



FORT HAYS STATE  
UNIVERSITY

**SHORT-TERM STUDY ABROAD PROGRAMS  
FORT HAYS STATE UNIVERSITY**

**FACULTY LEADER HANDBOOK**

## CONTENTS

Introduction.....	4
About FHSU Study Abroad .....	4
Goals of Short-Term Study Abroad Programs.....	4
Types of Study Abroad Programs.....	4
University Collaboration .....	5
Who’s Who in the Process? .....	5
Faculty Leaders.....	6
Working with Affiliated Program Providers: Things to Know .....	7
Choosing a Location/Risk .....	8
Target Student Audience.....	9
Undergraduate vs. Graduate Students .....	9
On-Campus vs. Online Students .....	9
Traditional Students vs. Adult Learners .....	9
On-Campus International Students.....	10
Student Eligibility .....	10
Health & Insurances .....	10
Types of Insurances .....	10
Health Preparation .....	11
General Short-Term Study Abroad Program Policies & Guidelines.....	11
Proposing a Study Abroad Program .....	12
Program Development and Delivery Timelines.....	12
Program Proposal Deadlines.....	13
Proposal Requirements.....	13
Approvals.....	14
Proposal Components .....	14
Program Description .....	14
Companion Course Syllabus (Academic Credit-Bearing Programs Only).....	15
Preliminary Program Itinerary .....	15
Preliminary Budget for Students and Program Leaders.....	15
Payment & Booking Plans for Students.....	16
Marketing and Recruitment Plan.....	17
Health & Safety Plan.....	17
Approval Letters from Chair (with Program Evaluation form) & Dean.....	18
Recommendation from Study Abroad Mentor (if applicable).....	18

Faculty-Led Study Abroad Mentoring & Development .....	18
Serving as a Mentor for FLSA Program Development .....	18
Funding for Faculty Leader Travel Expenses .....	19
Faculty Pay for Companion Courses .....	20
Funding Options for Students .....	20
Guidelines for Booking Travel, Lodging, & Excursions for Homegrown SA Programs .....	20
Student Self Booking .....	20
FHSU Sales & Service Cost Centers and Purchasing .....	21
Travel & Lodging .....	21
Meals.....	22
Collecting Student Deposits and Payments.....	22
Student Refunds .....	23
Selecting a Departure Airport.....	24
Program Viability .....	24
Participant Enrollment Deadline .....	24
Cancelling a Program.....	24
Student Application in Tiger Travel & Course Enrollment .....	25
Student Program Application .....	25
Course Registration (For Academic Credit-Bearing Programs).....	25
Tiger Travel for Faculty Leaders .....	26
Pre-Departure Tasks .....	26
Faculty Leader Tiger Travel Orientation .....	26
Planning Domestic Travel to Airports.....	26
Insurances.....	27
Student Orientation .....	27
Mandatory Faculty Leader Forms .....	27
Mandatory Student Forms.....	27
In Case of Emergency While Traveling .....	27
Post-Travel Tasks .....	28
Resources on Developing Short-Term Study Abroad Programs .....	28

## INTRODUCTION

This handbook provides guidelines, recommendations, and requirements for faculty who plan and lead short-term study abroad (SA) programs at Fort Hays State University. Study Abroad programs involve international travel and may offer optional academic credit.

### About FHSU Study Abroad

Education is everywhere – especially all over the globe. At Fort Hays State University, we stand by our mission to helping transform students' minds and advance their future, and an experience in a new country only adds to that innovation.

As students immerse themselves in new surroundings, new cultures, and a new community, they will be able to grow their own story and expand their horizons of learning, while still knowing that their fellow Tigers are behind you with each new step.

The Study Abroad Office at FHSU provides many opportunities to students to explore the world around them. In addition to short-term programs (for which this handbook is written), we also offer [National Student Exchange \(NSE\)](#), semester-long experiences with our [University Exchange Partners](#), [direct enroll study abroad programs](#), and [international internships](#).

### Goals of Short-Term Study Abroad Programs

Short-term study abroad programs take place over breaks, intersession, or the summer term through which students learn and travel with FHSU faculty or staff and fellow students. Cultural activities and excursions are included. These short-term programs allow students to:

- Immerse themselves in a new culture.
- Practice a foreign language.
- Develop cross-cultural interpersonal skills.
- Develop an appreciation for diversity.
- Learn how to adapt effectively in cross-cultural settings.
- Gain a larger understanding of the world.
- SO MUCH MORE!

### Types of Study Abroad Programs

There are several types of study abroad programs offered at FHSU. For this handbook's purposes, we will discuss faculty-led programs, which can be offered as homegrown programs or in collaboration with an affiliated program provider.

Homegrown programs are offered by experienced faculty leaders without an affiliated program provider or official FHSU partner institution. The programs are developed and planned by faculty leaders with extensive international experience. Faculty leaders are responsible for planning the curriculum, travel to and from the destination, lodging, excursions, and all other associated logistics.

Affiliated program providers offer FHSU faculty leaders assistance in the logistical planning of the experience. Experiences may be “off-the-shelf” or customized by an approved program provider, such as World Strides, EF College Study Tours, SAI Abroad, API Abroad, and more. The Study Abroad Office works with several organizations that offer these services. Work with the Study Abroad & Exchange Coordinator to choose the best provider for your program.

There are also study abroad programs offered in which the student does NOT earn academic credit. These might include study abroad programs hosted for student organizations, service, and/or cross-cultural immersion. These types of programs have slightly different requirements for approval, compared to those offered for academic credit (see *Proposing a Study Abroad Program*).

## UNIVERSITY COLLABORATION

Multiple university entities are involved in the offering of study abroad programs. While the academic or co-curricular department is the primary entity, along with the college dean or department director, programs are also supported by the Office of the Provost, General Counsel, Global Affairs, Study Abroad Office, International Student Services, Business Office, Student Fiscal Services, FHSU Foundation, and many more. All these entities come together to offer students a quality study abroad experience.

### Who's Who in the Process?

Group/Position	Role in the Process
Assistant Provost for International & Strategic Initiatives	Approves FLSA Mentoring Program applications and produces work-for-hire contracts; assigns FLSA Mentor; approves university-level funding for faculty leader travel.
Business Office	Processes related to Sales and Service Cost Centers and Purchasing (e.g., booking travel and lodging). P-Card questions.
College Dean/AVP	Reviews the Study Abroad Program Proposal and writes a letter of approval. Provides faculty funding for travel.
Department Chair/Director	Reviews the Study Abroad Program Proposal prior to dean/AVP review and completes a program evaluation form to accompany letter of approval. Provides faculty funding for travel.
General Counsel	Approves SA programs; evaluates risk of destinations and advises accordingly.

Mentor	Collaborates with program leaders during the FLSA program development process. Advises program leaders on best practices on SA curriculum, planning, and execution. Provides recommendation of program offering during proposal process. Faculty leaders are paired with mentors via an application process. See <i>Faculty-Led Study Abroad Mentoring &amp; Development</i> below for more information.
Faculty Leaders	The faculty member(s) who hosts and leads the study abroad program.
Provost & Vice President for Academic Affairs	Approves SA programs.
Student Fiscal Services	Processes related to collecting student payments/issuing student refunds for homegrown programs.
Study Abroad & Exchange (SAE) Coordinator (Study Abroad Office)	Assists with marketing and recruitment for SA programs; evaluates risk of destinations and advises accordingly; manages required documentation for students and faculty prior to travel; assists with pre-travel orientation to all travelers; serves as the point of contact for all affiliated program providers for customized programs; manages Tiger Travel processes and is the primary administrator; serves as emergency FHSU contact.

## Faculty Leaders

Any FHSU faculty member can propose a study abroad program and participate as the faculty leader; however, all faculty will need approval from their proper chain of command to be away for the period of the program, and to lead the experience they propose. Faculty leaders must have approval from their department chair and college dean. If leaders are professional staff members and serving as adjunct faculty for a study abroad program, they must have approval from their department director and corresponding assistant/associate vice president to teach the companion course and be away from the office for the duration of the program.

Directing a study abroad program is an experience like no other. It is one of the most challenging and rewarding things a faculty leader can do in their higher education career. Faculty Leaders find themselves taking on roles as counselors, legal representatives of the University, administrators, accountants, guides, mediators, mentors...and so much more. The job requires patience, tact, stamina, and humor. Faculty leaders need to be skilled in diplomacy, group dynamics, risk management, logistics, and problem solving.

Faculty leaders are the ones who drive the study abroad experience. They provide the creativity and expertise to make these programs happen; however, it is important to understand the responsibilities of all parties involved. Below you will find more complete descriptions of the responsibilities of faculty leaders, and others, during the study abroad process.

Faculty Leaders are encouraged to develop multi-disciplinary experiences and use the expertise of people outside their own area. They should have adequate experience in the destination country/region and contribute to the experience with specific responsibilities for teaching and/or logistics, which will be outlined in the program proposal.

**All programs require two leaders**, so in the instance of crisis one leader may address the issue, and the other makes sure “the show goes on.” Graduate assistants may be program co-leaders, but not considered the primary program leader.

### *Roles and Responsibilities*

- Create and develop a study abroad program proposal (which includes international travel), including the content with learning objectives, itinerary, logistics, budget, etc.
- Set criteria for acceptance into the program beyond minimum FHSU expectations.
- Review student applications and decide if the student can be admitted to the program.
- Work with the appropriate FHSU offices to plan group travel, accommodations, site visits, and other logistical matters, OR work with an affiliated program provider to arrange for travel logistics and design the program itinerary.
- If the program is homegrown, faculty leaders must process required invoice payments and financial requests through their department’s budget manager.
- Hold a series of pre-departure orientation sessions with students to build a positive group dynamic, talk about the culture of the location and any specific risks to the region, and discuss course expectations and logistics. During these sessions, faculty leaders may also distribute readings and other assignments necessary for preparation for the program (if offering the program for academic credit).
- Coordinate pre-departure sessions with the Study Abroad Office staff to discuss health and safety, and risk management and visa requirements with students.
- Provide FINAL program itinerary to the students and Study Abroad Office four (4) weeks ahead of departure. Once overseas, maintain contact through texting and email with Study Abroad Office.
- Meet with the Study Abroad Office staff to go over Emergency Response/Health and Safety policies and protocols.
- Submit receipts and final travel expense report within one month of program end date with their department budget manager.

## **WORKING WITH AFFILIATED PROGRAM PROVIDERS: THINGS TO KNOW**

The Study Abroad Office is affiliated with multiple study abroad program providers that offer customized faculty-led programs. When working with a program provider, program leaders have the freedom to design unique programs with the help of local experts while also having logistical support on the ground. These services can include assistance with program design,

transportation, lodging, meals, cultural activities, and tours, to name a few. One main benefit of working with a program provider is the presence of professional staff on-site, usually locals, who will remain with the group for the duration of the program. This allows faculty leaders to focus on students and teaching, rather than program logistics. Providers will also offer risk management support and inclusive insurance with most programs. Faculty leaders have options for cost inclusiveness as well.

Faculty leaders who wish to partner with a provider can contact the Study Abroad & Exchange Coordinator for more information. Please allow **6-12 months** prior to the FHSU Program Proposal Application deadline for an affiliated program provider to design your unique program.

Different providers specialize in programs in different countries. The Study Abroad Office can help you choose a provider that fits your destination and program design.

#### [WorldStrides Customized Faculty-Led programs](#)

#### [API Customized Faculty-Led programs](#)

(Specialty destinations: Spain, Argentina, Croatia, UK, France, Costa Rica, Italy)

#### [AIFS Customized Faculty-Led programs](#)

(Destinations: Argentina, Australia, Austria, Chile, Costa Rica, Cuba, Czech Republic, Ecuador, France, Germany, Greece, Hungary, Ireland, Italy, Japan, New Zealand, Russia, Scandinavia, South Africa, Spain, United Kingdom)

#### [SAI Customized Faculty-Led programs](#)

(Destinations: Italy, Spain, Paris)

#### [CIS Customized Faculty-Led programs](#)

(Destinations: Australia, Costa Rica, England, Ghana, Ireland, Italy, Japan, Kenya, Scotland, South Africa, South Korea, Spain, Tanzania, Thailand, Zambia)

## CHOOSING A LOCATION/RISK

Are you aware of safety and security risks at the program location, including whether it is subject to US State Department travel warnings? Is the program location susceptible to natural disasters?

Crisis and emergencies can happen anywhere, but some places in the world are more dangerous than others. When choosing a program location, it is necessary to analyze both the risk and the perceived risk of the site. Even if the location is not particularly dangerous, students will hesitate to sign up for your course if they (or their parents) perceive it to be a dangerous place. It is also necessary to find out about the safety of neighborhoods when choosing hotels and other kinds of accommodations.



## TARGET STUDENT AUDIENCE

FHSU study abroad programs are designed to enhance the student experience and provide FHSU students with a cross-cultural experience they may not otherwise have. When designing a program, it is important to design it for your intended audience, as not all students are the same.

FHSU encourages the inclusion of all students in all programs; but there are certain considerations for different student populations.

### Undergraduate vs. Graduate Students

Undergraduate and graduate-level students may participate alongside one another for a study abroad experience. When conducting a program for academic credit via a 600/600G course, program leaders must ensure the graduate-level experience/coursework is more academically challenging to match the rigor of graduate-level work.

### On-Campus vs. Online Students

Most students who participate in study abroad programs are traditional, on-campus students; therefore, it may be easier to support them pre-departure, and plan for travel logistics. FHSU, however, has a large online student population, with students learning from 49 states and all over the world; therefore, we strongly encourage the inclusion of online students in study abroad programs where possible.

When welcoming online students into a study abroad program, it is important to understand the implications of their international travel—especially if they do not live within the state of Kansas. Program leaders must ensure online learners can safely meet the larger group at the destination, whether they be departing from the same location or their nearest airport.

Tips:

- When working with affiliated program providers, ask the providers whether they can support differing flight itineraries for students not located in Kansas. If yes, YAY! If not, what support can be provided to help online students arrive at the destination and meet the larger group?
- If planning a homegrown program, consider allowing the online learner to book their own airfare and coordinating a meet-up time and location at the destination.

### Traditional Students vs. Adult Learners

As stated above, online students may have special considerations for a short-term study abroad program. The same can be said for adult learners. Because most online students are considered “adult learners” (typically over the age of 25), it is important to consider appropriate accommodation arrangements when at the destination(s). This may lead to higher costs for adult learners to accommodate their lodging needs. For example, learners

above the age of 25 may prefer their own hotel room, rather than sharing with a younger peer. This is something to keep in mind when planning student accommodation abroad and estimating costs.

### **On-Campus International Students**

International students taking courses at the Hays campus are eligible to participate in faculty-led study abroad programs; however, preparation for the program (e.g., obtaining travel visas/permission) is more complex given the United States is not the students' home country. Contact the Study Abroad Office for more information about the necessary requirements for international students to participate in a study abroad program.

### **STUDENT ELIGIBILITY**

To participate in a faculty-led study abroad program, students must meet the following criteria:

1. The student must have a minimum GPA of 2.5 for NSE and 2.75 for international programs or meet the program's requirement(s).
2. The student cannot be on academic probation.
3. The student cannot have had any disciplinary actions for violations of codes of academic or student conduct.

To participate in a semester- or year-long program, students must meet the following criteria:

1. The student must have a minimum GPA of 2.5 for national, and 2.75 for international programs or meet the specific program's requirement.
2. The student must have completed 30 credit hours before their program term begins.
3. The student cannot be on academic probation.
4. The student cannot have had any disciplinary actions for violations of codes of academic or student conduct.
5. The student cannot be in their last semester of their final year at FHSU.
6. The student must provide a faculty and advisor recommendation.
7. The student must provide a 250-word personal statement.

Faculty leaders may establish additional criteria beyond that stated above, if desired.

### **HEALTH & INSURANCES**

FHSU requires all study abroad students to provide proof of purchase of insurance, which includes coverage for death and repatriation. The Study Abroad Office recommends the insurance vendor(s) below.

- GeoBlue: <https://www.geobluestudents.com/>

### **Types of Insurances**

It is important to understand the difference between health insurance and travel insurance.

**Travel Insurance.** Travel insurance is designed for short trips out of the country and covers many major concerns of tourists and vacationers, including loss of luggage or personal belongings, trip cancellations, and short-term emergency medical treatment. The medical portion of this policy is very limited; this policy will cover the necessary medical care to make you well enough to return home where additional treatment may continue if needed. These plans may also include coverage for death and repatriation, which is a required component of the insurance students must have to travel with FHSU.

**International Health Insurance.** International health insurance makes it possible to see a doctor for routine check-ups. This plan also covers extended hospital stays and multiple choices of healthcare providers. This type of plan should be purchased for longer-term study abroad programs.

## Health Preparation

Medical services can look very different in foreign countries compared to the United States. Along with that, students and program leaders will be exposed to many different environments, people, and climates that could present many different types of health situations. When visiting or living in a foreign country, it is very important to understand the health environment of the country you will be visiting.

The Center for Disease Control ([CDC](#)) and the World Health Organization ([WHO](#)) offer valuable information on specifics about the country you will be visiting. It is essential that program leaders and students consult with their personal physician about going abroad and how it will impact their personal health needs. Physicians can also advise leaders and students on proper vaccinations needed along with guidance from the CDC. Medications and prescriptions are not always available in foreign countries.

**Vaccinations.** Depending on the destination, program leaders and students may be required to obtain specific vaccinations for travel. For example, when traveling to South Africa, the CDC recommends travelers be vaccinated specifically for Malaria, Rabies, Yellow Fever, and other viruses. Some countries require proof of vaccination upon entering the destination, view the [CDC Travelers' Health website](#) for more information about the requirements for your destination country.

**COVID-19 Vaccinations.** In 2020-21, the Food and Drug Administration approved or authorized for emergency use multiple vaccinations against COVID-19. While the CDC highly recommends that all receive the vaccine, it cannot be mandated for FHSU study abroad programs, unless the destination partner requires it. For example, if a study abroad program is offered in partnership with an institution abroad, the destination institution may require all participants receive the COVID-19 vaccination. FHSU, on the other hand, cannot establish this requirement due to federal policies.

## GENERAL SHORT-TERM STUDY ABROAD PROGRAM POLICIES & GUIDELINES

- All study abroad programs (whether for academic credit or not) **require two faculty leaders** (FHSU faculty or staff). This provides additional support with logistics and crisis management, should the need arise. Graduate assistants may be co-leaders, but not considered the primary faculty leader.
- If a study abroad program is being offered for academic credit (with a companion course), a qualified faculty member (determined by the academic department) must teach the companion course.
- Most affiliated program providers require a minimum number of participants for program viability. Faculty leaders developing homegrown programs are encouraged to think about establishing a minimum number of participants to ensure costs stay manageable for all travelers.
- Faculty leaders, in consultation with their department chair and college dean, may allow non-FHSU participants (e.g., community members) in their study abroad program at their discretion. All non-FHSU participants will be required to provide the same required documentation as FHSU students, faculty, and staff (e.g., waivers, consent forms, passport documentation, etc.). Non-FHSU participants are NOT eligible for travel stipends or scholarships to assist with funding program participation.
- FHSU generally discourages faculty and staff traveling with non-student dependents on short-term study abroad programs. Faculty leaders, in consultation with their department chair and college dean, may allow exceptions to this guideline in extenuating circumstances.

## PROPOSING A STUDY ABROAD PROGRAM

### Program Development and Delivery Timelines

Minimum months prior to departure	Tasks
16-18 months	<ul style="list-style-type: none"> <li>• <i>Optional:</i> Apply for FLSA Mentoring &amp; Development program (academic credit-bearing programs only) May include, but not limited to: researching probable destinations, contacting affiliated program providers or institutions</li> </ul>
8 - 10 months	<ul style="list-style-type: none"> <li>• Submit formal Study Abroad Program Proposal Application on Tiger Travel (see <a href="#">Program Proposal Deadlines</a>)</li> </ul>
10 - 12 months	<ul style="list-style-type: none"> <li>• Attend Tiger Travel Administrator Orientation for faculty leaders (facilitated by the SA Coordinator)</li> <li>• Launch marketing and recruitment in collaboration with SAE Coordinator</li> <li>• Begin accepting traveler applications/payments per department or affiliated provider deadlines &amp; timeline</li> </ul>
2 - 6 months	<ul style="list-style-type: none"> <li>• Student course registration, if academic credit-bearing program.</li> <li>• Submit required forms/info via Tiger Travel (agreements/waivers, health info, emergency info, copy of passport)</li> </ul>

	<ul style="list-style-type: none"> <li>Continued faculty leader administrative responsibilities on Tiger Travel</li> <li>Submit Study Abroad Faculty Travel Expenses Request (if applicable)</li> </ul>
3 - 4 months	<ul style="list-style-type: none"> <li>Finalize/book travel, accommodation, programming details</li> </ul>
2 months	<ul style="list-style-type: none"> <li>Determine viability of the program</li> <li>Confirm submission of all required forms for all travelers on Tiger Travel</li> <li>Submit final travel roster and scholarship recipient form on Tiger Travel</li> <li>Submit Travel Plan &amp; SafeCheck Enrollment on Tiger Travel</li> </ul>
1 month	<ul style="list-style-type: none"> <li>Conduct pre-departure orientation for all travelers</li> <li>Order international health &amp; travel insurance</li> <li>Register with U.S. State Department (S.T.E.P. program)</li> <li>Submit final program itinerary (if changed between proposal and now)</li> <li>Confirm all traveler applications are committed and all travelers have submitted all required forms on Tiger Travel.</li> <li>Notate special health and wellness needs for each traveler per the Health &amp; Wellness Questionnaire on Tiger Travel</li> <li>Run reports (on Tiger Travel) as needed for records and travel support documents</li> </ul>

### Program Proposal Deadlines

Timeframe of Program	Proposal Deadline
Summer	October 1
Fall	February 1
Intersession or Spring Break	July 1

### Proposal Requirements

The following elements are required when proposing a faculty-led study abroad program *for academic credit*:

- Program Description
- Companion Course Syllabus
- Preliminary Program Itinerary
- Preliminary Budget for Students and Faculty
- Payment Plans for Students
- Description of Marketing & Recruitment Plan
- Health & Safety Plan
- Approval Letters from Department Chair (including program evaluation form) and College Dean
- Recommendation from Study Abroad Mentor (if applicable)

If a faculty leader wishes to offer a study abroad program that *does NOT earn academic credit*, all proposal elements listed above, except for the companion course syllabus, are required.

## Approvals

In addition to the required approval from the department chair and college dean, the following entities must approve the study abroad program before it can be offered:

- Study Abroad and Exchange Coordinator
- University General Counsel
- Provost & Vice President for Academic Affairs

Each component of the study abroad proposal will be submitted via the Faculty-Led Study Abroad Program Proposal Application in Tiger Travel.

## Proposal Components

### Program Description

Faculty leaders will answer the following questions in the proposal form.

- What is the rationale for offering this program? What new opportunities does this program offer students? Can students use the program to fulfill any departmental major, minor, or general education curriculum requirements? *Study Abroad programs for academic credit are delivered alongside a specified companion course. Students enroll in this course simultaneously with their study abroad experience. Academic Departments are encouraged to create a specific course number for study abroad experiences; however, departments may also use variable title courses such as: topics, workshops, or seminars.*
- Which skills or knowledge will your program help students acquire or improve (i.e., identify learner outcomes)?
- How does the program design seek to ensure (through curricular content or co-curricular activities) that the above learning will take place? *For example: Will the participants be integrated with local students? Will they participate in the local academic system? Will they participate in field trips or special excursions? Will there be guided reflection on participants' in-country cross-cultural learning process?*
- Is this a service-learning study abroad or a student research experience? If no, move to question seven; if yes, please explain how these components are integrated into the program.
- Who is the target audience for the program? Undergraduate and/or graduate students? On-campus and/or online students? Must they have a specific major, or is this an interdisciplinary experience? If the program accepts both undergraduate and graduate students, what are the differences in the course requirements for the two groups (if offering academic credit)?
- If English is not the country's primary language, then what arrangements can be made to provide students with a good experience navigating the country?

- What are the accommodation arrangements? What type of housing will be provided (home stay, dormitory, apartment, hotel, other)? Who will arrange the accommodations? What is the plan to accommodate various student populations based on physical ability, gender, and age?
- What is the source of food during the program? Outline which meals are provided and which meals students must provide for themselves.
- What efforts are being made to keep program costs low to encourage student participation?
- How will students with learning disabilities, limited mobility, visual disabilities, or auditory disabilities be accommodated in this program?

### **Companion Course Syllabus (Academic Credit-Bearing Programs Only)**

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Study abroad programs taken for academic credit require elements of a typical course, meaning faculty should expect to establish learning outcomes for the program, prepare pre-departure, during travel, and post-travel course content, and assess student learning. Faculty leaders should define what *intercultural* or *global* skills or knowledge their students will acquire via the study abroad experience, and how the program is designed to ensure that the learning or skills development takes place.

Designing a quality study abroad companion course ensures the experience is more than “just a cool trip,” for students. Rather, study abroad programs should seek to foster cross-cultural competence, in general, or from the perspective of a specific discipline.

The companion course should include the following information:

- Course Description
- Learner Outcomes
- Pre-departure content/requirements (e.g., readings, assignments, etc.)
- Post-travel content/requirements (e.g., readings, assignments, etc.)
- Curriculum Map, demonstrating connections between course content and study abroad activities.
- Course schedule, displaying required activities for pre-departure, on-site, and post-travel.
- Course Policies (e.g., grading, late assignments, participation, etc.)

See <https://www.fhsu.edu/studyabroad/faculty-advisors/> for examples of study abroad companion courses.

### **Preliminary Program Itinerary**

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For faculty leaders utilizing an affiliated program provider, provide the itinerary designed by the company. If leaders are developing a homegrown program, provide a written itinerary for the program. Include time periods for travel, planned meals, specific excursions or activities, and student free time.

### **Preliminary Budget for Students and Program Leaders**

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For faculty leaders utilizing an affiliated program provider, provide the general fee structure of the program and what it includes, as well as additional anticipated costs for faculty and students while on-site. Please include information on any non-refundable deposits and cancellation policies.

If leaders are developing a homegrown program, they should provide a preliminary budget, itemized to include airfare, on-site transportation, lodging, food, excursions, insurance fees, and miscellaneous personal expenses.

A budget worksheet can be found on the study abroad website at:  
<https://www.fhsu.edu/studyabroad/faculty-advisors/>.

## **Payment & Booking Plans for Students**

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If faculty leaders are utilizing an affiliated program provider, provide payment plan and/or payment procedure information. Describe all elements of the program for which the provider will book on the participants' behalf. For example, some program providers only book items at the destination (lodging, activities, meals, etc.), while airfare must be booked by the faculty leader.

If leaders are developing a homegrown program, describe what payment options to FHSU are available to your students, and the process for how you will collect payments and provide receipts. Specify whether students are required to make smaller, more frequent payments (e.g., monthly or bi-weekly) or larger, less frequent installments. Below are examples of payment plan options you could implement for your program. Additionally, describe how you will book travel and lodging and activities at the destination (see [Guidelines for Booking Travel, Lodging, & Excursions for Homegrown SA Programs](#) & [Collecting Student Deposits and Payments](#), below).

### *Pay in full*

Pay the entire balance at the time you enroll.

### *Pay overtime*

Students make payments on a monthly or bi-weekly schedule—smaller payments, but more frequent. The program leader may establish a required payment frequency for their students.

- Monthly payments based on a preferred date
- Bi-weekly payments on a preferred weekday

### *Manual Payments*

Students pay for the program in larger, but fewer, installments. This is a great plan for travelers applying funds from their institution, financial aid, grants and more. An example of required payments is provided.

The following payment benchmarks must be completed by the date listed:

- Required deposit due upon enrollment in the program.
- \$500 due 30 days after enrollment
- \$500 due 90 days after enrollment



- Remaining balance due 95 days prior to departure

## **Marketing and Recruitment Plan**

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Describe how you will market your program and recruit students to participate.

In addition to the program directory on Tiger Travel created by the Study Abroad Office, faculty leaders are encouraged to conduct thorough marketing and recruitment for their program.

Several opportunities to market a program are available at the University.

- Information sessions
- Department-wide communications
- Targeted classroom visits and/or Blackboard announcements
- Information Tables in the Memorial Union
- Building TV Screens (Memorial Union, Center for Student Success, other)
- Tiger Daily
- Daily Student Announcements
- Poster Route Flyers
- Chalking on the Quad
- Yard Signs in the Quad

If designing a flyer for the poster route, be sure the following information is included:

- Location of program
- Semester of program
- Date range of travel
- Approximate cost of program
- Associated companion course number, title, section
- Brief description of what students will gain from the experience
- Department logo
- Contact information

Refer to the [University Campus Posting Policy](#) for guidelines regarding campus-wide marketing strategies.

Responsibility for marketing a program belongs primarily to the faculty leaders; however, the Study Abroad Office can assist leaders with adding information about their programs to ongoing promotional activities such as: Tiger Travel programs, the FHSU Study Abroad website, Travel Like a Tiger Series, and Majors and Graduate Programs Fair.

## **Health & Safety Plan**

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To view frequently asked questions on health and wellness see the *Health & Wellness Protocol Recommendations* at <https://www.fhsu.edu/studyabroad/faculty-advisors/>.

**Medical & Travel Insurance.** FHSU requires that all students have insurance to cover death and repatriation prior to departure and will require students to submit their policy

information. Describe the medical and travel insurance plans associated with your program. If the program is offered by an affiliated program provider, this may be included in the overall program fee; confirm this with your representative. For homegrown programs, the Study Abroad Office recommends the insurance vendor(s) below.

- GeoBlue: <https://www.geobluestudents.com/>

**Vaccinations.** According to the CDC, what vaccinations (if any) are required for participants on this program? What vaccinations are recommended (if any)? Refer to the CDC guidelines on preparing your travelers with recommended and required vaccinations.

**Responding to Emergencies.** What procedures will be in place to respond to an emergency or in the case of student or program leader illness? What steps will be taken if one of the program leaders is incapacitated? Faculty leaders will be asked to answer these questions in the Contingency Plan form before departure.

### **Approval Letters from Chair (with Program Evaluation form) & Dean**

Faculty leaders must have support from their department chair and college dean to offer a study abroad program. This includes the department chair/director completing a program evaluation form to ensure the program is designed to meet its intended objectives. Both the department chair and college dean will provide letters of approval for program offering.

Further, department chairs and college deans should intend to financially support travel expenses for their faculty leaders to some degree (see [Funding for Program Leader Travel Expenses](#), below).

### **Recommendation from Study Abroad Mentor (if applicable)**

If the faculty leader(s) worked through the FLSA Mentoring & Development Program in collaboration with a study abroad mentor, the study abroad mentor will provide a letter of support for the program offering.

## **FACULTY-LED STUDY ABROAD MENTORING & DEVELOPMENT**

The **Faculty-Led Study Abroad Mentoring & Development** program can assist faculty leaders in developing the items discussed above for *academic credit-bearing programs*. Faculty Leaders who participate in the mentoring program will receive a stipend for their development work. Participation in this program is *optional* and can provide faculty leaders support when creating their study abroad program and program proposal.

View the policies and procedures and complete an application to participate in this program at <https://www.fhsu.edu/studyabroad/faculty-advisors/>.

Faculty leaders may submit program proposals without participating in mentoring.

### **Serving as a Mentor for FLSA Program Development**

If you are interested in serving as a mentor, contact Assistant Provost Dr. Jeni McRay, at [vlmcray@fhsu.edu](mailto:vlmcray@fhsu.edu).

### Eligibility

If interested in mentoring for this program, you must:

- Have multiple experiences traveling internationally;
- Be familiar with FHSU international travel policies;
- Be familiar with FHSU policies and processes related to study abroad programming;
- Have knowledge of global and international education

### Incentives

Mentors may select one (1) of the following as an incentive for mentoring their colleague:

- \$500 stipend (pre-tax)
  - This is only an option if you decide not to participate in the program as a co-leader.
- \$500 toward professional development the following AY
  - This is only an option if you decide not to participate in the program as a traveler or co-leader.
- Other arrangements with Chair/College Dean (e.g., service allotment)

A mentor can choose to use the \$500 stipend (pre-tax) at their discretion. This includes if the mentor decides to join the program as a traveler (not co-leader). If a mentor decides to become a co-leader for the program, the \$500 incentive would be waived, and the mentor (now co-leader) would receive funding for travel expenses through submitting the Faculty-Led Study Abroad Travel Expenses Request.

## FUNDING FOR FACULTY LEADER TRAVEL EXPENSES

FHSU will fund faculty/staff travel expenses for short-term study abroad programs, to the extent possible. It is expected the department chair/director and college dean or corresponding AVP contribute to these expenses, to some degree, before expecting university-level support. A *Faculty Leader Travel Expenses Form* will be located on Tiger Travel in the faculty leader's personal dashboard under Traveler Programs and will be accessible after the program proposal has been approved. For Co-program leaders, the form can be found at <https://www.fhsu.edu/studyabroad/faculty-advisors/>, and should be completed after the program has been approved.

If a graduate assistant is serving as a co-program leader, the primary faculty leader should complete a travel expense request on the graduate assistant's behalf to fund travel expenses.

The faculty member must provide rationale for all expenses related to the study abroad expenses and provide an itemized breakdown of costs. Only faculty/staff considered the official programs leaders for the study abroad program are eligible for university-level

funding. If a FHSU faculty or staff member is joining the program to simply participate “for fun,” they are not eligible for travel expense funding.

## FACULTY PAY FOR COMPANION COURSES

Faculty who teach a companion course with their study abroad program are entitled to appropriate course pay. Department chairs and college deans should navigate this with the faculty leaders. If the faculty member is teaching the companion course as an FHSU Online course, it is paid for through FHSU Online. If the course is an on-campus overload, the chair and dean need to determine whether funds are available within the department and/or college discretionary funds to pay the overload. Seasonal funds may also be requested from the Office of the Provost for on-campus overloads.

## FUNDING OPTIONS FOR STUDENTS

The Study Abroad Office offers scholarships for students participating in short-term study abroad programs. Scholarships are not guaranteed each year and are based on available funds and the total number of student travelers. Faculty leaders will submit a finalized student travel roster in Tiger Travel approximately 8 weeks prior to departure. The Study Abroad Office will disburse scholarship funds approximately 2-4 weeks prior to departure. The Study Abroad Office will review all final rosters before allocating funds each term.

## GUIDELINES FOR BOOKING TRAVEL, LODGING, & EXCURSIONS FOR HOMEGROWN SA PROGRAMS

If faculty leaders are developing a homegrown program, logistics such as booking airfare, accommodations, on-site transportation, and excursions are the responsibility of the program leader(s) and the student participants. There are two methods through which a program leader can conduct this process: 1) student self-booking, and 2) the use of FHSU sales and service cost centers and purchasing.

If using FHSU sales and service cost centers and purchasing, programs leaders are encouraged to work with their department’s administrative assistants. ***The Study Abroad Office cannot provide support for these processes***; the following offices can provide training on policies and procedures, if needed.

- Business Office
- Accounts Payable
- Student Fiscal Services

## Student Self Booking

A common practice for homegrown programs is to have students book travel and accommodations on their own. To ensure students book the appropriate flights and accommodations, and purchase the correct excursions, program leaders may schedule time in a computer lab (or classroom with student laptops) so student travelers can book their travel collaboratively with program leaders.

Regarding accommodations, program leaders may work with a destination hotel/hostel and negotiate special rates for the trip. If contracts must be signed to gain a special rate, they must go through General Counsel at FHSU.

## **FHSU Sales & Service Cost Centers and Purchasing**

Sales and service cost centers or restricted fee cost centers (i.e., account) allow deposits vs. the OOE cost centers do not allow deposits. This is considered a state account/cost center, so they would follow all the State and University policies related to the use of the money (including travel policies). It is highly encouraged to have a separate sales and service/restricted fees cost center for study abroad. To create a sales and service cost center for a study abroad program, the academic department should complete the *Request for Cost Center* form in [Workflows](#).

Faculty leaders should have a P-Card in their own name. To request a P-Card, complete the *P-Card Request Form* in [Workflows](#).

Upon receiving a sales and service cost center for the department's study abroad program(s), faculty leaders can accept payments from students for their program. Prior to collecting payments, faculty leaders must provide students with the most accurate estimate of costs for the study abroad program.

In the event program expenses are less expensive than estimated, academic departments must process refunds to the students (see [Student Refunds](#), below).

For questions regarding the policies on travel, lodging, and meals, contact the Business Office.

## **Travel & Lodging**

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All purchases for travel, lodging, and excursions must be made in accordance with FHSU's and the State of KS's P-Card and Travel policies. The following purchases can be made with a P-Card: Airfare and Associated Charges; Lodging; Tolls Business Calls; Business Internet Charge; Parking; Rental Car; Rental Car Fuel; Local Transportation (bus, subway, taxi, etc.).

*Important:* Hospitality/food purchases while on travel are NOT allowed using state funds, as the traveler may receive meal per diem reimbursement, if requested. P-cards may never be used to pay for meals (faculty/stuff/student) while traveling.

Refer to other purchasing policies and the P-card Policy Manual, here: <https://www.fhsu.edu/bus-off/p-card/>

Refer to the FHSU Travel Policy Manual, here: <https://www.fhsu.edu/bus-off/Expenses%20and%20Travel/>

Faculty leaders are encouraged to find the most safe and affordable travel and lodging for their student travelers. Faculty leaders should consider the use of group travel rates with airlines and multi-room rates for lodging to reduce costs.

Faculty leaders should refrain from using booking sites such as Expedia, Priceline, Hotels.com, Studentuniverse.com, etc. as they typically do not provide the appropriate documentation (itemized invoices/receipts) to meet University or State of KS policies. However, if a faculty leader chooses to use one of these services, one should NOT bundle items, due to lack of appropriate documentation. All receipts upon payment must be itemized for proper reporting in the Business Office.

Faculty leaders are *highly* encouraged to work *directly* with airlines and lodging organizations (e.g., hotels) whenever possible.

*Important:* A [prior authorization](#) process must take place for any lodging charge greater than \$5,000. This will be the case for faculty planning homegrown programs if they choose to book lodging on behalf of student travelers. Bidding processes are NOT required for airfare.

For excursions, p-card purchases must be accompanied by educational purposes. If program leaders collected fees for excursions, they could make a statement that fees were collected, and list the cash sale(s) number(s) when verifying the p-card transactions. The educational purpose may be noted in the program proposal materials (see program description and course syllabus components) and could be provided to the Business Office.

## Meals

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In general, the preferred method for meals is to have students pay for their own meals throughout the program. Students can plan for the cost of meals in the overall cost of the program but will NOT pay for their meals in advance.

If the faculty leader wishes to plan the program with meals in advance, the following options may be followed:

1. The student pays for their portion of the meal, individually, at the destination restaurant. *This is the preferred, simplest option.*
2. Students pay for planned meals in advance and are then reimbursed meal per diem after the trip, based upon the same guidelines and pricing as employees (Spend Authorization/Expense Report/Travel Receipt Form). This would be less common.
3. Imprest-travel advance, which is cash distributed to students to use for meals while on the trip. This would be less common.
  - a. Complete a Spend Authorization to receive the cash advance.
  - b. Distribute Imprest cash to students while on trip.
  - c. Complete an Expense Report & Travel Receipt upon return from the trip.

## Collecting Student Deposits and Payments

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It is recommended all homegrown study abroad programs require a non-refundable deposit. The amount of the deposit can be determined by the faculty leader. Should the student later cancel their participation in the study abroad program, they may be issued a refund, if

possible, less than the amount of the deposit and any other non-recoverable costs (i.e., cancellation fees). When collecting student payments, it is imperative to provide the student with a receipt for each payment received. These payments should be documented carefully in the instance a refund must be issued. See *Cash Handling Policies & Procedures for All Accounts*, below, on how to handle deposits.

**Cash Handling Policies & Procedures for All Accounts** (departmental and student activity). Student Fiscal Services is responsible for receipt of all funds for the University. Checks should be payable to Fort Hays State University and must be deposited with Student Fiscal Services through Workday (Record Cash Sale). For guidance concerning departmental and student organization Cash Sales (deposits) see [Record Cash Sale](#).

FHSU is required to be PCI compliant. Prior approval is required before a department can be approved to accept credit cards, or other electronic forms of payment, as a form of payment. Contact Dane Lonnon at 628-4459 concerning the credit card payment process.

Cash Sales (deposits) must be made at least once a week. Initiate a Cash Sale in Workday and hand deliver the funds (cash/checks) to Student Fiscal Services, located at 317 Picken Hall, using the secure deposit bags. The secure deposit bags can be obtained from Student Fiscal Services. DO NOT send deposits in campus mail.

Destination sales tax applies to all taxable items or services delivered to a location outside the Hays city limits but within the State of Kansas.

For assistance in completing the Workday Record Cash Sales (deposits), contact Student Fiscal Services at 785-628-4461. You may also set up an individual training session with one of our staff.

## Student Refunds

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FHSU does not guarantee that any portion of the program cost - submitted or owed - to FHSU will be refunded or waived if a student withdraws from a program at any time. Any charges that FHSU has advanced for the program on a student's behalf will remain the student's financial responsibility. FHSU must prepay for many program expenses well in advance of the travel dates. Students who have committed to the program through their application are responsible for any non-refundable expenses. The later a student withdraws from a study abroad program the higher the financial obligation to the program. If a student withdraws from a study abroad program, and cancellation fees are incurred, the student is responsible for said fees.

No refunds will be provided if, while abroad, a student is unable to participate in any planned program activities. If a student is required to withdraw from a program based on conduct, disciplinary action or a related cause, prior to or while abroad, no refunds will be provided, and students will be responsible for any additional expenses incurred to travel home. Decisions to withdraw a student from a program are at the discretion of the faculty leader and Study Abroad Office.

In the event actual paid program expenses are less expensive than estimated, academic departments must process refunds to the students. Refunds to the students will occur through a *Customer Request Form* through Student Fiscal Services (form located in [Workflows](#), located under Student Fiscal Services Workflows). Students will not be taxed for the refund if it is truly refunding a portion of what they already paid; therefore, it is imperative to keep accurate records of all payments students submit.

Tuition and fees paid for a corresponding study abroad course will be refundable to students in accordance with FHSU policies and timelines.

For questions regarding the process of collecting student payments and/or issuing refunds, contact Student Fiscal Services.

### Selecting a Departure Airport

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The preferred departure airport for FHSU is the Hays Regional Airport; however, other airports in the state may be more affordable and have more desirable travel itineraries. When selecting a departure airport, consider the following:

- The cost of traveling to and from the airport (via University or rented vehicle).
- The ease of travel (to the airport) for students not located in Hays, KS.
- The rate of airfare for a group of travelers.
- The ease of the flight itinerary.

Should program leaders decide to depart from an airport other than Hays, KS, they must complete the *Airfare Comparison Form* in [Workflows](#) before booking airfare.

## PROGRAM VIABILITY

### Participant Enrollment Deadline

All participants are required to register for a study abroad program no less than 120 days (approximately four months) prior to departure. This time will allow for faculty leaders to make proper accommodations for airfare and lodging for all program participants.

### Cancelling a Program

Faculty Leaders must take into consideration non-recoverable costs associated with their programs. Whether leaders are designing a homegrown program or working with an affiliated program provider, it is essential that students are provided information on cancellation and withdrawal policies. In addition, faculty leaders need to provide deadlines for payments and timelines for financial responsibilities permitting students to be informed and aware.

If cancellation takes place by the faculty leader, not the student, program leaders need to be prepared with what the cancellation policy will be for students. If the cancellation takes place



past the final date on which program fees can be recovered (e.g., lodging, transportation, tours, airfare) information needs to be shared with students ahead of time. Students need to know what monies will be lost and what they will be held responsible for if the program leader cancels the program past a certain date. If a faculty leader is using an affiliated program provider, the cancellation policy from the provider needs to be shared with the student as soon as they register for the program.

In the FHSU Travel Waiver, student travelers sign off on this statement:

I understand that dismissal, termination or withdrawal from my Program and corresponding courses of action will be at my expense and may include loss of program fees, costs, and/or university credit. I understand that FHSU or the host institution or third-party program provider has the right to dismiss me from the Program at any time for behavior, which, in the judgment of the applicable entity, disrupts the Program or brings the Program into disrepute. I understand that if I wish to withdraw from the program at any time, I must complete the appropriate documentation and receive any appropriate approvals.

It is important to note, the Provost and General Counsel have final authority on all “go/no-go” decisions or related conditions, exceptions, and plans for faculty-led study abroad programs utilizing a variety of information, such as travel advisories, information from participants, planners and reviewers, other policy/risk considerations, among other factors. Ultimately, participants should be aware there is no possible way to plan for every risk and contingency—faculty and students acknowledge and assume such risk when engaging in faculty-led study abroad.

## **STUDENT APPLICATION IN TIGER TRAVEL & COURSE ENROLLMENT**

### **Student Program Application**

1. Student travelers will create an account on [Tiger Travel](#).
2. Students can search Fort Hays State in the Tiger Travel program directory. This will bring up all FHSU faculty-led programs.
3. Students choose the faculty-led short-term international program for which they want to apply.
4. Students click Apply Now.
5. Students will complete the Tiger Travel application for their respective program.
6. Students wait for the Program Leader to approve their Tiger Travel application.
7. Students will submit all predeparture forms and documents on their Tiger Travel personal dashboard in their Forms menu.
8. Students will continue to do the pre-departure process with their Faculty Leader for their respective program.
9. Students will attend a pre-departure Orientation with their Faculty Leader.

### **Course Registration (For Academic Credit-Bearing Programs)**

Students will register for the study abroad companion course via Workday student processes. Faculty leaders should clearly indicate the correct course number, title, and section for which the students should register.

## TIGER TRAVEL FOR FACULTY LEADERS

Tiger Travel (operated by *Via-TRM*) is FHSU's information management platform and travel registry for international study abroad and National Student Exchange programs. Tiger Travel allows students and travelers to create a personal account which to house all profile and program information, search for programs provided by FHSU and our affiliated program providers, apply to participate in a program, message the Study Abroad & Exchange Coordinator or faculty leader, and complete all pre-departure forms and documents. Tiger Travel also allows FHSU to know where travelers are and to complete Safety Checks with students and faculty who are traveling and "on-program."

## PRE-DEPARTURE TASKS

### Faculty Leader Tiger Travel Orientation

Each new faculty leader is required to participate in a Tiger Travel Orientation session with the Study Abroad Office after their program proposal is approved. This Orientation session will be scheduled before the faculty leader starts to promote their program and before their program is published in the Tiger Travel program directory. The Orientation session will cover the following topics:

1. What is Tiger Travel and how does it work
2. How travelers create accounts and submit program applications
  - a. (students/staff and non-students/non-staff)
3. What are faculty leader administrator roles and permissions
4. Verifying details for the program brochure
5. How to approve applications and review forms
6. How to track required pre-departure and customized forms
7. Overview of department financial responsibilities
8. Tips on booking air travel and buying travel insurance

Faculty leaders will find all Tiger Travel resources at <https://www.fhsu.edu/studyabroad/faculty-advisors/>.

### Planning Domestic Travel to Airports

Faculty may utilize vehicles from the University Motor Pool and/or the University rental partner, LAG Rentals LLC-Hertz, to transport themselves and students to and from the departure airport (if departure is not in Hays).

To reserve transport via the University Motor pool, utilize the *Transportation Requisition Voucher Form*, located in [Workflows](#).

To reserve transport with LAG Rentals LLC-Hertz, complete the form found at <https://www.fhsu.edu/bus-off/Expenses%20and%20Travel/>. Please note, to reserve large vans with Hertz, the reservation must be made by phone.

## **Insurances**

All travelers participating in FHSU faculty-led short-term programs are required to submit a copy of their international travel insurance policy, which includes death and repatriation, in the Tiger Travel portal by the designated deadline.

## **Student Orientation**

Faculty leaders are highly encouraged to host a pre-departure orientation with all travelers before departing on the program. The Study Abroad Office can offer assistance upon request and can offer guidelines and content suggestions to cover during orientation.

## **Mandatory Faculty Leader Forms**

For faculty leaders of short-term programs, the Study Abroad Office requires the following forms in the Tiger Travel portal:

1. FHSU Travel Waiver for Release and Responsibility
2. Pre-Travel Documents: copy of international travel insurance, copy of passport, copy of driver's license, or photo ID.
3. Health & Wellness Protocols & Contingency Plan
4. Final Travel Roster & Scholarship Recipient Form (8 weeks prior to departure)

## **Mandatory Student Forms**

For faculty-led short-term program travelers, the Study Abroad Office requires the following student forms in the Tiger Travel portal:

1. FHSU Travel Waiver for Release and Responsibility
2. Pre-Travel Documents: copy of international travel insurance, copy of passport, copy of driver's license, or photo ID.
3. Health & Wellness Questionnaire
4. Any customized forms requested by the faculty leader for their respective program (ie. academic agreements)

## **IN CASE OF EMERGENCY WHILE TRAVELING**

If a faculty leader has an emergency situation, they are asked to communicate through the SafeCheck platform on Tiger Travel. This will notify the Study Abroad Office of the emergency and needs of the faculty leader and student travelers.

A few examples of when a program leader may need assistance from the FHSU Study Abroad Office is for mental health support and guidance for their student travelers; if a traveler

cannot continue on with the group due to physical or mental concerns; a natural disaster catastrophe situation which may suspend or detour the program; a political or in-country civil dispute; or travel issues that impact the group which may require support and guidance from FHSU.

SafeCheck is Tiger Travel's SMS check-in service that allows admins and group leaders to send SMS text messages to travelers at any time. In order for a SafeCheck message to be sent to a traveler, the traveler must first enroll in SafeCheck; if a traveler does not enroll in SafeCheck, they cannot be sent a SafeCheck message. When enrolling in SafeCheck, *Via* verifies that the phone number is a valid mobile phone number.

SafeCheck is an SMS text message service, however, we like options! An admin can opt to also send the SafeCheck message as an email and the traveler will be sent both an SMS text message as well as an email. Travelers can reply to either message.

LocationCheck is *Via* Travel's geolocation functionality. Admins can request LocationCheck when sending a SafeCheck message to prompt travelers to provide their exact location. If an admin includes a LocationCheck request in their SafeCheck message, travelers will be asked, but are not required, to provide their current location with their SafeCheck response. By providing their current location, admins will see a location snapshot of the traveler at the time of the response.

## POST-TRAVEL TASKS

Faculty Leaders and their departments are responsible for reconciling expenses in Workday and, if applicable, student refunds. The State of Kansas requires each expense to have an itemized receipt. Review the [FHSU Travel Policy Manual](#) prior to incurring any expenses, as there are many nuances when it comes to expenses and documentation associated with group travel.

- If the students should receive a reimbursement (leftover money, per diem, etc.), they will need their own TRF and expense report in Workday. This also includes additional forms to set up a direct deposit with the state.
- If the students will not receive a reimbursement, then their expenses should be included on the faculty TRF with their names listed in the faculty's Spend Authorization.

Contact Accounts Payable at 785-628-5948 or [apayable@fhsu.edu](mailto:apayable@fhsu.edu) for any further questions regarding travel.

## RESOURCES ON DEVELOPING SHORT-TERM STUDY ABROAD PROGRAMS

Pasquarelli, S. L., Cole, R. A., & Tyson, M. J. (Eds.). (2017). *Passport to change: Designing academically sound, culturally relevant, short-term, faculty-led study abroad programs*. Stylus Publishing, LLC. <https://ebookcentral.proquest.com/lib/fhsu/detail.action?docID=5182383>

Savicki, V., & Brewer, E. (Eds.). (2015). *Assessing study abroad: Theory, tools, and practice*. Stylus Publishing, LLC.

<https://ebookcentral.proquest.com/lib/fhsu/detail.action?docID=4410187>

Morrison, K. A. (2019). *Study abroad pedagogy, dark tourism, and historical reenactment: In the footsteps of jack the ripper and his victims*. Springer International Publishing AG.

<https://ebookcentral.proquest.com/lib/fhsu/detail.action?docID=5845507>

Lantis, J. S., & DuPlaga, J. (2010). *Global classroom: An essential guide to study abroad*. Taylor & Francis Group.

<https://ebookcentral.proquest.com/lib/fhsu/detail.action?docID=4186076>

Malveaux, G. F. (2016). *Look before leaping: Risks, liabilities, and repair of study abroad in higher education*. Rowman & Littlefield Publishers.

<https://ebookcentral.proquest.com/lib/fhsu/detail.action?docID=4503885>

Intercultural Learning Hub: <https://hubicl.org/>