state.gov/ibrs/ui).
  - Assess the program logistics for safety. For example, how will students travel from their accommodation to the other program facilities? Are approaches to the residence well lit at night? Where are the closest telephones?
  - Maintain periodic contact with the U.S. Consulate/Embassy officials and local police in normal times (this will facilitate communications should an emergency occur).
Know how to communicate with and access other resources during a crisis. These include:
- Airport authorities
- Travel agents
- Other transportation authorities (local train station, bus terminal, etc.)
- Telephone and other utility companies
- Hospitals, clinics, and a comprehensive list of health and counseling professionals
- International Red Cross Offices
- UN Offices
- U.S. Embassy/Consulate and pertinent Embassies/Consulates for all students on the program
- British and Canadian Embassies/Consulates in case the U.S. is unavailable
- Other U.S. Study Abroad Programs/Organizations/Volunteer agencies
- HTH-Insurance provider for UNC system
- Local government officials and ministries
- Local police and fire departments
- Other local universities/colleges

Keep copies of students’ Health/Emergency Contact forms and their HTH insurance cards with you on-site.

Choose a travel agent at your overseas site that could potentially help you make travel arrangements in an emergency.

Develop rapid communication system to reach students once on-site (email, cell phones, etc.); establish a phone tree. Develop a contingency plan in the event that students cannot be reached or are traveling.

If hiring a bus or contracting with a local travel agency, be informed about their insurance coverage.

Provide your Department and the Study Abroad Office with an itinerary and telephone numbers for each accommodation site.

Provide participants with site-specific information about potential health and safety dangers, preferably in writing.

Provide participants with in-country emergency contact information (your contact information, names and telephone numbers of medical emergency officials, law enforcement officials, U.S. Embassy/Consulate).

Prepare a contingency plan that addresses procedures in case of absence or incapacity of the Director. Any assistant director or local coordinator should inform the Study Abroad Office before making decisions on emergency matters, if possible.

Have multiple methods of accessing funds (credit card, ATM, traveler’s checks, wire transfer, etc.). Research these in advance. For example, find out whether an in-country bank has a direct relationship with a U.S. bank, as this would facilitate wire transfers. Make sure contingency funds were factored into the program budget.

Become familiar with the student health insurance policy through HTH. Know how to access medical assistance or evacuation, how to file claims, and which conditions are excluded. Print a copy of local HTH doctors prior to departure and keep it with you. These doctors know the HTH system and all speak English. This list can be printed from the HTH website.

Be familiar with the extensive personal liability insurance provided by the University to its employees.

Create an emergency evacuation plan that includes at least one alternative site that will accommodate housing for the group. Students should be made aware of a meeting point during on-site orientation, so that they know immediately where to go during an emergency.

Know how to contact the Study Abroad staff and carry this information with you at all times.
• Report any verbal/other abuse of a racist/anti-U.S. nature/any attacks or other offenses involving our students to local police.

Decision-Making During an Emergency
There are four steps to be taken during ANY emergency. These include assessment, securing student(s), communication, and documentation. Depending on the emergency, each of these steps must be completed, but will vary in degree.

Assessment
In general, the first step in ANY emergency is assessment. How serious is the emergency? Do you need to administer any first aid immediately? Is this a routine emergency or major emergency? Is one student involved or multiple? Do you need to call an ambulance? Police? Consulate? Is the emergency real or perceived? What steps must be taken to secure the environment?

The answers to these questions will determine your next step of action: securing students.

Securing Students
The second step is to make reasonable efforts to secure students and the environment and remove student(s) from any immediate danger if possible. This may require an immediate need for evacuation from the area. Administer any first aid to the extent possible (see Safety Assessment for Faculty-Led Study Abroad Program section). Call for any medical/consulate/police help necessary. Determine the likely availability of medical supplies, food, water, shelter, and transportation if any of these have been threatened.

In any MAJOR emergency, if there is time, consultation with the Office of Study Abroad is recommended. When there is an inability to reach the Study Abroad Office for consultation, the Program Director has the authority to cancel a program and evacuate the students.

Communication
After the students’ safety is secured, you should contact the Study Abroad Office as soon as possible. If direct communication is not possible, try to reach the Study Abroad Office through the U.S. Embassy/Consulate (or if advisable, through the government of the host country). Refer to the Study Abroad Office Emergency Contact List (see Appendix).

Remember that the HTH Assistance service is specialized to help with international medical needs, and may be able to provide more immediate assistance than the U.S. Embassy.

You should be prepared to provide the Study Abroad Office:

• Name of caller and victim, if any
• Brief description of accident, injuries, and/or emergency
• Status of any victims
• Status of all student/staff
• Location of caller-street, city, and country
• Location of accident or emergency-how close is it to students and staff?
• Phone and fax number where the caller is located
• Has rescue squad, local law enforcement, U.S. Embassy/Consulate been called?
• What is the advice of the rescue squad, local law enforcement, U.S. Embassy/Consulate?
• Any information released to media thus far
- What impact, if any, did the emergency have on availability of food, water, shelter and medical supplies?
- What was the target of unrest, if the event was political? What is the intensity of the emergency?
- Are there military or emergency personnel at the site of the emergency?
- Is continuation of the Program possible?
- How able are students/staff to travel in the country?

Important Emergency Communication Information

Please note under FERPA it is not legal for University employees, including Program Directors, to contact a student’s parent or guardian without written permission from the student regarding medical conditions or emergencies if the student is over 18. For this reason, we ask students to fill out the Health/Emergency Information form giving permission to contact someone in an emergency and the Study Abroad Office provides you with a copy for your records. If a student is unable to communicate his or her wishes, contact the Study Abroad office with details and we will facilitate contact with whomever the student has allowed us to contact with details while you manage the emergency.

Program Director Communication Responsibilities

Once you have secured all students and staff and contacted the appropriate local medical emergency officials, law officials, U.S. Embassy/Consulate and the Study Abroad Office you are responsible for maintaining contact with these people, if possible. In political crises or natural disasters, gather as much information as possible from local sources.

You should maintain contact with the Office of Study Abroad to coordinate issues of:

- Group location/activities
- Health and Safety
- Legal Liability
- Financial concern, particularly in the case of program cancellation or evacuation
- Academic concern, including plans to complete coursework after the crisis

Even if not all students were involved in the MAJOR emergency, notify all students of the situation without breaking confidentiality (FERPA). Lack of information or discussion is likely to create rumors and panic among students. Hold a group meeting to inform and reassure students, and to quell rumors. Be careful not to appear to be blaming the victim of a distressing incident. Encourage students to call or email home to assure family members of their safety. However, a panicked telephone call or email message may heighten emotions at home and impair reason. You can and should discuss with students the absolute necessity of communicating in a way that prevents undue panic. The principle ingredient in their response will be you. You must maintain a level head and assume a forceful but reasonable manner.

Do not make any statement to the media. Consult with the Study Abroad Office who will in turn contact UNC Asheville University Relations.

Study Abroad Office Communication Responsibilities

If the situation allows you to have notified the Study Abroad Office of the MAJOR emergency, Study Abroad staff will manage all stateside communications. This includes U.S. media, parents (if necessary) and UNC Asheville staff.

Upon notification of an emergency, Study Abroad staff may call the U.S. State Department’s Citizen Emergency Center at 202-647-5225 for suggestions or assistance, if necessary. The Study Abroad Office may also call U.S. International Programs Centers of other institutions that have students in the emergency location to compare information and develop a common plan of action, if necessary.
The Study Abroad Office will not make any statements to the press before designation of a spokesperson and consultation with UNC Asheville University Relations. Study Abroad staff will also notify UNC Asheville University Relations of statements, if any, already made to the media by the Program Director. Study Abroad staff will refer inquiries to UNC Asheville University Relations and record all calls and activities.

**Documentation**

If a crisis should occur, **keep a written record of all steps taken**. The Study Abroad Office Incident Documentation form can be used for any crisis (see appendix or on-line at [http://studyabroad.unca.edu/faculty](http://studyabroad.unca.edu/faculty)). **Avoid releasing information directly to the media.** The UNC Asheville University Relations would coordinate any media contact for a major crisis.

It is very important for you to document all steps taken after the accident, death, or emergency to be recorded for further reference. It is vital that information is passed promptly, accurately, and completely at each communication link. Each staff person should keep chronological logs of the crisis (on-site and at the Study Abroad Office). The logs should detail what happened, steps taken, when they were taken, with whom staff members talked and what follow-up actions were necessary. The person keeping the log should note the tie of each event as carefully as possible as well as the time at which the notes were taken.

**In a Major Emergency the Office of Study Abroad Responsibilities**

- Make certain that written accounts are obtained as soon as possible from all witnesses and affected students and staff/faculty.
- Prepare a detailed and factual report within 7 days, including preliminary recommendations without any judgments, conjecture, analysis or conclusions.
- Submit the report to legal counsel for review and revision.
- After review of the report by the Provost, decide:
  - Distribution and dissemination of the reports
  - The need, if any, for further in-house or outside review or investigation, and the specific tasks of any review body established.

**Additional Notification Responsibilities of the Study Abroad Office in a Major Emergency**

- Consider having the staff/faculty member who has firsthand knowledge of the accident or illness make a follow-up call to the next of kin.
- Arrange for others (trustees, other staff) to reinforce the Study Abroad Office’s communications, as it is helpful for the family to have support or information from a source besides the Study Abroad Office. Avoid extraneous or uncoordinated efforts in this regard.
- Contact parents of other students on the participant list in Study Abroad’s files.
- Stay in touch with University Relations, university legal counsel, the travel agency if appropriate, securing students, communication and documentation. Below are specific emergencies, questions for assessment of each situation, and any special procedures or information to supplement the main four steps.
Managing Specific Emergencies

Crime
Crimes against property are fairly common all over the world. During orientation, you need to discuss local crimes and how to prevent them. In addition, you need to remind students prior to departure to do the following:

- Make copies of your passport; leave a copy at home with someone you trust and pack additional copies somewhere apart from the originals (suitcase, jacket, etc.). Leave a copy with the Study Abroad Office.
- Write down location specific telephone numbers for credit cards and traveler’s checks. Write down account numbers and traveler’s checks serial numbers and pack them somewhere apart from the originals (suitcase, jacket, etc.). Leave a copy at home with someone.
- Be sure that someone will accept a collect call from you in case you lose the numbers.
- Remember that toll free numbers generally do not work from overseas. Call providers (credit card companies, phone card companies) before departure and get local numbers to use in an emergency.
- Read the Student Study Abroad Handbook from orientation - it has several tips on crime prevention.
- Report any crime to local authorities as soon as possible after the event.

Note that any crime against any property or funds of the University requires immediate report to local police/authorities. A copy of the local police report (along with any relevant documentation) needs to be given to the UNC Asheville Campus Police.

Fire
If possible, you should see that all student housing has fire extinguishers and smoke detectors. Help students to think about what to do in case of a fire, whether they are in their residence or traveling independently. Be sure students know local emergency numbers to call in case of fire. Be sure to also address fire safety issues with housing and classroom providers.

Serious Illness and Serious Injury
Questions for assessment:

- What medical treatment has victim received?
- Where is the victim?
- What has the on-site response been? Who is the attending physician (if any)?
- Does the attending physician speak English?
- Is an interpreter required?
- What is the diagnosis?
- What is the prescribed treatment?
- What is the prognosis?
- Has HTH Insurance been contacted?
- Are other participants at risk (physical or psychological)?
- Is airlift a desirable and/or viable option?
- What are the details of the accident (if injury)?
- Are rescue operations needed (if injury)? Have they been initiated?
- Were there witnesses to the accident (if injury)?
Prior to departure, determine the availability of HTH approved English-speaking medical services in your location. Also determine the means of transportation to these medical services. HTH will be a valuable resource. In the event of an emergency, work with area medical personnel to determine if the level of care available is appropriate. HTH personnel are principal allies if you need assistance or if it is determined a transfer is in the student’s best interest. A decision to move a student is ideally the result of an accord between local medical personnel, HTH consultations, the student (if it is possible for him/her to participate in the decision), the student’s family and you. The bottom line, however, is that your judgment will weigh heavily since you are the professional contact on-site. If feasible, you or another program faculty member should accompany the student. If it is not feasible, you must verify that the student is in good hands. If it becomes necessary for the student’s family to join him/her, you will need to make every effort to facilitate their travel and support them upon arrival.

It is important that all students have read and understood their insurance policy. Remember the HTH insurance is only available while the student is abroad.

**Assault or Rape**

*Questions for assessment (same as Serious Illness above, but also include):*

- What are the major details of the incident?
- Is counseling available? In English?
- Has appropriate local law enforcement been notified?
- Were there witnesses?
- Does the victim want to return to the U.S.?
- What are the likely academic and financial consequences of returning to the U.S.?
- Are the victim and the counselor aware of these consequences?

Prior to departure, determine the availability of HTH approved English-speaking medical services (including counselors) in your location. Also determine the means of transportation to these medical services. HTH will be a valuable resource.

Sexual assault victims do not always tell someone at the time of the incident. However, they may tell you at a later date or you may notice incident-related symptoms (e.g. anxiety/depression, pregnancy, STD). Individuals (men and women) who report that they have been sexually assaulted should be treated in a compassionate, non-judgmental manner.

In the event of an assault or rape, encourage the student to go to a hospital/clinic after the assault as soon as possible. Students reporting rape should be asked not to urinate, defecate, rinse their mouths, bathe, or clear under their fingernails before examination, if possible. Protect and maintain clothing in original form. Inform the student that this request is to help obtain evidence that might later be used in court and is not in itself for medical reasons.

The attending doctor should tend, first and foremost, to the student’s well-being. The student should not be left alone and should be taken to a comfortable, safe area. The student may prefer to be accompanied by a friend. Consent from the student must be given before examination and treatment.

**Remember to keep the victim’s name confidential.** The victim’s name should be protected to the maximum extent possible. The victim must authorize, in writing, the release of confidential medical information or notification of his/her condition to family members. Once you have been notified of an assault or rape (actual or attempted), as Director, you must:
- Not leave the victim alone
- Provide support to the victim
- Make sure that other students are safe and not in immediate way of harm
- Notify UNC Asheville and the Study Abroad Office
- Encourage victim to go to doctor (who can then treat injuries, give examination, provide pregnancy & STD protection, recommend counselor, etc.)
- Arrange for medical treatment/MedEvac
- Maintain medical confidentiality
- Provide and/or arrange psychological support
- Document everything:
  1. Type of assault
  2. Date and time
  3. Location-including city, streets, building, etc.
  4. Whether assault was related to the program
  5. Whether assailant is known
  6. Number of assailants
  7. All steps taken after incident reported to you- including dates, times, locations, persons involved, etc.

Much of the information in this handbook is derived from the Center for Global Education “Rape Response Handbook”. The full handbook can be found on their website: http://globaled.us/peacecorps/rape-response-handbook.asp.

**Missing Person**

*Questions for assessment:*

- When and where was the missing person last seen or heard from? Did the person tell anyone of plans to be absent?
- Does anyone know or have an idea about where the person went?
- How was the person traveling? (Alone and by train, in a group and by foot, etc.)
- If the person was left and was expected to return at a specific time, what was the date and time of the expected return?
- Are reliable search and rescue operations available on site?
- Have they been initiated?
- Should they be initiated?
- What is a description of the student (height, weight, eye color, hair color, hair length, gender, race, other distinguishing factors, and clothing at time of disappearance)?
- Do you have the student’s passport number?
- Have the local missing person’s officials been notified? What is the agency and case number assigned?
- Has the U.S. State Department been contacted?
- Who is the contact at the State Department (name, title, and phone)?
- Has the State Department initiated a Welfare and Whereabouts check?
- For which countries?
- Clergy involved?
Prior to departure, be sure to remind students that if they will be traveling on weekends they are required to leave a copy of their itinerary with you. Also arrange for students to notify you by phone if they change their travel plans and will not be back by the time they had declared. Ensure that they know how to get in touch with you (that they use local telephones; know relevant prefixes, own phone cards, etc.). Inform them that if they are over 24 hours late without notification, you will try to discover their whereabouts and depending on the circumstances (where the student went, with whom, special circumstances, etc.), you may notify their family and relevant authorities.

**Arrest**

*Questions for assessment:*

- Has the student been detained?
- Has the U.S. Embassy been notified?
- What was the Embassy’s response and advice?
- What agency made the arrest?
- Have charges been filed?
- What are the charges?
- Were there witnesses?
- What are the names, addresses and phone numbers of the arresting authorities?
- What is the case number?
- What rights have been granted?
- Is the student entitled to place a phone call?
- Does an attorney represent the student?
- What is the name, address and phone number of the attorney?
- Will UNC Asheville intervene? (The UNC Asheville policy is not to intervene on matters of arrest)
- Can the student have visitors?
- Can the Program Director contact the student?

If a student is arrested on your program, be sure to get the answers to the above questions and then contact the Study Abroad Office. We will then likely meet to determine a course of action depending on the severity of the charge.

**Political Emergency or Natural/Man-Made Disaster**

*Questions for assessment (see SERIOUS INJURY if needed):*

- Has the U.S. Embassy advised participants to take appropriate action?
- Have all participants/staff been made aware of these precautions in writing?
- Are all participants/staff following these precautions?
- Have local authorities imposed a curfew?
- Is travel in or out of the country being restricted in any way?
- Is the group in danger?
- Who or what is the target of the unrest?
- Has any particular group or organization been threatened?
- What kind of military or other security or public safety personnel are present?
- Are they unusually visible?
- How is the military behaving with respect to the civilian populations?
• Is airlift a desirable and viable action?

_Terrorism or Anti-American Sentiment_

In general advise students to do the following:

• Avoid American hangouts that might be targets for terrorists.
• Avoid speaking loudly in English when walking with groups of other Americans.
• Avoid dressing in ways that identify them readily as Americans (university t-shirt, backwards baseball hat, etc.).
• Exercise care in how much information they give to strangers—be skeptical of new acquaintances.
• Be alert to any danger signs such as the presence of suspicious-looking strangers or unidentified packages.
• Keep abreast of local news through the internet, radio, and newspapers.
• In airports, bus terminals and train stations do not linger at ticket counters; go immediately to departure area after conducting your business.
• Do not drive someone else’s car, especially across national borders.
• Do not borrow suitcases from anyone. Do not look after cases or carry packages from anyone.
• Remove all luggage tags or other external items that provide identification.
• Stay in touch with families so that they know their students are safe and they know where to reach them in case of an emergency, or should an incident cause them to worry about their students’ safety.
• Stay in touch with the Office of Study Abroad.

_In the event of a threat, you need to do the following:_

• Eliminate outward signs on the program premises of American presence.
• Call the Embassy or Consulate for advice. Check with them daily or more often if necessary. Make certain they have at-hand your contact numbers.
• Stay in touch with the Study Abroad Office.
• Be vigilant about incoming mail. Alert authorities to the presence of anything unusual. Do not open or allow students to open suspicious letters or parcels.
• Make a rapid communication plan—a telephone tree or a rendezvous point if phones are down, for example. Practice it to see that it works.
• Ask students to give you detailed travel plans or if necessary, details of their schedules on a daily basis. Cancel as necessary.
• Control access to the program site.

_Hostage Situation_

_Questions for assessment (same as MISSING PERSONS and POLITICAL EMERGENCY), but include:_

• Has the U.S. Embassy there been notified?
• What is the Embassy’s response and advice?
• Who is the contact person at the U.S. Embassy (name, title and phone)?
• Who is the contact person at the U.S. State Department in Washington (name, title and phone)?
• Have the kidnappers made contact?
• Have the kidnappers identified themselves?
• Who are they and what do they want?
• Is negotiation support available on-site?
Death
In the event of a fatality, wait for legal authorization (usually the local authorities) before moving the body. Arrange for photographs before the body is moved. You should, if at all possible, make a positive identification of the body. You should notify the Study Abroad Office immediately.

You will most likely need to make the on-site arrangements with the Embassy and HTH for repatriation.

The responsibility for supporting other students will fall heavily on you also. UNC Asheville counseling personnel can be very helpful to you and the students over the telephone. Do not fail to utilize their resources. Explore the possibility of utilizing local trauma counselors if it seems like a good idea. In a major crisis, it may be possible to send a counselor to the site of the emergency.

Family Notification
In any death occurring off campus and overseas while on an UNC Asheville study abroad program, the Vice Chancellor for Student Affairs and the Director of Study Abroad will confer before any action for family notification is taken.

The most likely notification procedure would be for the Vice Chancellor for Student Affairs to follow its standard guidelines to make the initial contact, with the Office of Study Abroad making a follow-up call or visit to provide details of the incident.

The Provost’s office would, in most cases, also contact the family to offer additional information or support.

Each occurrence will have seemingly unique circumstances, but the following are some general guidelines to be followed by the Study Abroad Office:

- Sensitivity to the feelings of the family is the foremost consideration. Think through what you will say before you make contact.
- Have your facts organized and accurate.
- Be sure to convey whatever personal condolences might be appropriate.
- Remember that the next of kin have a right to all factual information pertaining to a serious accident, but as the initial notification will be received with surprise and shock, don’t expect to convey many details until a follow-up call.
- Be conscious of the timing of your call and try to think through what the recipient might be doing—at work, eating, sleeping, etc. Try to anticipate possible responses and prepare yourself accordingly.
- Promptness is the next rule of thumb; delays will almost certainly lead to suspicions or other bad feelings.
- Consider inviting a family representative to come to the University or the program location at the University’s expense. This requires advance approval of the Provost.

Emergency Evacuation
Depending on the level of emergency, the program may need to evacuate from the program location.

Questions for consideration include:

- Is there imminent, persistent danger to the students?
- What steps have been taken?
- Have those steps been effective?
- Any additional possible steps necessary?
• Can you re-ticket students?
• What is the cost of re-ticketing?
• What is the implication of returning to the U.S? Refunds?
• What is the financial impact on the participants-including financial aid?
• What is your preference? How safe do you feel?
• What is the students' preference? How safe do they feel?
• Is counseling necessary before students return to the U.S? After?
• Is the evacuation plan safe?
• What are the routes and modes of transportation?
• What are the advantages/disadvantages of separating into smaller groups?

Should an emergency occur, the Director should be prepared either to continue the program at an alternative site or close the program altogether. In deciding whether to move or close a program and evacuate students, the physical safety of the students must be the highest priority. The decision to terminate a program or evacuate the students will be made by the Study Abroad Office in consultation with the Program Director, who should have the best understanding of the local conditions. However, when there is an inability to reach the Office of Study Abroad for consultation, the Program Director has the authority to close a program and evacuate the students.

It is imperative that the Program Director plan for such a crisis prior to departure and have a pre-arranged plan in place for evacuation. During an emergency requiring an evacuation, the preference is to get the students back to the U.S. if at all possible. If this is not possible, the emergency evacuation plan should include at least one alternative site that will accommodate housing for the group. For example, if the program is in London and an evacuation is necessary that does not allow for a safe return to the U.S., the group could possibly meet up with another program located in a nearby country. It may be more prudent to disperse students into smaller groups to reconvene later in another location. Students should be made aware of a meeting point during on-site orientation, so that they know immediately where to go during an emergency.

At the time of the emergency, the Program Director should contact the nearest U.S. Consulate to discuss the need for evacuation and any measures the U.S. is taking to evacuate its citizens. A member of Study Abroad will contact the State Department for the same information. We will also contact other institutions with programs in that location to discuss what actions they are taking. The Office of Study Abroad will convene with others to decide the best course of action, make a decision about evacuation, and determine evacuation costs and means for meeting those costs.

Once a decision has been made to evacuate, the Program Director should notify students and other staff of the evacuation plan in writing and have student/staff sign the plan agreeing to the course of action taken. UNC Asheville cannot be responsible for the safety of any student or staff member who does not sign the plan of action or who refuses to comply with the evacuation procedures arranged by the Office of Study Abroad.

At the outset of a crisis, students should be cautioned to avoid unnecessarily alarming their families and others at home with panicky phone calls or emails. You can and should discuss with students the absolute necessity of communicating in a way that does not cause undue panic. The principal ingredient in their response will be you. You must maintain a level head and assume a forceful but reasonable manner. Level heads abroad and at home are the best way to ensure rational, carefully-considered procedures.
In the event of a terrorist attack or other event that jeopardizes the health and safety of program participants, it is possible that a program may need to be cancelled. If appropriate and feasible, moving the group to a different site may be an alternative to cancellation. The decision will be made by the Study Abroad Office, in conjunction with the Program Director, the Dean and Department Head of the academic unit sponsoring the program courses.

If the cancellation occurs before or soon after the program begins, every effort will be made to refund recoverable costs to the participants. If the emergency occurs toward the middle or end of the program, it may be best to evacuate the group back to the U.S., but to make arrangements to continue the coursework through a form of independent study, rather than to cancel the program altogether.

If a program is not cancelled but an individual student feels uncomfortable about going abroad or remaining on-site, they should be allowed to withdraw. UNC Asheville would not be obligated by policy to offer a refund in this situation, but would, in practice reimburse any recoverable costs.

**Resuming an Interrupted Program**

A decision to resume a program after an emergency or evacuation as the result of a crisis will be made by the Study Abroad Office after a review of the situation, input from the Program Director, consultation with the U.S. State Department and U.S. Consulate/Embassy in the country. Other items that the Study Abroad Office will consider:

- **Group vs. Individual Decisions**
  Plan for creative ways to proceed; terminate the program only as a last resort, since a positive alternative is almost always possible. However, individual students should not feel coerced to remain on-site after a crisis.

- **Financial Policies**
  If individuals choose to withdraw from the program after a crisis, the Study Abroad Office will help decide if any refund is possible.

- **Stress Reduction**
  The Study Abroad Office will assess the needs of the students and staff for physical and emotional needs. Directors should remind students of appropriate behaviors. The Study Abroad Office will make certain all affected local legal and U.S. authorities are consulted. The Study Abroad Office, in collaboration with the Program Director, will reassess planned activities for the program and adjust, if necessary, to avoid subjecting students and staff to unwarranted stress.

**Media Communications**

The first actions taken following an accident, death, or emergency may well determine whether a situation is contained or leads to panic or rumor mongering. Statements to the press should be made exclusively through the UNC Asheville University Relations. Many difficulties may arise when more than one source releases information to the media.
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Appendix 1  Sample Letter to Embassy/Consulate
Appendix 2  Sample Incident Documentation Form
Appendix 3  Emergency Contact Information
Appendix 4  Faculty Tips for Short Term Study Abroad Emergencies
Appendix 5  Faculty-led Study Abroad Program Director Pre-Departure Information Check list
Appendix 6  Faculty Emergency Contact Form
Appendix 7  On-line Evaluation Form
Appendix 1: Sample Letter to Embassy/Consulate

(Ensure to subscribe to Travel Warnings on-line at https://travelregistration.state.gov/ibrs/ui and/or register your group with the Embassy or Consulate, as needed)

Date

Embassy of the United States, Madrid Address
Address, Address

To Whom It May Concern:

The purpose of this letter is to inform you a group of United States of America students from the University of North Carolina at Asheville (UNCA) in Asheville, North Carolina, will be studying this summer in Madrid at the Universidad de Madrid from June 1, 2009 to July 15, 2009.

It will not be easy for us to keep up with the U.S. State Department Traveler’s Advisories while we are in Spain. Should a crisis occur of which we need to be aware in order for our students to have a safe and happy study abroad experience, please notify me at XX-XXX-XXXX (email), or the Assistant Director of the Program, Susie Smith at XX-XXX-XXXX (email). If neither of us can be reached, please notify our alternate contact person Joe Johnson at 00-1-828-XXX-XXXX (email).

After we leave Spain, we will be traveling as a group to Paris, France where we will stay for a week (include dates). I am sending a similar letter to the Embassy of the United States in Paris.

I am attaching information to this letter about the 20 participants in this program, along with information about the two Directors traveling with the group. You will see that the enclosed list includes full names, U.S. Passport numbers, local contact information, and U.S. emergency contact information for each individual.

In addition, I am attaching a full copy of our itinerary for this program and contact information for each location, as we will also be doing some weekend traveling within Spain.

Should the U.S. Embassy in Madrid become aware of anything that would adversely affect our travel plans beyond Spain, please kindly inform us.

Thank you for your kind assistance.

Sincerely,

Your name

Program Director, Madrid Summer Program UNCA

CC: U.S. Consulate General, Madrid, Study Abroad Office

Enc: Roster of participants, Program Itinerary, Emergency Contact Information
Appendix 2: Sample Incident Documentation Form
(On-line form and submission available at studyabroad.unca.edu/faculty)

1. Date of incident: __________________________
2. Description of incident: ________________________________________________________________
   ____________________________________________________________________________________
   ____________________________________________________________________________________
   ____________________________________________________________________________________
3. Who was involved: ____ Student(s) ______ Faculty ______ Other
   Please list names (and specify if student, faculty or other)________________________________
   ____________________________________________________________________________________
   ____________________________________________________________________________________
4. Location of incident: _________________________________________________________________
5. Initial contact with UNCA: Date: __________ Time: __________
   Name: __________ Phone: __________
6. Initial contact on location: Date: __________ Time: __________
   Name: __________ Phone: __________
7. List in Chronological order the steps taken to deal with the situation (use other side if necessary):
   1. __________________________________________________
   2. __________________________________________________
   3. __________________________________________________
   4. __________________________________________________
   5. __________________________________________________
   6. __________________________________________________
8. List any other pertinent information (use other side if necessary): __________________________
   ____________________________________________________________________________________
   ____________________________________________________________________________________
   ____________________________________________________________________________________
   ____________________________________________________________________________________
9. Person documenting the incident: ______________________________________________________
   Name: __________________________ Phone: __________________________
   Email: __________________________ Return to: STUDY ABROAD, Fax: 828-251-6492, or
   Email: cgilpin@unca.edu, droyer@unca.edu, bparker@unca.edu

Program Director Handbook for Faculty-Led Study Abroad Programs
Appendix 3: Emergency Contact Information

UNC Asheville Study Abroad Program

Emergency Contact Information

This sheet is for Program Director’s use only

Students will be issued individual emergency contact forms by the Office of Study Abroad

In the event that an emergency involving the health or safety of a student arises, the Program Director should contact Study Abroad staff as quickly as possible. After business hours, particularly when it is not possible for you to make multiple calls, it may be best to call Campus Police first. Their staff has a list of home numbers, and they can keep trying until they find a Study Abroad person to get back in touch with you. Be sure that you have the following information available:

- Name(s) of student(s) involved
- Details of situation
- Telephone number where you can be contacted
- What, if any, immediate assistance is needed from UNCA

Medical Emergency: HTH Worldwide, the medical assistance service provided by the UNC system study abroad health insurance, can be contacted to refer you to health care providers in the area, try to arrange direct payment of medical costs with the health care providers if possible, arrange for medical evacuation, etc. (Note: their assistance and referral services are also available for less urgent medical situations). For medical evacuations and other 24/7 emergency assistance from anywhere in the world, call HTH Worldwide, COLLECT from outside the US at +1.610.254.8771. In an emergency seek appropriate medical care directly, and then call HTH Worldwide. For questions regarding coverage and claims or other matters, call the insurance company COLLECT, HTH Worldwide, at +1.610.254.8741 or http://www.hthworldwide.com/contactus.html

U.S. Embassy: In the event of the death, disappearance, arrest/detention, or serious medical crisis involving a student participant, one of your first contacts should be the nearest U.S. Embassy or Consulate, American Citizen Services section. If you are unable to contact the Embassy or Consulate, you can also contact the American Citizen Services office at the State Department at 202-647-5225 (24 hours).

UNC Asheville Contact Information: Once one person on the list has been reached, they will take care of informing anyone else as necessary and will begin arrangements for any assistance needed. Public Safety/Campus Police may be contacted first.

Campus Police, 24 hours: pub_safety@unca.edu, (828)251-6710

Bonnie Parker, Director Study Abroad/Study Away: bpark@unca.edu, Office: (828)251-6666, Fax: (828)251-6492, Cell: (828)508-1348, Home: (828)236-2426

Patricia McClellan, Associate Provost for Academic Administration: pmccell@unca.edu, Office: (828)251-6001, Fax: (828)251-6492, Cell: (828)333-2898, Home: (828) 252-7007

Jackie McHargue, Dean of Students: jmchargu@unca.edu, Office: (828)-251-6667. Cell: (828) 450-2703

Counseling Center: Office: (828)251-6517


Please note: In the event that an accident such as a natural disaster or terrorist attack occurs within your destination country, or even within a neighboring country, please contact the Study Abroad Office as soon as it is convenient to confirm that the group is safe, and encourage students to call a family member or friend at home. The Study Abroad Office is likely to receive calls from concerned family members when such incidents take place, even when the site of the incident is very distant from the actual program location.
Appendix 4: Faculty Tips for Short Term Study Abroad Emergencies

Before Traveling:

- Make arrangements with the Study Abroad Office for a brief orientation (about 2 hours) with your students so that Health, Safety & Logistics can be covered (contact the Study Abroad Office at 828-258-7725 or 828-251-6666; email: cgilpin@unca.edu or bparker@unca.edu)
- Think about and review the following information with your students prior to leaving the U.S.
  - Prepare and review a communication plan (where to get access to a phone and your in-country contact number)
  - How to dial out of the host country (to the U.S. or to HTH in an emergency)
  - Go over what students must do if they have a medical emergency and they are not with you
  - Have a plan of action; if a student must stay behind for treatment after program ends (remember HTH does not cover any medical treatment once you have returned to the U.S.)
  - How to contact the Study Abroad Office and HTH to extend a student’s insurance dates
  - Learn how to navigate the HTH website (Study Abroad Office will provide a handout)
  - Remember the student is depending on you to get the information needed to make an informed decision
- Print out the City Health Profiles and Health & Security profiles for your destination from the HTH website to distribute to students.
  - City Health Profiles can print wallet size and includes:
    - Emergency numbers (ambulance, police and fire)
    - Telephone (country code, city code, number for outside and number for inside the country)
    - Notable local medical facilities
    - Embassy information
    - General healthcare information
    - Vaccination and health risk information
  - Health and Security Profiles include:
    - The health system of the country and Consular information
    - Security profiles
    - Department of State links (travel warnings and Consular Information)
- Register the group with the U.S. Department of State Smart Traveler Enrollment Program (STEP): https://travelregistration.state.gov/ibrs/ui
- Take copies of the Health Emergency Contact Information forms, HTH Insurance cards, and Participation Agreement.
- Purchase a calling card for emergencies upon arrival to the host country if not before.
- Provide Study Abroad with your itinerary and in-country contact information.

While Abroad:

- For emergency medical assistance call HTH COLLECT immediately +1.610.254.8771 (also on all insurance ID cards)
  - HTH is available 24 hours a day
  - HTH will provide the location of the nearest medical facility and will work with you as your liaison at the medical facility
  - Be prepared to give them coverage information of the insured student and faculty and any necessary information regarding the medical emergency
- Call HTH before or if necessary, upon arriving at the medical facility to file a claim
  - Confirm your location and name of the medical facility
  - Have HTH speak directly with the doctors or hospital staff regarding treatment for the sick or injured student or faculty
- If student or faculty needs to stay beyond the program dates for treatment, contact the Study Abroad Office and HTH immediately to extend the student’s program dates
• Document the incident on the incident report form once you have dealt with the emergency (refer to Handbook Appendix for a blank Incident Report form or on-line submission available at studyabroad.unca.edu/faculty)
  o Be aware: Any follow-up medical treatment once home WILL NOT be covered
  o If unsure how to proceed, call the Study Abroad Office (use emergency numbers, if after hours) and email cgilpin@unca.edu, droyer@unca.edu and bparker@unca.edu with the incident information or submit on-line.
Appendix 5: Faculty-Led Study Abroad Program Director Pre-Departure Checklist

Preparing for departure:

Be sure to take the following actions or bring the following information and materials with you overseas:

1. *Program Director Handbook for Faculty-Led Programs* - for your reference while abroad; it includes information about on-site administration and management and emergency procedures and contacts.

2. Copies of student forms (*Participation Agreement, International Insurance Cards, and Health Emergency Form*). Please remember to review student’s Health History and Emergency contact forms prior to departure.

3. *Incident Documentation Form* - the Program Director must provide a written statement to the Study Abroad Office for any event such as medical emergency, a behavioral incident, student/program theft, or any other situation that would warrant a paper trail. Please make sure the Study Abroad Office receives a copy as soon as possible after the event (available on-line at studyabroad.unca.edu/faculty). If you are unsure if a form is necessary for your particular situation, please contact the Study Abroad Office immediately.

4. *UNC Asheville Study Abroad Emergency Contact Information Card* - for your use only - please do not share with students. This information is also in your *Program Director Handbook*, but this sheet is for ease in finding numbers.

5. Create an Emergency Contact Sheet for your students (how to get in touch with you in-country, meeting point if phones are unavailable, etc.).

6. Return the *Faculty Emergency Contact Form, Updated Itinerary, and International Insurance Enrollment Form* to the Study Abroad Office, CPO #1560. *Travel Authorization, Vendor Contracts, and Invoices* should also have been turned in already.

7. Provide Study Abroad with your in-country contact information as soon as it is available.

8. Register the group with the U.S. Department of State Smart Traveler Enrollment Program (STEP): [https://travelregistration.state.gov/ibrs/ui/](https://travelregistration.state.gov/ibrs/ui/)

9. Complete *Travel Advance form* no later than one month prior to your anticipated departure to receive program funds to use in-country.

10. Open SECU account to deposit program money into.

Upon Return:

11. Turn in Financial records from program and close SECU account within 2 weeks of your return. Hand everything into Diane Royer in the Study Abroad Office. Refer to Finances section of handbook if you have questions about final finance accounting or contact Diane Royer.

12. Debrief with Study Abroad office about program.

If you have any questions now or while abroad, please contact Cara Gilpin directly or contact the Study Abroad Office.

Thank you and have a wonderful trip!
Appendix 6: Program Director and Faculty Emergency Contact Form
Please complete and return to the Office of Study Abroad prior to your departure.

Name: _________________________________________________________________
Phone Number where you can be reached while overseas: ______________________
Study Abroad Program: ____________________________________________________
Dates of Program: _______________________________________________________

I give my department and the Office of Study Abroad permission to communicate
with the individuals listed below in the event of an emergency abroad.

Primary Contact
Name: ___________________________ Relationship to you: ______________________
Address: ________________________________________________________________

Home Phone: ___________________ Work Phone: ___________ Cell Phone: __________
Email: __________________________

Secondary contact (if your first contact cannot be reached):
Name: ___________________________ Relationship to you: ______________________
Address: ________________________________________________________________

Home Phone: ___________________ Work Phone: ___________ Cell Phone: __________
Email: __________________________

Signature: ______________________ Date: ______________________
Printed Name: ____________________________________________
Appendix 7: On-line Evaluation Form

Summer and Short Term Study Abroad Evaluation

This is a very important tool for assessing summer Study Abroad programs. Please be open and honest in your responses, and share any information that you feel would be helpful in improving the services and programs for future study abroad students. Be assured that your responses will be kept confidential.

A. Program Information

Name of Summer/Short-Term Program: Other:

Instructor's Name(s):

Term of Program: Other:

Student Information

What is your gender?

Female

Male

What is your ethnicity/race?

African American

American Indian
Asian American/Pacific Islander
Caucasian
Hispanic/Latino
Multicultural
Other

What was your academic standing while abroad?

Freshman
Sophomore
Junior
Senior
Graduate Student
Non-degree

General Evaluation

There are many reasons why people study abroad. We would like to know how important each of the following reasons was in influencing your decision. Please indicate a level of importance for each of the following.

<table>
<thead>
<tr>
<th>Reason</th>
<th>Extremely Important</th>
<th>Somewhat Important</th>
<th>Not Important</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. To support academic goals</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>B. To explore career options</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>C. To heighten interest in community service</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>D. To broaden knowledge of specific geographical and cultural areas</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>E. To gain another perspective on the U.S.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>F. To become acquainted with students from other places</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>G. To improve my foreign language skills</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Which of the above actually happened during your program? (Please select all that apply.)

- A. Supported academic goals
- B. Explored career options
- C. Heightened interest in community service
- D. Broadened knowledge of specific geographical and cultural areas
- E. Gained another perspective on the U.S.
- F. Became acquainted with students from other places
- G. Improved my foreign language skills

How well did this form of learning (experiential) suit you?

- Exceptionally Well
- Reasonably Well
- Poorly

Program Facilities & Travel Arrangements

How would you evaluate the following travel arrangements?

- Air
- Train
- Bus
- Van

Travel Arrangement Comments:

How would you evaluate the accommodations during the program?
Accommodations

<table>
<thead>
<tr>
<th></th>
<th>Excellent</th>
<th>Good</th>
<th>Fair</th>
<th>Poor</th>
<th>N/A</th>
</tr>
</thead>
</table>

Accommodations Comments:

How satisfied were you with the program itinerary?

<table>
<thead>
<tr>
<th></th>
<th>Excellent</th>
<th>Good</th>
<th>Fair</th>
<th>Poor</th>
<th>N/A</th>
</tr>
</thead>
</table>

Places Visited

<table>
<thead>
<tr>
<th></th>
<th>Excellent</th>
<th>Good</th>
<th>Fair</th>
<th>Poor</th>
<th>N/A</th>
</tr>
</thead>
</table>

Time spent in each place

<table>
<thead>
<tr>
<th></th>
<th>Excellent</th>
<th>Good</th>
<th>Fair</th>
<th>Poor</th>
<th>N/A</th>
</tr>
</thead>
</table>

Was the duration of your study abroad:

<table>
<thead>
<tr>
<th></th>
<th>Adequate</th>
<th>Too Short</th>
<th>Too Long</th>
<th>N/A</th>
</tr>
</thead>
</table>

Pre-Departure Services

Please evaluate the following pre-departure services.

The Office of Study Abroad was friendly and helpful.

<table>
<thead>
<tr>
<th></th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>No Opinion</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>N/A</th>
</tr>
</thead>
</table>

The Office of Study Abroad was knowledgeable about study abroad programs and procedures.

<table>
<thead>
<tr>
<th></th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>No Opinion</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>N/A</th>
</tr>
</thead>
</table>
The Office of Study Abroad staff responded to my inquiries and questions in a timely manner.

The orientation meetings with the instructor(s) were helpful.

The orientation meetings with the Office of Study Abroad were helpful.

The orientation materials were helpful.

The UNC Asheville Financial Aid Office was helpful and processed my financial aid in a timely manner.

Pre-Departure Comments:

General Questions

How would you assess the course instruction given by your UNC Asheville instructor?

Course Instruction Comments:
How would you assess the leadership of this program while in-country?

<table>
<thead>
<tr>
<th></th>
<th>Excellent</th>
<th>Good</th>
<th>Fair</th>
<th>Poor</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
</tr>
</tbody>
</table>

Leadership Comments:

Would you recommend this program to other students?

- Yes
- No
- Not sure

What are the strengths of this program?

What are the weaknesses of this program?

Please provide any suggestions that you think can improve this program for future students at UNC Asheville.
What advice would you give to future students studying abroad?