Clemson University
Office of Global Engagement

FACULTY-LED STUDY ABROAD PROGRAMS
Development, Approval, and Implementation Guide

Revised August 2015

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INTRODUCTION

Office of Global Engagement

The mission of the Office of Global Engagement (OGE) is to lead, coordinate, and articulate international initiatives, programs and services in support of the university's missions, goals and emphasis areas. OGE is dedicated to providing student and scholar centered services and is committed to fostering open communication and cooperation with all university constituents in pursuit of our mission. The office has two main divisions: Study Abroad and International Student and Scholar Services (for immigration, visa, and tax and employment). The office is led by the Vice Provost for Global Engagement, Dr. Sharon Nagy. Contact information for the Office of Global Engagement - Study Abroad Office is included in Appendix A.

Study Abroad Programming

In 2005, the Lincoln Commission report to Congress called for U.S. universities to reach the goal of one million students studying abroad by the year 2016. This represents approximately 50% of the current U.S. undergraduate student population. This goal is strongly supported by the National Association of State Universities and Land Grant Colleges. Congress is currently considering legislation to formally support the Lincoln Commission recommendations.

As a leading global research university, Clemson is committed to offering meaningful international education opportunities to all qualified students. In order for Clemson to play its part in reaching national goals for international education we need to continue steadily increasing our annual number of students participating in international programs by 5-10% each year. In the academic year 2011-12 (fall 2011, spring 2012 & summer 2012) 1110 students participated in study abroad.

Clemson University strongly encourages its students to participate in study abroad programs as part of their overall academic experience and program of study. Study abroad serves as a vital part of a student's academic, professional and personal growth. Faculty members play an essential role in encouraging and advising students to participate in study abroad. Faculty-led programs are a particularly important means of encouraging our students to study abroad and of ensuring the academic quality and integrity of programming. Therefore, we are delighted that you are interested in leading a Clemson study abroad program.

Clemson faculty members who wish to develop and lead a study abroad program (whether credit or non-credit) must complete an approval process through their respective departments, colleges and the Office of Global Engagement (OGE). This process applies to all study abroad programs regardless of their length. Program budgets are handled in the Office of Global Engagement along with other essential components of programming, such as pre-departure orientation, insurance matters and required release documents. Individual faculty members and departments should not collect monies or payments for program fees.
Unification of programming efforts serves several vital functions on behalf of the university. These include the ability to:

- Provide accurate data to internal university offices and constituencies, to the South Carolina Council of Higher Education, and to outside constituencies and agencies, such as the Institute for International Education (IIE) in their annual requests for information related to overseas experiences (The Open Doors Report).
- Provide timely and effective responses to campus officials, parents and/or media in the event of an emergency (natural, terrorist, criminal and/or medical).
- Provide consistent safety and pre-departure information to our students.
- Protect the institution and individual program coordinators from liability issues, including those related to fiscal accounting and accuracy, and research compliance.
- Strategize and optimize the faculty-led study abroad options at any given time—by, for example, considering rotation of programs, combination of efforts across disciplines and colleges, etc.
- Help promote Clemson overseas programs on-campus, and to other institutions and audiences.

DEVELOPMENT

Resources: General

If you have not previously led a study abroad program or if you are looking for new ideas and resources, consider consulting the following:

- Office of Global Engagement staff
- Colleagues who have led a study abroad program
- College study abroad liaisons
- Publications: NAFSA’s (Association of International Educators) “The Guide to Successful Short Term Programs Abroad” (available through OGE)
- Publication: Faculty-Led 360: Guide to Successful Study Abroad

Resources: Thomas Green Clemson University Brussels Center (CUBC)

The Thomas Green Clemson University Brussels Center (CUBC) was founded in 2005, and is a partnership between Clemson University, ICHEC (Institut Catholique des Hautes Etudes Commerciales) Business School, and UCL (Université Catholique de Louvain). Clemson University is proud to revive and extend the historic connections between South Carolina, Thomas Green Clemson, and Belgium, and to be affiliated with these two fine institutions which provide Clemson students and the greater Clemson community with many exceptional opportunities for study and research. Our CUBC partnership offers faculty connections from which to plan and launch a study abroad program.

Clemson’s connection with Brussels and Belgium began with its founder, Thomas Green Clemson who was a senior U.S. diplomat in Brussels from 1844 to 1850. ICHEC is in Brussels, at the very heart of Europe and next door to dozens of international and European Union organizations and international companies. ICHEC was founded in 1934 and is a preeminent business school offering university-level courses and bachelor’s and master’s degrees in
business and management and business engineering. UCL was founded in 1425 and is one of the oldest universities in Europe, alongside Bologna, Oxford, and Paris. UCL is situated 25 kilometers from Brussels in Louvain-la-Neuve, a modern city with a pedestrian town center and many cultural and leisure activities. UCL has ten faculties offering bachelor’s and master’s programs in virtually any discipline. International students at UCL represent more than 120 nationalities.

If you would like to plan a study abroad program (or other type of programming such as international trade conference, foreign language and culture training, internship or co-op experience, or executive training) based in Belgium, contact Uttiyo Raychaudhuri, Director of study abroad, uttiyo@clemson.edu, 864-656-2457.

Considerations

As you begin planning your program here are a few topics to keep in mind:

1) **Assessment of Need/Marketability**  – Have you assessed the potential need and interest in the type and location of the program you are thinking of developing? Talked to your students and classes? Looked at offerings by other Clemson faculty? Thought about “appeal level” – in other words, will Paris sell better than Strasbourg?

2) **Academics** – What type of academic experience do you want to provide? Are the courses offered pertinent to the desired location? Will students have the opportunity to relate their coursework with on-site field trips? Typically, programs should include coursework that would be enhanced by the international location. How will the courses offered be better on a program abroad than they would be at Clemson?

3) **Program Length** – What are the dates for the program? How many credit hours will be offered, and therefore, how long will the program last?

4) **Location** - The location of the program should be pertinent to the courses being offered.

5) **Teaching Faculty** - How many professors will be required to teach the offered courses? Will there be any non-Clemson instructors or professors?

6) **On-site Coordination** - If staying on a campus overseas, is there a person there to assist and/or serve as a point of contact for your students? Are professors willing to do administrative work overseas, or will someone else accompany the students and act as a coordinator for non-academic matters?

7) **Numbers and Advertising** - What is the optimum number of students on this program, and how will you, working in conjunction with OGE, promote the program?

8) **Safety** - Is the country/region safe? Have you sufficiently researched the site and checked the U.S. State Department, Centers for Disease Control and World Health Organization information and recommendations?

9) **Entry Requirements** – Are there visa requirements to the country of interest for U.S. students? How difficult is it to obtain any required visas?

10) **Housing** – How will students be housed while on the program? University housing, host-families, hotels?

11) **Transportation** - Will you include a group flight for your program? If so, how early will you have to commit funds and what is the required minimum number for the group rate? How will students get around once on-site?
12) **Cultural Benefits** - How will Clemson students have the opportunity to engage with students and/or people from the host culture?

13) **Research** – Will you or your students conduct research during this program? If so, will you need IRB, IACUC or IBC approval at Clemson? (Consult with the Office of Research Compliance: [http://www.clemson.edu/research/orcSite/indexComply.htm](http://www.clemson.edu/research/orcSite/indexComply.htm). Are you familiar with the research requirements in this country?

## APPROVAL

### Approval Process

Once you have decided to offer a program abroad, follow these steps:

1) Approach your department chair to discuss/outline your proposal and concept. Planning for a short-term study abroad program should begin as far in advance as possible. Often 18 months in advance is not an unreasonable time frame. You should have in mind items such as: venue, courses to be offered, research activities (if any), instructors (will any outside (non-Clemson) instructors be used?), basic budget, etc.

2) Consult with colleagues and other resources (see Resources sections above) to plan the academic, research, logistical and budgetary aspects of your program. If you need help at any time with budgetary, academic, or other issues, feel free to contact OGE—see contact information in Appendix A.

3) Complete the “Faculty-Led Study Abroad Program Proposal and Approval Forms” (Appendices B and B-1).

4) Submit the approval form and supporting information and documentation (as outlined in the next section) for approval to: 1) department chair; 2) college dean; 3) Office of Global Engagement.

The following **deadlines** apply for submission of approval forms:

<table>
<thead>
<tr>
<th>Programs to be offered during:</th>
<th>Deadline for submission of program proposal and approval form:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall Semester</td>
<td>January 15 of that year</td>
</tr>
<tr>
<td>Spring Semester</td>
<td>September 1 of the prior year</td>
</tr>
<tr>
<td>Summer Semester/Maymester</td>
<td>September 1 of the prior year</td>
</tr>
</tbody>
</table>

*Examples:*

*To offer a program in fall 2015, you should submit your approval form and documentation by January 15, 2015.*

*To offer a program in spring 2016 you should submit your approval form and documentation by September 1, 2015.*

*To offer a program in summer 2016, you should submit your approval form and documentation by September 1, 2015.*
Special Note: If you are planning a program and feel that you cannot meet the deadlines and need more time for planning, you should consult with our office as early in the process as possible, and at a minimum supply the information below while working on your full proposal.

Program Faculty Leader: ____________________________

Department: ____________________________

Phone: ____________________________

Email: ____________________________

Program Name: ____________________________

Program Venue: ____________________________ Program Dates: ____________________________

Program Tuition: ____________________________ Program Fees: ____________________________

Courses Offered and Credits: ____________________________;

__________________________;

__________________________

Brief Description of Program: ____________________________

For approval forms that are submitted by the deadlines above and are approved by OGE, we are able to provide assistance with student recruiting, inclusion in a variety of print and web materials, and additional forms of marketing (for example, contacting other schools, etc.). However, you should include funds for marketing in your program budget. If approval forms are submitted after these dates, we will make every effort to provide, but cannot guarantee, the same level of support and assistance.

Failure to meet the deadlines for submission of proposals does not mean that you may proceed with the program independently. Clemson University policy requires that programs cannot be conducted without appropriate approvals of the department chair, college dean, and OGE.

Guidelines for Proposals and Supporting Documentation

Clemson University requires that a formal proposal be submitted for all study abroad programs. In order to receive approval for a faculty-led program, the proposal should address each of the following items as thoroughly as possible. The proposal (Appendix B-1) should be submitted along with the “Faculty-Led Study Abroad Program Approval Form” (Appendix B). If you are renewing or resubmitting a proposal for a program that you have previously conducted, you need only update the approval (signature page, Appendix B) and provide other updated information as applicable.
1. Educational Objectives and Outcomes
Nature and purpose of the program: describe how this program supports/enhances the academic experience of the students and the curriculum of the academic unit(s). Program Directors and other faculty teaching as part of study abroad programs should work with the appropriate academic units to outline the educational objectives and outcomes of the courses offered abroad to assure compliance with the units’ assessment procedures.

2. Course information
Submit a syllabus for each course that will be offered as part of the program.

3. Course-related activities/excursions
Describe these activities and mention where they would occur and how long they would last.

4. Activities designed for cross-cultural experiences
Describe activities or facets of the program’s structure that will give participants the opportunity to interact with people from the host country and learn about the history/culture of the host country/city. This could include homestays, students from the host country taking CU classes, and events planned for local and CU students. These experiences are not necessarily connected to the academic offerings of the program, but can be experiences designed to help students take advantage of their surroundings outside of the classroom.

5. Language preparation
If the program will take place in a non-English-speaking country, please indicate how (or if) students will be prepared with basic language skills prior to their departure and/or onsite. Ideally, students should receive some sort of an orientation to basic vocabulary in the language of the host country/city in order to meet and greet people, purchase food and other essentials, utilize transportation and handle emergencies.

6. Projected number of students, faculty, and staff
If a staff member will not accompany the program to handle on-site administration, including misconduct and emergencies, of the program, then state which faculty member(s) will have this responsibility. Include the names of all faculty and staff affiliated with the program who are not listed as teaching courses in the program approval forms.

7. Amount and source of faculty compensation
Please be advised that the tuition paid by the students for enrollment in a faculty-led program is transferred to the program account. It is expected that these funds will be used to cover some or all of the salary, fringes, travel, room and board of the faculty, classroom costs, and other academic expenses of the program.

8. Program Budget
Your budget should reflect all of the expenses to be incurred and income to be generated by the program, in order to assure that the program is financially viable. Note that any revenue that the program generates is returned to the program account for use in future program development or other internationalization efforts as approved by the department and OGE. A budget worksheet is available from the OGE (see: http://www.clemson.edu/administration/ia/programs/faculty/sa-development.html). Consult with Ralph Herden, rherden@clemson.edu, about developing your program budget.
9. Projected cost to each student
Please complete the attached “Study Abroad Program Cost Breakdown” (Appendix D of this document). This form is designed to help the student understand what is included in the program fee that you have developed as part of your budget and to obtain all the information that federal law requires Clemson to include in financial aid budgets for study abroad programs.

10. Promotional materials
If you have developed any promotional materials for the program, a copy should be included with the program proposal. If you have a website, please include the link.

11. Program Affiliations
If applicable, provide a brief description of the institution/agency with which the program may be affiliated including its history, accreditation status, and academic programs. Mention should be made of the faculty counterpart associated with the affiliated institution who would be assisting with the program, if applicable. If non-Clemson faculty will be teaching Clemson classes, then you should include instructor resumes. Non-Clemson faculty should have a master’s or higher degree to satisfy SACS accreditation standards.

12. Cities/countries to be visited
Include in this proposal an itinerary with dates, even if they are not firm.

13. Security and travel arrangements
The safety and security of our students are of utmost importance. As such, we require that information be provided regarding steps that will be taken to protect students in the event of civil unrest. Speak to the safety measures that are in place where they will reside. Travel as part of a study abroad program is not permitted to countries for which the U.S. State Department has issued a current travel warning (see: http://travel.state.gov/travel/cis_pa_tw/tw/tw_1764.html). Consult with OGE about this policy and countries with current travel warnings.

14. Medical and psychiatric facilities
Provide information on the resources to which you would turn for assistance if a participant were in need of medical, counseling or psychiatric care during the program. Speak to the steps that will be taken to secure medical treatment for sick students and/or possible evacuation.

15. Insurance and risk management information
All programs are required to purchase insurance coverage through our office. This insurance includes medical evacuation and repatriation coverage while overseas. The policy is offered by CISI (Cultural Insurance Services International). Copies of the policy are available from the OGE office and on our website (http://www.clemson.edu/administration/ia/programs/forms.html). If the program will take place in a country with known risk factors, explain how those risks will be managed (e.g. special orientation meeting for students and/or faculty before departure, contingency plan).

NOTE: According to the terms of the CISI study abroad policy, coverage is provided to students and faculty members who are leading or assisting (have an official capacity) with the program. If there are participants in your program who are non-students, or non-staff/faculty leaders, then you must inform the Office of Global Engagement as soon as possible. Special waivers and policies apply to these participants. You are highly encouraged to fill your program with students as the main purpose of Clemson Faculty-Led Study Abroad Programs is to benefit the academic experience of Clemson students and students from other institutions who we are able
to accommodate. If there are Clemson faculty or staff who are participating with no official status with the program, they will need to purchase the “Faculty and Staff Foreign Travel Insurance” policy.

16. Assessment
Recognizing that individual courses will be assessed by the academic units offering the courses according to the units’ assessment procedures, explain how you will measure whether the overall program objectives in Item # 1 “Educational Objectives and Outcomes” were met.

Please address all of these issues as thoroughly, yet as succinctly, as possible in your program proposal. For further clarification on any of the items mentioned in these guidelines, please contact Uttiya Raychaudhuri, Director of Study Abroad, uttiyo@clemson.edu.

Note: If you are renewing or resubmitting a proposal for a program that you have previously conducted, you need only update the approval (signature page, Appendix B) and provide other updated information as applicable.

IMPLEMENTATION

After your program is approved, there are several important steps that must take place for a successful implementation and operation of the program. Below are some of the most important implementation procedures.

Program Accounts

After your program has been approved, program accounts will be opened through the OGE. These accounts will be used to deposit program fees received from students and to make payments for your study abroad program. Invoices should be sent to our office and will be paid from your program account. A payment schedule of installment deadlines for your program should be emailed to Ralph Herden, Fiscal Manager (864-656-1752 / rherden@clemson.edu). Students will be invoiced for their program fees by OGE. (Note: Payments for tuition (which are separate from program fees) will be due on the dates set by Clemson based on the term/semester of the program.)

Normal tuition refund policies as established by the university apply to the tuition paid by students for the classes conducted as part of your program. However, the following refund policy applies to additional program fees paid for your program. This policy is designed to protect you from committing funds to parties with whom you are working on the program (such as airlines, travel agents, etc.) and then having a student withdraw at the last minute.

<table>
<thead>
<tr>
<th>Withdrawal from program</th>
<th>Amount of program fee refund (minus non-refundable deposit)</th>
</tr>
</thead>
<tbody>
<tr>
<td>90 days or more prior to program start</td>
<td>100%</td>
</tr>
<tr>
<td>60 – 89 days prior to program start</td>
<td>50%**</td>
</tr>
<tr>
<td>30 – 59 days prior to program start</td>
<td>25%**</td>
</tr>
<tr>
<td>29 days or less prior to program start</td>
<td>0%**</td>
</tr>
</tbody>
</table>

**If possible additional refunds may be made.
If the program is cancelled every effort will be made to give the student a full refund of any uncommitted amounts. However, please note that in many instances fixed costs associated with the program and included in the program fee may not be refundable.

Up to 3 weeks prior to your departure, you may apply for a University debit card. This is a VISA card issued through Wells Fargo and is assigned to the program leader for the purchase of goods and services while abroad. Applications for this card are processed through University Receivables, G12 Sikes Hall. Funds can be transferred to the card using the Request for Transfer of Funds form. OGE’s fiscal manager will assist you in obtaining this card.

You should record your expenditures in a daily log of expenditures. You may want to keep a separate log for each category of expenditures (e.g. housing, food, transportation, etc.). A sample log appears in Appendix E.

Advertising and Marketing

For those programs that are submitted by the deadlines given above, OGE can assist you in producing a program brochure and add program information to our website. You should build some marketing and advertising costs into your budget. In addition, we can promote your program through state and national listserves and through the ACC-IAC (ACC Inter-institutional Academic Collaborative). Email any web links or promotional documents to Uttiya Raychaudhuri, Director of Study Abroad, uttiyo@clemson.edu. We will make every effort to assist you in the marketing of your program.

You too should plan to make substantial efforts in marketing your program. Faculty-to-student and student-to-student promotion is usually the most successful means of generating interest in and acquiring students for your program. Here are a few marketing ideas: presentations to classes, participating in the study abroad fairs, departmental meetings, posters/flyers, advertise in The Tiger/campus publications, student volunteer tables in high traffic areas, etc.

Applications

The Office of Global Engagement uses a standard application and release form for all study abroad programs. Students should submit their applications directly to OGE based on the application deadlines given below.

<table>
<thead>
<tr>
<th>Programs conducted during:</th>
<th>First Priority Deadline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall Semester</td>
<td>March 1 (or earlier)</td>
</tr>
<tr>
<td>Spring Semester</td>
<td>October 1 (or earlier)</td>
</tr>
<tr>
<td>Maymester or Summer Semester</td>
<td>March 1 (or earlier)</td>
</tr>
</tbody>
</table>

In all instances, applications are accepted after the first priority deadline as spaces remain.

During the summer, non-Clemson students may be accepted into your program as transient students. They should complete the transient student application available at [http://www.registrar.clemson.edu/html/transient.htm](http://www.registrar.clemson.edu/html/transient.htm). Students should submit this form along with the program application form to OGE. Please note that there are separate forms for undergraduate and graduate transient students.
Courses

Courses for your program should be added to the Course Registration System Management (CRSM) by your department’s Registration Coordinator. Please take care of all adds and drops to classes and verify that students are enrolled in the correct course(s) and section(s) before leaving campus. Keep in mind that normally a student must be registered for 6 credit hours in order to be eligible for financial aid.

Study abroad courses should have section numbers between 600 and 629. Those courses that fall within the regular Clemson calendar should have section numbers between 600 and 614. Those courses that are not within the regular Clemson calendar should have section numbers between 615 and 629. Courses that have an “embedded” study abroad experience (for example, a spring break trip) should have section numbers between 630 and 639. Your registration coordinator should consult with Registration Services (656-2431) and our office about setting up courses.

Insurance

All students and faculty leaders must purchase the Clemson University Study Abroad insurance. The policy is administered by CISI, Cultural Insurance Services International. This policy was selected through a competitive bid process. This cost is included as a line item on the budget planning sheet and should be included in your budget. The cost is $38/month, and the insurance must be purchased in one month increments. Insurance cards are distributed to students via email.

Our office completes and submits the payment for the study abroad insurance. OGE will send you the list of students so that you may verify its accuracy. We will also send you a copy of the policy and contact information for the company prior to your departure. If you would like to distribute the insurance cards to the students, we will send you these as well. A student who wishes to extend insurance coverage before or after the program should contact OGE with the dates of coverage that they need.

According to the terms of the CISI study abroad policy, it covers students and faculty members who are leading or assisting (have an official capacity) with the program. If there are participants in your program who are non-students or non-staff/faculty leaders, then you must inform the Office of Global Engagement as soon as possible. Special waivers and policies apply to these participants. All participants must show that they are covered by insurance including medical evacuation and repatriation insurance. If there are Clemson faculty or staff who are participating with no official status with the program, they will need to purchase the “Faculty and Staff Foreign Travel Insurance” policy.

Authorization for Official Foreign Travel Form

Faculty are also required to complete the “Authorization for Official Foreign Travel Form” available at: http://www.clemson.edu/cfo/procurement/travel/docs/foreign_travel_approval.pdf. This form should be completed by all faculty who are traveling internationally on any type of Clemson official business. This includes faculty leading study abroad programs. Your department chair and dean should sign the form and then it should be routed to OGE.
Pre-Departure Orientations

The Office of Global Engagement conducts mandatory pre-departure orientations each fall and spring for students who will be studying abroad in the following semesters. During these pre-departure orientations a variety of important topics are covered, including safety and security, insurance, and cultural adjustment. These orientation sessions are in addition to any orientations or meetings faculty leaders schedule for their groups. The Study Abroad Office will contact program coordinators with dates and can work with you to schedule individual orientations for your group if necessary.

Crisis Management and Emergency Response Protocol

Faculty Directors who accompany students on overseas or other off-campus programs have a variety of duties and responsibilities. In addition to ensuring the academic integrity of the program, these include responding to unforeseen circumstances and emergencies. Note that faculty directors frequently find themselves dealing with alcohol or other substance abuse. Please be aware that all on-campus student conduct requirements apply to students studying abroad. Also, the Clemson Office of General Counsel has prepared a website dealing with underage drinking and social host liability, see: http://www.clemson.edu/administration/ogc/legal-topics/underage-drinking.html.

You should be fully prepared to meet your responsibilities should the need arise. The Clemson University Crisis Management Plan is found in Appendix F. In addition, Appendix F includes Guidelines for On-Site Faculty Directors: Emergency Response Protocol. You should review these documents thoroughly prior to departing for your study abroad program.

Student Behavior and Discipline Issues

In addition to the teaching and academic aspects of the program, faculty leaders of study abroad programs must be prepared to deal with possible student misconduct and disciplinary issues during the program. As a participant in a Clemson study abroad program, each student is a representative of Clemson University and should conduct him or herself in a manner that reflects Clemson’s core values and community standards. You have the discretion and the responsibility to discipline a student for behavior detrimental to the university, the program, the student, and/or other participants.

The Office of Global Engagement and the Office of Community and Ethical Standards have worked together to develop procedures for you to follow in the event of serious behavior issues. Student conduct policies and guidelines for disciplining students can be found in Appendix G.
Program Report

Program Directors are encouraged to write a report on the progress of the Study Abroad Program. This report is best written in the second half of the program (for full semester programs) or at the termination of the program (for short-term programs), and should be shared with the Office of Global Engagement, the Dean of the sponsoring college and the chair of the sponsoring department. Such reports should highlight the following:

1. Unique learning experiences that would not have been possible on campus.
2. Any instance of positive impacts the program or student(s) may have made in the host community, e.g., an article in the local paper, service learning activity, etc.
3. Support provided to the program by local agencies, individuals, institutions.
4. Field trips/site visits sponsored by program.
5. Student assessment of program.

While this is not a current requirement, program directors should know that writing a report or a summary of your program is a great opportunity to generate very positive press and to distribute information on your respective programs. We would also be glad to meet with you to discuss the program, successes, difficulties, suggestions for improvement, etc.

Conclusion of Program

At the conclusion of the program, you should turn in the log of expenditures and receipts to Ralph Herden, fiscal manager, rherden@clemson.edu. This should be done no later than 30 days after the conclusion of the program. If there is a remaining balance on the debit card, it will be credited back to the program account. Faculty salary and fringe will be disbursed. If there is remaining revenue from the program it is returned to the program account/department for use in future program development or other internationalization efforts as approved by the department and OGE.
Appendix A
Office of Global Engagement
Staff and Contact Information – International Programs

Clemson Study Abroad Office
E-301 Martin Hall
abroad-L@clemson.edu

Caroline Cox
Program Manager
calex@clemson.edu
864-656-2605

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Graduate Assistant
cybradl@clemson.edu
864-656-2605

Ralph Herden
Fiscal Manager
rherden@clemson.edu
864-656-1752

Jessica Mussro
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abroad-L@clemson.edu
864-656-2457

Meredith Wilson
Study Abroad Advisor
mfant@clemson.edu
864-656-0579

Sharon Nagy
Vice Provost for Global Engagement
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Appendix F
Clemson University
Crisis Management Plan for Clemson University
(Found at: http://www.clemson.edu/administration/student-affairs/dean/crisismanagement.html)

Clemson University educates individuals and groups to minimize behaviors that can cause accidents or injuries. Nevertheless, University-related crises will occur and must be managed efficiently and effectively. The following outlines the steps in Clemson University's Crisis Management Plan and establishes Clemson's Crisis Management Team.

Scope of the Crisis Management Plan
The Crisis Management Plan will be enacted in serious incidents defined as any of the following:

1. Any death on campus or at a University sanctioned or sponsored event or in/around a University facility;
2. Any death of a student or employee traveling to, from, or on behalf of Clemson University;
3. Serious damage to college property (including all arson);
4. Any threat to the health, safety, or welfare of the University community;
5. Other incidents unique to the campus demanding special attention but not involving the above such as serious injury to a visitor or extraordinary damage to community property by students;
6. Other incidents which, in the judgment of the vice president for student affairs, require or would benefit from input from the crisis team.

- **Note 1**: Extraordinary circumstances which impair any major function of the University (such as the destruction of a building, a nuclear explosion, or a mass suicide) are defined as disasters and will be handled in accordance with the University's Disaster Management Plan on-line and on file in the President and Vice President for Student Affairs offices.
- **Note 2**: Crisis communication about situations that are controversial or sensitive in nature, but are not crises or emergencies (lawsuits, arrests, near fatal injuries, suicide attempts, regulatory investigations, negative news coverage, etc.) will be handled by the appropriate administrative officer and the Chief Public Affairs Officer.

Authority for Implementing the Crisis Management Plan
The Crisis Management Team described below is delegated full authority by the President of Clemson University to:

1. Implement a swift, unified, and comprehensive response to a serious incident;
2. Investigate and evaluate serious incidents for the purpose of preventing or minimizing the impact of a future incident; and
3. Handle public and internal communication related to the event.

The Crisis Management Team will report to the President through the Vice President for Student Affairs. The composition of the Crisis Management Team shall be:

- Vice President for Student Affairs
- Associate Vice President for Student Affairs and Dean of Students (Student Life)
- Associate Vice President for Student Affairs (Student Engagement)
- Associate Vice President for Student Affairs (Municipal and Community Affairs)
- Associate Vice President for Student Affairs (Campus Life)
- Associate Vice President for Student Affairs (Gantt Intercultural Center)
- Chief Public Affairs Officer
- Chief Legal Officer
- Chief Human Resources Officer
- Chief Facilities Officer
- Chief Information Security Officer
Active Management of Crisis

The Crisis Management Team will conduct a yearly training session for all team members and potential substitutes to review, revise, and rehearse crisis management procedures.

When a crisis is anticipated or occurs, the following steps will be taken:

- Any member of the Crisis Management Team who becomes aware of a crisis unfolding should call a meeting of the CMT.
- The Crisis Management Team chairman or vice chairman will be notified immediately and will assure that the Vice President for Student Affairs and Chief Public Affairs Officer are aware of the incident. The VPSA or CPAO will inform the President and other executive officers as appropriate. The VPSA or CPAO will inform the President and other executive officers as appropriate.
- The CMT will meet upon notification by the chairman or as soon as feasible thereafter.
- At the CMT meeting:
  1. Share all available information with the Team;
  2. Identify all affected parties and assign specific people to follow-up with each of those parties; where the incident involves alleged "victims," assure that all services possible are made available to the victims while protecting their privacy. Where the incident involves alleged "perpetrators/violators," assure that Judicial Services provides appropriate follow-up with student violators. Establish contacts for parents and families as appropriate.
  3. Establish the "University position and statement" and whom will make the initial statement (Chief Public Affairs Officer, unless otherwise assigned). Agree on the information to be conveyed to the campus and/or public by any other members of the Team. Implement the crisis communication plan.
  4. Agree upon the steps to be taken to manage the specific crisis.
- Inform the campus and the public of the University position through the Chief Public Affairs Officer (unless otherwise assigned) or the President in the most serious cases.
- Inform all University personnel necessary of the incident and the specific crisis management plan; involve others as appropriate in managing the crisis to the best of their ability.
- Communicate again after the crisis unfolds to facilitate crisis debriefing sessions for the University community, review the specific crisis management plan, evaluate the responses to the crisis from various departments and agencies, and make recommendations for improvements.
- The CMT Chairman or member should make a brief written report for each incident to be placed on file. The report may include the facts of the incident, an analysis of the situation, any recommendations resulting from the incident, and other pertinent information.
- Crisis Planning and Communication Presentation – [http://www.clemson.edu/administration/student-affairs/dean/documents/cnac.ppt](http://www.clemson.edu/administration/student-affairs/dean/documents/cnac.ppt)
- Critical Incident Threat Assessment for Students and Employees - [http://www.clemson.edu/administration/student-affairs/dean/threatassessment.html](http://www.clemson.edu/administration/student-affairs/dean/threatassessment.html)
- Handling Student Threats to Self/Others - http://www.clemson.edu/administration/student-affairs/dean/selfHarm.html
Clemson University
Office of Global Engagement
Guidelines for On-Site Faculty Directors
Emergency Response Protocol

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A. Introduction

Faculty Directors who accompany students on overseas or other off-campus programs have a variety of duties and responsibilities. In addition to ensuring the academic integrity of the program, these include responding to unforeseen circumstances and emergencies.

In fact, responding to such unforeseen circumstances and emergencies is one of the most crucial responsibilities of the on-site director. Inevitably, problems, from minor to major, will arise and you, as the faculty director, must be prepared to assess the situation on-site and react appropriately. This Emergency Response Protocol will assist with this process for more serious emergencies. Each situation must be assessed individually, but this protocol provides basic steps that will help to guide and structure the process. These procedures are intended to:

- Assist those who deal with an emergency to respond in a timely and appropriate manner
- Provide coordination with external individuals and agencies
- Provide communication to the campus community
- Assist in post-emergency support and evaluation

It is your responsibility to thoroughly familiarize yourself with these procedures and to complete the required contact information. Please speak with OGE if you need assistance and to help you better understand your duties and responsibilities. We will work with you at every juncture to help to insure a safe and successful program.
B. Contact information and documentation

**Contact information:** If a serious emergency arises, you do not want to find yourself scrambling to locate the appropriate phone numbers and contact information. You should complete the list below well before you begin your trip. **If any information is missing, it is your responsibility to find it and complete it now.**

**Documentation:** When handling any emergency it is always critical to document your actions. Keep a log of information received, from whom and what steps were taken. Careful documentation will be critical to evaluating the situation once the emergency has abated.

### Stateside Contact Information

**Campus and Other Offices**

(provide all available information phone, fax, email, etc.)

<table>
<thead>
<tr>
<th>Program Name:</th>
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<tbody>
<tr>
<td><strong>1. Primary Campus Contact:</strong></td>
<td>Clemson Police Department: 864-656-2222 (24 hours)</td>
</tr>
<tr>
<td><strong>2. Alternate Campus Contact #1:</strong></td>
<td>Utthiya Raychaudhuri, Director of Study Abroad 864-656-1753 (office); 706-424-2629 (cell) [to be used only in a true emergency]</td>
</tr>
<tr>
<td><strong>3. Alternate Campus (office) Contact #2:</strong></td>
<td>Sharon Nagy, Vice Provost for Global Engagement: 864-656-1455</td>
</tr>
<tr>
<td><strong>4. Alternate Campus Contacts #3:</strong></td>
<td>Altheia Lesley Richardson, Assistant Vice President for Student Affairs and Executive Director of the Gantt Intercultural Center, 864-354-5441 (cell) Shannon Finning, Associate VP and Dean of Students, 864-656-0471 (office)</td>
</tr>
<tr>
<td><strong>5. Other contacts: (e.g. travel agency, etc.)</strong></td>
<td></td>
</tr>
<tr>
<td><strong>6. CISI Insurance Clemson Study Abroad Insurance)</strong></td>
<td>24 Hour Emergency Assistance: ID Number: 607CLEM U.S. 1-800-472-0906 Worldwide: 1-603-898-9159 E-mail: <a href="mailto:cisi@oncallint.com">cisi@oncallint.com</a></td>
</tr>
<tr>
<td>Local Contact Information</td>
<td>Overseas Program Location</td>
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<tr>
<td>--------------------------</td>
<td>---------------------------</td>
</tr>
<tr>
<td>1. Airport &amp; Airlines</td>
<td></td>
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<tr>
<td>2. Co-directors</td>
<td></td>
</tr>
<tr>
<td>3. Embassy or Consulate</td>
<td></td>
</tr>
<tr>
<td>4. Fire</td>
<td></td>
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<tr>
<td>5. Hospital</td>
<td></td>
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<tr>
<td>6. Insurance providers</td>
<td></td>
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<tr>
<td>7. Local security personnel</td>
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<td>8. Local site staff &amp; contacts</td>
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<td>9. Police</td>
<td></td>
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<tr>
<td>10. Sexual assault hotline/clinic</td>
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<td>11. Travel Agency</td>
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<td>12. Other</td>
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C. Reporting incidents: communication and responsibilities

When a serious incident occurs (such as illness, injury, death, sexual assault, political or social unrest), the faculty director should contact the stateside contact(s) listed above and relay the circumstances and context of the situation as soon as possible. "As soon as possible" means that you should first ensure the safety of all students and participants and then proceed to communicate with the relevant parties in the appropriate stateside office(s). When necessary and appropriate, stateside contacts will coordinate contact with other relevant parties (student parents, relatives, and/or international program directors at students’ home campuses).

Depending on the nature of the emergency and after the emergency is “under control,” there may be vital decisions that need to be made concerning such matters as terminating the program or sending additional assistance to the site. These decisions will be made by the Clemson University Crisis Management Team (CMT) and others as appropriate in specific situations.

A call from you, as an on-site faculty director, regarding a problem/emergency should always include the following information:

1. Your name
2. Name of program
3. Where you are calling from
4. Nature and severity of the emergency
5. Status of the entire group
6. Telephone number and where you can be reached
7. Other available means of contact (email, fax, etc.)
8. Until when/for how long
9. When you will call back with additional information

If the situation relates to an individual student, then also:

1. Name and current condition of the student in question
2. Whether the student's family is aware of the situation
D. Group accidents/natural disasters

In the event of a group accident (such as a bus wreck) or natural disaster (such as an earthquake, flood, hurricane) the faculty director should:

1. Ensure the safety of all students and participants.
2. Contact all students to make sure they are accounted for and safe.
3. Contact the U.S. Embassy, consulate or other official government agency (local police, local sponsors, etc.) and ask for advice and assistance.

This may include gathering the following information:

* advice on minimizing danger to students
* probable impact of event on the availability of basic supplies (food, water, medical supplies, etc.)
* presence of emergency or military personnel
* evacuation plans

Keep the Embassy notified of your location. [Also note that for stays of greater than 14 days, every group member should be registered with the Embassy from the start of the program.]

4. Begin writing a log. Update the log as the emergency progresses.
5. Communicate with the appropriate stateside contacts. (See B. above.) [If possible, complete the "Emergency Information Form." This form can be faxed/email back to campus.]
6. Caution students about speculative communication (among themselves or with overseas contacts) that may contribute to miscommunication or unfounded rumors.
7. Keep communication flowing with the students! Discuss plans with students and participants.
E. Political, social, civil unrest

The faculty director is the person "on-the-ground" and thus in the best position to assess the situation AND is the campus community's best source of information. You should:

1. Assess what is happening and how serious the situation is.
2. Is this a real emergency or a perceived emergency? In other words, is there really something to worry about?
3. Even if you determine that there is no real risk to the group, you should communicate with stateside contacts. News reports and/or unconfirmed anecdotal "information" are frequently more alarming from afar than on-site--particularly to students' parents.

If you determine that a real emergency exists, then you should:

4. Ensure the safety of all students and participants.
5. Contact all students to make sure they are accounted for and safe.
6. Contact the U.S. Embassy, consulate or other official government agency and ask for advice and assistance.

This may include gathering the following information:

- target(s) of unrest and possible danger to foreigners
- advice on minimizing danger to students
- probable impact of event on the availability of basic supplies (food, water, medical supplies, etc.)
- presence of emergency or military personnel
- evacuation plans

Keep the Embassy notified of your location. [Also note that for stays of greater than 14 days, every group member should be registered with the Embassy from the start of the program.]

7. Begin writing a log. Update the log as the emergency progresses.
8. Communicate with the appropriate stateside contact(s). (See B. above.) [If possible, complete the "Emergency Information Form." In the event no one can be reached stateside, this form can be faxed/ emailed.]
9. Caution students about speculative communication (among themselves or with overseas contacts) that may contribute to miscommunication or unfounded rumors.
10. Keep communication flowing with the students! Discuss plans with students and participants.
F. Serious injury or illness

If you receive a report of serious illness or injury, you should obtain the following information:

1. What happened?
2. Who is involved?
3. Where is the student now?
4. Does the student need medical attention? Are rescue operations needed?
5. Has anyone called for help? If not, GET HELP! If yes, who has been called?
6. If necessary, take the student to a hospital/clinic, call for an ambulance or advise on-the-scene participants to get help for the student.
7. If help has arrived, what is being done?
8. What medical treatment has the student received?
9. Were there witnesses?
10. Record the answers to all of these questions.
11. Record the date and time of the notification.
12. Record who made the notification.
13. Once you are sure the student is being taken care of, you should communicate with the appropriate stateside contact(s). (See B. above.) Regular contact should continue until the emergency has abated.

On-the-scene: You should be with the student as soon as possible. Obtain answers to these questions and take the following steps:

1. What is the name, address and phone of the hospital or clinic?
2. Who is the attending physician (if any)? Name and contact information.
3. Does the physician speak English?
4. What is the diagnosis? Details of injury or illness.
5. What is the prescribed treatment?
6. What drugs have been administered?
7. What is the prognosis?
8. Has the student's insurance carrier been contacted?
9. Have the student call his/her emergency contact/family. If this is not possible or the student refuses to do so, have the appropriate stateside contact do so.
G. Death

If you are notified of the death of a student, you should get to the site of the incident as soon as possible. You should:

1. If necessary, contact local authorities or emergency personnel.
2. If necessary, at the scene screen off the area and keep on-lookers away.
3. If other students are in the vicinity, they should be gathered together. If possible, provide help to them, and explain that you want to talk with them. Have them wait for you; if possible, with another program administrator/faculty member.
4. Students should be asked not to contact anyone on their home campus until you have had the chance to make appropriate contacts and next-of-kin have been notified.
5. Once you are sure the situation is being addressed, you should communicate with the appropriate stateside contact(s). (See B. above.)
7. Gather your notes and start a written log of all conversations, phone calls and steps taken.
8. Work with local authorities to handle the student's remains in accordance with the wishes of the family and with local laws and facilities.
9. Work with local authorities to have a death certificate prepared.
10. Work with the U.S. embassy or consulate to repatriate the student's remains and effects.
11. Gather the student's effects and box them for transport.
12. Pay attention to other students in the program and offer counseling.

Note: As in all other situations, you will be fully supported in these tasks by Clemson and appropriate campus offices. This is a particularly sensitive and emotionally charged event, and you must freely seek support and guidance so that the situation can be handled effectively and with a high level of compassion for all concerned.
H. Sexual assault

1. Follow the protocol in F. above.
2. Notify local law enforcement to report the incident. Note: in the event the victim declines to report the incident, you should fully document your conversation with the victim.
3. Assist the victim in finding counseling.
4. In the event the accused is a program participant, he/she and the victim should be kept separated.

I. Robbery/Assault

1. Follow the protocol in F. above.
2. Notify local law enforcement to report the incident. Note: in the event the victim declines to report the incident, you should fully document your conversation with the victim.
3. If necessary, assist student to obtain replacement funds for stolen money.

J. Arrest

1. Keep in mind that if a student is arrested, U.S. law does not apply. The arrestee is subject to all local laws.
2. You should obtain the following information:

   * Name of arrestee
   * His/her citizenship and date of birth
   * Details of the arrest (date, time, place, by whom)
   * Charges
   * Summary of the arrest -- what is alleged to have happened?
   * Was anyone else involved?
   * Where is the arrestee being held

3. Notify the U.S. Embassy/consulate
4. Contact the appropriate stateside contact(s). (See B. above.)
5. Visit the arrestee. Keep him/her informed of the likely procedures being faced and of who has been notified on his/her behalf.
K. Emergency Information Form
--On-going Emergency--

1. Today’s date:_______________________________

2. Program name:___________________________________________________

3. Faculty Director (person completing report and contact information at the program location):
   ____________________________________________________________________
   ____________________________________________________________________

4. What is the source of the emergency?

5. Is there possible danger or targeted threats to non-nationals?

6. Are U.S. citizens (or others) being advised to leave?

7. How intense is the emergency or political unrest?

8. How can we minimize danger to students?

9. What’s the probable impact of the event on availability of food, water, and medical supplies?

10. Are emergency or military personnel being deployed in the area?

11. Are other schools/programs closing?

12. What’s your assessment of the situation?

13. What’s your recommendation on what to do?

14. What additional steps can stateside contacts/offices take to be of the greatest assistance to you?
Appendix G

Study Abroad Program Student Code of Conduct
Addressing Behavior Issues

Student Code of Conduct on Study Abroad Programs

In addition to the teaching and academic aspects of the program, faculty leaders of study abroad programs must be prepared to deal with possible student misconduct and disciplinary issues during the program. As a participant in a Clemson study abroad program, each student is a representative of Clemson University and should conduct him or herself in a manner that reflects Clemson's core values and community standards. You have the discretion and the responsibility to discipline a student for behavior detrimental to the university, the program, the student, and/or other participants.

As stated in the Clemson Student Code of Conduct, a “Clemson student is expected at all times to show respect for civility, community, and the rights of others and to exemplify a high sense of personal honor and integrity.” All aspects of the Code of Conduct remain in effect while a student is participating in a study abroad program. In fact, the need for these high standards of behavior may be even more pronounced during a study abroad program, and faculty should be prepared to both exemplify and enforce such standards.

Students are expected to adhere to the Clemson University Student Code of Conduct while abroad. For information about the Student Code of Conduct, please visit the Office of Community and Ethical Standards (OCES) website at http://www.clemson.edu/oces. Click on “Student Handbook” in the left-hand menu. Students agree to adhere to these standards in the Clemson University Study Abroad Application: Affirmation of Application and Conditions of Participation sections. See below the Selected General Student Regulations section which includes some regulations from the Student Code of Conduct that may be particularly applicable to study abroad programs.

Disciplining Students on Study Abroad Programs

Both the Office of Global Engagement and the Office of Community and Ethical Standards are prepared to assist you if you encounter student conduct issues. Study abroad program leaders should address behavior problems as close to the time they occur as possible. In less severe cases, written warnings can be used to address and attempt to correct behavior. Only in very serious situations is immediate dismissal from the program appropriate. If you are considering disciplinary action beyond a written warning, contact the Office of Global Engagement and/or the Office of Community and Ethical Standards as soon as possible for guidance and assistance. [Office of Global Engagement; 864-656-2457; abroad-L@clemson.edu; Utiyo Raychaudhuri (uttiyo@clemson.edu); Office of Community and Ethical Standards; 864-656-0510]

Filing a Report with the Office of Community and Ethical Standards

In some instances, student behavior during a study abroad program may justify filing a report with the OCES. In cases where the faculty member is not sure about filing a complaint, he or she may contact the Office of Global Engagement and the Office of Community and Ethical Standards to discuss the discipline process and available options.
Referrals to the Office of Community and Ethical Standards require written documentation containing factual and descriptive information and may be submitted via the online form, email, fax, or regular campus mail. Incident reports can be filed electronically at www.clemson.edu/oces or mailed to 912 University Union. Once OCES receives a report, a conference will be scheduled to meet with the alleged student in person if possible. In the event it is not possible to conduct a face-to-face meeting, a meeting can be scheduled via telephone conference or the student can be contacted in writing and given an opportunity to respond to the allegations.

Faculty should be aware that notes of the dates, times, witnesses and details of the incident(s), and the impact of the behavior on those present, may be important in any future proceedings. Also, the student is entitled to see this documentation, including the name of the person who wrote the report, thus it is imperative to provide information that is appropriate to share with the student.

In extreme cases where the alleged action of a student(s) may pose a threat to the well-being of the program, any of its members, or him/herself, or there is substantial evidence that the continued presence of the student(s) will disrupt the program, an interim sanction, including an interim suspension, may be imposed. Following the imposition of an interim sanction, the opportunity for an administrative hearing will be provided as expeditiously as possible.

**Selected General Student Regulations**

See: Student Code of Conduct for the complete list of General Student Regulations

*Damage to Property*
No student shall take any action, which willfully or accidentally damages or has the potential to damage public or private property.

*Disorderly Conduct*
No student shall take any action, which, is disorderly, lewd, or indecent, or be found in a grossly intoxicated condition.

No student shall take any action that creates hazardous conditions including, but not limited to, actions such as dropping, throwing, or causing objects to fall from windows, doors, ledges, balconies, or roofs.

No student shall take any action, which intentionally interferes with or disrupts normal University or University-sponsored activities including, but not limited to, teaching, service, research, or administration.

*Drugs and Alcohol*
No student shall unlawfully manufacture, use, possess, distribute, or dispense any illegal drug, controlled substance, or alcohol.

No student of legal age shall purchase for or sell or provide to a person under [legal drinking] age any alcoholic liquor, beer, or wine.

*Failure to Comply with Official Request*
No student shall fail to comply with any reasonable and lawful request (verbal, written, or other) of University officials including, but not limited to, police officers, fire or paramedic personnel, Resident Directors, Resident Assistants, Department of Housing and Residence Life staff, maintenance personnel, security officers, and other administrators or University officials acting in the performance of their official duties, including off-campus and study abroad programs.

**Fraud**

No student shall misrepresent himself/herself in, or with regard to, any transaction with the University, whether oral, written, or by other means.

No student shall alter, misuse, or intend to misuse University documents, records, or identification cards.

**Harm to Person**

No student shall cause physical harm or threaten to cause physical harm to another person, nor shall any student take any action, which creates a danger to any person’s health, safety, or personal well being. Physical assaults may result in suspension from the University.

**Harassment**

No student shall commit any act, verbal or physical, which has the intent or effect of unreasonably interfering with an individual’s or group’s educational or work performance at Clemson University or which creates an intimidating, hostile, or offensive educational, work, or living environment.

**Violation of Federal, State, or Local Law**

No student shall violate any federal, state, or local law wherein the conduct in question impairs, Interferes with, or obstructs the missions, processes, or functions of the University.

**Students Needing Counseling and Psychological Services**

Students and faculty at Clemson have access to Counseling and Psychological Services (CAPS) at Redfern Health Center. Occasionally, you may encounter situations where students (or faculty) on study abroad programs need such services. In such circumstances you will need to exercise your best judgment as to a course of action based on the location of the program, available services, and the students’ particular situation.

Prior to the beginning of the program, you should locate and document the contact information for health providers and other support personnel and offices. (See Appendix F of this guide.)

The Clemson University Study Abroad insurance provides 24-hour emergency assistance:

CISI: Cultural Insurance Services International
ID Number: 607CLEM
Policy: GLB9111684
U.S. 1-800-472-0906
Worldwide: 1-603-898-9159
E-mail: cisi@oncallint.com

Be sure that both you and your students have your insurance cards with you. Coverage for mental health problems is limited under this policy, but CISI can refer you to English-speaking specialists in your area.
Emergency services are also available through CAPS 24-hours a day, 7 days a week. Monday – Friday, 8:00 am to 5:00pm (Eastern Standard Time), you can call CAPS directly (864) 656-2451. After hours and on weekends you can call the CU Police Department at (864) 656-2222 and ask to speak with the CAPS on-call counselor. The dispatcher will take down your name and number, and have the on-call counselor call you back.