


Adjunct Instruction in Study Abroad

SECUSS-L ARCHIVES Research Results

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Search words: adjunct, adjunct faculty, faculty training, faculty compensation, faculty contracts, adjunct instructors, faculty assessment, part-time faculty

Subject: Discussions: Summary Adjunct Faculty Leaders?
From: Libby Claerbout <libby.claerbout@MINOTSTATEU.EDU>
Reply-To: Libby Claerbout <libby.claerbout@MINOTSTATEU.EDU>
Date: Mon, 24 Oct 2011 14:48:34 -0400
Content-Type: text/plain
Parts/Attachments:  [text/plain](#) (432 lines)

A sincere thank you to those of you who responded to my Sept. 13 inquiry regarding whether or not adjunct faculty are allowed to run study abroad programs for your institution. A summary of responses are pasted below.

From the responses I received, 20 out of 21 institutions allow adjunct faculty to lead study tours. 4 of those institutions require two faculty leaders on each study tour for liability reasons, and while adjunct are allowed to be one of the leaders, the other must be a fulltime faculty.

In addition, a colleague who had just completed a similar query shared his results with me—the majority of institutions that responded to his question allowed adjuncts to lead. Finally, in SECUSS-L archives I found a similar survey from 2008 in which only one out of a couple of dozen institutions did not allow adjuncts to lead.

Best regards,
Libby Claerbout
Director, International Programs
Minot State University
libby.claerbout@minotstateu.edu

-----Original Message-----

From: Libby Claerbout [mailto:libby.claerbout@MINOTSTATEU.EDU]
Sent: Tuesday, September 13, 2011 9:55 AM
To: SECUSS-L@LISTSERV.BUFFALO.EDU
Cc: Libby Claerbout
Subject: Disc: Adjunct Faculty Leaders?

Dear Colleagues,

We recently received a proposal from an adjunct faculty to run a faculty-led study abroad program this summer. This is a former fulltime instructor who actually ran this same program during the past 4 summers for our institution.

However, now that she is no longer a fulltime benefitted employee, this raises the issue whether or not we will allow adjunct to lead study abroad programs.
What is your institution's position/policy on allowing adjunct faculty to lead study abroad programs?

I will summarize the responses.

Best regards,
Libby Claerbout
Director of International Programs
Minot State University
Minot, North Dakota
701-858-4155

MSU Liability and Crisis Management Response:

As long as she is on contract, adjunct or otherwise, she is an employee of MSU so liability coverage would be the same. As for personal health insurance she would need to have her own coverage just like the traveling students. Yes, it would be just a regular adjunct contract. No red flags that bother me with this one.

1) We allow adjuncts to run our programs. However, we make it clear in the Request for Proposals that if there are two "similar" programs proposed at the same time, priority is given to full-time faculty.

Our rule is that they have to currently be teaching courses at our school (it can't be an adjunct from years ago who is no longer active with our student population).

2) We allow adjuncts; we wouldn't have some programs survive without adjuncts.

3) We allow adjunct to travel with study away, but typically only on a program with a full faculty member. The funding model becomes different, in that the program budget must cover the adjunct faculty salary (typically here study away faculty retain their university salary and the program budget only covers their travel expenses).

4) Although not common, X University will allow Adjunct professors to lead International Programs as long as they are cleared by the relevant academic department.

5) I would make sure that the faculty is getting paid for that particular program. At least then you should have no legal/liability issues. The fact that s/he is not F/T should make no difference in that respect.

I do not allow adjuncts to be the lead faculty, but I do allow them as second faculty (we require 2 faculty/staff for short-term faculty led programs).

Your case is obviously special. I'd probably allow it if my experience with that faculty member had been good. Otherwise you'd have a great excuse for "getting rid" of that faculty member/program.

6) We do it all the time. My colleague has run them to Mexico, Chile and Egypt, and he's an MBA holder and adjunct.

7) One of our considerations as FT faculty directors in planning (and recommending directors for) our programs is that we do not want to open the door for administration to begin chipping away at the compensation of full-time faculty directors. Our approach will most likely be to propose and support part-time faculty leading programs only in disciplines where we currently have no full-time faculty. It's not the best solution, and may not serve us well into the future, but for now it seems like a good way to run a program for which we don't have the full-time area faculty.

There are other issues, such as training, setting clear expectations and timelines, and liability, but we think we can work these out.

8) We just had a long term faculty director retire this summer. He has returned to teach as adjunct and also proposed his program. However, this year, he has going along with him as a supplemental instructor another full-time benefited faculty member whom he is planning to groom to take over the program. We do not typically allow adjuncts to teach on or lead study abroad programs. However, in a case like this, we saw this as the best opportunity to help keep a very strong program alive with the potential of continuing in a new fashion in the future.

9) My office runs a couple of programs each year led by an adjunct faculty member and they've been very strong and popular with students.

Course content-wise, we've run into a couple of hiccups wherein a department isn't as tuned-in to that program's content compared to our other programs led by full-time faculty. So, we've had to clarify what course #s should be offered for a particular program, which can cause some headaches for students. If a program is led by an adjunct, I'd suggest having a regular check-in with a department to make sure course #s for student participation are clear before they're publicized to students.

10) We allow adjuncts to run programs, however, we require 2 leads on any program (for safety/backup purposes) and where possible, try to pair a part time employee with someone who is full time to foster stability and sustainability of the program.

More important than full time vs part time is making sure that both program leads are considered as "employees" and included in college umbrella liability insurance coverage. The situation has frequently come up regarding retirees who are still interested in leading short-term programs after they complete their teaching, and in cases where a full time faculty would like to bring a community expert that is not a current college employee as a co-lead. One would need to check with their own legal counsel, but our counsel determined that so long as we hired the retiree (or any community member) for a short term stipend and a contract that specified that the study abroad program was part of their duties, then they would be considered an "employee" for purposes of insurance and liability protection for the institution.

11) At X University we do allow non-tenure track faculty to lead programs abroad, however they must be "permanent" in that they plan to be around for the term leading up to the program running. Thus, we have had adjuncts and contract faculty successfully lead programs multiple times. In your summary, please remove identifying information.

12) At X university, as with teaching any class on campus, if an adjunct faculty has approval of the department and/or department chair to teach a course, where the course is taught is not an issue. The liability, insurance, and workers comp (if injured abroad) are not, as I understand them, simply to full-time faculty, as I'm quite sure those issues go with all employees regardless of status.

The bigger issue for us has been the funding for the teaching faculty. Each institution has a unique pay structure, and especially in regards to summer programs, and for us, if a certain number of enrolled students is not met, there would not be financial resources to pay the faculty (regular or adjunct) salary, thus the needed number of enrolled to run a course. Never, to my knowledge, has it been reflective of status, full or part-time, regular or adjunct. Even here the practice and

commitment to making the pay issues work varies from college to college, e.g. our Dean of Arts and Sciences has made a commitment in certain situations to cover the salary even with low enrollment numbers; not so with other Deans, and it may be more due to size and available resources.

13) X State University has done it rarely, but we have allowed carefully-selected adjuncts to lead programs.

14) Our policy allows adjunct faculty to lead groups, as long as a second full-time faculty or staff member accompanies. The idea is that at least one of the 2 required leaders is a full-time employee.

15) I am the faculty led programs coordinator at X State University. Absolutely, Adjunct Faculty are eligible to lead faculty led programs. They are fully functioning teaching members of our university with respective expertise of their areas who have lots to share with UGs on these areas and their research.

16) We have ran faculty led with adjunct professors. The school we run the programs with pays the faculty the adjunct fee. Adjuncts are limited to courses they are allowed to teach on campus even though they might be qualified to teach other courses. Forgive me for not sharing the school name. Being the third party provider, I do not want to say the school name without their permission first. I can tell you it is a two year college in Texas. I hope this helps.

17) We've allowed it in the nursing dept -- but I know that there was a full-time person who came too. I also heard that this led to some "turf issues" for full-timers who wanted to "claim" summer teaching rights - so her hard work may well go someone else. I think it is so much work to set it up that this person should be allowed to continue - but that is just my opinion

18) We let adjuncts run faculty led programs all the time. As long as they are qualified as an adjunct through our process, they are fine.

19) We allow it.

20) We have let adjuncts lead programs, but only when in a pinch. We have no explicit policy, though implicitly I believe the understanding is that full time professors have the privilege to propose and lead a program.

21) We are actually working on a policy currently that is as follows (our short-term faculty-led are called field studies):

Eligible Leaders of Field Study Programs Individuals eligible to lead field study programs must still submit a proposal for review and selection

1. Tenured faculty
2. Tenure-track faculty; non-tenure track teaching staff; visiting scholars; emeritus faculty; and full-time staff members must meet certain requirements and/or co-lead with a tenured faculty member For faculty/staff in the second category, the following elements must be considered:
 - The timeframe of the individual's contract with the college
 - Appropriate qualifications for teaching
 - Teaching or performance evaluations
 - Record of professionalism
 - Documented problems on past field study programs led by the individual*

*Documented past problems with prior field study may also make a tenured faculty member ineligible to lead field study programs.

Field Study Review and Selection

1. Field study proposals are reviewed in full by International Programs with consideration towards audience, potential student interest, itinerary, academics, cost, risk management and the development of a strategic slate of field study offerings for the academic year
2. IP presents the proposals to and receives feedback from the appropriate dean and/or supervisor
3. If the field study location is deemed high-risk by IP, IP will send the proposal to Risk Management for review
4. All new field study courses are sent to ACS or CPS for academic approval

22) We love our adjunct faculty and rely on them to direct several of our faculty-led summer programs. Without them, we wouldn't have many of the programs that we have. They are often willing to work hard because they want to impress the department and university in hopes of securing a more permanent position. Also, they often have less limitations on their time and can afford to run study abroad when our full-time faculty just don't have the time or they don't see the benefit.

23) Dear Libby:

I just went through something similar a few months ago and here is a summary of what I got from the list which in turn, led me to create a policy. See both attachments.

Good luck.

University 1: We have very few faculty-led study-abroad programs, but for the few that we have organized, they have been led by full-time faculty.

University 2:

We require all faculty leaders to be full-time, on-campus faculty. For liability reasons it is important to have a full-time faculty/staff person present. Therefore, perhaps you could include a program assistant that fits this category and supports the adjunct. Just a thought.

University 3: We have several of our business and language programs that are run by adjunct faculty; what we do is make sure that these are faculty whose participation is fully endorsed by their department chairs and who have a strong affiliation with the university, meaning they teach here on an ongoing basis and are part of the U community in a variety of dimensions.

The important component is to always know how and who is compensating the adjunct for teaching the course(s); since they are not on a regular appointment here at FIU, if someone doesn't generate a contract for them for that particular term then they are kicked out of the system.

University 4:

We do have temporary faculty leading groups abroad. The Dean approves all faculty leaders. Some of our temporary faculty have been here for a long time.

University 5:

We have roughly 50 faculty-led programs each year and only 1 or 2 are led by adjunct faculty. There's no rule against them leading a program but we ask to chairs and deans to sign off on program proposals so there is some oversight. I would also add that we do not allow tenure track faculty to lead more than one program per year. There is some concern that this would detract from their research and thus impede their progress towards tenure. Hope this helps.

University 6:

My institution permits adjuncts to lead short courses, since we have small language department with only 2 full-time professors. We don't have a formal protocol for adjuncts, but each program must be approved by the Provost and the Dean of Arts and Sciences, who may ask that the adjunct provide a letter from the academic department recommending them to lead a course abroad.

As I mentioned, in the case of my university, we are a smaller institution, so we don't have the funding to hire full-time language faculty or the enough students to offer a large number of language courses beyond the introductory level.

We do, however, have a large interest in Italian language programs. We're having an adjunct leading our winter program to Florence simply because we don't have a full time professor. She is a native speaker with 20 + years teaching experience, including leading groups abroad, so I have full confidence in her. However, the issue has come up that it should be a full time professor if we had one.

University 7:

Here at XYZU we sometimes have part-time faculty lead programs abroad if the full-time faculty in that department do not have the same level of expertise in the abroad destination. For example, we have a part-timer who has led several programs to Cuba for us and will do so again in the upcoming Winter Break. This instructor is uniquely qualified in that he spent a portion of his youth in Cuba, visits as often as he can legally do so, has made films in Cuba about Cuban artists, and is a Music Producer who works with Cuban musicians both here and abroad. Since none of our other faculty members have the same qualifications, we did not hesitate to choose him to lead a program for us.

University 8:

XYZ faculty receive priority in leading our short-term study programs, but we have had adjuncts serve in this role when FT are not available. We always send 2 faculty with each group and there has always been at least one FT faculty member with the students. Our Academic Deans make decisions about who will lead the trips with VP for Educational Affairs. My role would be only to give advice about the skill set needed for leading the study abroad.

University 9:

We allow faculty of all levels (adjunct through full professor) to run our programs. Our proposal literature makes it clear that if an adjunct and a full-time professor propose similar courses at the same time, priority goes to the full professor. I hope he/she would be supportive. I find that the adjuncts are sometimes even more invested and harder working than the "tenured" folks, because they have more on the line and are generally more invested in pulling off a great product, resulting in great student reviews toward their portfolio.

University 10:

We only allow full time professors to lead short-term study abroad programs. Adjuncts are not allowed to participate in this sort of experience.

University 11:

I just started working at the University of XYZ so my understanding may still be a bit fuzzy, but it might be possible for an adjunct to lead one of our short-term programs. I know that is a possibility for staff members. I can also tell you that we require two leaders (for risk management purposes), and the second person can be a Graduate Assistant or someone on-site.

University 12:

We require that at least one of the faculty leaders on each program be full time with appropriate experience, which is decided subjectively within an IE Advisory Committee. Level is not noted clearly

in the decision, although I assume it is a factor in each committee members' consideration of appropriate experience.

University 13:

For liability reasons, at least one full-time employee must accompany faculty-led programs. The full-time employee doesn't necessarily have to teach. We've had situations in which a faculty member retires after leading a program for years and wants to continue doing so after retirement. In this case, the faculty member can teach as an adjunct and be paid accordingly, but a full-time staff or faculty member must accompany the group.

University 14:


Our Dean will not allow adjuncts to lead short-term programs. He believes they are not as invested in the university--this may not be the case, but this is the policy.

University 15:

I recently asked that question of our insurance/risk management person re: our flexibility here and was told they were comfortable with any member of university staff. Of course, the degree of adjunct/temporary would in my mind still have to be reasonable.

University 16:

XYZ University has stated eligibility requirements to propose and direct and faculty-led program which I am attaching. That being said, our Study Abroad Committee is willing to consider exceptions to this policy if the Study Abroad Office recommends it. We currently have at least five programs run by adjuncts or researchers or other faculty who are not tenure-track. In fact, we find that those programs are often more successful because the adjuncts have more time to devote to student recruitment and to creating their course. We do make sure, however, that the department chair provides a letter of support.

Subject: DISC: Summary of responses for question about compensation for faculty leading courses overseas
From: wendy garay <garaywm@HOTMAIL.COM>
Reply-To: wendy garay <garaywm@HOTMAIL.COM>
Date: Tue, 8 Mar 2011 16:56:05 -0500
Content-Type: text/plain
Parts/Attachments:  [text/plain](#) (111 lines)

Dear All,

Thank you to everyone that responded to my query about faculty compensation for courses led overseas. Your answers were thoughtful and thorough and I am immensely grateful for your time and willingness to help.

I received a significant number of responses as well as multiple requests for a summary. As promised, I have summarized the responses here with identifying information removed just below the original question.

Thanks again and good week to each of you.

Kindly,
Wendy

I am writing to ask if you could kindly share your model for compensating faculty members that lead courses abroad. For example, are faculty members compensated equally for courses taught at home and courses led overseas? Do you award faculty members a stipend in addition to compensation or in lieu of the same? All scenarios are welcome and sincerely appreciated.

At XXX, most of our faculty conduct study abroad programs in the summer. The summer falls outside of their regular teaching load and we are thus required to compensate them based on the number of courses that they teach on the program in the same manner as if they were teaching here on campus. The faculty salary at XXX, as per university guidelines, is 12.5% of the 9-month salary.

We do have administrators (Department Chairs) who sometimes lead programs; as they are not on a 9-month contract, they are paid a stipend for leading the programs. We have some adjuncts who are very involved with our programs, and who have been part of XXX for 10+ years; they are paid the adjunct salary for the course.

Faculty salaries are paid by the department and we have nothing to do with that. Faculty are compensated for housing, meals (they are allowed 50% of the State Department per diem), excursions, and airfare.

Our study abroad courses are listed with Continuing Studies, and Continuing Studies compensates the faculty leaders \$45 per student per credit if the credits are not part of their departmental load. This is less than they pay non-study abroad faculty, but we were only able to even start this last year, before that they were not paid. Then, also starting last year, faculty leaders who budget their own travel, lodging and per diem expenses into the students program fee get a \$1000 Professional

Development grant.

We started this this past year 1. To reward faculty, but 2. To give us some leverage on being able to require program evaluations and require them to follow our handbook procedures.

We pay faculty \$100/credit hour per enrolled student. All faculty summer programs must enroll students for 6 credit hours. Most programs must enroll between 10 and 15 students.

It looks like maximum income for a faculty member could be about \$9K. Generally to teach on campus in the summer faculty would receive about \$3K per course. As faculty are responsible for students basically 24X7 for an almost 6 week period abroad, plus recruit, provide pre departure orientations, interview candidates, attend 3 or more training session in the year, and etc., the remaining 3K is for that work.

Often faculty will lead a program with another faculty member and those students could split their enrollment between the two faculty basically reducing each faculty member's pay. No one seems to mind and we like it that two are going along.

If I had this to do over I would:

Base faculty pay on what they are paid to teach one summer session.

As we are self-supporting, I would then specify a minimum and maximum number of enrollments per faculty member and adjust tuition accordingly so that the Study Abroad is totally supported and faculty paid.

XXX has a standard formula for compensating faculty for teaching summer courses which we apply to our overseas programs. The faculty's annual salary (capped up to a max of \$62,000) is multiplied by .0325 and by the number of credits they are teaching. Many programs are 6 credits in the summer, so it would be $\$62000 \cdot .0325 \cdot 6 = \12090 . Or for a faculty member with a lower salary, $\$54000 \cdot .0325 \cdot 6 = 10530$. The university also allows faculty to earn supplemental pay, and we use that formula when approval is given by the employing college. Supplemental pay of 20% of their teaching salary is to compensate the Director for the additional responsibilities of leading the program, if they are heavily involved in the planning, budgeting, recruiting, etc. So, the first faculty above may be approved for as much as \$2418 in supplemental pay. The second faculty may receive up to \$2106. This is only if the tuition revenue allows for it and the college approves it.

Our faculty led programs pay leaders the same salary as they would make on campus which breaks down as:

Undergrad programs: \$2,500 per credit
Graduate programs: \$3,500 per credit

They also receive their airfare, boarding at the group hotel, international health

We have been including about \$200 faculty fee to the budget to cover airfare (depending on how many students are in the program). Meals during the travel program are reimbursed after return with proper receipts and explanation.

...faculty who serve as resident director on our semester- or year-long programs abroad earn their regular salary plus 2/9 (for additional months worked), as well as a cost of living adjustment. We also provide housing and travel costs.

Our faculty members have a 3-3 teaching load, and teaching abroad during our May term counts as one of those courses (this is true only for our own faculty-led courses, not for teaching in a third-party program such as the study abroad consortium we belong to). In addition, we also also cover the faculty member's travel and in-country expenses. We require two faculty directors for each program, and their expenses are covered by the dean's office (and not passed on to students).

Our instructors receive a teaching credit, as well as all expenses paid for the trip. They do not receive a stipend, but that is under review. In addition, if the course hasn't been run in over three years, the faculty have access to "exploratory travel" funds (~\$1,200) to use the year prior to the May Term in which the course will be taught.

Our faculty members receive their standard pay for the courses associated with the program they are teaching through our department of Grad. and Continuing Ed., nothing more.

Fac receive their normal compensation for a course (if its within their semester course load) and if it's not in their normal semester course load it's at the summer rate (and then their expenses are paid while they are abroad).

Our faculty essentially receive the same pay they would receive for a summer course.

We are a community college. We compensate all professors at adjunct rates for summer programs no matter if they are full-time contract instructors or adjuncts. For semester-length programs, professors are compensated at their normal rates. We do not offer stipends but we provide them with round-trip transportation, cell phone with minutes, participation in all activities free of charge that the students pay for, and housing, typically in an apartment although for our language immersion programs,

they sometimes select a homestay.

Our faculty who lead short term programs abroad are compensated as follows:

- Salary for the number of units/credits they are teaching
- Free airfare
- Free room and board or free room and meal stipend
- If group is traveling, then their ground portion is free to them, as well.
- We may also provide a small budget for items such as cell phones, copying costs, etc.

We charge students tuition and some fees (we drop a few fees, since the students are off campus) as well as travel expenses. From tuition/fees, we pay faculty the same stipend as they would earn on campus, plus travel expenses (including per diem), plus any program-related expenses (e.g. chaperone after the maximum student-per-faculty member ratio was exceeded, or advertising materials). All of these programs are self-funding.

We don't award faculty an additional stipend for anything above/beyond their compensation for teaching.

Faculty Leaders have three different options for compensation. They are as follows:

- Salary: Tuition generated from a three-credit hour course must be sufficient to cover 100% of the salary and benefits of a faculty leader's 1/9 or 1/12 contract salary amount. If tuition generated is not sufficient to provide 100%, final salary will be based on actual enrollment.
- Development Reserve Account (DRA): Instead of salary, a Faculty Leader may choose to receive DRA. The Accountant for Faculty-Led Programs will transfer to the department DRA account 80% of tuition generated, up to a maximum of 1/9th or 1/12th of the faculty leaders salary. DRA funds may be used at the department's discretion.
- Receive Only Travel Expenses, Housing, and Per Diem: A Faculty Leader may choose only to receive reimbursement for program costs instead of salary or DRA. Some Faculty Leaders choose this option in order to reduce the students' program costs. If needed, after all students are registered, the tuition generated can be transferred into the course account to cover group expenses. If students withdraw after the transfer is made, an adjustment will be made to the group travel account.

Subject: Procedural questions about short-term, faculty-led study abroad programs
From: "Bigelow, Lisa (CIE)" <Bigelow@MAIL.CCSU.EDU>
Reply-To: Bigelow, Lisa (CIE)
Date: Tue, 22 Dec 2009 08:52:52 -0500
Content-Type: text/plain

Parts/Attachments:  [text/plain](#) (78 lines)


Dear colleagues,

The Center for International Education at Central Connecticut State University is in the process of reviewing/revising its Guidelines for Courses Taught Abroad, the policy statement that guides our short-term, faculty-led study abroad programs. We would benefit greatly from your responses to the following questions, which bear directly on issues of faculty compensation and emergency oversight procedures. Thank you in advance for taking a few minutes to respond and return your replies to me (bigelow@ccsu.edu).

1. Is your faculty unionized?
2. In pricing your credit-bearing, short-term, faculty-led programs, do you advertise a single price that covers all costs (including tuition and travel costs), or do you differentiate between travel and instructional costs?
3. How are faculty compensated for leading short-term programs abroad? Are they paid any more (or less) to teach abroad compared to what they would be paid if they were to teach a comparable (ie. 3 credit) course on your campus? Are they compensated for travel costs only?
4. Are faculty expected to manage student emergencies that arise during non-instructional time while abroad, or do you send non-faculty chaperones on your short-term programs to handle these matters? Please explain.

Thank you,
Lisa

Lisa Marie Bigelow, Associate Director
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Subject: Discussions: responses to request for info on determining salary for study abroad directors
From: Laurence Tuccori <tuccori@OHIO.EDU>
Reply-To: Laurence Tuccori <tuccori@OHIO.EDU>
Date: Mon, 20 Jul 2009 10:45:43 -0400
Content-Type: text/plain
Parts/Attachments:  [text/plain](#) (405 lines)

There was a huge response to my recent request for information on how institutions determine the salary paid to the faculty directors of their study abroad programs. It seems Ohio University is not alone in not yet having a consistent policy in place and there were a lot of requests to share the responses. They are reproduced below with the institution names removed. I hope they help.

Laurence Tuccori
Program Coordinator
Ohio University
Office of Education Abroad
tuccori@ohio.edu

.....

At xxxxxxxxxx we pay the faculty the normal per-credit rate for supplemental teaching, i.e. the same as they would get paid to teach a course on campus in January or in the summer. In addition, we pay a one-credit stipend per program to help compensate for all the administrative work that goes in to planning a program. If the program is co-directed, the faculty can decide how/whether they wish to split that credit between them.

Of course, in addition to salary they get the cost of the trip covered (as approved in their budget), including a per diem for meals and incidentals.

In response to the request below, here are the options that we use for faculty leaders' salaries at xxxxxxxxx:

1. Departmental/college paid--This is most often found in those departments and for those programs where there is a track record of success. Faculty leading Spring Break programs are more likely to have the course counted as part of their teaching load for that semester than those in the summer. Occasionally, we do have college-funded faculty for summer programs but offerings are dependent on the teaching rotation in the sponsoring department. If the program doesn't make, then the chair/faculty member must scramble to find a replacement course to teach.

2. Student funded--A common choice for first time programs and those offered in the summer. Faculty are paid according to a Provost-approved formula of \$1,000 per Academic Credit Equivalent (ACE). Since most 3 credit courses are 3 ACES, the majority of our faculty receive \$3,000 salary for their program. These funds are included in the program cost charged to the students.

3. PAA points--A relatively new development on our campus is a points system which rewards faculty for participation in various events and activities. Although there is no immediate financial incentive, the faculty can receive a permanent pay increase by reaching a set minimum number of points. A few faculty leaders have chosen this option in order to help reduce the costs to the students.

By way of explanation, our faculty leaders are not solely responsible for the planning, development and implementation of their programs. They work collaboratively with me along a rough division of their handling of the academic side and my taking care of the logistics. We have also been developing a proposal for our Provost that would allow us to retain the tuition dollars generated by these programs and use those funds to pay for the salaries (currently, tuition is charged and collected separately from the program costs). So far, no action has been taken in that regard. We are also looking at other funding options to help make these programs more affordable to our students and yet enticing and not financially burdensome to the faculty.

The professor would earn the same salary that she would make to teach a 3 credit summer course on campus.

This is not transparent at our institution either, and all departments who have faculty led programs have their own policies for how to pay faculty. If

it would be possible for you to email a summary of the results or to post a summary to SECUSSA, it would be much appreciated.

Faculty who direct our semester-long programs continue to receive their usual on-campus salary while they are abroad. They also earn a \$5,000 stipend to help off-set additional costs that arise due to exchange rate or higher cost of living. Our budgets also cover the cost of their on-site housing, local transportation, and travel expenses.

Faculty leaders teaching courses on our programs are all paid according to university policy on salary for a course, based on the number of credits offered. So, for a three credit-course faculty typically receive 7.5% of salary if teaching an overload. Many, however, teach as part of load and receive no additional salary.

The policy I've copied below shows who pays and when.

/Compensation for Faculty and Instructional Academic Staff Leaders Teaching Courses Abroad/

All transportation, room and board and other expenses associated with the study abroad program will be covered by student generated fees unless alternate arrangements have been made. In return, Faculty and Instructional Academic Staff leaders are expected to travel with and remain at the program site with the students throughout the course of the program.

Faculty and Instructional Academic Staff Leaders may be partially or entirely compensated by student generated fees. Student generated fees may be used to cover replacement costs, CAS payments or overload payments (whichever is appropriate) and must be requested using the /Application for Faculty-led Programs Abroad/. Student generated fees will also be used to cover related fringe benefits. Compensation arrangements must be made with unit leaders or Deans unless funds are available through a grant.

xxxxxxx policies pertaining to compensation restrictions on overload payments to faculty on reduced load also apply when courses are taught abroad

For replacement costs, the OIE will transfer the salary and benefits requested on the /Application for Faculty-led Programs Abroad/ to the appropriate 102 account within the Faculty or Instructional Academic Staff member's unit.

For part of load, CAS or overload payments, the OIE will generate a /Payment to Individual Form/ to/ /pay the Faculty or Instructional Academic Staff member's salary directly.

COBA

The COBA will cover salaries for all lead COBA faculty. Salaries will be paid in full by COBA according to COBA policies with 15 or more full-fee paying participants. Salaries will be prorated according to COBA policies with 14 or fewer full-fee paying participants. The OIE will plan the budget for each program to cover the lead faculty member's travel expenses according to OIE policies.

COLS

COLS faculty compensation will be as follows:

§ Overload and CAS payments will be paid by the OIE directly to the faculty member.

§ Faculty teaching as part of load will not be compensated directly by the OIE. The COLS will request replacement costs, including fringe benefits, when departments are replacing the faculty leader. The COLS will not request replacement costs when departments are not replacing the faculty leader.

§ When a faculty member leads a study abroad program as part of load, the minimum enrollment on the program will be six full-fee paying participants. The COLS will determine the viability of any program with five or fewer full-fee paying participants on a case-by-case basis.

/Compensation for Faculty and Instructional Academic Staff Leaders who Are Not Teaching a Course/s Related to the Study Abroad Program/

All transportation, room and board and other expenses associated with the study abroad program will be covered by student generated fees unless alternate arrangements have been made. In return, Faculty and Instructional Academic Staff leaders are expected to travel with and remain at the program site with the students throughout the course of the program.

Unless alternate compensation arrangements are made with unit leaders or Deans or are available through a grant, the OIE anticipates that Faculty and Instructional Academic Staff Leaders who are not teaching a course/s related to the study abroad program will be compensated by student generated fees in lump sum payments determined by unit leaders or Deans. Student generated fees must be requested using the /Application for Faculty-led Programs Abroad/. Student generated fees will also be used to cover related fringe benefits.

For DFLL programs where the faculty leader is on-site with the group for one week or less, the compensation will be \$215/day plus benefits (with maximum payment based on 7.5% of salary). This amount was determined by taking the average salary in the DFLL as of spring semester 2006 and dividing it by the number of work days. This amount was agreed upon by the Deans and the Provost.

For programs where the faculty leader is on-site with the group for at least part of the program but not teaching a course, the recommended compensation is \$215/day plus benefits (with maximum payment based on 7.5% of salary). This amount was determined by taking the average salary in the DFLL as of spring semester 2006 and dividing it by the number of work days. However, each College will determine lump sum payments according to their own policies.

The OIE will generate a /Payment to Individual Form/ to/ /pay the Faculty or Instructional Academic Staff member's salary directly.

/Compensation for Assistants/

The normal ratio of faculty to students is anywhere between 1-to-15 and 1-to-25, depending on the nature of the program, the type of instruction and the need for proximate supervision. The appropriate Dean will determine whether to approve payment from student generated fees for the addition of an assistant to a study abroad program when reviewing the /Application for Faculty-led Programs Abroad/.

With prior approval from the appropriate Dean, all transportation, room and board and other expenses associated with the study abroad program (such as entrance fees associated with the program itinerary) will be covered by student generated fees unless alternate arrangements have been made. In return, Assistants are expected to travel with and remain at the program site with the students throughout the course of the program.

Assistants are not generally compensated above the costs of transportation, room and board and other expenses associated with the study abroad program. Alternate compensation arrangements should be made with unit leaders or Deans or paid for through a grant. If the Assistant's responsibilities include interpreting during presentations or lectures or other high-level responsibilities which the Program Leaders cannot assume, Assistants will be compensated by student generated fees in lump sum payments appropriate to the level of responsibility. In this case, the OIE will generate a /Payment to Individual Form/ to/ /pay the Assistant's salary directly.

COBA

There will be no assistant on programs which have 17 or fewer full-fee paying participants.

For programs with 18 or more full-fee paying participants, the OIE will plan the budget for each program to cover the assistant's travel expenses according to OIE policies. The COBA anticipates that the program budget may not always break even due to fluctuating currencies and economies of scale. In the event that there are insufficient funds to cover full travel expenses of the assistant, the COBA will cover the difference.

For programs with 23 or more full-fee paying participants, the COBA will cover the assistant's salary paid at 3.75% CAS.

Here at xxxxxxxxxxxxxxxxxxxx, we are grappling with this same question, so I would appreciate it if you shared any insights you gain.

Officially, here at xxxxx, we have been providing faculty with a salary that equals 10% of their 9 month salary, up to a cap of \$5500/class. This is based on the formula that the College of Arts and Sciences uses to pay their faculty salaries during the summer. However, this is by no means consistent, because we have other faculty who refuse to take this amount, making it difficult to maintain consistency.

xxxxxxxxx uses a formula to determine all faculty summer salaries, whether

the course is taught at home or abroad. The formula, determined by the Provost's Office is 3.5% of the faculty's annual salary (up to a cap of \$62,000), multiplied by the number of credits being taught.

Therefore, a faculty member with an annual salary of \$54,000 would receive \$11,340 for teaching 6 credits on a summer program. ($.035 * 54,000 * 6 = \$11,340$). If the faculty member is a Director of the program, meaning that he/she organized all of the itinerary, recruited for the program, and hired all the housing/tour services, etc., we offer an additional "director supplement" of 20% of their summer salary. In the same scenario as above, that would be an additional \$2268 ($.20 * \$11,340$). This is to compensate for the additional work that a director puts forward versus a faculty member that only teaches on the program and does not put in all of the additional legwork to make it run.

We review the salary, based on this formula, in the budgeting process with the faculty director, and the budget must then be approved by the college/department sponsoring the program. Therefore, if there is a salary discrepancy, we can refer the faculty member to the College Dean/Department Chair for negotiations.

At XXXXX we have a J-term. So our faculty-led programs during J-term are led by faculty that are "on contract". Our faculty have to teach two J-terms and get the third one as a study-leave. So most lead courses during the two the are on contract to teach and usually do not lead one during their third or "off" J-term.

So, we do not pay our faculty other than their normal salary for this program.

We also have 7-8 faculty-led courses during spring break (8-11 days in length). For these courses since a faculty member would usually be at home catching up, grading, re-newing...we do provide a \$500 teaching stipend. This fee is worked into the cost of the program and the participating students pay it via their program fee.

I am assuming that the director is the faculty member who is teaching the course associated with the program. We don't have faculty-led programs here but in my last institution, the faculty member received the same amount they would receive for teaching a course on campus and the faculty rank determined the amount of pay. They did not receive any additional pay for the other duties they may assume on the program but of course had all their travel, housing and meals paid for.

If by director you mean a staff member whose duties include oversight of such programs, they do not receive any additional pay (it comes under "other duties as assigned") but also have their expenses covered. If you are hiring a person simply to accompany the group and take care of logistics, I don't have any experience with that so I can't help you. We did often have student assistants who helped a faculty member on a faculty-led course and they were paid out of a summer research award budget and were awarded \$3000 plus \$1000 towards housing (the latter required receipts and money returned if they didn't use it all in less expensive locations) for an 8 week program but they had to pay all their own expenses out of that budget (airfare, meals, local transportation, and any housing expenses over the \$1000 housing stipend in more expensive locations etc.) and they served as program/research assistants.

I have faculty directors in my new post, I used to work at XXXX where we had 40 plus short term programs and there were no directors. First of all you might want to decide on what is that we are compensating faculty for? Logistical work? Meals not covered? A lower salary? Are they putting the courses together? Make a list and then write the numbers. I have directors of study abroad who get a 1500 stipend each. However, we will be doing without directors for the new programs since we can't undo what has been done for decades. There is no rationale for directors if there is a study abroad office who does orientation and recruitment and advising and works on logistics and helps faculty. The tendency in the field is to do without a director and just to provide a stipend.

Our program model and pay remains the same for all faculty. They each teach two 4-unit (quarter unit) courses over the summer and are paid \$5000 for each course (\$10,000) total plus a \$2000 leader stipend for setting logistics, attending mandatory workshops (First Aid, CPR, emergency preparedness, etc.), and marketing. Our programs have a minimum enrolled of 16 students. If a program has less than 16, the instructor can still lead

the program but the teaching salary is reduced by \$650 per students under the 16 minimum enrollment. In addition to the teaching salary and leaders stipend, we pay for lodging, airfare, meals and incidentals, and each instructor is given a spending allowance for class supplies, cell phone and internet connect, and ground transportation to/from the airports.

We have a crazy formula...

Program Leaders = \$300 per student up to \$3000... PLs teach a course within a program Co leaders = \$150 per student up to \$1500... CLs do not teach courses but provide support for the program

We attempt to keep all things as close to on-campus procedures as possible.

Faculty received either inload or overload salary for directing our January Term courses. All summer courses - whether on campus or off campus, are considered overload. All program-related expenses are covered (airfare, accommodation, etc, not passport)

For our semester faculty-directed programs, salary is determined when the program is set up. Again, faculty are compensated at their regular salary + expenses.

I'm happy to share our process with you for determining salary. We contact the appropriate School or College to find out what the faculty member would be paid to teach a 3 or 6 credit courses on the Boulder campus for the summer. The salaries vary depending on the faculty member's appointment and whether they are in Engineering, A&S, Business, etc. We then pay the faculty member that salary, plus 28% in benefits which we are required to pay, along with airfare, housing, and a per diem for meals which we determine. In general this works well.

We are aware that other universities pay all faculty a set amount for teaching a course abroad.

We have been paying a set amount for a 10-14 day trip of \$2700. It's a bit random, so I'm very interested in the way others do it!

Currently, our program directors' salaries are entirely based on the tuition that is generated by the program, which is dependent on the number of participants and the number of credits in which they are enrolled. If a program has 10 students who are each enrolled in 3 credits (for a total of 30 credits), then the professor is paid her full salary; if the program enrolls less than 10, then the pay is prorated. I should clarify that 12 month full-time professors are not eligible for any pay on top of their normal salaries in the summer (because they are already receiving pay from the university). 9-month faculty earn 7% of their full-time salary, and adjuncts are paid based on a standard rate.

Many of our programs this year saw lower enrollment this year, so the salaries were lower as a result. Needless to say, professors were NOT happy (their argument, which I agree with to some extent, was that it takes the same amount of work to put together a program for 8 students as it does for 10...). Because of the problems this year, we are reconsidering how we calculate salaries. We may just pay everyone in full, regardless of whether they have a full group. The only reason we can do this is because the funds that pay their salaries come from the tuition account, which has a surplus and rolls over each year, and because they are tuition dollars, the state controls how we use them; we can only use them for certain expenses (mainly salaries and instruction).

Subject: DISC: Faculty Led Responses
From: Breezy <bwente@UINDY.EDU>
Reply-To: Breezy <bwente@UINDY.EDU>
Date: Mon, 13 Apr 2009 14:27:18 -0400
Content-Type: text/plain

Parts/Attachments:  [text/plain](#) (284 lines)

Hello Everyone,
A few respondents asked that I post the responses we received about
faculty led programs.
I have attached our responses.
Thank you to everyone that participated.
Breezy

/April 8, 2009/
/Response to Questions posed on NAFSA Secussa-L./

*1. ** Do you allow adjunct professors to lead university groups
abroad? *

A. Yes. We pay them their usual rate for credit hours and make sure
they have the required insurance.

B. Our faculty is part of a union so what may be considered adjunct
status somewhere else is Associate Faculty status here. We have one
Associate Faculty member who leads a group abroad from Foreign
Languages. The professor in question has been in the department for
several years and has led this particular program annually for at least
five years. Leaders must have the support and backing of their
departments/colleges. I have had instances where department chairs
asked about having "true" adjuncts lead programs and I've discouraged it
due to the length of the planning process and the amount of work they
have to commit to with me.

C. Yes

D. As a rule, no. Study abroad program directors need to be regular
employees of the college.

E. NO, DUE TO LIABILITY ISSUES, WE DO NOT ALLOW ADJUNCTS TO LEAD
PROGRAMS.
HOWEVER, ADJUNCTS CAN CO-LEAD PROGRAMS AND CAN PROPOSED A PROGRAM AS LONG
AS A FULL-TIME FACULTY MEMBER IS ON BOARD.

F. Yes

G. YES, ADJUNCT PROFESSORS ARE ALLOWED TO DO THIS. INSTRUCTORS ARE
ALSO ELIGIBLE TO DO THIS.

H. NO. Our policy is only full time faculty can lead programs
(tenure and non-tenure track as long as they are on contract).
Co-leaders can be full time employees of the university but they must be
on contract and benefits earning.

*2. **Do you allow adjunct professors to lead university groups
abroad?*

A. we would but haven't yet since this situation has not been
brought up

B. I did have one who was co-leader but it was a rather unique
circumstance. She was the fiance of the primary leader, the topic was
also her area of expertise, and they made it quite clear that the
program would not happen without her participation. She had previously
served as an on-site guide/translator for one of his programs and was
quite valuable when a participant became injured and needed medical
assistance. In both instances (guiding and adjunct), she was under a
special contract with my office for certain duties and was considered a
University employee. We had no problems in this instance but I think it
really depends on the person.

C. Yes

D. Yes, in the instance where the other faculty member is a regular
employee of the college.

E. YES, THEY CAN SERVE AS THE SECOND FACULTY MEMBER ON THE PROGRAM
OR AS A
CHAPERONE.

F. Yes

G. YES

H. Not really, they can participate as community participants but
really don't hold any leadership role in the program.

Subject: DISC: liability for adjunct faculty in US study abroad programs
From: ravi paylon <ravi.paylon@GMAIL.COM>
Reply-To: ravi paylon <ravi.paylon@GMAIL.COM>
Date: Wed, 25 Feb 2009 18:05:52 +0100
Content-Type: text/plain

Parts/Attachments:  [text/plain](#) (88 lines)

Hi. I am a foreign language instructor for a US based study abroad organization which collaborates with over two hundred foreign universities and research institutes abroad. Basically, they send students from all the US to study all over the globe. I was hired five years ago by the resident director of one of those programs to teach foreign language to American students in the foreign country where I am based -- after you read this, you will see why I can't say where I am or what language I teach. I am a US citizen, longtime resident of the foreign country. Here's my story.

In the five, nearly six years of my employment, I have never been given a legal contract by this outfit. When I was first hired, I was asked to submit my university transcripts, references, CV, and working papers to the resident director's office, which I did. I was given a contract to sign, which I signed, and later a document which was supposedly more or less the equivalent of a w2 form, except official documents to attach to my local tax return were never sent to me. I figured sooner or later they would be sent to me in one go and I'd have to pay the piper. This continued for three years -- then one day, I realized that the second semester was nearly over and I didn't even have a contract. I thought there had been an oversight, so I asked the R.D.

-- Sorry, I forgot. It's all ready, she said, I'll bring it to you next week. But no contract was forthcoming. So I went back and looked at the contracts I had in my files. In fine print they said they were only valid if they were signed by someone in the Head Office, which they hadn't been. Mine was the only signature at the bottom of the page. So I asked for signed copies of my contracts for the preceding years and I got a vague answer. They had been misplaced, they were in the mail, they would arrive soon. But no contracts signed by the head office were ever produced. So I kept pestering the RD, and finally I got this answer "Well, you have always been paid so why are you fussing about a contract?" But she promised to deliver a contract for the current year before the end of the semester. No contract ever came, and as usual, I was paid for the year, but I never received any documentation for my tax returns. I have tried to ask other people I know who work for this outfit, but they just turn vague. It's obvious that they are happy with the situation, and my wife says I should just shut up and not worry, especially if I want to keep a job which I enjoy doing. But for the last couple of years, there have been students with disabilities in my class and I keep wondering. What are my responsibilities if something should happen to one of my students while attending my class, on their way to class, during class, and on their way back? After all, without a contract, I am just a person holding a gathering of persons in a classroom of a foreign university, where technically, without a contract, I shouldn't even be. My wife says that the head office probably is aware of all this. By not giving regular contracts, they avoid paying taxes and social security for the individual teachers, who are really sort of ghosts. When the paycheck arrives, nearly one third has been lopped off "to pay taxes" -- but of course, there is no documentation that these taxes have really been paid.

Admittedly, this is common practice in the country where I live, but it isn't common practice in the US, or at least it wasn't, and my employer is ostensibly American. Is this common practice for adjuncts hired abroad? I look forward to your comments.

Thanks rp


Subject: DISC: Adjunct Faculty Leading Study Abroad Courses
From: Dye Ryan D <DyeRyanD@SAU.EDU>
Reply-To: Dye Ryan D <DyeRyanD@SAU.EDU>
Date: Wed, 6 Aug 2008 11:37:29 -0500
Content-Type: text/plain

Parts/Attachments:  [text/plain](#) (70 lines)

An adjunct faculty member has submitted a proposal to lead a short-term study abroad course, and we have realized that we do not have a written policy on adjuncts leading study abroad courses. I would appreciate

learning whether other universities allow adjuncts to lead study abroad courses, and if you do allow adjuncts to lead study abroad courses, I would appreciate seeing examples of different policies.

Best Wishes,
Dr. Ryan D. Dye
Associate Professor of History
Director of International Education
Director of Irish Studies
Faculty Adviser, Phi Eta Sigma National Honor Society
St. Ambrose University
300c Ambrose Hall
563-333-6389
www.sau.edu/studyabroad <<http://www.sau.edu/studyabroad>>

Subject: DISC: Faculty Compensation for Short-Term Programs
From: Sherri West <swest@BROOKDALECC.EDU>
Reply-To: Sherri West <swest@BROOKDALECC.EDU>
Date: Wed, 28 Nov 2007 17:33:00 -0500
Content-Type: text/plain
Parts/Attachments:  [text/plain](#) (247 lines)

From: Sherri West, Brookdale Community College, Lincroft, NJ
swest@brookdalecc.edu

Hi,
A short while ago I sent a request to the listserv asking about policies regarding faculty compensation for short-term study abroad programs. Though many of the replies below suggest that faculty are given a flat rate of pay, there are some variations, so I have reprinted the replies that I received for your information. Sherri West

Replies from other colleges:

From Brookdale Community College International Education Director
Janice Thomas, who posted this question to a listserv:

The following query was sent to a study abroad listserv on September 14, 2007

We've been asked to undertake a review of our policies and procedures as it relates to running faculty-led, short-term programs.

What are your policies on ratio of faculty/students? In other words, do you offer set guidelines on the number faculty required per number of students?

Related to the above, what are policies on faculty compensation? How are faculty compensated? Are they paid per course? Per student? If so, what is the minimum enrollment required? Is there a difference between minimum enrollments required for a traditional on-site course and a course taught in connection with a short-term trip?

Janice -
I'm not sure this will help, but in 2003-2004, a survey was conducted over SECUSSA-CC with the following results. I'll look forward to seeing you results from this e-mail !
Rosalind

How does faculty get paid?
--program revenue 9
--regular salary 8
--no answer /
What division is Study Abroad placed
--Academic Dean 2
--Dean of Multicultural Affairs 1
--Academic Affairs 6
--VP of Academic Affairs 2
--VP of Instruction 1
--International Programs 1
--Extended Studies 1
--Dean of Student Services 2
--VP of special projects 1
--Dean of ESL & IE 1
Does program revenue support office

--General fund supports office 15
--Program revenue 4
--Don't know 2

Front Range Community College - Colorado

We are functioning on self-supporting programs. Our faculty normally choose to travel with EF Tours or Passports so that with every 6 students a faculty member's expenses are paid. It is mandatory that 2 faculty accompany each group.

Regarding compensation, the only way that faculty leaders are paid is by being the instructor of record for the class(es) for which the students participating in the program must register. They get paid for teaching the class(es), just as they would on campus.

The one program we have that does not use a company like EF (one month in Mexico) adds on a \$100 program fee per student and must register about 22 students in order to pay the faculty members' expenses.

So, FRCC does not set a minimum number of students. Our minimum is determined by EF/Passports (12 so that 2 faculty can go) and the Mexico program's minimum is 22 so that the \$100 fee covers the leaders' expenses.

Lake Tahoe Community College

The faculty/student ratio for short-term programs is 1 to 15. This is mostly based on the price set by our program providers. In other words, we have found that dropping below a minimum of 15 students makes the program too expensive. The cost of faculty is always covered by the student fees, which means one faculty goes for free for every 15 students enrolled.

Faculty are paid per course. Our enrollment minimums (typically 8 students) are the same for courses taught on campus as they are for course taught abroad. As long as we recruit a minimum of 15 students, our course minimums are automatically met. Faculty get their regular pay plus a free program abroad.

Los Angeles Valley College

Hi! I'm the administrator over our college's Study Abroad Program and we spent the better part of the last 2 years institutionalizing the program. You can look at and use as samples everything we've come up with - it's on our website at www.lavc.edu.

Basically, our program is simple and we only do short-term, summer study abroad - 3-6 weeks. The instructor is paid their regular salary since it is a class that they already have but taught overseas. We only use vendors in that the teacher cannot create his or her own course because then it becomes a tour and not part of the academic curriculum.

For instance, both of our teachers (www.lavc.edu) teach these courses here on campus since they are full time faculty members. It is teacher-driven in that the teacher recruits students well in advance of the trip - usually a year. The student pays all travel fees through the vendor and depending upon the vendor, may have to purchase the airline ticket themselves. Once the student has paid for the trip, they can enroll here at the college for the class.

The class number is specially coded as a study abroad class so the general population is aware that it is not on campus.

The vendor sets the minimum, and it is typically 15. In our college, our minimum enrollment for a regular class is also 15 so that works out. Usually if there are more students, the price of the trip is reduced somewhat and if there are 25+ students, they pay for another faculty member to go! It's a great deal for the faculty member since they get an apartment included in the deal.

Union College

Our "miniterms" are three weeks long. Compensation for the faculty member is \$4000. Some people think that this is high. What happened was that our first three miniterms were grant funded, and that was the amount specified in the grant. When we added non-grant miniterms, we couldn't pay those faculty members less. In the term before the miniterm, the faculty member must do a series of seminars to prepare the students for the program, so I think that \$4000 is really pretty fair. Hope this helps. Bill

University of South Maine

At the University of Southern Maine, we typically run 12-15 short-term programs each year. We pay faculty members based on the pay structure for the term that they are traveling. For our winter session programs, faculty are paid off of our overload compensation schedule, just as they would if they taught a winter session course here on campus. Over the summer, faculty are paid 7% of their base salary, just as they would if they taught a summer session course on campus.

Shoreline Community College

When our faculty teach abroad during their contracted time (academic year), Shoreline Community College continues to pay them their regular salary. If they teach a short-term program during the summer or other breaks, we pay them a stipend of \$100/day. Needless to say, we offer more programs during the summer break!

Community College of Vermont

We run short-term programs also, almost all lasting 10 days. We pay the instructor the regular instructor pay for the course as well as travel costs such as getting to departure airport, RT flight, in-country travel. Plus we cover anything that we cover for the students: admissions, some meals, medical and accident insurance, etc. With the exception of the instructor pay, all of this is covered by the per student fee. We do not pay the instructor a per diem.

I would be very interested in a summary of the response you receive as we are at a point of taking a second look at this issue. I must say that I am very comfortable with the current method and that no instructor has complained. But, we want to be fair.

Sinclair

At Sinclair we mostly offer short term study abroad programs as well. If the program is non credit the faculty member is not paid for teaching a course. If the program is offered for credit, the faculty member is paid .1 per student

California Colleges for International Education

We have hired U. level Ph.D. professors to serve as group leaders for our Field Courses for Educators. They have usually been past group leaders of their own with us. We have of course given them a free trip, plus 2000.00 in salary. We have our own local Guides that do much of the Instruction, but not only have we been able to keep the programs very affordable with 10-20 full-paying participants, the Professors have at least said the compensation was more than adequate. Thank you.

College of Staten Island

Yes we have been running short-term courses for 20 years now and have changed policy based on experiences with our faculty. All our faculty are given adjunct contracts at their salary rate (based on rank) for teaching the course. Their expenses to travel abroad, room, meals are all paid for (they are held to the same standards as the students so that they are very conscience of how they are planning a course) and they receive an additional \$200 for misc expenses. They are also equipped with an international cell phone. That number is given to the travel agent as well as me for emergencies only. The faculty have students in teams and they are responsible for notifying the faculty member if there is an issue in the evening etc. Depending on the severity of the issue the faculty member can handle it themselves or call me. We have been lucky and haven't had many issues. The short-term courses allow students who could not afford the money or time to have an opportunity to go abroad. It also provides another way to internationalize our curriculum, since the same courses are offered on campus as abroad. We often have students who do a short-term and then do a semester abroad so it becomes a feeder to other programs. If you need examples or more info please call me at 516-572-7213.

All the best,
Maria Conzatti

Pittsburg State, Kansas

What has come up in talks with the Internationalization Council are

1. Faculty awards for both faculty that have been successful for many years with their program and also for new faculty getting involved
2. Having a reception recognizing all faculty involved in study abroad programs and other international efforts on campus
3. Continuing to encourage faculty to work their cost into the program (we have faculty that feel that is cheating the students)
4. Working on finding ways to monetarily support faculty leading programs and institutionalize it

I hope this helps. Like I said the conversation is just starting here. We are trying to figure out how to encourage more faculty to get

involved in the program. Right now it is a lot of work for faculty with very little reward. So I will be interested to see the other ideas.

Julia Helminiak
jhelmini@pittstate.edu

Subject: DISC: Administrative/Organizational questions summary
From: Richard Bailey <baileyr@HAWAII.EDU>
Reply-To: Richard Bailey <baileyr@HAWAII.EDU>
Date: Tue, 25 Jan 2005 11:58:54 -1000
Content-Type: text/plain

Parts/Attachments:  [text/plain](#) (454 lines)

I apologize for the delay in getting this summary back to the list, and I also want to thank everyone who responded for the plethora of very helpful information. This will certainly be useful to me in making my case for the future of our study abroad office here on the LCC campus. I hope that others of you will find this information to be helpful.

Thank you again to all who responded!

Richard Bailey
Study Abroad Coordinator
Leeward Community College
Pearl City, Hawaii
808 455 0327
baileyr@hawaii.edu

<http://emedia.leeward.hawaii.edu/studyabroad>

Survey on SECUSS-L and SECUSSCC NAFSA subgroup listservs, January 16 24, 2005

1. How many students from your institution went on study abroad programs last year?
 1. 72
 2. 164
 3. 350
 4. 400
 5. About 360 (49% of our students study abroad in fall or spring semester, or for the full year.)
 6. 11
 7. 270
 8. 760
 9. 100
 10. Approximately 25
 11. 60 on short-term January faculty-led trips (3) 15-20 exchange
 12. We just started to keep track as to how many students went on study abroad programs and so my estimate from last year would be 40.....this would include both faculty-led programs and third-party agencies.
 13. 20
 14. About 50.
 15. 2
 16. About 50
 17. It depends on whether you mean the last calendar year or last academic year, but right now we are averaging between 200 and 250 students per academic year studying abroad.
 18. About 190

2. How many faculty-led study abroad programs are offered by your institution?

1. Anywhere from 3 to 6 depending on prof. initiation
2. usually 7
3. 13
4. 17-20
5. None, although XXXXX runs 5 programs abroad that are directed by XXXXX or consortial-institution faculty on an annually rotating basis.
6. This varies from year to year, but usually there are 2-3 per year.
7. 6
8. 10 semester-long, approx. 30 3-week (depending on year)
9. 1 last year, 2 this year, we are just starting to do this
10. This year 3, last year 2
11. 3-4 trips per year
12. Our community college is part of the XXXXX, which is comprised of 10 community colleges. Our college has 3 faculty-led programs this spring/summer; however, there are at least 16 being offered throughout the

- district for Summer 05
13. 2 - 3 a year
 14. 3-4 summer programs/yr.
 15. 6
 16. About 4-5 per year.
 17. One to two Winter-Break programs. One to three summer programs.
 18. BETWEEN 5-8 SUMMER PROGRAMS

3. How does your institution handle faculty remuneration for faculty-led summer programs (stipend?, tuition-funded overload pay?, per-diem?, a combination?)

1. We offer a salary that's set for summer taught programs and is prorated based on number of students going on the summer program. We also offer a per diem for meals (they do not need specific receipts), and the program leader gets a stipend of approx \$1,500 as an incentive to lead a group program.
2. faculty participate as part of their Spring course load. No extra fees are paid.
3. stipend
4. tuition-funded
5. N/A
6. All must receive travel authorization. The faculty member usually receives funding from their department as well as ours. Following their time abroad they simply turn in receipts to receive reimbursement. Their airfare can be purchased through our college travel agent.
7. Salary is based on regular institutional pay for a summer or January session. Salary and all additional faculty leader costs are built into the program cost charged to the student.
8. no summer programs (short term courses are in January, and part of instructor's regular salary)
9. Build in into the students costs. So, the students cover all the costs for faculty's costs. Theoretically, the departments could use to use their summer school fund to pay faculty for faculty led programs, but the departments would rather teach classes in the summer and use their allotment to do that.
10. Our summer programs are tuition-funded
11. During faculty-led January term programs, they are paid their normal salary. Their travel/meal costs are covered by the student fees charged. Our programs are all-inclusive.
12. The fees for the instructor are figured into the entire cost of the program and therefore goes back to the student total cost for the program. The instructor basically goes for "free" and then is paid for their instruction.
13. overload pay
14. regular summer pay plus 3 units pay for supervision time.
15. Tuition funded overload pay
16. Faculty may teach study-abroad as part of their regular contract or as an instructional overload. In many cases, though not always, the cost of the faculty member's travel is built into the overall cost of the trip, and so is shared by all the participating students.
17. They are paid their regular salaries for the class or classes they teach, just as they would be here. The cost of their airfare, housing and meals is usually factored into program costs and divided amongst the participants and/or we work out some sort of 20 paying passengers/one free ticket type of deal.
18. STIPEND PAID FROM TUITION COLLECTED FOR SUMMER PROGRAMS, PERDIEM PAID FROM OFFICE PROGRAM FUND

4. Under what division (academic unit, administrative unit, etc.) is your study abroad office housed in your institution's organizational hierarchy?

1. Study abroad is housed in the International Studies office under the direct supervision of the Academic dean.
2. The Office of Study Abroad is part of International Programs
3. dean of the college
4. academic affairs
5. We report to the Vice President for Academic Affairs/Provost.
6. Our office is classified as International Education and is overseen by the VP of Instruction
7. Department within International Programs within Academic Affairs division.
8. under Dean of Multicultural Affairs
9. -Division of Extended Studies, which is an academic unit
10. administrative
11. Academic Affairs
12. As the Study Abroad Advisor, I work in the International Education Programs Office, which reports directly to the Dean of Students (Student Services).
13. academic affairs

14. I report the the VP of academic affairs and/or a division dean appointed by the VP.
15. Academic Affairs
16. Currently, faculty leading study abroad programs must gain the approval of a college-wide international education steering committee, an 8-member group of faculty and administrators that is co-chaired by a vice president for special projects
17. Under the Dean of ESL and International Education (credit program).
18. STUDENT AFFAIRS

5a. How many people are employed full-time in your study abroad office?

1. 1
2. There is 1 person employed full time in the OSA, me, the Director of the OSA.
3. 1
4. one fulltime coordinator, me as half time director, students (1-2), and part time support staff 3 that assist with registrations, accounting.
5. We have two full-timers (Director and Assistant Director) and a half-time Administrative Assistant, which is likely to become full-time in the near future.
6. 1 full time director 2 part-time assistants/advisors
7. 4
8. 2
9. 1
10. One part-time permanent director 26 hrs./week (me), and one assistant 10 hrs./week
11. 1, although there is also a committee of 4 faculty and 2 students and the study abroad office staff member to make decisions.
12. I am the only employed person that works with study abroad....and I am full-time. However, I also back up the International Student Advisor (especially with Spanish-speaking students). I tend to have my hands in many different areas, although my primary job is study abroad. I think it is partly because of my nature and work ethic. Just an FYI - our office is comprised of the following: Director, International Student Advisor, Study Abroad/International Student Advisor (me), Projects Coordinator, and Administrative Assistant.
13. 2 part time people
14. o
15. 1 (This is a small part of my responsibility)
16. None. We have a part-time study abroad coordinator.
17. One
18. ME.... I SHARE A SECRETARY WITH COMMUNITY SERVICE, AND THE ASST AND ASSO DIR OF CAREER SERVICES ARE ALSO STUDY ABROAD ADVISORS

5b. How are these positions funded? (revenue generated from study abroad programs, college general funds, etc)

1. Salary comes from general operating account but the budget is partially supplemented by tuition rec'd from summer abroad programs.
2. Funds are generated through the budget for International programs.
3. general funds
4. revenue generated from study abroad programs
5. College general funds.
6. Funded through college general funds
7. All salaries except for Director funded by revenue from study abroad programs, study abroad fees etc.. Director's position funded by university. We are a self-support office so all expenses are covered by revenue generated by our office except for the Director's salary.
8. partially from gen'l administrative funds, mostly through program fees
9. ...1/2 revenue generated and 1/2 college general funds
10. general fund
11. College general funds. We don't really have revenue from study abroad programs.
12. All of our positions are funded by college general funds and revenue generated by international students studying on campus.
13. college general funds
14. na
15. college general funds
16. By college general funds.
17. Revenue generated from study abroad programs
18. GEN COLL FUNDS

5c. How are these positions classified? (administrative, faculty, etc)

1. Director of International Studies, administrative function, non faculty at this time. Should I leave the job it could be offered to a faculty member.
2. Administration

3. admin
4. office positions are administrative, faculty lead programs abroad
5. The Director and Assistant Director's positions are administrative, although the Director has faculty privileges and can teach. The Admin. Ass't is clerical and unionized.
6. Our director has been on faculty, the others are classified as administrative.
7. Administrative
8. director has faculty status; assistant is support staff
9. We call it professional staff, but that would be Administrative for your purposes.
10. administrative
11. Academic program director level.
12. no answer
13. administrative
14. Release time (20%) for a faculty member to act as coordinator
15. administrative
16. The current part-time coordinator is actually an adjunct faculty member with experience in study abroad.
17. Administrative/Classified Supervisory
18. ADMINISTRATIVE

6a. How many people are employed part time in your study abroad office?

1. None, although I have 2-3 student workers each semester. I am not considered a supervisor.
2. there is one work study student who works in the office 19 hours per week
3. 0
4. None, all are employed full-time but are also responsible for distance learning and extension activities and programs.
5. In addition to the half-time admin. ass't, we hire student workers to help during our drop-in hours (10 hrs/week).
6. no answer
7. 4 (student employees)
8. 1 student
9. None. I have two work study students they help me market the programs.
10. two
11. None. Hope to have a work study student next year though
12. There are no part-time positions in our office; however, we are currently planning to hire a student worker to work 20 hours a week.
13. there are only 2 part-time employees for the whole international >ed office
14. 1
15. 0
16. The one previously mentioned.
17. One clerk 15 hours/week. Two federal work study students, approx 6 hours per week each.
18. SEE ABOVE, BUT I ALSO HAVE 8-10 STDT ASSTS, USUALLY INTERNATIONAL STUDENTS AND RETURNED STUDY ABROAD STUDENTS

6b. How are these positions funded? (revenue generated from study abroad programs, college general funds, etc)

1. NOT generated from S.A. funds--but from work scholar funding by the college.
2. Funds are generated through the budget for International programs
3. na
4. revenue generated from study abroad programs
5. Funds for student workers (we hire work/study only) come from the budget of the Office of International Studies (OIS), which in turn comes from college general funds.
6. na
7. Revenue generated by our office.
8. same as 5b
9. Work study funds
10. general fund
11. N/A
12. Same as 5b.
13. college general funds >
14. General fund as far as I know.
15. na
16. See above.
17. Revenue generated from study abroad programs.
18. STDT LABOR

7. Does revenue generated from your study abroad programs cover your office operating expenses? If not, what percentage is covered by program-generated revenue?

1. Operating expenses covered by general operating budget, although some S.A. generated tuition is used to off-set my budget needs. I am not privy to the percentage
2. No tracking of funds is done for the OSA.
3. none
4. Hardly. to run a program with a coordinator, secretary, advisor, and a student worker, we would need at least \$150,000. That doesn't cover essential such as site visits or seed money for other programs. Besides, faculty-led programs aren't all that are needed, affiliated programs are very important to a complete curriculum. Be sure that your institution can afford faculty-leds as they are intensive work at little return in the long run.
5. Revenue generated from our study-abroad programs go into the university's general coffers, and the OIS receives an annual budget for each program.
6. We are under no obligation, or quotas to earn revenue.
7. All operating expenses covered by program revenue, study abroad fee, program provider rebates etc.
8. can't say, don't know the % (it's not an issue here; administration sees value of off-campus study and so doesn't push us to cover all our costs)
9. Yes and no. It's supposed to, but generally the International Programs Office covers my operating costs (phone, copies, etc) and my revenue covers marketing, travel to conferences, books, etc.
10. I really don't know
11. We don't get revenue from study abroad programs. Students are charged the program cost for January term programs. And all other programs are exchanges.
12. No, there is no revenue from the study abroad program as it solely pays for the experience and trip for students and faculty. Well, except for some of the tuition portion of the class goes back to the school.
13. Not sure
14. There are no program generated funds.
15. na
16. None. Students studying abroad bear the costs of their tuition and the cost of the travel program. The college does not attach any additional fee.
17. Barely since 9/11, but yes.
18. PROGRAMS DON'T PRODUCE FUNDS FOR OPERATING EXPENSES

8. Does your college/university administration facilitate student to participation via flexible use of financial aid, access to information, and/or ease of credit transfer in:

- a. Independent/self designed study abroad options
 1. No financial aid offered for self-designed S.A. options.
 2. we support our students in every way we can to study abroad, especially through our own programs; full financial aid, and support to transfer credits
 3. no
 4. yes
 5. No
 6. no answer
 7. no answer
 8. no answer
 9. no answer
 10. no
 11. not flexible use of financial aid yes - access to information credit transfer: not as easy as for our programs, but we will still work with students
 12. Ahhhhh.....the obstacle and challenge of my job!!! This is a new area and something that is part of my strategic plan. Currently, I have not gone through the entire process, but the way it is supposed to work is the student is to get pre-approval for the classes they will take from the Division Chair at SCC and then upon their return, they will take a "Credit by Exam" to receive the credits. I will admit that since we have not had much experience with students doing this, yet, that I don't know how smooth the process is.
 13. Independent/self designed study abroad options financial aid >is available, but students must petition for transfer of credit
 14. no
 15. yes
 16. Yes, in all cases.
 17. See 8b
 18. See 8b

b. programs offered through other US college/university study abroad offices

1. Financial aid is very generous and we offer transfer credit for all courses taken as long as they are approved in advance.

2. if the program is not in house then we give the students all federal aid but institutional aid does not apply. Transferring credit is the students' responsibility as well.
3. yes
4. no
5. Because students must pay XXXXX tuition (home-school tuition) to receive XXXXX credit for semester/academic year study abroad, all financial aid is transportable. Credits must be pre-approved and, as long as they are in departments Wesleyan offers, transfer back to the XXXXX transcript. Grades from abroad are recorded, and figure into students' GPAs. The OIS has daily drop-in hours, appointments for students not available during drop-in hours, and an extensive website with links to approved programs.
6. We belong to the College Consortium for International Studies (CCIS) and try to push students in that direction. We are open to letting our students participate in other school's programs, or 3rd party providers, but warn them first that credit transfer may be difficult.
7. Students can choose any program provider including other U.S. universities or institutions (contingent upon accreditation, issuance of transcript, and approval of courses by home academic departments), students can direct enroll at overseas institutions, students can complete internships overseas. All financial aid can be applied (this is actually required by law) and award amounts are usually increased to help the student offset additional costs associated with study abroad. Additional institutional scholarships are also available. All grades and credits for all courses taken overseas are posted at XXXXX upon return.
8. partial yes to both; institutional financial aid does not accompany students on programs other than our own and a select group of others.
9. We do both, but generally I prefer programs offered through other universities and providers. They are much less work than self designed options. We don't have the staff to support those options.
10. yes Financial aid is available for all of our study abroad programs
11. yes to all also have study abroad scholarships
12. Same as 8a.
13. We belong to a consortium (CCIS) that facilitates >transfer of financial aid (we have a blanket title IV financial aid >agreement with all other colleges in the consortium) and credits
14. Not that I am aware of. That would be the Financial Aid or Counseling offices.
15. yes
16. Again, yes. Students traveling abroad at other institutions usually do so as transient students and transfer the credit back to Santa Fe without any problem.
17. We provide advising/resource information for Independent/self designed study abroad options and programs offered through other US college/university study abroad offices. Students can only use XXXXX financial aid on XXXXX Study Abroad Programs
18. STUDENTS HAVE TO BE APPROVED BY THEIR ACADEMIC ADVISOR TO STUDY ON XXXXXXXXXXXX SPONSORED OR INDEPENDENT PROGRAMS. IF THEY GO THROUGH XXXXXXXXXXXX, ALL AID IS APPLIED TO PROGRAM COSTS AND STUDENTS PAY XXXXXXXXXXXX RATES REGARDLESS OF ACTUAL PROGRAM COSTS. IF THEY GO INDEPENDENTLY, ONLY FED, STATE OR INDEPENDENT AID GOES WITH THEM

Subject: faculty compensation for short term programs
From: Monique LaRocque <mlarocque@USM.MAINE.EDU>
Reply-To: Monique LaRocque <mlarocque@USM.MAINE.EDU>
Date: Mon, 28 Mar 2005 16:00:52 -0500
Content-Type: text/plain

Parts/Attachments:  [text/plain](#) (50 lines)

Dear Colleagues,

I am trying to collect some information about the way faculty members are paid for short-term programs during the summer and/or winter sessions. Do you administer faculty-run 2-3 week short-term travel programs (domestic and/or international) for academic credit during the summer? If so, could you help me out with the following:


1. How much do you pay faculty members to teach a travel-based course? Do you pay a certain % of salary, or do you pay a straight stipend? If so, how much? Do you also provide all travel expenses, including airfare, room and board? Do you give faculty a per diem instead of , or in addition to all travel expenses?
- 2). Do students participating in your credit-bearing travel programs

pay tuition above and beyond the actual program costs (e.g. airfare, R&B, lectures, course fees, excursions, etc.)?

If you could send me an email with some basic information, I would greatly appreciate it!

Thank you!!
Monique

Monique LaRocque, Ph.D
Director of Summer Session/Winter Session
and International Programming

Subject: DISC: Faculty-led programs SUMMARY
From: Janis Halpern <Pshalper@ISUGW.INDSTATE.EDU>
Reply-To: Janis Halpern <Pshalper@ISUGW.INDSTATE.EDU>
Date: Tue, 2 Sep 2003 11:15:50 -0500
Content-Type: multipart/mixed
Parts/Attachments:  [text/plain](#) (102 lines), [Janis Halpern.vcf](#) (12 lines)

Dear wonderful colleagues,

This group really comes through (over 40 responses) and I thank you all for responding. Several asked for a summary, and here it is:
#1 HOW ARE FACULTY SALARIES COVERED?

The majority of responses indicated that salaries are covered by tuition . The issue of actual compensation rate was not requested although some respondents provided this information which was quite varied. One said that faculty are paid a stipend equal to one month's salary or \$4500, whichever is less. One had a very innovative way to entice faculty to recruit for short-term programs: an additional administrative stipend of about \$1500 depending on length of program and numbers of students.

Responses where faculty are not paid just through tuition said:
covered by the academic department or school
tuition PLUS a supplement from International or Dean's office (if necessary)

ONE said faculty compensate with fall term release time rather than dollars
salary amount based on adjunct -faculty rate for courses taught
salary is covered the same way they are if the course is offered on campus

some respondents indicated they only offer a winter or "May" term which is already included and no need to pay faculty
extra although several indicated that faculty may receive an "honorarium" which was included in the budget

Quite a few respondents mentioned that the program must be self-supporting and numbers must be there to cover faculty salary.

#2 WHAT OFFICE APPROVED THE BUDGET FOR THE PROGRAM?

Out of the responses 30 indicated that the "International Office" approves the budget and works with faculty to develop an appropriate budget. Of these, several indicated that there is a final approval with an advisory committee, Dean, Business Office or Provost
Other responses: Academic Dean's Office; Continuing Education (1); Business Office

#3 IS THERE A MINIMUM NUMBER NEEDED FOR THE PROGRAM TO GO?

The majority indicated that 10 is a minimum, but most did say that this can vary from program to program. Several respondents mentioned that a program can go with as few as 5. Most said it depends on the budget. One said fewer are needed if going to a developing nation. Some indicated that with 12 students two faculty are needed.
The highest minimum was 15 .

#4 WHAT OFFICE COLLECTS FEES, INVOICES STUDENTS, HANDLES TRAVEL ADVANCES AND CLOSES THE ACCOUNT AT THE END?

17 responses indicated that the Controller/Business/Bursar's Office handles this

13 said this was all handled within the "International Office".. a few said that the faculty leader takes care of it and one said Continuing

Education.

Other listed combinations: The "International/Study Abroad " keeps track of who has paid,, and sends invoices, but monies are collected by the business office; International Office coordinates with Business Office; travel advances handled through assessment on student's account once registered for course(s); travel advances handled through university- wide disbursements office..; Departments/Colleges who perform their own budgeting handle their own financing

Some provided detailed answers depending on the question..Most just gave a brief answer, and I couldn't include every detail.. , but everyone was very helpful!!!! . The conclusions that can be drawn from responses to me indicate:

FACULTY- LED (SHORT-TERM) programs are indeed part of what is available to students interested in study abroad, and all have a procedure in place so these programs can run. Putting together an appropriate budget is a key factor ifor success. Due dates as well as a "cut off" date in terms of minimum number is established . Faculty receive a salary from tuition collected, and most receive a salary similar to what is received if the course were offered on campus. In general there is an "International Office" on campus that takes care of everything related to these programs including collecting fees and closing the account, although most work together with the Business Office.

THANK YOU EVERYONE... Please feel free to let me know if you have additional questions or would like to discuss this further.. Also, I do recommend obtaining a copy of NAFSA's "GUIDE TO SUCCESSFUL SHORT-TERM PROGRAMS ABROAD" edited by Sarah Spencer and Kathy Tuma.. This a very useful and particularly helpful when working with faculty who would like to do this but don't know where to begin.

Janis

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FACULTY-LED PROGRAMS IN LONDON WITH FIE

(The Foundation for International Education)

Faculty-led programs have a number of important benefits of which include faculty development, the opportunity to integrate study abroad experience into the home curriculum, and the capacity to generate enthusiasm for international education on campus.

There are, also, potentially significant risks and problems that FIE can resolve for U.S. institutions considering study abroad in London. The benefits of working with FIE are not limited simply to risk-avoidance, however. FIE does create a plethora of opportunities available to faculty that cannot be easily identified from the U.S.A.

Logistics

With operational headquarters and staff in London, FIE makes effective and efficient local arrangements from group arrival to departure, including transfers to and from the airport, orientation, central London housing, extra-curricular activities and so on. Co-curricular planning by both FIE's academic and student life team, in conjunction with the incoming visiting faculty well in advance of the program start date, allows the program to function effectively as soon as students and visiting faculty arrive in London

Security

Students will benefit from 24-hour emergency support as well as from services of resident assistants and an experienced student life team. In addition, FIE integrates comprehensive international insurance coverage into all its programmes. FIE's orientation program draws upon local knowledge and is a particularly effective way of maximizing students' safety while they are in London. This is a key factor when, in practice, many students may be overseas for the first time and may also be in an urban environment that is deeply unfamiliar to them.

Local knowledge

However well informed and effective the faculty leader may be, it is impossible to keep up-to-date on the myriad of events and activities that the life of London offers. The FIE staff spends a great deal of their time maintaining contact and monitoring these opportunities. In conjunction with the faculty leader, FIE can open up the full potential of life in the city in areas and fields that are not easily accessible under normal circumstances.

Academic

Using full-time academic staff and a distinguished pool of advisors, FIE works with faculty leaders to ensure that students benefit from access to major developments in social, cultural and political life. Faculty leaders are given office space, a cell phone and a computer to enable them to better manage their program. FIE's Study Center enables classes to be held in excellent, fully-equipped classrooms and gives students access to computer facilities 24 hours a day, seven days a week. The use of FIE's UK adjunct faculty lends itself to another important component of cultural immersion

Immersion

FIE offers students the chance to enjoy the facilities of a central London university, enabling them to make contact with other students from a wide variety of backgrounds and countries. In addition, FIE offers opportunities to experience weekend home-stays with British families as well as to participate in volunteer projects. Formal academic internships can also be arranged for participants. In addition, FIE arranges social and cultural events that enable students to interact with others on FIE programs and to experience the exciting environments of contemporary London.

For further information on these and other FIE services contact either Erika Richards erichards@fie.org.uk in the east or Ron Koehn rkoehn@fie.org.uk in the west.

Cheers,

Erika Richards, Director
Program Development

Foundation for International Education
8 Summer Street
Marblehead, MA 01945

Secussans,

On June 5, I posted a query requesting advice/guidance on faculty led study abroad programs. Thank you to all those who offered me help!

-Robyn Asaro
Monmouth University

To implement a policy for faculty who wish to lead short-term study abroad programs:

Who does the budgeting?

Most said that the study abroad office works closely with the faculty leader to develop the budget. However, the faculty leader usually compiles the preliminary #'s. It seems the SAO has final budget approval. Also, the SAO is usually responsible for collecting deposits, mailing payments, etc.

What is the timetable for faculty proposals?

Nearly all said one year to as long as 2 years prior to departure. The most common answer was early fall for the following summer.

What does the proposal include?

The proposal includes all of the following: complete justification for program, sample itinerary, courses offered, class time, location, housing, tours, costs, time line, instructional strategy, evaluation process.

Who decides which programs run or not? How is the deadline determined?

Nearly all said this is ultimately determined by student demand. Most said that the minimum # to run the program was 10. The decision is also based upon the deposit date and when payments are due for airfare/rooms etc. If the adequate #'s and deposits aren't in then usually the SAO (Director/Coordinator) will make the 'no-go' decision.

What is the formula or criteria to determine how much faculty are paid?

Nearly all said that faculty are paid the same amount as if they were teaching on campus. If the faculty is just the trip 'leader' and not teaching a course(s) than some schools pay a stipend.

What are the job responsibilities delegated to the study abroad office and which are for the faculty?

Here are a few direct quotes:

“Our office (SAO) tracks all the \$\$\$, provides all the forms, documentation, manages all the liability/insurance/legal bits, whereas the faculty member directly contacts the students about paying the \$ to the SAO, attending any orientation, providing syllabi, itineraries, coordinates all flights and logistics and makes sure the students have all their necessary documentation turned into us. In effect, our office handles the paperwork, the faculty member makes sure that it is all correct, complete and everything is sorted out with it before it gets to us.”

“All administrative, policy setting, faculty/student orientation and other functions are handled by the SAO. Faculty must meet certain deadlines for submission of info, attend orientations, and recruit students.”

“We (SAO) collect monies and pays out for program costs; do the travel application forms and the reconciliation of the account; safety pre-departure; guide faculty in what they need to do – over see the entire process; create promotional materials.”

“The job responsibilities are jointly handled by the (SAO) and the faculty member based on need. The faculty member usually makes the international contacts but there are times the SAO will seek or suggest housing. If an adjunct faculty member is needed both parties work on the selection and hiring of that person. The faculty member does not collect any money. That is all handled through the university offices once the budget and costs are established. The SAO makes sure that students are covered with insurance and provides support for the faculty member if it is needed.”

Hopes this helps all those who asked for a summary. I was also told by several secussans to buy the NAFSA publication 'The Guide to Successful Short-Term Programs Abroad', editors: Sarah E. Spencer & Kathy Tuma. ISBN:0912207868 Wishing everyone a nice summer! -Robyn

Subject: Disc: Summary--Faculty Compensation
From: Ken Briggs <briggsk@ROCKY.EDU>
Reply-To: Ken Briggs <briggsk@ROCKY.EDU>
Date: Mon, 21 Apr 2003 14:58:43 -0600
Content-Type: text/plain

Parts/Attachments:  [text/plain](#) (88 lines)

Dear Colleagues,

On April 15, 2003, I submitted the following questions to SECUSS-L and received a number of helpful responses which are summarized later. Thanks very much to all who took time to respond.

My questions were:

How do you structure compensation for faculty who lead short term study abroad programs?

Is compensation for study abroad different from that for courses taught on campus during the same period, say summer terms, or interims? Is compensation different for faculty who simply lead/accompany groups while instruction is provided by host nationals? Do you use a pay structure that increases with the number of participants, or do you simply pay a certain amount for, say, a three credit course?

I received 13 responses ranging from small private colleges to large public universities. I do not report names of institutions. Those of you who contributed will most likely be able to recognize yourselves in the summary, and I would encourage you to correct what I state or elaborate if you feel the need.

About half of the responding institutions consider embedded and interim faculty-led study abroad programs to be part of the teaching load for faculty and these programs are considered to be equivalent to 3 credit courses on campus. In a few cases (only private institutions), summer sessions are also considered to be part of the teaching load. Faculty teaching loads are adjusted then, and no other compensation from the institution is provided. However, all expenses for faculty are covered by student fees for the program. Several provide per diem in differing amounts.

The other half pays the going adjunct faculty rate for interim and summer study abroad courses, also equivalent to 3 semester credit hours. For one school, the pay is equal to one-twelfth the instructor's academic year salary.

One small private college offers full adjunct faculty salary for a summer course that has more than five participants and pro-rates the salary if there are five or fewer participants.

The following issues seem to be the ones most are attempting to address:

1. compensation for planning and arranging short-term programs. One provides adjunct faculty salary for teaching plus 10% for administering the program and chaperoning. Two others pay a flat administrative fee for these functions, with one of these stating the fee is approximately equal to one-third the teaching salary. However, several felt that compensation for administration of the program was not adequate and should be improved, but tight budgets are a real constraint. One school reports this administrative pay is a hotly contested issue since it cannot always be offered due to budget constraints. One other reports an effort to offer pay equal to 1 semester credit for administrative functions, but also suggests this will be difficult, again, due to budget constraints.

2. compensation for "accompanying" faculty (those who only teach occasionally or assist lead faculty). Some schools that provide administrative compensation extend it to accompanying faculty. Others do not, but do cover expenses through student fees. Another leaves it to the academic or faculty dean to decide if and how much accompanying faculty will be paid.

3. Among most respondents, there is no difference in pay between faculty who design, plan, administer, teach a short-term program (and chaperone) and those faculty who work with program providers, don't teach, and "only" chaperone.


4. Just a note really...two schools mentioned that their short term courses required a minimum of 9 students.

Are there any other variations out there or thoughts about some of the issues raised here?

Ken Briggs

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SECUSS-L Message

Subject: DISC: Faculty Exchanges and Contractual Concerns
From: David Prejsnar <dprejsnar@CCP.EDU>
Reply-To: David Prejsnar <dprejsnar@CCP.EDU>
Date: Tue, 3 Dec 2002 18:26:08 -0500
Content-Type: text/plain
Parts/Attachments:  [text/plain](#) (62 lines)

Dear Colleagues

My college is exploring possible faculty exchanges with an overseas institution. As we begin the process a number of questions have come up concerning how such agreements would work in light of our faculty union and the language in the faculty contract. We are a large, urban community college with a strong faculty union (AFT affiliated.) The union includes both full-time tenure track faculty and adjunct faculty. Under the contractual language faculty are assigned courses by their qualifications to teach the course and by seniority. Once the full-time faculty have their teaching schedules then available courses go to part-time faculty by seniority.

We are considering an exchange of faculty members on a one to one basis. One possibility would be for simultaneous exchanges for the same semester or academic year. The following issues have arisen and I would appreciate hearing from anyone on the list whose institution has a faculty exchange agreement and has to deal with similar faculty union issues of seniority:

- Mostly likely our (US) faculty member going abroad would be on a sabbatical. But if the visiting foreign faculty teaches a course load then that person could be seen as taking work away from someone on the seniority list, possibly an adjunct instructor. I would be interested in hearing if this issue been raised at your institution and if you have found ways around any concerns?
- One possible solution we have considered is having the visiting faculty member not teach but take on other responsibilities. Has anyone tried this approach, and what other responsibilities might be rewarding to such a person, such as working on projects, observing administrative or classroom activities, etc. Do these raise visa issues? What has been your experience with such arrangements?
- Has anyone, especially those from a community college, found that partnering with another (large research univ. for example) institution, been a good arrangement?

Thank you in advance for any ideas that have worked at your institution.

If anyone would like a summary of the responses please email me below or if there is enough interest I will try to post to the list.

Sincerely

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Subject:	disc:summary - RD/Program leader compensation
From:	"JoAnn deA. Wallace" <jwallace@ANTIOCH-COLLEGE.EDU>
Reply-To:	JoAnn deA. Wallace
Date:	Thu, 18 Sep 1997 14:54:51 -0400
Content-Type:	TEXT/PLAIN

Parts/Attachments:  TEXT/PLAIN (97 lines)

Dear Colleagues,
In late August I send the message copied below to the list. I received 10 responses which are summarized below.

original message:

We are in the process of reviewing the way we staff our study abroad programs with the goal of a system of compensation which is consistent across programs as well as sensitive to the workload of an RD/program leader in a particular country or area of the world.

In the majority of our programs, the leader/director is responsible for a full semester's courses which use a broad range of lecturers, presenters and resource persons. The director does most of the work of planning the academic content, finding the resources, mentoring the students and evaluating their work. In addition, the director plans the in-country travel and learning experiences, manages the budget and serves as everything from housing coordinator to psychologist and cultural conflict manager. In addition, most directors help to prepare publications, participate to some degree in the recruitment and selection of students and do student evaluations, program and budget reports after the program has ended.

SUMMARY

(includes our own data - total 11 institutions - 4 state, 4 private, 3 independent programs or consortia)

** Who leads your programs?

**Are they your own faculty?

Five use their own faculty almost exclusively,
four use full time resident directors,
three use host institution faculty,
five use their own faculty for short term programs
most do more than one of these

**If so, does the institution or the program pay their salary while they are abroad?

5- institution pays

4 - program pays

2 - program pays replacement cost for adjuncts

(Two schools where the program replaces full salary commented that it is too expensive to divide among students and they are seeking other ways.)
part timers are paid by the programs

** What expenses are covered while your faculty are leading programs?

All cover travel, housing, program related activities and meals directly, through reimbursement or per diem.

One simply pays a higher salary and expects faculty to cover housing and food.

Two cover some spouse or family expenses when spouse has defined role.
One mentioned covering car expenses.

** Do you use leaders from outside your institution?

Many use local faculty or resident directors.

**Are they part-time or full time? Full year or partial?

few full time, a lot of part time or partial year.

**Are they faculty from other institutions on sabbatical, indigenous faculty, independent scholars?

all of the above, most are indigenous faculty.

**What is the salary range of directors or program leaders who are not regular faculty at your institution? (if you can give this info)

Full time, full year - \$25K - \$60K 3 reports)

local coordinator \$3000-\$5000 (2 reports)

part-time, partial year \$5000-\$16000 (2 reports)

per course \$2500, \$60 per contact hour (3 hr course=\$2700) - 2 reports

Pay equivalent of one course additional for program administration-3 reports

some local coordinators (non-teaching) paid per student \$500 (3 reports, only one gave amount)

**What benefits do they receive?

**Are the benefits different from those of regular faculty? ...staff?

**In what ways?

full time and semester RDs receive same benefits as institution faculty -
visiting faculty (one course) or short term program leaders - none

part time indigenous faculty coordinators - none

**Do you purchase any special health or accident insurance for overseas staff?

4 - add special medical and evacuation

**How do you handle salary and benefits payment to directors who are not US residents?

local account, CIEE as paymaster, wire transfer, university check

**Does anyone know of any data which has been compiled on this subject?

None

Thanks to everyone who responded. Please remember that this represents only 11 institutions and cannot be considered as an accurate picture of current practice. If anyone would like to contribute further information, please do so and I will continue to compile it.

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Please note new e-mail address