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Introduction

Welcome to Off-Campus Studies at Carleton College. The Soup-to-Nuts handbook is your guide to leading an off-campus program. OCS policies and procedures have been developed over many years and continually evolve to meet the needs of students, faculty, and the College. If you have any concerns about these policies, we encourage you to bring them to the attention of OCS staff who will share them with the Off-Campus Studies Committee.

OCS staff works closely together as a team, but here is a brief introduction to our roles, so you know who to contact depending on your concern.

Director
- Program development questions
- Program approval questions
- Travel grants
- Policy-level concerns
- Program & student support questions

Assistant Director
- Program & student support questions
- Website & publications questions
- Back-up for director-level concerns

Program Coordinator
- TerraDotta (application and student portal system) questions
- Enrollment status
- Statistics

Administrative and Pre-Departure Process Specialist
- Status of student applications and forms
- Posters, digital signage, general program advertisement
- General inquiries

OCS-GEI Program Associate
- Student portal system questions and inquiries
- Visa requirements and questions
- General OCS inquiries
- GEI inquiries

Before reading this handbook, we encourage you to visit the Off-Campus Studies website: go.carleton.edu/ocs and review the section entitled “The OCS Office,” especially the Overview, Mission Statement & Learning Goals, Faculty-Led Program Model, and Services tabs. It explains the importance of faculty-led programs in Carleton’s curriculum and how the Off-Campus Studies Office supports them.

We look forward to working with you!

Helena Kaufman, Director
Naomi Ziegler, Assistant Director
Leslie Vanderwood, Project Coordinator
Rob Quanbeck, Carleton-Antioch Global Engagement Programs Manager
Leah Karels, Administrative and Pre-departure Process Specialist
Mikaela Auerbach, OCS-GEI Program Associate
Proposing & Approval of Your Seminar

Approval Timeline & Process
OCS welcomes and encourages ALL inquiries into designing, proposing, and planning of Carleton OCS seminars at any time during the year. Please contact the OCS Director at hkaufman@carleton.edu with your ideas, inquiries, thoughts, or plans even if these are just in the beginning stages. OCS Director can help you develop a successful proposal and guide you through the approval process.

The formal “call for proposals” is issued in mid-October in the all-faculty email from OCS. The proposal submission deadline is during the first week of the winter term following the call. The forms that need to be submitted can be found on the OCS website in the “Faculty Directors” section.

In the case of new programs, after the Off-Campus Studies Committee has reviewed your proposal, you will be invited to discuss it with the Committee. This conversation is meant to clarify some aspects of the proposal as well as provide the opportunity for the faculty director and the Committee -- which includes three faculty colleagues and representatives from the Dean’s Office, Dean of Students Office, Business Office, Registrar’s Office, and OCS -- to brainstorm ideas and refine the proposal.

A letter from the OCS Director, sent out no later than mid-spring term, notifies you that the Off-Campus Studies Committee has approved your program. Because of the letter’s brevity, it does not constitute approval of all the details described in your original proposal. Those details will be worked out during the planning process with your department, the OCS staff, and the OCS Committee.

This formal approval of your seminar launches an 18-24 month period when you and the OCS staff work together to plan the seminar, contract needed services, recruit and select students, develop a budget, conduct orientation and pre-departure meetings, implement the seminar itself, and follow through after the seminar. The OCS staff will communicate with you each term to help you plan the necessary activities and actions during those ten weeks.

Tips for Successful OCS Seminar Proposals
- Statement of Purpose
  - What are the program’s most important academic goals?
  - What are the program’s most important personal development goals?
  - How does this program complement and enrich your department’s curriculum?
  - Why should this subject matter be taught at an international off-campus location?

- Program Structure
  - What courses will be offered and who will teach it?
  - What are your program’s main features and how do they support the academic and personal development goals?
  - How will the site and the unstructured time be used -- excursions, homestays, cultural outings, and everyday living--for academic reflection? Will you attempt to assess and/or discuss these cultural experiences in an academic context?
• Logistics
  o What type of student might be interested in this program, what class year and majors will it attract?
  o What potential strengths and challenges will this program encounter in student recruitment?
  o What are the program’s participation pre-requisites for students?
  o What are some potential challenges at your program site?
  o What resources and/or partnerships have you identified at your program’s site?
  o Will your interaction with local partners, organizations, and culture be reciprocal in nature? How?

Program Planning

Worksheet
A common “stressor” on a study-abroad program is a real or perceived dissonance between student expectations for the program and the reality of the experience. The questionnaire below is designed to help you better define your program and draw stronger connections between program features and the academic and personal goals you have set for the program, the students, and yourself.

1. Program location
   a. Developed country
   b. Developing country
   c. Mostly cities
   d. Mostly field/wilderness/remote locations
   e. Mixed locations

2. Travel to and from program site
   a. Group flight available
   b. Independent arrangements

3. Travel documents
   a. Passport required
   b. Visa required – arranged by OCS
   c. Visa required – independent arrangement

4. Travel on the program
   a. Program-arranged multiple trips/excursions
   b. Multiple opportunities for independent travel
   c. Independent travel required (part of program assignments)

5. Language used
   a. English only
   b. Mostly English
   c. Local language and English
   d. Local language only – language pledge

6. Living arrangements
   a. Homestay
   b. Dorm with or without local roommates
   c. Shared apartments
   d. Hotel
   e. Hostel
   f. Camping
7. Food
   a. Group meals
   b. Homestay meals
   c. Independent cooking/meals with a program allowance

8. Coursework (check all that apply)
   a. Mostly classroom-based
   b. Mostly field-based
   c. Carleton instructors only
   d. Local instructors and Carleton instructors
   e. Course structure similar to on campus practice (reading, writing, access to libraries, Internet, etc.)
   f. Please explain how will the program structure differ from on-campus practice
   g. Other coursework features (please explain)

9. Program activities (significant amount)
   a. Walking
   b. Hiking in wilderness
   c. Swimming, snorkeling
   d. Other (please explain)

10. Amount of time spent with the group
    a. Basically, a group program (24/7)
    b. Mix of independent exploration and group activity
    c. Significant amount of independent exploration is encouraged

11. Work with partner organization
    a. Not at all
    b. For logistical support only
    c. As an academic partner and for logistical support
    d. Other (please explain)

12. Your leadership style
    a. Students have little free time. They are expected to account for their free time.
    b. Students are expected to closely follow established deadlines, rules, and procedures. They can expect consequences if they fail to do so.
    c. Students are expected to follow clearly defined social behavior expectations, including alcohol and drug policies.
    d. Students are encouraged to explore the site and the program environment on their own in their free time as much as possible following basic safety guidelines.
    e. My responsibility is the program’s academic quality and rigor. Students’ free time is their responsibility.

Based on the answers you provided above, answer the following questions:

1. In forming your group of program participants, which qualities are most important to you (rate these from 1 to 8)?
   a. Academic excellence
   b. Individual accomplishments
   c. Group compatibility
   d. Curiosity
   e. Creativity
   f. Independence
   g. Physical stamina
   h. Compliance with rules
i. Other (please explain)

2. What are your most important personal development goals?
3. What are your most important academic-focused goals?
4. How do you communicate these goals to students?
5. How do you use unstructured time—excursions, homestays, cultural outings, and everyday living—for academic reflection? Do you attempt to assess and/or discuss this cultural experience in an academic context?
6. How is your leadership style consistent or inconsistent with your program structure and goals?
7. Were you ever faced with student expectations (i.e. complaints of over-scheduling, lack of academic challenge, not enough or too much free time, etc.) not being met and how have you dealt or anticipated dealing with such complaints?
8. Do you believe that “role overload” impacts your teaching? How?

Courses and Program Structure
Carleton off-campus seminars are designed by the faculty director and OCS staff to best fit the curricular needs and goals of the program. This allows for a variety of program structures.

Faculty can choose to teach one, two, or all courses on the program. It is common for stationary programs, such as Paris, Madrid, or London, to have one faculty-taught course and two courses taught by local instructors. On field research programs, such as Guatemala, Australia Ecology, or Studio Art in the South Pacific, Carleton faculty often teach or coordinate all the coursework. Regardless of how many courses faculty director teaches, her/his OCS term counts as a two-course term.

Most OCS seminars are interdisciplinary in nature but some express it most explicitly in their course designations. For example, Psychology in Prague program includes two courses in Psychology (a 6-credit seminar and a 2-credit reading course), one course in Art History, and one in European Studies. Courses offered in departments other than the faculty director’s home department, need to be approved by the appropriate department chair.

As a matter of record, the Registrar should review all academic courses in the seminar—course names, numbers, and credits. The OCS Committee should approve any additional changes in the course listings during a final review.

The faculty director is responsible for submitting grades as on campus. All grade grievances regarding courses taught by local instructors should be directed to the program’s faculty director who is responsible for investigating and resolving the issue.

If courses new to the Carleton curriculum are part of the seminar, these should be described on the New Course Proposal Form, found on the web at https://apps.carleton.edu/campus/registrar/faculty/new_course/. You must submit it to the Registrar. Questions about how courses might fulfill requirements outside of your department should be addressed to Associate Dean of the College.

Exploratory Trips
Faculty members may request funds to explore a site at any time in the proposal/approval process. Site exploration may also be funded after a program has been approved. The Off-
Campus Studies Committee considers these requests in January and throughout the year as needed.

Travel may include, but not be limited to, the topics below:

Development of Carleton off-campus seminars
- The Committee is especially interested in the development of programs, including departmentally based or interdisciplinary programs, in areas where Carleton curriculum is strong but not well served by existing off-campus study options.

Mentoring trip with experienced faculty director
- First-time directors—or those who wish to be—could use funds to “apprentice” with an experienced director during a portion of a field trip or seminar.

Familiarization with existing programs
- Travel grants would allow faculty to assess the curriculum and the quality of consortium and other off-campus programs that serve their department.

More information can be found on the Off-Campus Studies website in the section for Faculty Directors.

Program calendar

Dates
The exact dates of your seminar must be determined by the time students submit their agreement form, so that students can begin making travel arrangements in a timely manner.

Guidelines for seminar calendars as established by the OCS Committee are:
1. Generally, seminars are to be ten weeks in length, or ten weeks minus the last weekend, without the extension of reading days and the exam period that occur on campus. Variations are possible, but should be discussed with the OCS staff. Starting and ending dates need not match the on-campus calendar.
2. The OCS break shall approximate the mid-term break on campus. The recommended length of travel break is 3-5 days.
3. No program funds will be provided for student personal travel during breaks.
4. Students who choose not to travel during the break will have room and board maintained at the program site at College expense, or will receive an equivalent reimbursement.
5. The program will cover the cost of lodging and food during travel days between different program sites.
6. Lodging and food expenses will also be covered during travel associated with field research assignments.
7. When board money is portable (not committed to host families or institutions), that money may be available to travel with students during breaks, at the discretion of the director.

Local arrangements
As you develop your program, OCS staff will work with you to identify local partners to help implement the program. Local partnerships vary widely across programs; sometimes we contract services directly with local providers (e.g. buses, tour guides, hotels, etc.) and sometimes we work with an organization that coordinates all of these logistics. Likewise,
sometimes we hire local instructors individually and other times they are included in a larger package of services. Depending on the site and your needs, OCS can help identify partners, negotiate contracts, and generally assist in making local arrangements.

**Technology abroad**
Bringing the necessary parts of your digital life abroad requires forethought and planning. Review this ITS information page carefully for working effectively off-campus: [https://wiki.carleton.edu/display/itskb/Working+from+off-campus](https://wiki.carleton.edu/display/itskb/Working+from+off-campus)

To talk through your needs and options, use campus resources. We recommend starting early, as some devices will need to be purchased or arranged well in advance.
- Academic Technologists
- PEPS
- HelpDesk
- Off-Campus Studies

When deciding which technological tools and gadgets to bring with you, consider the following questions:

What technology needs will I have abroad?
- Work
- Communication with others on-site and back home
- Photos, videos, music, etc.
- Internet

What devices will I need?
- Can I carry it easily?
- Can another device serve the same purpose?
- Would it make more sense to buy/borrow/rent one on site? (e.g. cell phone, LCD projector, printer)?
- Will I require students to bring any particular devices?

For those items that you decide to bring, consider these questions.
- What adapters/transformers will I need to keep it charged?
- Do I need to bring an extra battery?
- How will I back up my data on a regular basis?
  - Cloud service, external drives?
- Is it insured? If no, should I purchase a separate insurance policy?
  - College property is insured through the College; see OCS website for information on personal articles insurance for personal items
- Do I need to change the time/date settings (important for meta-data on pictures)?
- How will I get service on it while traveling (e.g. data and talk plan on smart phone)?
  - First contact your current carrier to learn about their international plan, and if necessary, research local options.
- How will I keep it safe/secure?
If your program maintains a blog with student posts, have them read and e-sign the Blogger’s Code of Ethics on the OCS website prior to posting. If necessary, OCS staff can put up blog posts sent via email or email attachment.

**Faculty training and orientation**

As OCS directors, faculty are responsible for both academic and non-academic aspects of students’ experiences. Off-Campus Studies, in collaboration with many other offices and services at the College, provides resources and trainings to support you in this expanded role. These include:

- Soup-to-Nuts Handbook—comprehensive guide to OCS policies and procedures
- On-site Handbook—guide to anticipating and responding to student concerns while leading an OCS program
- OCS Website section for Faculty Directors—resources developed by and for Carleton OCS directors or compiled from other sources [https://apps.carleton.edu/curricular/ocs/faculty/directors/](https://apps.carleton.edu/curricular/ocs/faculty/directors/)
- Annual Faculty Director’s Workshop—three-hour workshop held on the first reading day of fall term, topics are both theoretical and practical and vary each year
- Individual meetings and consultation with OCS on any program-related issue—OCS staff is available by phone, email or appointment to discuss any program-related concern; we can advise, troubleshoot, or pull together the right people to address concerns.
- Individual consultations and advice/help from Dean of Students, ITS, Student Health & Counseling, and other offices upon request. Staff across the College support OCS programs extensively and can be called upon for advice, consultation, and services.
- CISI travel and medical assistance services—We rely on the expertise of our travel assistance company for travel advice, coordination of medical care, and help responding to emergencies. You may contact CISI directly or work through OCS.

OCS directors also learn a lot from each other through formal and informal consultation and collaboration. Most OCS directors are very willing to share their expertise with their colleagues.

**Student recruitment, selection & admission**

**Recruiting schedule**

Generally, Carleton seminars recruit students 2-3 terms ahead of departure. Students’ applications, including interviews, references, and transcripts, are usually due later in the recruiting term. Students are notified about their application before registration begins during the eighth week of the term, two terms prior to departure. That timing enables students to anticipate their off-campus schedule, and to register for courses during the term prior to departure, which may be useful or required for program participation.

Three terms prior to departure may be needed if the seminar is scheduled for spring term, or if it is new and relatively unknown on campus. Under those circumstances there may be
another round of applicants during the following term to enable students who were away from campus or who needed additional prerequisites to apply.

**Program Flyers**
Every seminar is described in a flyer produced by College Publications and the OCS office. The flyer, used during the recruitment phase, consists of a fullcolor photograph (300 dpi resolution) on one side and a text that describes the courses, excursions, credits, prerequisites, living arrangements, etc. on the other. The text-side of the flyer also includes a smaller photograph of the students engaged in a program activity. The flyer is finalized during the summer months one year in advance of the actual seminars. For example, the 2018-2019 seminar flyers are printed during the summer of 2017. This schedule puts the flyers in the hands of faculty, students, and the OCS staff at the beginning of the academic year, during recruitment time. It allows students to review the upcoming seminar flyers and to discuss the information with families and faculty prior to the application phase.

The OCS staff will work with you to develop the appropriate text for your program flyer. Dates for information meetings about your program and the application deadline should be included.

**Website**
OCS will create a basic website for each program with text from the flyers and a few photos from the OCS library. Because the flyer text is limited to one page, a more detailed description of courses and program features, as well as photos and other information can be included on the website. OCS staff will discuss it with you in detail during the program planning phase. Directors and departmental administrative assistants can make changes to the program websites.

**OCS Directory Listing**
All Carleton programs are listed as “featured” programs in the OCS programs directory, powered by TerraDotta software, the same system used for on-line applications. The directory listing links to the program website.

**Information meeting**
You will set a date for an Information Meeting, when you describe the program in detail and answer students’ questions. Former program participants, if they are still on campus, are very effective additions to an information meeting, as are slides, videos, or power point visuals of your seminar. Program flyers are distributed at these meetings. OCS will advertise your meetings with posters, digital ads and ads in the NNB, and on the OCS and college web calendar. You are encouraged to announce it to classes in your department, on departmental listservs, and to interested students.

**OCS World’s Fair**
Another recruiting opportunity is the annual OCS Fair held in Great Hall from 11:30-1:00 on a Thursday in early January. You and former participants (if any) will be invited to represent your program at the Fair, which attracts many first- and second-year students. OCS will provide ½ of an 8-foot table and copies of your printed flyer. You are invited to bring other display items for your table.
Application
All applications are on-line, using TerraDotta software purchased by the OCS office and adapted for use at Carleton. Included in the online application are procedures and policies standard to all Carleton seminar or break programs. You will be asked to build your program’s application by selecting general essay questions and creating your own program-specific questions. Applications are created during the same cycle as program flyers, i.e. the summer after your program is approved.

Application deadlines are set by the OCS office, keeping in mind the turn-around time necessary to inform students of their status before advising days. This deadline is published on the program flyer, on the website, the application, and the OCS calendar.

Selection Process
Enrollment in Carleton seminars is limited to 25 students. Under some circumstances, such as strong programmatic and logistical support from local partners, the number of participants can be increased. If you wish to take more than 25 students you must seek the approval of the OCS Committee.

Clearance by the Dean of Students
After the application deadline, OCS initiates a clearance process with the Dean of Students. The Dean of Students checks students' files for disciplinary sanctions, academic probation information, and other relevant information about your applicants. The Dean of Students or the OCS Director or Assistant Director will contact you directly with any information that may be helpful in your selection process. Feel free to follow up with the Dean, the student, OCS staff, or other staff or faculty (especially references) about possible red flags.

The Dean of Students offers the following advice on the selection process:

Academics are central to off-campus programs and judgments on academic ability are central to the process of selection. “High risk, high maintenance” students might negatively affect a whole group--someone the professor has doubts about, someone who might not be able to handle the stress, someone who is too independent, someone whom no one would room with. How does the faculty director evaluate non-academic traits? Through recommendations and interviews. Faculty have a clear prerogative to make choices that are in the best interests of the program. It is important to have clear eligibility requirements and then follow them.

The Dean of Students Office formally checks all applicants and circulates the list to DOS staff for anecdotal information. Faculty directors may contact the staff in the Dean of Students Office to discuss concerns or ask additional questions. Faculty can make their decisions on any program-appropriate factors they want as long as they include them in the eligibility criteria and follow a process. Faculty have latitude in making decisions, privileging some students to gain gender balance or minority participation, for example. Talking off the record with other members of the department may be a good idea. If there is another person who can sit in on the interviews, it is helpful to check your impressions with theirs.

In defending decisions, "don't over-explain." When there is competition for limited places, eligibility criteria are more important in making fine distinctions. Students accept rejection more easily when others are turned down. When places remain and a student is not accepted, it feels harder to say "no." The Dean sees judgments on admission not as legal issues but as issues of program management. "Over there, you'll be glad you said 'no'." The Dean advises, "You can be subjective, but not arbitrary." You may be
interested in the "best mix," in an interesting combination of experiences and personalities. Faculty can say unapologetically, "I didn't think you were the right person for the group." Period. "Say the least amount." "Sorry, try again next year."

Don't put anyone on the wait list you would not be glad to take on the program. If students come to talk with you about your decision, listen carefully and respond, but don't apologize or over-explain. Stand by your professional decision. You cannot exclude for disabilities (Americans with Disabilities Act).

Student Health & Counseling Center and Office of Disability Services notification
OCS also shares the names of applicants with Student Health & Counseling, the Office of Disability Services, and the Office of Intercultural and International Life, who may be working with your applicants. While they are bound by confidentiality policies, they can assist both the student and you in making the necessary decisions and accommodations. In some cases Student Health & Counseling staff may advise students to talk with you directly about how study abroad might affect other issues they are dealing with in their lives, or the staff may suggest that a student postpone off-campus studies.

Reviewing applications and interviewing students
The OCS Project Coordinator will train you to use our on-line application software to read applications and record your decision to “accept,” “waitlist,” or “reject” each applicant. Most directors schedule individual interviews with all applicants. The OCS Project Coordinator can help you use the application software to schedule interviews or you can use another method of your choice. Interviews give you another opportunity to get to know the student and to discuss the program together. Interviews generally last 15-30 minutes and are conducted soon after the application deadline.

You may wish to contact applicants' referees directly or consult with colleagues in your department as you make decisions. Your admissions decisions are final and the students have no course of appeal.

Notification of accepted, waitlisted, and denied decision
OCS staff is ready to discuss general policies and consult on individual cases, including strategies for waitlisting applicants. You may choose to accept some students conditionally, for example, pending satisfactory completion of a required course. Once your decisions are finalized, you will work with the OCS Project Coordinator to notify students. This involves changing their status in the application software and clearly communicating any conditions of acceptance. The OCS Project Coordinator will send a letter via email which congratulates students on their acceptance to the program (or communicates our regrets), and outlines their upcoming pre-departure requirements. If you wish, you may communicate a more personal message directly to your applicants.

Active waitlist
There are almost always changes between admission and commitment, and again between commitment and departure. An active waitlist is essential to full enrollment in your program. If you have a student(s) whom you would like to admit in the case of a vacancy, be sure to keep that student abreast of any changes, so that he/she could be available to participate.
Student commitment to a seminar
Once students have been accepted, there is time for them to decide whether or not to participate in the program. This decision period is between two weeks and the whole summer, depending on the program’s term and application cycle. Students can log into their account and accept or decline their place at any time, but no later than the deadline communicated in their acceptance letter. Once they have accepted their place in the program and e-signed the OCS agreement, they are officially enrolled in the program.

Student adds/withdrawals
When enrollment is set for your program, the OCS office circulates a list of participants to various offices on campus, releasing the student’s housing for the OCS term, and informing the Registrar, Student Financial Services, the Business Office, and others of the student’s intended departures. Please notify OCS staff promptly if a student contacts you directly about withdrawing from the program after this list is circulated. Likewise, the OCS office should be notified of any students added to the program, so that they can complete OCS application and pre-departure requirements and their names can be circulated to the appropriate offices.

Pre-departure
OCS and faculty directors work closely together to prepare students for their OCS program. To gather and disseminate all of the necessary information to and from students, we use written communications, collection of forms and documents electronically and in hard copy, a series of in-person meetings, and lots of individual follow-ups. This section details the standard OCS pre-departure process as well as topics that you should think about and address with students in your program-specific orientations.

OCS pre-departure process

Pre-departure information
OCS uses the same on-line system as the application to distribute and collect essential pre-departure information to/from students. We collect:

- Health assessment forms
- Emergency contact information
- Flight information
- Passport copies
- Program-specific forms, if necessary

OCS requests your cooperation in encouraging your students to comply with our requests in a timely manner. We will then compile the necessary information and give it to you at your final checkout. If students do not respond to our requests for information, they may be removed from the seminar and placed on a waitlist until all of their pre-departure tasks are complete.

Passports and visas
All international program destinations require participants to have valid passports and some require visas. In their acceptance letter, students are advised to obtain or renew their passport, if necessary, and international students are advised to investigate whether or not they need a visa for any of the program destinations. OCS collects copies of student and
faculty passports via our on-line portal in the pre-departure term and assists students with the visa application process as appropriate.

Students are responsible for obtaining the appropriate visa for their OCS program and any related travel in a timely manner. Failure to do so may result in not being able to participate in the program. Off-Campus Studies is available to assist with:

1. Interpreting instructions on Consulate/Embassy websites, including which visa to apply for
2. Providing official letters of support (enrollment, medical insurance verification, information about the program, etc.)
3. Providing a list of international students' names to the Registrar's office so that they can provide an enrollment verification letter.
4. Checking documents before students submit them to Consulates/Embassies

NB: Most consulates require that applicants appear at the consulate site in person.

For Carleton programs that require a visa of non-US citizens, OCS will contact international students at the time of acceptance to the program to provide required documents and/or set up a meeting to discuss individual concerns. International students should research their visa requirements before this meeting and consult with the Associate Director of OIIL. OCS will also provide a list of international students’ names to the Registrar's office so that they can provide an enrollment verification letter.

For programs that require a visa of ALL students, OCS will either assist with submitting visa applications as a group or provide detailed instructions for students to apply individually.

Students (US citizens AND international) planning to do additional travel for any reason (an additional OCS program, personal travel, internships, fellowships, research, etc.) within the three months before or after their OCS program should contact OCS to discuss visa requirements and strategies as soon as possible.

For non-Carleton programs, students should follow instructions given by their program providers. OCS can also provide the assistance listed above.

While OCS makes every effort to provide accurate and timely advice and assistance during the visa application process, the responsibility for obtaining a visa rests with the student. International students are responsible for consulting with the Assistant Director of OIIL about their visa status in the US during the program and any other requirements.

If OCS arranges visas for the whole group of students, the visa service fee (if used) and the mailing costs will be covered by the program budget, however, the cost of visa is the responsibility of the student. Students should contact Student Financial Services if they need assistance.

Fact Sheet
OCS prepares a “Fact Sheet” for each program. The Fact Sheet contains a program itinerary with contact information for each site visited, emergency phone numbers, and country-specific resources and emergency numbers for Carleton staff and faculty. OCS staff creates a draft version for you two terms before departure and the Fact Sheet is finalized during the term before departure and distributed electronically to students and family members. Any
changes to the itinerary or additional information to be added such as local phone numbers should be communicated to OCS in a timely manner, so that the Fact Sheet remains up-to-date.

**Insurance for medical evacuation and travelers’ assistance**
Carleton provides medical and evacuation insurance to all students, faculty, and families through CISI, Cultural Insurance Services International (http://www.culturalinsurance.com) on Carleton off-campus programs. Detailed information on Carleton’s policy is available on the OCS website.

**Health & Safety Meeting**
All students on Carleton programs are REQUIRED to attend a health and safety presentation by staff from Student Health & Counseling and the Office of Health Promotion. Specific topics include developing a healthy relationship with faculty directors, resources available on the OCS website, relying on each other, sexual conduct, alcohol tolerance, food safety, basic personal safety, and the importance of resilience in responding to the challenges of travel. Each student receives a comprehensive handout on travel health prepared by OCS in consultation with the Mayo Clinic and can take a number of other educational brochures. Faculty directors are encouraged to attend the health and safety meeting or at least familiarize themselves with the content, so they can follow up on relevant items during their own orientations.

**Health Assessment**
Students are required to answer basic health questions at the time they commit to the program, including whether they have any dietary restrictions, chronic conditions, or mental health concerns and whether they require any accommodations, academic or otherwise. Based on this initial screening some will be required to make an appointment with a Travel Clinic and/or complete a Wellness Plan and have it signed by their medical/mental health provider. They also sign a release which allows information to be shared with the OCS staff, the faculty director, and medical personnel on-site during a program. You will receive this information as soon as it has all been received and compiled by OCS staff, no later than the time of your checkout. If accommodations are required, there will be a conversation between the faculty director, student, OCS staff, and possibly Disability Services. You may consult directly with the Student Health & Counseling Center about specific health issues and concerns.

**Student-to-student handbook**
Some programs produce a student-to-student handbook, which is updated by a student after each program. OCS encourages you to recommend a student for this role. OCS, in consultation with the Faculty Director, works with the student to complete the handbook by the pre-departure term for the next group. Handbooks can be distributed in hard copy and/or electronically.

**OCS presentation at individual pre-departure meetings**
At program-specific pre-departure meetings OCS staff discuss:
- CISI insurance and enrollment procedures
- Independent Travel policy
- Cell phone policy
- Food and other expense allowance
• Cultural allowance
• Program-specific information

The appropriate forms are posted to the on-line portal for future reference, along with other essential learning content items. Students are also directed to consult the pre-departure sections of the OCS website.

Program-specific pre-departure process

Course texts and the Carleton Bookstore
Students may purchase their textbooks on campus before departure. It is very important that you submit your textbook order in on time, and that you indicate clearly that the books must be available for purchase before students leave campus for the OCS program.

Student handouts
All handouts provided to students during the term before departure should be sent to the OCS office, both as a file record of your seminar and as a help to students who may ask us for replacements. Most handouts from the OCS office will be posted to the online pre-departure portal for easy reference.

Alumni and admissions
OCS staff will supply you with a list of Carleton alumni in the area of your program site at checkout or earlier, if requested. If you would like to make a program event available to alumni or to prospective students, preliminary plans should be made before you leave. For alumni events, alums in the area would be located by the Alumni Affairs Office to publicize the event locally and to collect funds from participants to cover any alumni costs involved. You provide only the event, yourself, and students participants. The Admissions Office may provide funds for the cost of including prospective students and their families.

Personal conduct
When students commit to the program, they acknowledge that living circumstances abroad may require a standard of decorum different from that of Carleton residential life. They confirm their willingness to conform to the standards of their hosts, and recognize your authority to define standards and dismiss participants on the basis of conduct. Tone setting begins in the application phase and continues throughout orientation. During your pre-departure meetings you should communicate your expectations for personal conduct to students. You may also wish to communicate your expectations for personal conduct in writing. Examples of behavior contracts or ground rules are included in the appendix.

Travel
In most cases, students book their own travel to and from the program site. OCS provides links to reputable on-line booking sites and can help students book flights. The OCS website contains extensive resources and recommendations on many travel-related topics. For some multi-location programs with a complicated itinerary, the OCS Office arranges and/or requires a group flight. We also sell International Student ID cards for $25. These cards provide international recognition as a student and carry substantial discounts for certain student airfares and other travel expenses.
Homestay
A homestay can be an extremely important part of a program. OCS maintains a webpage and handout with general advice on preparing for a homestay. Your program-specific orientation should address site-specific expectations for students in a homestay.

Immunizations and general health
All medical advice should come from medical practitioners who are trained and insured, and not from you or the OCS staff. OCS pre-departure materials contain links to sources of travel health information such as the Center for Disease Control (CDC) and Mayo Clinic. If requested, Student Health & Counseling Staff will meet with your students as a group. They are available to consult privately with you or with individual students on all health matters related to study abroad.

Pre-departure meeting agenda and format
Your program flyer, information meeting, interviews, and acceptance letter all help set the stage for the seminar. Pre-departure meetings vary in format. A half-day retreat off-campus enables students to get to know one another and focus solely on the program preparation. A series of meetings held on campus or your home, with or without food such as pizza or catered from a local restaurant, also works. Discuss your meeting schedule with OCS staff who generally attend one meeting to cover the necessary logistics and are available to attend others as necessary.

It is advisable to schedule some meetings that are social in nature and provide a comfortable atmosphere—maybe somewhere other than a classroom—where students can talk informally with others in the group. Refreshments, with funds from the program budget, help students to “mix” and get to know each other. For tips on ice breakers and tone setting, consult the training manual from a “Where There Be Dragons” faculty director workshop (https://apps.carleton.edu/curricular/ocs/faculty/directors/), other faculty directors, or the Student Activities Office.

Issues you should cover at your pre-departure meetings include:

- Academic content and expectations of courses and excursions
- Program goal setting and learning outcomes
- Required textbooks, place of purchase (at Carleton Bookstore prior to departure or on site), schedule for readings, particularly directed readings prior to seminar
- Student registration for program; credits; leaves of absence (summer programs)
- Program itinerary and schedule, as found in Fact Sheet
- Travel plans, passports, visas, arrival and departure times, travel logistics
- Health and safety specific to your program site; foreseeable risks; CDC and US State Department information; independent travel policies during program
- Discrimination, sexual harassment and assault, alcohol policy
- Group dynamics and personal conduct
- Homestays and other living arrangements
- Suggestions for packing, money, etc.
- Student-to-student handbook (if applicable)
- Intercultural awareness, culture shock
- Liability during program, student conduct before, during, and after program
- Questions and concerns students may have
All advice on risk management emphasizes the importance of maintaining Permanent Records of the information given to students, written and oral. You should circulate and retain sign-up sheets during every pre-departure meeting, retain copies of materials distributed, and keep notes on the information provided during the meetings both on campus and later on site during orientation meetings. The OCS Office will file records on the general pre-departure meetings dealing with homestays and/or health and safety issues. The office will also file copies of any records you maintain of your program-specific meetings.

**Director’s checkout**

Close to the date of your departure, you and OCS staff will get together for a checkout session to review the final details of planning for the seminar, the role of the OCS office during your absence, and the information the office will need to keep in touch with you and your group at all sites during the program.

At your final checkout you will receive a final roster of students, including birthdays, students’ arrival information, the final Fact Sheet, and the Faculty Director’s On-Site Handbook which covers response protocols for various issues that may come up along with general student services guidance.

**On-site operations**

As faculty director you play a multitude of roles, from Dean of the College and Dean of Students, to instructor, counselor, parent, travel agent, ambassador, and intercultural guide. The On-Site Handbook has information about the student services side of your job. Common sense, humor, and sheer will power will serve you well. Remember that all the College support services are only as far from you and your students as a long-distance phone call 24/7. **Do not hesitate to call.**

**Communication with Parents, Colleagues, and Friends**

During the program, directors may use the following options to communicate with an outside audience about the program:

**Parent Letter**

Some faculty directors write a letter to parents mid-way through the program, with program updates and anecdotes. The letter is written in Word and sent to OCS staff who in turn send it out to parents via email.

**Blogs, Updates from the Field and Photos**

Consult with your Academic Technologist, OCS, and faculty colleagues when deciding what type of communication and platform you would like to use. Keeping up the blog is often assigned to a program assistant or an RA responsible for writing or soliciting posts from students and posting them to the website/blog. OCS requests that all individuals who post to the blog read and e-sign the Blog Code of Ethics, available on the OCS website. If content posted violates the code of ethics, the author will be contacted and asked to remove the offending text or images.
Program website, which are powered by Reason Content Management System, can host a photo gallery and updates page with articles written by students, program assistants, or directors. Individuals posting updates must be given editing privileges and become familiar with Reason. Interested parties can subscribe to this “blog” and be notified when new posts are made. These pages become part of the program archive and are available for easy browsing by future students. OCS, in conjunction with the Web Services group can set up pages, access, and training. Review the following sites for examples of how photo galleries and “updates from the field” have been used on previous programs:

**Blog, Sketches, Photos & Videos**
- London Winter 2014: [https://apps.carleton.edu/curricular/ocs/london/2014/blog/](https://apps.carleton.edu/curricular/ocs/london/2014/blog/)

**Text updates**
- Rome Spring 2015: [https://apps.carleton.edu/curricular/ocs/rome/2015/blog/](https://apps.carleton.edu/curricular/ocs/rome/2015/blog/)

**Photo Gallery**

Another platform option is CampusPress (WordPress). With thousands of designs to choose from and a powerful, user-friendly interface, CampusPress sites are a popular option for OCS programs. Sites can be set up for individuals or for groups (individual pages can feed into a group page). CampusPress offers a robust blogging platform, but it is not integrated with the program’s and the College’s website. Your Academic Technologist can help you set up your program’s CampusPress site. Be sure to inform OCS if you use CampusPress so that we can inform parents and link to it on the program website. We recommend contacting your Academic Technologist early in order to allow enough time to build your blog and learn how to use it.

- Moscow Spring 2016: [https://moscowbeyond2016.wordpress.com/](https://moscowbeyond2016.wordpress.com/)

**Ending the program**
As your program nears its end, you and the students may benefit from some intentional **reflection about the pending transitions**. The entire group, including the faculty director, faces the loss of friendships on site and the dissolution of the group upon return to campus. Consult the OCS web page dedicated to returning to campus at [http://apps.carleton.edu/curricular/OCS/planning/returning](http://apps.carleton.edu/curricular/OCS/planning/returning) and the “Where there be Dragons” training manual in the Faculty Director’s section of the OCS website for helpful ideas and tips.

**Program evaluation**
Program directors are asked to have students complete an evaluation form at the conclusion of the program. Paper copies of the standard OCS form are distributed at the Director’s final checkout. The same questions are available in an electronic format on the OCS website. In our experience, paper evaluations distributed and collected at the end of the program are more effective in eliciting student response. You are free to modify the form to suit your
needs and/or to collect separate course evaluations. Evaluations must be turned into the OCS office following the program where they are read by OCS staff and filed. Program evaluations are not shared with other students or faculty colleagues.

**Returning to Campus**

1. **Reunion**: You may want to budget an amount for refreshments at a seminar reunion once you and your students are back on campus. Enterprising returnees from your program are excellent resources for setting up the reunion and attending to the details.

2. **Re-entry**: The OCS office offers several re-entry activities for returning students throughout the year. Students may be interested in registering for the courses offered through the Cross-Cultural Studies program during winter term, such as the intercultural transitions course “I’m a Stranger Here Myself” or the Travel Writing course, as well as other courses related to their academic and personal experiences.

3. **Financial Report**: A financial report is required to account for the cash advanced and credit card charges during the program. The sooner you do it, the better you will feel but definitely within the IRS guideline of 30 days. All cash should be returned to the Business Office cashier immediately upon your return. The complete financial report with receipts is turned in to Kara Lloyd in the Business Office.

4. **The narrative report**: Your description and evaluation of the seminar is distributed to the Dean of the College and to members of the Off-Campus Studies Committee. Carleton seminars have both academic and extra-curricular goals, and the program report covers these multiple aspects of the student and faculty experience. The report should be both factual and evaluative, written as if the next director of the program (maybe you!) needed to know what happened, what went well, what might be done to make things better. A Program Report template is included with other template documents at the end of the Soup to Nuts Handbook.

5. **Closing accounts, credit cards, etc.**: Established bank accounts will not be closed and funds remaining in the account will be charged to the next program once your accounting is complete. If you wish to keep your college purchasing card, please contact Kara Lloyd to have the account number changed to your department and the credit limits reduced to standard levels. If you do not want your credit card, please return it to the Business Office.

6. **Recruitment and orientation meetings** for the next program: If someone other than you directs the next program, that person will be looking for names of students from your group who would be good presenters when the program recruits students again. In addition, the OCS office often needs students to appear on orientation panels for a general audience. Your reunion would also be a time to ask for volunteers for both purposes.

7. **Student-to-student handbook**: For programs returning to the same site every year or two, the OCS office maintains a booklet of practical advice, written by students for students, to help others prepare for and get the most from their experiences at the program site. Topics cover everything from how to get a taxi at the airport to what local students wear when going out.
8. Faculty director workshops and LTC sessions: In addition to the training workshop for directors before departure, the OCS office occasionally sponsors workshop meetings at which past directors and future directors of Carleton off-campus seminars talk about topics of mutual interest. OCS also works with the Learning and Teaching Center to co-sponsor discussions about off-campus studies pedagogy, etc. If you have suggestions for productive topics, please discuss them with OCS staff.

Health & safety protocols

Risks to health and safety
The program acceptance letter advises students and their families to consider the possible health and safety risks of travel and provides resources to help them make this assessment. The OCS website contains links to reputable sources of information and OCS staff are available to talk through concerns with parents and students.

Assessing risk factors
For description of health and safety conditions abroad, Carleton relies on expert advice from CISI Emergency Assistance, the U.S. State Department, the Centers for Disease Control and Prevention, the World Health Organization, academics and professionals in education abroad, local affiliates at the program site, and, of course, on your own knowledge of the locale. Intentional discussions of these topics from your own experience should begin during on-campus orientation and continue throughout the program. You should invite students to share their concerns with you at any point and relay any concerns you have to OCS.

In the event of natural disaster, political unrest, or any other safety or security concern at the Carleton program site, we will evaluate:

1) Direct threats to the health and safety of program participants
   Examples: war or terrorist activity, infectious disease outbreaks, natural disasters, etc.

2) Feasibility of program activities including travel, fieldwork, and cultural immersion
   Examples: restricted travel on site, certain activities not possible or limited, resources on site strained or scarce

3) Availability and access to emergency resources on site
   Examples: adequate healthcare, evacuation services, alternative travel and lodging arrangements, etc.

Institutional responsibilities
The College is held to a standard of “foreseeability,” that is, providing information and advice on what could reasonably be anticipated in student experiences off-campus. The American College Personnel Association newsletter states:

   The institution has 1) a duty to foresee potential harm, and 2) a duty to warn students about risks and suggest strategies to avoid undue risk… where crime is foreseeable, the institution has a ‘duty of care’ to take reasonable precautions to protect students… However, institutions do not compromise valid programmatic goals [i.e. cultural immersion] in order to become the guarantor of students' safety.
OCS general protocols
Participant health and safety is Carleton’s top priority. We strive to anticipate and respond to all kinds of emergencies abroad quickly and efficiently. Guided by College and Off-Campus Studies policies, as well as best practices in Education Abroad, we consider the best interests of the student and the program at all times. For each Carleton program, we provide the following:

Pre-Departure
- Advise students to consider, in consultation with their families, the health and safety risks inherent in traveling at the program location, and provide informational resources in the program Acceptance Letter.
- Require students to e-sign a document explaining our standards for personal conduct, our insurance coverage and policies on dismissal or withdrawal. We state that Carleton may make changes to the published program itinerary and structure as necessary and that students participate in the program at their own risk.
- Require a health disclosure form and follow-up process for serious concerns. Require Wellness Plans from students who are experiencing medical conditions that involve monitoring or treatment while on the program. Faculty will receive a report of the students’s reponses and copies of Wellness Plans once they are completed.
- Require students to attend a one-hour presentation on health and safety abroad, delivered by the staff from Student Health & Counseling and the Office of Health Promotion.
- Meet individually with students who need specific accommodations (dietary, medical, physical, etc.) to develop a comprehensive support plan for the program. This usually includes determining the specific need, researching resources available on-site, coordinating with CISI/AXA Assist to deliver services, and communicating extensively with the faculty director and student to ensure that the program can provide necessary accommodations and the student understands their role in meeting their specific needs on-site.
- Address program-specific health and safety issues in pre-departure meetings, bringing in experts where required.
- Provide extensive resources on the OCS website and direct students to them through the pre-departure checklist.
- Register all program participants for comprehensive international medical insurance and travel and emergency assistance through CISI International for the program dates. Explain the policy during pre-departure meetings. Students can extend coverage for independent travel directly through CISI.
- Register all US citizens with the Smart Traveler Enrollment Program (STEP) through the US State Department.
- Consult with faculty director, CISI, colleagues from other institutions, and colleagues on campus as appropriate when making program-related safety decisions.
- Develop contingency plans, including the absence of the faculty director, last-minute itinerary changes, political unrest and natural disasters, as required for the site.
- Provide local emergency contact information and distribute to parents and students through the program Fact Sheet.
On-site
- Constantly monitor world events and local conditions, and respond swiftly in case of emergency.
- Review and reinforce safety recommendations discussed during pre-departure.
- Require that all students carry working cell phones on all programs.
- Consult with the faculty director and appropriate resources when deciding how to respond to a concern.
- Provide assistance with scheduling appointments, managing CISI claims, seeking consultation with campus resources.
- Liaise with program providers in making decisions, seeking resources, etc.
- Provide resources and reminders for the faculty director for on-site orientations.
- Work with the business office to transfer funds to cover unexpected costs, as required.
- Coordinate communication to parents in case of emergency.
- Receive, distribute, and file Accident/Incident report forms.

Upon Return
- Provide assistance and consultation for CISI claims.
- Report all hospitalizations and deaths that occurred as a result of program participation to the Minnesota State Office of Higher Education as required by law.
- Report crimes that occurred on program premises in compliance with the Clery Act.
- Debrief the program, including safety concerns, and make appropriate changes for the next iteration.

Emergency response protocols
Faculty Directors are first responders (or directly communicating with a program staff member who is a first responder), to any number of incidents. In a table below, we have compiled resources to guide you in responding to a number of possible situations. These are also printed in the On-Site Handbook which you will receive at your final checkout.

In the event of an emergency or crisis: Students' health and safety is the primary concern; faculty directors must contact students immediately to make sure they are safe and accounted for.

<table>
<thead>
<tr>
<th>Faculty Director Responsibilities</th>
<th>OCS Responsibilities</th>
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<tbody>
<tr>
<td><strong>In the event of a natural disaster or civil crisis:</strong> contact AXA Assistance first, and if necessary, the U.S. Embassy or other government official for advice and assistance.</td>
<td>Contact the State Department and other institutions with programs in the same or nearby location to gather information about recommended action.</td>
</tr>
<tr>
<td><strong>In case of possible evacuation:</strong> use all resources available through the U.S. State Department, CISI/AXA Assist, and the College to determine the method and timing of evacuation. If consultation is impossible, the Director is authorized to terminate the program and evacuate the</td>
<td>Convene an emergency response team on campus to include the Dean of Students, Dean of the College, the Pandemic team and/or others if needed, to determine the appropriate course of action.</td>
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<td></td>
<td>Work with Dean of Students to notify promptly the family or emergency contact</td>
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<tr>
<td>students.</td>
<td>persons of any affected student(s).</td>
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<td><strong>In case of medical emergency for one or a few students:</strong> Call AXA Assistance, see that the student is treated immediately, and contact the OCS Director about subsequent actions. In discussion with colleagues at Carleton, decide what information other students in the group need and what help may be needed for individuals or for the group as a whole. Provide this or secure help from others.</td>
<td>Inform appropriate offices on campus and coordinate communication with parents, repatriation through CISI/AXA Assist, notification to other students, and care of students on the program.</td>
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<tr>
<td><strong>In case of student death:</strong> Inform OCS immediately. Inform local US consular staff. Inform other students and provide a safe place for them to grieve.</td>
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<tr>
<td><strong>In case of a director’s emergency or absence:</strong> Contact the OCS Office immediately. Establish a point person on campus who will help organize the response and will keep others apprised. Most likely, it will be the OCS liaison staff person who has worked with you on the program. Together, you will determine the best plan of action for the benefit of the director, the students, and the program. This will include activating the contingency plan developed before departure.</td>
<td>Activate the contingency plan. Arrange for leadership of the group in the director’s absence.</td>
</tr>
<tr>
<td><strong>In all cases:</strong> Keep a record of everything that happened—what was said to you and also what you did or said in reply. Write down whom you phoned (with telephone number), when, and what was said. Record where you went, when, and what you did in connection with the case. Retain all written materials from others. Keep this file secure and bring it back to campus for long-term storage. Complete an <strong>Accident/Incident Report</strong> form and submit to OCS promptly. A copy of the form is available on the OCS website and at the back of this handbook. Refer media inquiries to your primary contact on campus.</td>
<td>Remain in close contact with the Faculty Director or another person on-site that the Director designates. Establish a point person back on campus who will help organize the response, keep others apprised, and start a log. Keep detailed records of all communications. Coordinate response with media relations.</td>
</tr>
</tbody>
</table>
CPR and First Aid courses
Directors and program assistants may take CPR, First Aid & and/or Wilderness First Responder training at the program’s expense. Classes are available nationwide through the American Red Cross on a regular schedule and there are many local offerings. Please consult with OCS staff prior to registering for classes.

Budget planning & policies

A balanced budget is required of Carleton seminars. Your seminar has been approved on the assumption that you will recruit enough students to generate adequate funds for the program. You develop your budget in close consultation with OCS staff, and we are held jointly responsible for its accuracy and rationale. Once your program has been approved, OCS staff will prepare a preliminary budget and discuss the likely expenses with you. As more details become available, we will know how many student participants are needed to meet the budget.

In addition, a budget is established in which you may charge expenses that arise in the fiscal year preceding the program. Any expenses that occur during the academic year prior to the year of your seminar should be billed to “[your budget number]-1933.” The “-1933” indicates advanced program expenses. After June 30, the new fiscal year corresponds with the academic year in which your program is offered. You can then use your budget number and omit the “-1933,” since the expenses occur within the current academic and fiscal year. Discuss this with OCS or Business Office staff.

Certain categories are set by the College on an annual basis, based on the student comprehensive fee. For budgeting purposes, the rates for 2017-18 are:

- Income per student $ 18,739
- Average faculty salary $ 51,774 (includes 25% fringe benefits)
- Student work hourly rate $ 9.75

Directors of 2018-19 seminars will receive updated rates during winter term 2018. Until then, you should estimate the next year’s rates using this year’s rates plus 4%. Insurance for students on international programs has been added as a program expense at the rate of $25/student.

Program income
The seminar’s income equals the number of participants times the per-student income figure. From this total, one student fee is set aside as the emergency fund, 1) to allow programs to proceed as planned if a student should drop, and/or 2) to provide funds for genuine emergencies, which could not have been foreseen in the planning process.

Note that this entire amount need not be spent. Carleton programs are heavily subsidized by the College. Whatever amount is not spent by your program is used to support the College’s general expenses from which your students also benefit. You are asked to consider your program needs with those on campus drawing from the same general fund.
Program expenses (as found in the budget form)

Faculty salary
Directors receive the salary set by their annual contract for the same amount per term off-campus as they receive teaching on campus. The budgets of OCS programs, however, assess each program the average Carleton salary, plus fringe benefits, so that the level of funding among programs within a year, or from one year to the next, does not vary markedly depending on the rank of the faculty director.

Travel for the director, partner and dependents
The director’s travel is paid from the program budget - the lowest available 90-day (3 months) airfare for regularly scheduled flights with reasonable connections between MSP and the program site(s). The College expects the director to fly direct, if possible, or with only one change of planes. Faculty wishing to travel with intermediate stops or for a longer stay may apply the amount of the 90-day ticket to the itinerary of their choice.

Your partner’s travel is also paid from program funds. Children of the director’s household are eligible for travel benefit if they are high school students or younger, and will accompany the program or visit during program dates. On the “5+5 week” programs, with each of the two faculty directors present at the program site for five weeks, only half of the partner and dependent travel will be paid from program funds. There is no partner and/or dependent travel subsidy for any program that requires faculty presence on site for less than five weeks.

You can purchase your ticket with the College’s purchasing card so that your tickets are paid directly by Carleton, and you receive the $200,000 business travel accident insurance, which comes free with the use of this card. If you don’t have a college card, discuss your ticket purchase with OCS staff. Carleton’s insurance covering faculty for medical evacuation extends to accompanying family members. All travel is subject to the College’s travel policies which are detailed in the Campus Handbook: https://apps.carleton.edu/handbook/travel/?policy_id=866214. The College does not pay for first or business-class tickets.

Faculty housing
Carleton pays the cost of housing on off-campus programs. The College provides family housing for the 10 weeks of the program and, if needed, for up to a week of program work before and after the program, for a total of 12 weeks’ rent.

Faculty Fund for program-related expenses
A stipend, based on the cost of living at the program site and the current exchange rate, is paid to the faculty director to assist with the miscellaneous costs of personal absence from Northfield and the daily costs of living abroad. The Faculty Fund amount available to directors is $2,750. Half ($1,375) will be indexed to the site of the program for extra on-site expenses. The Faculty Fund amount is taxable, as it is considered by the IRS to be income. In cases where two program directors live together, the first $1,375 of the faculty fund is divided between them and each receives the variable cost of living adjustment. For example, if the cost of living adjustment is $1,500, the couple would receive $1,375 for home expenses and $3000 for cost of living expenses for a total of $4,375. On the “5+5 week” programs, with each of the two faculty directors present at the program site for five weeks, the Faculty Fund will be split in half between the two directors.
You will receive a memo from OCS staff in the term prior to departure with the exact amount of your stipend, to be included in your final budget. Many of the expenses you incur in living abroad are covered either by the program budget directly or by the Faculty Fund for program-related expenses. The Business Office prepares a letter for each director on additional taxable income related to off-campus study payments and benefits. They can clarify the tax implications of the faculty fund and discuss the use of per diems as a tax deduction for meals and incidentals (M&I) expenses. You can find the Department of State Foreign Per Diem Rates at http://www.state.gov/www/perdiems/index.html. Finally, consult with your own tax consultant.

Contract for program services
The OCS office is responsible for maintaining a back-up file of all letters or contracts that commit Carleton to payment and/or suppliers to services for the seminar. You should forward copies of contracts to OCS. We will send you copies of all contracts originating in the OCS office.

Program Assistants
If you are hiring student workers as resident assistants, program assistants, etc., you should offer all students who have a work contract on campus an opportunity to apply, along with others if you wish. All student work is paid through student payroll from the program budget at the campus rate of $9.75/hour. Inform OCS of your selection. OCS will create a job description and request payroll for the student during the pre-departure term. Special RA or other training for assistants can be requested.

Non-student worker program assistants are an integral part of many Carleton OCS programs. Recruiting for these positions varies from informal methods to formally posting the position on the program website. Often the program hires Carleton and/or program alum to build on the connections and expertise that these individuals have with the program and the College. Program assistants are hired through Carleton Human Resources and receive an employment letter outlining their job responsibilities and terms of employment. Employment letters are usually prepared two or three terms prior to the program. Program assistants are covered by Carleton’s international health insurance, but do not receive other College benefits. The categories below represent the most common types of program assistants and associated duties, but you will work with OCS staff to recruit appropriate candidates and to develop a job description and stipend that suits your program.

General program/teaching assistant, full-time (usually recent grad)

Duties: general academic support and student tutoring, general student support, back-up for director, help with social arrangements and travel.

Salary range: $4,000-$5,500 plus all travel, food, and ticket expenses

Academic program assistant, full-time (usually grad student or professional)

Duties: significant academic support/co-teaching, help with social arrangements and travel, back-up for director, general student support.

Salary range: $5,000-$10,000 plus some to all travel, food, and ticket expenses
**Adjunct instructor plus program assistant, full-time (usually spouse)**

**Duties:** teach one course, help with social arrangements and travel, back-up for director, general student support, significant academic support.

**Salary range:** Carleton adjunct pay for one course, $1,200-$1,500 for program assistant duties, plus travel and ticket expenses, food only when taken with students

**General program assistant, part time (usually spouse)**

**Duties:** accounting, help with social arrangements and travel, back-up for director, general student support.

**Salary range:** $1,200-$1,500 for part-time support, additional expenses paid only when directly related to job duties

Local instructors can be hired by an on-site partner organization, through our legal representative at the program site, or through Carleton HR as described above. Stipends are based on market rates in the program location or the pay rate for Carleton adjuncts. Specific amounts are negotiated by the faculty director in consultation with the OCS office and the terms of payment are specified in the employment letter.

**Student board (food allowance)**
Program participants are granted a daily allowance for food and some other anticipated expenses. In most cases, students receive the entire food and transportation expense allotment prior to the beginning of the program. In a few cases, directors disperse the allowance in weekly, bi-weekly or monthly amounts. Written records must be maintained for all cash disbursements. Please discuss these options with the OCS staff.

You may request a summary of student comments from the most recent program to help you determine a reasonable daily food allowance amount. Or you may confer with your faculty colleague who most recently directed the same or similar program.

**Cultural activities and gym allowance**
An allowance can be budgeted for participation in cultural activities during the program. Examples of cultural activities include individual participation in performances, museum visits, and sporting events not covered by the program. Students need to fill out an OCS Cultural Activities Reimbursement Form (see sample Form at the end of this handbook) and provide receipts for each activity. The faculty director collects the forms and OCS reimburses the students at the end of the seminar or students can receive money up front and account for it after the program. Students need to account for the full amount by submitting receipts (not a visa receipt, but the receipt clearly indicating the concert, class, etc.). The funds not accounted for will be charged back to the student Carleton account. These policies are explained to the students by OCS staff during pre-departure meetings.

Up to $100 can be budgeted for a gym membership. Students are responsible for purchasing the membership and presenting receipts to the faculty director. Students will be reimbursed via electronic transfer into their bank accounts. This option can be made available on stationary programs only, such as, for example, Cambridge, Madrid, Paris, Prague or
Transfer of funds and currency exchange
You and the OCS staff review the final budget figures and send a copy to the Business Office. Then you should meet with: 1) Payroll Specialist in the Business Office for the handling of your own salary, and 2) Kara Lloyd in the Business Office about the transfer of program funds that have not already been paid by Carleton and are not set for future payments from here.

Although currency exchange is usually done after the exact amount of the budget is known, the Business Office will contract earlier for a percentage of the estimated budget if advantageous exchange rates are available. Large amounts of funds are usually contracted through a bank or currency trader and wired to your bank on site. Other methods include:

Bank account, credit card, ATM card
A bank account is maintained abroad for programs used repeatedly in the same site. Check with Kara Lloyd in the Business Office early in the term to see that your signature is added to the account, and to get the checkbook and the amount of the balance. If you are at a new site, please check with Kara early in the term to determine whether or not to open an on-site account for the program.

A credit card can be arranged at your request and may be useful to you for charges before and during your program. This card will be a College purchasing card, which is a Visa credit card. Contact Kara Lloyd in the Business Office to arrange for that card which takes about a week to arrive. A higher credit limit and ATM capabilities will be put on this card during the time it is used for the OCS program. Discuss this with Kara at the time the card is set up. When the card arrives, call the customer service department listed on the back of the card to advise them that the card will be used outside of the United States for a period of time.

Payment for credit card charges will be done automatically from program funds. In planning the money you will take to the program site, remember to estimate an amount to remain at Carleton for payment of the expenses you intend to put on a credit card.

US Customs declaration
If you will be carrying over $10,000 in cash and/or traveler’s checks, you must complete US Customs form #4790 to declare this amount to the US government upon departure, in addition to whatever declarations might be required in the country of entry. Forms are available in our office and, where applicable, are included in the director’s checkout shortly before you leave.

Accounting
Accounting expectations for off-campus seminars are the same as for college funds spent on campus or on college-funded faculty travel. Prior to departure, all invoices should be submitted with an invoice or contract letter to the OCS or Business Office to arrange for payment. Charges made on the Carleton purchasing card should be matched with receipts and submitted according to the purchasing card policy. At the pre-departure meeting with the Business Office, you will discuss which expenses are still due and how these will be paid.
For funds placed in the care of the director as a cash advance during the off-campus seminar, a later accounting must be furnished with all expenditures recorded and itemized. All expenses of $75 and above must be accompanied by receipts. Statements of expenditure should include amount, date, payee, purpose, and the budget category to which the expense should be assigned. A ledger or a notebook, listing all expenses (accompanied by receipts of $75 or more) is sufficient record for the College and its auditors. Please review useful accounting and qualified program expense tips in the appendix.

Policies

Mid-term break and student expenses
No program funds are provided for student personal travel during the program or during program breaks. The program will cover the cost of lodging and food during travel days between different program sites or if lodging is not secured at the program site during break. Lodging and food expenses will also be covered during travel associated with field research assignments. Mid-term breaks should be limited to 3-5 days away from the primary program site. Longer breaks need to be discussed with OCS staff.

Independent Travel
As stated in the Off-Campus Studies Agreement Form, student may choose to travel independently during program free time at their own risk and expense. Independent travel rules are describe in the Independent Travel Policy Statement distributed and reviewed with students during the program pre-departure meeting. The Independent Travel Policy Statement can be modified by the Faculty Director, in consultation with OCS staff, to suit specific program context and goals, and is included in the appendix.

Alcohol
Participants are subject to rules and regulations published in the Carleton Student Handbook as described at: https://apps.carleton.edu/campus/dos/handbook/policies/. The Dean of Students office has established some guiding principles for addressing alcohol consumption including law, health & safety, preserving the integrity of the program, and respecting local culture. A full explanation of these principles is available at http://apps.carleton.edu/handbook/community/?policy_id=21793 and the Dean of Students welcomes faculty calls to discuss this topic further.

S/CR/NC
S/CR/NC policies apply to off-campus studies. At the beginning of the seminar, the seminar director will inform students that S/CR/NC cards are available from the director. The seminar director will collect S/CR/NC by the published deadline for S/CR/NC declaration (7th Friday of the term), signing off as the instructor for all seminar courses. The seminar director will then notify the Registrar’s Office via email of all S/CR/NC declarations. The seminar director will also deposit the cards with the Registrar’s Office upon arrival back on campus.

Cell phones
As part of our commitment to health and safety, all students on Carleton OCS programs are required to have a working cell phone capable of making and receiving both local and international calls throughout the duration of the program. While we recognize that alternative communication methods can be free or cheaper than cell service i.e. Facetime, Skype, WhatsApp, etc. those do not satisfy our need for regular local communication with staff and
partners nor do they meet our emergency communication needs. Therefore, local cellular capacity on each student’s phone is required for the duration of the program.

Students can choose one of the following options:

1) **Use current cell phone with a foreign SIM card**
   Carleton will assist students during on-site orientation in purchasing an appropriate local SIM card. With foreign SIM cards, you purchase credit and must “top up” when you run out. Ask your service provider if your phone can be used abroad. If it is, request they unlock it for you. You must complete this step before you travel.

2) **Obtain a pay-as-you-go phone upon arriving**
   Carleton will assist students during on-site orientation in purchasing an appropriate phone. Pay-as-you-go phones are widely used abroad and can be purchased inexpensively in many stores.

3) **Use your regular phone on an international cell phone plan**
   This is convenient, but depending on your cellular carrier, may be quite expensive if you depend on it for everyday use. Contact your cell phone provider to discuss this option.

Depending on the program site, Carleton will give students a cell phone allowance of approximately $40, which is the cost of a SIM card in most countries.

**Car rental for OCS directors on-site**
The need for a rental car for the director’s use on-site must be discussed with OCS as part of the budget process. If the car is required for business reasons for the entire travel period, the Program budget will bear the full cost of the rental. However, associated fuel costs for personal travel will be divided based on percentage of total miles driven for which the IRS requires documentation. **Documentation required is a mileage log with miles driven, purpose, and date for all business travel.** Possible scenarios:

<table>
<thead>
<tr>
<th>OCS Approved</th>
<th>Rental Car Expense paid by Program</th>
<th>Gas expenses</th>
<th>Reportable on W2</th>
</tr>
</thead>
<tbody>
<tr>
<td>No</td>
<td>No</td>
<td>No</td>
<td>Not applicable</td>
</tr>
<tr>
<td>Yes</td>
<td>Yes</td>
<td>Document personal and business mileage; gas expense divided based on mileage %</td>
<td>If mileage use not documented, entire gas expense is reportable &amp; taxable.</td>
</tr>
<tr>
<td>Yes, partial program weeks only. Cost of rental will be prorated if rental period is extended for personal use.</td>
<td>Director responsible for personal % of use during program rental period and all expenses outside of that authorized time.</td>
<td>If mileage use not documented, entire gas expense is reportable &amp; taxable for the authorized rental period.</td>
<td></td>
</tr>
<tr>
<td>Yes, by day related to program purpose</td>
<td>Yes, if the Program necessitates business use of a vehicle, and the purpose is</td>
<td>Director responsible for personal % of use during program rental period and all expenses outside of</td>
<td>If purpose not documented, Director bears all costs.</td>
</tr>
</tbody>
</table>

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documented. Cost of rental will be prorated if rental period is extended for personal use.

For programs doing primarily fieldwork, vehicles to transport people and equipment may be rented at the Program’s expense with approval by OCS and no mileage documentation is required.

If a rental car expense is approved by OCS, all drivers must submit a Motor Vehicle Waiver form prior to travel to become an approved driver. Additional training is required to drive 7 – 12 passenger vans. Collision and liability insurance should be purchased with the rental on site. The director is responsible for tickets or fines incurred during use of the car. Repair costs due to driver negligence are also the director’s responsibility.

Carleton’s liability policy limits collision coverage at only $1,000, so be sure to get collision insurance with the car on site. Here’s a link to the Carleton Business Office’s page on travel: [https://apps.carleton.edu/campus/business/AcctPay/travel/](https://apps.carleton.edu/campus/business/AcctPay/travel/)

**Director’s personal emergency fund**

If it is necessary for the director to return home due to a personal emergency as determined by the director and OCS staff, the additional cost incurred becomes a program expense. Furthermore, the OCS office may authorize payment of up to $2,500 to help with other expenses incurred due to the emergency situation. These expenses may include the additional cost of returning the director’s spouse, domestic partner, and dependents, hiring someone at home to act on director’s behalf, additional long distance telephone costs, etc. To qualify for this emergency fund, the emergency must pertain to the director or the director’s immediate family, the director’s primary residence, or some other unforeseen situation that requires the director’s attention.

Request for payment accompanied by expense documentation should be submitted to the OCS Office for approval. Payment from the emergency fund (not director’s personal travel) is defined by the IRS as taxable income to the director, thus subject to federal and state withholding and to social security taxes. The director should discuss the timing of this payroll entry with the Business Office.
Planning Checklist
India: Globalization and Local Responses
Meera Sehgal & Brendan LaRocque
Winter 2017

Spring and Summer 2015
☒ Program approved by the OCS Committee
☐ Brochure and application prepared
☐ Description and approval of new courses
☒ Program planning – working with Dragons

Fall 2015
☐ First recruitment meeting, October **
☐ Program planning
☐ Group Flight
☐ Lodging for students
☐ Lodging for faculty
☐ Excursions, partnerships on site, etc.
☐ Guest lectures, speakers, experts, guides
☐ Preliminary budget
☐ Meera and Brendan in India in December 2015; program planning with Dragons on site

Winter 2016
☐ Second recruitment meeting, February **
☐ Program planning with Dragons

Spring 2016
☐ Applications due on ******, April **
☐ StudioAbroad (on-line application management system) training w/Leslie
☐ OCS checks the applicants’ disciplinary record with DOS
☐ Interviews and acceptance
☐ Meera and Brendan interview the students
☐ List of accepted, denied, and waitlisted students
☐ OCS sends out acceptance e-mails to students
☐ Program planning continued
☐ Firming up Budget
☐ Group Flight

Fall 2016
☐ Program Commitment from students due during the first week of fall term
☐ Pre-departure
☐ Student Health Forms due third week of fall term
☐ Pre-departure meeting #1, date and place TBA (passport and visa information, CISI Insurance, explaining program arrangements and expectations, etc.)
☐ Pre-departure meetings #2 (academics, detailed program information logistics, Fact Sheets)
☐ Health and Safety meeting
☐ Finalize travel planning for students and director
☐ Final Program Invoices paid
☐ Program Fact Sheet
☐ Final budget, clearance with OCS and Kara Lloyd
☐ Director’s checkout with OCS, schedule date and time
During winter break:
☐ Orientation for Faculty Directors, November 2016 (Thursday after the last day of classes)

Winter 2017

During the seminar:
☐ Contact with OCS Office, including arrival, emergencies, blogs, etc.

Spring 2017

Following the seminar:
☐ Check-in, schedule date and time
☐ Final program report and final (actual) budget
☐ Welcome back event(s) with students
CARLETON COLLEGE OFF-CAMPUS STUDY AGREEMENT FORM

Note: Students offered places in Carleton off-campus seminars must confirm their intention to participate by their signature below. One copy is to be retained by the student; ONE COPY IS TO BE RETURNED TO OFF-CAMPUS STUDIES, Leighton 119 by the date set in the letter of admission.

INSURANCE COVERAGE
Carleton College provides international health insurance, emergency medical and evacuation insurance, and travel assistance through Cultural Insurance Services International (CISI). Details are available on the OCS website. I understand that Carleton College does not undertake to provide accident, disability, or personal property insurance to participants in this seminar.

PERSONAL CONDUCT
I understand the rights and responsibilities in the Carleton Student Handbook apply to off-campus study, except that local laws replace Minnesota/U.S. law where applicable. I understand that the living circumstances on off-campus study may require a standard of decorum that differs from that of Carleton residential life, and I indicate my willingness to understand and conform to the standards of my host culture. I further understand that it is important to the success of the present program and the continuance of future programs that participants observe standards of conduct that do not compromise Carleton in the eyes of individuals and organizations with which it has relationships. I understand that the Program Director has the authority to: 1) establish rules of conduct necessary for the operation of the program during the entire period of the program, including free time, 2) establish rules of conduct that are stricter than local laws. Student conduct that might disrupt the program, bring it into disrepute, or its participants into jeopardy, will result in penalties up to and including dismissal. This decision, made by the Program Director, in consultation with the Dean of Students, will be final and may result in the loss of academic credit and the loss of program fees. I understand that within the period of this program and after the period of the program, I may elect to travel independently at my own sole risk and expense. I agree to inform an official representative of Carleton College of my travel plans and understand that neither Carleton College nor its official representatives are responsible for me while I am traveling independently.

WITHDRAWAL OR DISMISSAL
I recognize that, although the credits on the seminar are distributed among courses, the seminar itself is offered as a complete package and there is no provision for crediting any part of the academic work if I do not complete the entire program of required courses. All features of the program, including coursework, home stays, and excursions are considered essential to the program’s academic structure and cannot be changed, omitted, or replaced with a different option. If I withdraw or am dismissed from the seminar, my status at Carleton for that and the succeeding term(s) will be determined by the Dean of Students in accordance with existing policy, as outlined in the Academic Regulations and Procedures Handbook. I have read and understand the statement on the refund policy for Carleton Off-Campus Seminars as stated on the back side of this form.

GENERAL RELEASE
I understand that Carleton College reserves the right to make cancellations, changes or substitutions in cases of emergency or changed conditions or in the general interest of the program. Transportation arrangements to and from program site are the responsibility of the student. Students may not hold the College financially responsible to cover or reimburse the costs of changes to travel arrangements in the (rare) event of altered program dates or locations and/or program cancellations. It is further expressly agreed that all programs and use of any and all off-campus programs, services, or facilities shall be undertaken by me at my own sole risk and that Carleton College shall not be liable for any and all claims, demands, injuries, damages, actions, or causes of actions, whatsoever to me or property arising out of or connected with the use of any and all off-campus programs, services, or facilities, whether or not sponsored by Carleton College, or the premises where same are located, whether or not owned or leased by Carleton College, resulting from or related to any and all acts of active or passive negligence on the part of Carleton College and/or its officers, employees, or agents; and I do hereby expressly forever release and discharge Carleton College from any and all claims, demands, injuries, damages, actions, or causes of action, arising from or related to any and all acts of active or passive negligence on the part of Carleton College and/or its officers, employees, or agents.

PARTICIPATION
By my signature below, I indicate my intention to participate in the _______________ seminar during _______________ term, 20 ___. This commitment to the program both reserves the place offered to me in the seminar and authorizes the College to admit another student for my place on campus during the term I am away. This decision becomes effective on the date of my signature, not later than the date cited in the Letter of Acceptance.

SEVERABILITY CLAUSE
All provisions of the agreement shall be deemed severable. The unenforceability, illegality, or invalidity of any provision or portion thereof shall not affect the enforceability, legality, or validity of any other provisions, all of which will remain valid, binding, and enforceable in accordance with their terms.
Students who withdraw from the Carleton Seminar after the program commitment deadline and the signing of the OFF-CAMPUS STUDY AGREEMENT FORM and before the beginning of the seminar will be required to pay a $500 withdrawal fee plus any costs incurred on their behalf (including, but not limited to, monies advanced on their behalf for non-refundable deposits, tickets, airfare or other travel document, legal documents and fees, housing deposits, etc.). Students withdrawing for documented medical reasons will pay a $500 withdrawal fee only. All withdrawals before the start of the seminar should be made in writing to the Director of Off-Campus Studies at Carleton. Withdrawals after the off-campus seminar has begun should be made in writing to the Faculty Director on site.

Students who withdraw from a seminar in session with the permission of the Director of Off-Campus Studies and/or for documented medical reasons may be eligible for a partial tuition refund according to the standard College policy outlined in the Academic Catalog. Eligibility will be computed from the first day of the seminar abroad, not according to the on-campus calendar.

- A refund of 25 percent of tuition will be made if the student withdraws during the first 25 percent of the term; financial aid will be reduced proportionately.
- Tuition will be reduced in the case of illness: one-half will be returned if the student withdraws because of illness before the end of the fifth week of the seminar term, after which no fee will be refunded.
- No refunds will be made to students suspended or dismissed from a seminar.

If the student withdraws from a seminar to participate in another off-campus study program, the student must apply and receive separate approval for the second program.

If the student withdraws from a seminar and wishes to return to campus, the student may ask the Dean of Students to place his or her name on the space-available list.
CARLETON COLLEGE POLICIES FOR STUDENT PARTICIPATION IN OFF-CAMPUS STUDIES

1. Off-campus programs for Carleton credit are open to sophomores, juniors, and seniors.

2. Students applying for off-campus study need to be in good academic standing and demonstrate satisfactory progress toward completion of their degree within 12 terms.

3. Students must meet a specific program's stated requirements (GPA, academic prerequisites, etc.).

4. Applicants for off-campus programs must demonstrate maturity, responsibility, adaptability, willingness to initiate intercultural opportunities, and other traits as defined by the Carleton faculty director or the non-Carleton program.

5. Carleton program participants must attend pre-departure orientation during the term prior to departure. The dates and times of the sessions are announced at the beginning of the term prior to departure. Non-Carleton program participants must view the OCS pre-departure video as described in the petition approval letter.

6. Students on disciplinary probation will be reviewed by the Dean of Students and Off-Campus Studies prior to final approval for off-campus studies. Students who are placed on disciplinary probation after acceptance/approval, but before the program begins MUST inform Off-Campus Studies.

7. Students on academic probation will be reviewed by the Academic Standing Committee prior to final approval for off-campus studies.

8. Financial aid may apply toward off-campus study with Carleton programs and with ONE approved non-Carleton program.

9. Students may apply to Carleton programs and petition for approval to go on non-Carleton programs through the Off-Campus Studies portal.

10. Non-Carleton programs require an application submitted by the stated deadline to the program provider and an OCS Petition submitted to the Carleton OCS office no later than the third Thursday of the term prior to the off-campus term. Application forms are available from the program providers. Petitions are available on the OCS website. Late petitions will not be considered. Carleton charges a $500 administrative fee for all non-Carleton programs.

11. Students may transfer no more than 54 non-Carleton credits from off-campus programs toward their Carleton degree. Note: Programs will not be considered or approved retroactively, that is, during, or after participation in the program.

12. Students who withdraw from a Carleton program are subject to the policy on withdrawal on the program agreement form. Students who withdraw from a non-Carleton program are responsible for informing the program provider and abiding by their withdrawal policies.

13. Off-Campus Studies consults with the Dean of Students office about concerns that may affect students’ participation in an OCS program. Information is shared on a need-to-know basis and is limited to the time period immediately before, during, or after the OCS program. Students are encouraged to keep each office informed of any relevant developments in their lives and to share any concerns they have directly with the appropriate office.

14. OCS maintains a list of current students who have participated in OCS programs so that students who are interested in the program may contact you. Your name will be added to the list of students who are willing to be contacted unless you indicate otherwise in writing to the OCS office.
**Additional Program Costs**
Carleton College Off-Campus Study Program
XXXXXX, Spring 2015

All Carleton-sponsored 10-week off-campus study programs charge the Carleton comprehensive fee, which includes costs of instruction, room and board, group excursions, public transportation, emergency assistance, and most cultural events. This worksheet helps you calculate additional expenses associated with your off-campus study program.

<table>
<thead>
<tr>
<th>Item/Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Passport</td>
<td></td>
</tr>
<tr>
<td>US Passport costs $135</td>
<td></td>
</tr>
<tr>
<td>Visa</td>
<td></td>
</tr>
<tr>
<td><em>Not required for U.S. citizens for stay up to 90 days</em></td>
<td></td>
</tr>
<tr>
<td>Travel to/from program site</td>
<td></td>
</tr>
<tr>
<td>$1,400-$1,700</td>
<td></td>
</tr>
<tr>
<td>Additional program travel</td>
<td></td>
</tr>
<tr>
<td><em>No addition travel required</em></td>
<td></td>
</tr>
<tr>
<td>Textbooks</td>
<td></td>
</tr>
<tr>
<td>$100</td>
<td></td>
</tr>
<tr>
<td>Required gear</td>
<td></td>
</tr>
<tr>
<td>Laptop computer, Lightroom Software (Adobe) $150, digital camera $300-1,000</td>
<td></td>
</tr>
<tr>
<td>Cell phone</td>
<td></td>
</tr>
<tr>
<td>You will receive a $40 subsidy from the program to either buy a local phone or use your own unlocked smart phone with a local SIM card. The cost of calls, texts, and data is your responsibility.</td>
<td></td>
</tr>
<tr>
<td>Personal expenses</td>
<td></td>
</tr>
<tr>
<td><em>Between $500-$1,500 per term</em></td>
<td></td>
</tr>
<tr>
<td>International Student ID Card</td>
<td></td>
</tr>
<tr>
<td><em>Not required, but available for $25 from OCS. Provides international recognition as a student, some insurance, and tons of discounts in some countries.</em></td>
<td></td>
</tr>
<tr>
<td>Travel Clinic appointment</td>
<td></td>
</tr>
<tr>
<td><em>Often covered by your health insurance, but check with your insurance company to make sure</em></td>
<td></td>
</tr>
<tr>
<td>Immunizations</td>
<td></td>
</tr>
<tr>
<td><em>Often covered by your health insurance, but check your insurance policy for details</em></td>
<td></td>
</tr>
<tr>
<td>Travel insurance</td>
<td></td>
</tr>
<tr>
<td><em>Covered airfare cancellation and lost or stolen baggage. Only include if you will purchase.</em></td>
<td></td>
</tr>
<tr>
<td>Personal property insurance</td>
<td></td>
</tr>
<tr>
<td><em>Covers some electronics, jewelry, personal items. Go here to learn more:</em></td>
<td></td>
</tr>
<tr>
<td><a href="https://apps.carleton.edu/curricular/ocs/travel/travelins/">https://apps.carleton.edu/curricular/ocs/travel/travelins/</a></td>
<td></td>
</tr>
</tbody>
</table>

**TOTAL ADDITIONAL COSTS: ______________**

If you would like to apply for a scholarship or additional financial aid, fill out the OCS Budget Worksheet for Carleton Programs and Scholarship application and submit to Student Financial Services. Deadlines, forms, and additional information may be found on the SFS website: [http://apps.carleton.edu/campus/sfs/applying_aid/aid_ocs/](http://apps.carleton.edu/campus/sfs/applying_aid/aid_ocs/). Additional information about external scholarships is available on the OCS website: [http://apps.carleton.edu/curricular/ocs/money_matters/](http://apps.carleton.edu/curricular/ocs/money_matters/)
Basic Ground Rules (Examples)

Carleton in Washington 2007
Basic Ground Rules

General Behavior
In Washington, as well as on our trips to Williamsburg and Annapolis, you represent Carleton. Give a good impression of your college. Behave cordially, respectfully, and politely. Be grateful -- it never hurts to say thank you to your hosts at our apartment building and meeting places, to your tour guides, to your program speakers and to other program participants. Be positive and open-minded as you explore new political experiences. Have initiative, be inquisitive. Find a productive role to play within the Carleton group in Washington, and invent ways by which you can contribute to the success of our program. Be supportive and kind to each other. Work on making your term in Washington a lifetime experience.

Communication
Always strive for good communication with any other person associated with our program. If there is a problem or something is unclear, it is your responsibility to speak up, and immediately talk to the person. If the problem seems difficult to solve, address you concerns to the program director as soon as possible.

Tolerance
At all times, program participants must display tolerance for political views with which they personally disagree. Dismissive, disrespectful and intolerant behavior regarding the political views of program speakers and fellow program participants is strictly prohibited.

Academic Work
The Washington program is, first and foremost, an academic program with the same standards expected as in on-campus Carleton courses. You are expected to attend all scheduled events throughout the term. Field trips that are “optional” are clearly designated on the syllabus; they include small group trips to historic locations near DC in which students may elect to participate. All program participants are expected to participate in the Williamsburg and Annapolis field trips. If you know you will have difficulty attending a scheduled event, it is your responsibility to contact the program director in advance about this problem.

Punctuality
It is imperative to be punctual regarding all your classes, field trip departures, and other designated meeting times. We will not wait for you. If you miss departure time, you will miss the excursion. If you miss our departure time while we are “on the road,” you will be responsible for returning to our base of operations (residence) on your own.

Safety
- Be careful and reasonable at all times. Do not do anything foolish that could hurt you and/or others. Look out for your safety just as you would in any big city:
  - Avoid deserted areas
  - Protect your valuables
  - It is best to have money in different pockets. Do not put your wallet in an obvious spot from where it can be easily taken (just like in any major city, beware of pickpockets)
  - Make sure not to flash money, be discreet
  - At all times, carry the phone numbers of the director and the apartment building where we are staying
  - If you are out late, return home safely with other members of the program or take a taxi
  - Always inform the faculty director and/or Program Assistant before you leave for travel on a non-group day or weekend trip. Provide information to your PA and the director about your destination and your time of return.
I have read and understood all the rules explained on this page.

__________________________________
Name

__________________________________ __________
Signature Date

Al Montero’s Seven Deadly Sins

1. Physical assault and battery; accosting colleagues or local citizens.
2. Theft or wanton destruction of the property of others.
3. Sexual misconduct – harassment, psychological and/or physical abuse.
4. Abuse of controlled substances involving threats to the safety of oneself or others.
5. Disruption of the community in which the program is housed, involving disturbance of neighbors or the peace within the house, especially to the level of threatening the program’s comity and continuation.
Note: rumor-mongering will be singled out as a pervasive threat upon being detected.
6. Academic misconduct – plagiarism and other violations of College ethics as defined by Carleton College; non-cooperation in collaborative research, habitual tardiness or absence from program-related coursework or activities.
7. Sustained disappearance and non-communication at any point during the program.

Carleton in Paris 2012 – Cathy Yandell
“The Social and Linguistic Contract”

During the Paris program, you are not only a single agent – you represent Carleton AND the United States (as well as other countries of origin in our group). Your words and actions reflect not only on you, but on the entire group, the College, and your country/countries of origin.

GRATITUDE AND TOLERANCE
Gratitude is probably the single most important thing to practice while living abroad (and maybe while living anywhere!). The program is being hosted by CUPA (Center for University Programs Abroad) – they are sharing their space with us – and you are being accepted into a French family. Saying thank you frequently, offering to help, and being respectful of others (including members of the Carleton group) are all ways to manifest your gratitude.
“Suspend judgment” makes a terrific mantra. You will see and experience things that are different to you in France. If, rather than judge these differences, you try to understand, to look at the situation from another point of view, and to be tolerant, you might be surprised by what you learn.

ACADEMICS
Though your workload will probably not be as heavy as it is at Carleton, this is primarily an academic program. You will be learning constantly through living in French, and also through doing research in libraries that will be required for the lit/culture and art history classes. You should plan in advance to miss no classes during the program except in case of illness.

VISITS FROM FAMILY OR FRIENDS; TEXTING, SKYPING AND CALLING THE U.S.
If your family or friends plan to visit, ask them to delay their visits – if at all possible – until the end of the program. Such visits inevitably interrupt your French learning curve and take you away from what you’re in Paris to do. Also, if you spend all your free time texting, emailing, Skyping or calling friends in the U.S., you might as well not be in Paris! Limiting communication in English – for just this one term – and living in French will increase your linguistic ability and your cultural understanding exponentially.

PUNCTUALITY
It is imperative to be on time for ALL activities of the program: classes, visits, lectures, shows, celebrations. It may take longer than you imagine to get across the city, so leave early. If you are late for the theater or other spectacles, the ushers may not let you in for part or all of the show. If you miss a bus or a train, it could be difficult to join the group.
SAFETY
• Exercise caution in Paris, as you would in any big city.
• While the violent crime rate in France is extremely low, there are many incidences of pickpocketing in tourist areas and on the metro. Keep your valuables close at hand at all times (NOT in your backpack behind you).

COMMUNICATION
It is our commitment to keep the lines of communication open. If a problem emerges or if something is unclear, please communicate as soon as possible with the person in question (CUPA staff, professors, or other students). The Director (Cathy) and the T.A. (Isabel) will also be available for discussion throughout the term.

TAKE THE INITIATIVE
This is your experience – make it the trip of a lifetime!

*     *     *
I have read and understood this “contract.” I agree to speak ONLY French while on the premises at CUPA (except in dire circumstances), and to speak French on other occasions as much as possible.

___________________________________
Name

___________________________________   ___________________________________
Signature      Date
Student Independent Travel Policy

Carleton College Off-Campus Studies defines Independent Travel as travel that is unrelated to program activities, that a student organizes independently, and that involves an overnight stay. The following Independent Travel Policy will be communicated to students on an ongoing basis throughout the application process and pre-departure term, with reminders during orientation and throughout the period of time students are on the program.

Studying on an OCS program is an intensive and immersive experience. Students should expect most weekends to be busy with program activities that may include time spent with homestay families, homework, and planned program excursions. Independent travel plans must not interfere with regularly scheduled program activities. Students need to be aware that travel outside of program site may also involve visa issues.

Given the significant amount of program activity on weekends, students should not generally expect to have more than four weekends free to travel independently during the term, including the midterm break.

For Faculty: PROGRAM SPECIFIC LIMITATIONS – Examples
1) Students are not allowed to leave the program destination country – the program goal is to provide maximum linguistic and/or cultural immersion
2) Classes are scheduled every day of the week and independent travel is allowed on weekends only
3) A field-based, traveling program includes required weekend activities. A longer (up to five days) mid-term break is scheduled for independent travel
4) Due to safety concerns certain activities (ex. scuba, surfing) and/or travel to certain destinations are not allowed

While traveling, students continue to be responsible for abiding by the program’s participation policies as specified in the OCS Agreement Form and are responsible for their own actions and safety.

If a student plans any independent travel within country that includes an overnight stay he/she must in advance of travel:
1) Provide travel plans and an itinerary to the Faculty Director or the program assistant
2) Provide lodging and contact information for travel, and the names and contact information of travel companions

If a student plans any independent travel that crosses an international border he/she must:
1) Provide travel plans and an itinerary to the Faculty Director
2) Provide lodging and contact information for travel, and the names and contact information of travel companions
3) Clear any visa issues
4) Understand that some areas or activities may be deemed off-limits by the Faculty Director/ Off-Campus Studies due to safety and security concerns

Violation of the Independent Travel policy may result in dismissal from the program.

11/04/2014
CISI (Health Insurance) INSTRUCTIONS FOR FACULTY

1. All students and faculty receive international health insurance, emergency medical and evacuation insurance, and travel assistance through Cultural Insurance Services International (CISI). This insurance covers you abroad.

2. Coverage is for the dates of the program, unless you tell us differently. If you are arriving early or leaving late, we can modify your coverage dates accordingly, up to one week before and one week after the program. We need to know this by mid-term break of the term prior to your program.

3. You have the option of purchasing additional months of coverage for personal travel at an attractive rate. You do this directly on their website, once you have created your account.

4. OCS will send the list of all participants to CISI the 6th week (mid-term break week) of the term before your program and you should receive an email from enrollments@culturalinsurance.com, inviting you to create an account and print out your personalized health insurance card. You can also use their app in the App Store or GooglePlay to download the card to your smartphone. Keep your insurance card with you at all times when traveling. You can call the number for assistance at any time.

5. When creating your account, be sure to use your LEGAL first and last names—the names on your passport. Names must match exactly. If you use a nickname, please be sure that OCS knows your legal name before 6th week of the term.

6. If you do not receive this email by 7th week, inform OCS, but you can also create your account following the instructions on the myCISI Participant Portal Overview document on the OCS website http://apps.carleton.edu/curricular/ocs/health/travelassistance/

7. If you need to see a doctor for a minor ailment, pay up front and submit a claim to CISI using their claim form. Claims can be submitted by email/scan. They do not need to receive original receipts and you can be reimbursed by check to your home address or by wire transfer. For a major injury or illness, go to a hospital right away and do what it takes to be admitted (give your credit card, etc.). Once admitted, call CISI to open a file and they can arrange billing, monitor treatment, etc. Do the same for students. If possible, students should pay for themselves, but if they don’t have the money, you can pay and the College will bill them later. Also inform OCS.

8. The CISI portal has a lot of informational resources. It is a great place to find detailed health and security analyses, as well as background information on the countries you will visit.

9. When calling CISI to ask for medical assistance, you will need the student legal name and his/her date of birth. Be specific – if you need a medical consultation over the phone, ask for it directly.
Dear XXXXXX:

This contract for services is written to confirm your appointment to teach XXX 221: XXXXX for the Carleton College off-campus study program in XXXXX for XXXXX 2014.

Classes will be held from July 28 to August 21, and you will teach two days per week, for roughly two and one-half hours per class session. Classes will be held on Mondays and Thursdays at 10:30 am – 1:00 pm (with the exception that you will teach August 13 rather than August 14). Other time slots can be substituted if needed and after discussing changes with me in advance. All classes will be held in the Pavilion room at Hughes Hall. In addition to teaching classes, you will also be responsible for assigning and grading student work in the class. The group will consist of approximately 24 students.

This appointment becomes effective July 28, 2014 and ends on August 21, 2014. For the services described above, you will receive XXXXX, payable at the conclusion of the program. There is no entitlement to sick pay, holiday or other benefits and no insurance is provided. It is your responsibility to pay tax and National Insurance Contributions to the Revenue directly.

XXXXXXX will arrive in Cambridge in mid-June and will confirm all arrangements made with you.

We look forward to working with you.

Sincerely,
OCS/Faculty Director
Sample Contract Letter for Program/Teaching Assistant

August 12, 2016

Dear:

This letter will serve as a confirmation of the offer of employment for a position as a Teaching Assistant with the 2017 Carleton Australia Ecology program. The period of expected program support begins with your arrival in Los Angeles to meet the group flight to Australia on the specified date. Your involvement will be finished approximately 70 days later (January 2-March 13, 2017).

Your main responsibility on the program is to provide direct academic tutoring to students. Drawing on your strong training in biology and ecology, your duties will also include working with students fieldwork assignments and field-based research, educating and advising students regarding recording of careful observation by means of writing and drawing, and discussing resources and strategies essential in laboratory and field research. We expect you to be willing to put first the needs of the program and student participation, exercise good people skills in organizing logistics and academics, as well as supporting the social needs of the program. Good computer skills and previous snorkel or SCUBA training will also be expected.

You will be working closely with the director, other program staff, and occasionally with local instructors from Australia. Expected day-to-day support will consist of assisting students and instructors throughout the educational program we have outlined in consultation with our partner, International Studies Abroad (ISA).

For your work, you will be paid $3,900 in three equal payments of $1300 with the January, February, and March payrolls. You will be paid once a month, that being the last business day of the month.

For the duration of the program, the Carleton Australia Ecology seminar will provide your room and board, and you will be expected to participate without cost in all the lecture, travel, site visits, social events – in short, participate in all events offered to students. The program will also pay for the round-trip airfare from your home and following the itinerary of the group flight in Australia and for your medical and emergency health insurance coverage through CISI (Cultural Insurance Services International).

As a temporary employee, you need to complete employment forms, including either completing or verifying the Federal I-9 employment eligibility form. Please contact Dan Taylor, 507-222-7419 or dtaylor@carleton.edu in Human Resources to arrange to complete this task. These forms should be completed as soon as possible, no later than one week prior to your start date as noted in this letter.

Your employment at Carleton College is not eligible for our complete benefits package, however, there are some voluntary benefits that you may be interested in pursuing. These voluntary benefits include participation in the Supplemental Retirement Plan and/or long-term care insurance. If you
have interest in learning more about these plans, please contact Andrea Zunkel, Benefits Coordinator at 507-222-5989 or via azunkel@carleton.edu.

Your continued at-will employment is subject to the discretion of your supervisor and division head. If the terms set forth in this letter are agreeable to you, please sign the extra copy of this letter and return it to me by email, hkaufman@carleton.edu, fax or mail (information above). We look forward to having your assistance on the program.

Sincerely,

Helena Kaufman
Director of Off-Campus Studies

I accept the terms set forth above.

XXXXX ___________________________  Date: _______________
Accounting for advances and cash withdrawals while directing OCS program

WHY:
Funds in bank accounts on which you are a signer, cash advances to you, and cash withdrawals on the Carleton purchasing card are treated by the IRS as advances to you personally. Unaccounted for advances are considered personal income. With the IRS, items are taxable unless proven otherwise. So, the burden of proof is on us – you. According to a recent edition of the NACUBO Business Officer magazine, IRS agents are being trained to audit higher education. Advances of any type are vulnerable and OCS program advances are particularly so due to their size.

WHAT:  ALL CASH …
1. Funds in foreign bank accounts on which you are a signer. That is calculated as:
   Beginning balance + additions – ending balance.
2. Cash advances from the Carleton P-card.
3. Cash or traveler checks advanced
4. Refunds from students, vendors, etc. on site.

CARLETON PURCHASING CARD charges must be accounted for separately with ALL receipts detailing the charges. Reconciliation of credit card charges is expected while you are on the program if you have Internet access. Login to www.paymentnet.com to review your charges, make changes in the account number for non-program expenses, and document the business purpose of the expense. At the same time collect the receipts related to those charges. Cash advances should be reconciled and added to your total of cash to be accounted for at the end of the program.

HOW:
Suggestions:
1. daily ledger supported by organized receipts to enable verification
2. envelopes for cash expenditure receipts and a separate envelope for credit card receipts
3. Excel spreadsheet: enables adding without errors, sorting by category, additional column for future commitments. Most students know excel; hire a student to enter the daily ledger into excel.

Keep all receipts until recorded; may discard an individual receipt of less than $75 although it does not hurt to keep as many receipts as possible.

Ledger should be kept in foreign currency and then converted to dollars at the end.

** Emphasis is on accounting for cash, credit card charges, or checks written on site not on budget categories or total program accounting.

WHO:
Personal and/or dependent expenses should not be paid with program funds.
If dependent expenses are paid for as part of group i.e., theater tickets, admissions, clearly show the reimbursement for the dependent/personal expenses.

YOU – are responsible for submitting accounting for funds controlled by you.

WHEN:
All cash or unspent traveler checks should be returned to the Business Office immediately upon your return.

According to the IRS, advances must be accounted for within 30 days of incurring the expense or within a reasonable period of time. Accounting within 30 days of the end of the program would be reasonable. Completing the accounting gets harder every day it is delayed. Sooner is better and easier.
BF 11/08 revised 3/10
# OCS Director's Personal or Program Expenses

<table>
<thead>
<tr>
<th>Type of Expense</th>
<th>College Paid Program expense</th>
<th>Director's Personal expense *</th>
</tr>
</thead>
<tbody>
<tr>
<td>Books and materials kept by Director</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Books and materials purchased to be returned to Department or Library</td>
<td>Dept./Library expense</td>
<td></td>
</tr>
<tr>
<td>Cell phone on site</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Child care or educational expenses for dependents</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Clothing, luggage, health &amp; beauty supplies, personal food</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Director's meal when accompanying students, visitors, program instructors: Per College policy, one alcoholic beverage per person may be expensed.</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Director's meals during Break or other personal time</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Gym fees</td>
<td>X (taxable income)</td>
<td></td>
</tr>
<tr>
<td>Housing</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Housing supplies i.e. small appliances, linens if director keeps</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Housing supplies i.e. small appliances, linens if left at apt.</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Local transportation during Break or other personal time</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Local transportation when accompanying students or on program business</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Medical expenses on site and physical, immunizations or special medications required to travel to site.</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Parking or driving tickets; car repairs due to negligent use</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Passport and visa fees for Director</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Phone expenses related to planning program or being on site in excess of regular Plan (documented)</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Rental vehicle if required for program (review with OCS Office first; see detailed policy below)</td>
<td>Documented business use</td>
<td>Personal use and/or undocumented use</td>
</tr>
<tr>
<td>Round-Trip airfare for Director</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Round-Trip airfare for partner, dependents (taxable to Director but college pays taxes)</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>All other expenses related to dependents' accompanying: meals, transportation passes, tickets, etc.</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Tickets/admissions during Break or other personal time</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Tickets/admissions when accompanying students</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Travel during Break</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Additional expenses incurred at home related to being away, i.e. shoveling or mowing, boarding pets, additional personal phone expense, higher cost of food on site, etc.</td>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>

* Sources of payment for some of these expenses are the OCS Faculty Fund or the Faculty Development Account. Expenses charged to the FDA must meet the guidelines for eligible expenses.

Last updated by B Fowler: 10/23/2013
RECEIPT OF HONORARIUM FROM CARLETON COLLEGE

Note: This form is only to be used when paying honorariums to a foreign national while in a foreign country.

This is to certify that (name)________________________________________________________________________
Has received an honorarium/payment of ____________________________________ from the following
representative of Carleton College (name) ____________________________
For the following services/activities related to the Off-campus study program
__________________________________________________________________________________________

Signature ______________________________________________

Date ___________________________

Printed name: ____________________________________________

Address: ________________________________________________
OFF-CAMPUS STUDIES
PROGRAM REPORT TEMPLATE

Program:
Term and Year:
Faculty Director:
Department:

Feel free to attach additional pages and/or the program calendar of activities

Overview of the program: activities, excursions, highlights, challenges

Housing and classroom space

Courses and visiting/local instructors

Students: group dynamics, accomplishments, challenges

On-site partners and administrative support from OCS

Finances

Emergencies

Special program features – service learning, civic engagement, internships

Recommendations for future programs

Signature________________________________________________Date_______

Please return to Helena Kaufman, Leighton 119, hkaufman@carleton.edu, x4349