



Program Administrator Manual

Prepared by
Jerry Barnaby
Executive Director
HCIC 3041
1906 College Height Blvd
Bowling Green, KY 42101
270-745-2231

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CCSA – Program Administrator Responsibilities

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A. Overview

The program administration team includes a program director and for larger programs an assistant director. CCSA strives to assign program directors (PD) and assistant directors (AD) well in advance of the program in order to build a team, focused on delivering academically rigorous courses in a financially sustainable structure.

The team works directly with faculty and the CCSA office to build and manage successful programs. The team must be prepared to facilitate the program from start to finish. The team has long-term responsibilities that include guiding recruitment efforts for their program in order to attract the larger number of students and non-credit participants.

Program Directors serve as facilitators before, during and after programs under the general direction of the Executive Director. Program directors facilitate recruitment with the member campuses and faculty and are responsible for the conduct of the CCSA overseas programs.

Assistant Directors join in larger programs when the number of students and budget calls for the additional staff. They support the PD and faculty before, during and after the program.

B. Benefits

Program directors build skills and connections that improve their ability to manage projects and people with the education abroad context. More tangible benefit include receiving all the amenities provided to program participants (including transportation, housing, designated meals, health and emergency evacuation coverage) as well as a small per diem. Program directors and assistant directors may bring a companion/family member with them on the program. However, it is vital that both the directors and the companion/family member(s) understand that the attention of the director must always, first and foremost, be focused on the program participants' health, safety, and well-being. CCSA program and assistant directors serve as volunteers, not employees of CCSA, and receive no salary from CCSA for performing these services. However, they are covered under CCSA's liability insurance.

C. Expectations for Program Directors and Assistant Directors

Read this document carefully before volunteering to take on these duties. Serving as a program director for CCSA is rigorous, demanding, and rewarding.

Before the Program. Faculty recruit for their course. The campus rep and faculty create a presence on each campus. Guided by the program director, the team creates an academically rigorous and culturally meaningful experience. Supported by the CCSA staff, the team creates a strong network all focused on attracting the largest number of students.

Mandatory Training/Preparation. Everyone selected to serve in the capacity of a program director must participate in the mandatory CCSA program orientation, generally in December for winter programs and April for summer programs. At this meeting, in addition to meeting and interacting with program faculty, directors will receive training for dealing with crisis and emergency situations of various types.

During the Program. The primary responsibility of all CCSA program administration team (PD + AD) is the safety and health of all program participants. The smooth running of the program is the prime concern for

the team. Funds dispersed to program directors for incidentals costs must be managed in a fiscally responsible manner. All CCSA program directors are on duty 24/7, or at least need to be prepared to be: at meals, in public spaces, in bed at night, at the end of a telephone, they may be called upon to respond to emergencies, answer questions or just generally assist program participants, students and faculty alike. This one of the most important aspects of CCSA to schools and parents.

On some of the larger programs with multiple administrative personnel, some off-duty time may be negotiated and arranged (in theory at least); nevertheless, even when “off-duty,” directors need to be aware they may be called back in to address an emergency. Additionally, it is always possible that should the emergency involve the onsite director him or herself, it may be necessary for one of the assistants, at least temporarily, to assume more of an administration role.

On smaller programs, the director may work with program faculty to arrange some “down” time; however, responsibility for the program still resides with the director. Even in dealing with an emergency, the director should never leave the program without notifying faculty and other directors of his/her location and how to be in contact should the need arise.

One primary responsibility of a director team is to be available by phone to the CCSA main office as well as to program participants/faculty in the event of an emergency. To facilitate this, CCSA provides all PD / AD team with cell phones. They should not be shut off or allowed to run down except for brief necessary periods (for example, at the hospital or a performance if coverage has been arranged). Even in these circumstances, the phone should be checked periodically for messages. The only exception to this MAY be countries such as Belize where cell phone service can be extremely spotty or even non-existent in some locations.

After the Program. The program director team compiles reports, reconciles funds, and ensures materials and equipment are sent back to the CCSA office.

D. Eligibility

- Any current member of the CCSA Board of Trustees is eligible to apply and generally given priority keeping in mind the selection criteria below.
- Past members of the CCSA Board of Trustees with experience as PD / AD team are eligible to apply. Certain types of campus-based insurance, most notably worker’s compensation and defense and indemnity coverage may not cover those no longer affiliated with a member institution.
- Past program faculty with extensive experience on CCSA programs, as well the recommendation of their home campus representative and/or program directors with whom they served may be invited to apply.
- With the recommendation of the local campus CCSA representative, staff from the study abroad offices of member institutions may be invited to apply.
- Passport valid for at least 6 months after program end date.

E. Selection Criteria

Every effort shall be made by the Board of Trustees to encourage wide participation by trustees in serving as program directors and as assistant directors. Criteria to be used in selecting directors shall include but not be limited to:

- experience directing or assisting programs within CCSA or another organization,
- the number of students, historically and currently enrolled from the candidate's institution,
- other programs originating at the candidate's institution that have contributed to CCSA's administrative overhead, and
- CCSA's desire to have directors from a broad range of its member institutions.

In selecting program directors, a variety of factors in combination come into play, and how they combines are often very specific to each program. The foremost concern always must be the safety and well-being of all program participants. More specifically, though, listed below are matters which factor into the decision, though these may not be the only determining factors and others factors at times will also play into the decision.

- **Experience and knowledge.** For our larger programs especially, the director will always be someone who has past experience at least in the assistant director position, as well as ideally past experience on that specific program and/or in that location.
- **The need to train new future directors.** On large programs especially, it is the policy of CCSA to try to send at least one assistant who may have less experience, usually either a past program faculty member (if it has been agreed this person might be a good candidate both by the past directors on that faculty member's program and with the recommendation of the faculty member's home campus representative) or a recommended study abroad staff person from a member school.
- **Gender balance.** On our large programs, especially it is vital that we have at least one female director or assistant director, not least of all because there are certain types of issues young women feel more comfortable talking with another woman about, and interestingly sometimes, the same is true of young men. On small programs, especially with one faculty member, this is not always possible but it is at least given consideration.
- **Level of experience of the program faculty.** This plays a very important role in programs with 1-3 faculty, as it will have a bearing on how much experience (of directing but also of the country) the director needs to have.
- **Level of physical rigor of the program.** All of our programs involve a lot of walking and for directors may (usually at least sometimes does) mean doing with less sleep on occasion; however, some of our programs involve a high level of physical rigor either because of program activities (such as Belize and Australia) or location (for example, there is a lot of up and downs on London Summer).
- **Student composition of the group.** If large contingent of the program participants (faculty and/or students) are from the same institution, CCSA policy is to give preference to volunteers from this school and may even actively seek a volunteer from that school.
- **Flight arrangements.** Sometimes this will play a role because of the potential departure city of various volunteers, either due to the need to have someone accompany students from a specific location OR the need to keep a group rate with 10 minimum. This only comes into play if CCSA has candidates who meet the other criteria; it may lead to a volunteer being asked to shift from a

program they requested to one where this need exists and where they would be equally compatible on other grounds.

- **Campus/faculty recommendation.** Some of specialty programs with one faculty member recruit heavily from a single member school and the most experienced person associated with the program may be the faculty member. In this case, CCSA policy is to work very closely with the faculty member in selecting a director, often another experienced faculty member from that institution. This also comes into play more broadly as well in grooming potential new assistant directors.
- **Availability and flexibility of volunteers.** Sometimes all the volunteers are interested in/available for the same program(s).
- **Invitation.** Although there are volunteers, no volunteer fits the needs of a particular program. In this instance, the CCSA director will actively seek a past director or faculty/staff person about taking on a position.

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| <p>Selection Process</p> <ol style="list-style-type: none"> 1. Call for applications sent by Executive Director. 2. Applicants respond by deadline via online application system (Studio Abroad). 3. Review (and interview if needed) with Executive Director. 4. Consultation with Executive Committee. 5. Executive Director selects and informs the applicant. 6. Applicant accepts assignment. 7. Executive Director reports selections to full Board. | <p>Post Selection</p> <ol style="list-style-type: none"> 1. Attend faculty orientation (as indicated in application). 2. Communicate with faculty on program (google groups designed to facilitate this process). 3. Monitor enrollment numbers (provided by CCSA main office). 4. Share recruitment ideas among faculty and between programs. 5. Other activities that help recruitment and academic design of programs. |
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F. Application Process

Persons interested in serving as program directors or assistant directors submit an application to the Executive Director prior to a specific deadline. Whenever practical, the Executive Director consults with the Executive Committee regarding applications prior to making appointments. The Executive Director, will make every effort with the assistance of the Executive Committee, to present the administration teams to the Board of Trustees no later than the meeting of the full Board immediately prior to the program’s start date. In exceptional circumstances, the Executive Director at a date follow the Board of Trustees meeting may appoint program and assistant directors.

Program and assistant directors a critical to the success of a program. This starts well in advanced of the program start date during the recruitment cycle. Program directors facilitate communication, planning and idea sharing among the faculty at all the member institutions. It takes a special person to manage a CCSA program.

G. Responsibilities prior to on-site program (all programs)

- Actively participation gin Prep & Training program with faculty

- Communicate with CCSA and faculty on program follow the CCSA calendar of activities
- If the Program director is working with an assistant director, they should begin working together well in advance of the program departure date to begin to sort out which tasks each will assume primary responsibility for. While all responsibilities are to some extent shared, it is often a good idea, particularly in a large program such as **London Summer**, to have specific individuals take primary responsibility for certain areas, such as classroom allocation, equipment needs, phone set up, participant health, etc. This will be especially important on the first day or two of the program to ensure that vital initial tasks are efficiently managed. These include, getting top ups for phones, finding out hours and best locations for medical clinics, visiting the meeting spaces and confirming other arrangements, etc.
- If working with assistant director(s), the Program director should set up a tentative duty schedule, making sure that everyone is aware that "time off" is always contingent on there being no emergency that requires adjustments in the schedule.
- The Program director should send an email to all program faculty introducing him or herself (and any assistant director). This is a good way to begin to get to know the faculty before meeting them at the orientation. If the program director is something of an expert on the program location, they may want to offer themselves as a resource. Regardless, this initial email is a good way to let faculty know what kinds of things the program administrator(s) can help with. Just remember: the Executive Director must approve anything that will involve financial commitments, like special activities, etc. In addition, the faculty should be reminded of this and advised of the procedure to follow in making special requests.
- The program administrator should explain how to use U.S. electrical appliances (i.e., different electrical current, difference between a plug adaptor and a converter). This is important information for all travelers, students and faculty.
- The program administrator shall arrange for classroom space on smaller programs. Robin often works with faculty regarding their classroom needs, however, the program administrator may need, either prior to departure or even during the program, to work with faculty to allocate the actual timing of meeting space usage, as often a room or rooms may have been reserved for a morning or afternoon, but classes will need to rotate in and out of that space.
- The program administrator shall review the Director's Notebook upon receipt (usually 3 weeks before departure) to see if they notice any omissions, matters of concern, questions, etc.

NOTE: this book **MUST** accompany the program administrator on the flight **IN CARRY ON LUGGAGE**, as the director cannot afford to be without it.

Prior to Departure (London Summer Additional Responsibilities)

- The program administrator shall set up a time to meet as a group with the assistant directors upon arrival and prior to the participant orientation to discuss the orientation schedule, check the meeting space, and prepare for the next day's faculty meeting. It may be necessary to meet both before the meeting and after dinner. For the orientation, it is often a good idea to assign different sections of the orientation to different people, especially if they have been assigned primary responsibility for a task(s).

- Regarding the discussion of health issues (importance of coming to directors if unwell, etc.), be sure that participants know that health issues can and should be reported to any administrator—even if a specific director as has been given primary responsibility for overseeing this.
- Either the program administrator or assistant director *must* assume responsibility for allocating shared space. Approximately six weeks before program departure, whoever has taken on this responsibility should contact the London Summer faculty asking them to submit requests (days, times) for meeting space. In making this contact it is essential to make faculty aware that:
 - A) space needs to be shared and so some flexibility may be required in scheduling,
 - B) no one class "owns" a space, and
 - C) at the Washington, given the number of classes, a wide variety of often-unconventional meeting space needs to be utilized. In sending out this request it is also important to have faculty specify in their space requests any special needs they may have for certain meetings times/events -- something to write on, equipment (very limited and very expensive options available), formal set up for a guest lecturer, etc.

H. Actions upon arrival

1. Arrival and Coach from Airport

- It is likely that directors will be arriving on a flight with other participants. While going through immigration, the program administrator should try to keep an eye on other CCSA participants to be available should any problems arise. Once through immigration, if traveling with an additional faculty member, they should request him/her to assist in shepherding the group through luggage collection so that the administrator can go out to ensure the greeter CCSA will have hired to meet the group is there and ready to receive the group. As the group moves through baggage claim, the administrator should determine if there are any luggage issues. If there will be a delay word should be sent to the greeter explaining what the delay is.
- The director(s) shall assist the greeter in assembling the students in the group and getting everyone on the coach. Faculty should also be pressed into service to help with this task if necessary. Before leaving the airport, a check should be made that everyone is present or otherwise accounted for. CCSA participants who have arranged their own air travel are supposed to make their own way to the hotel and not use CCSA transportation. ; However, if a CCSA participant does show up and requests to travel on the CCSA coach, the administrator may allow them to if there is room.
- The director(s) shall announce the mandatory student/faculty orientation details en-route from airport.
- Regarding the welcome meal, the administrator(s) should explain that only coffee and water are included with dinner and that any additional drinks (soft drinks, bottled water, wine, beer) are at own expense.
- The director(s) shall distribute and collect registration cards (where applicable).

2. Vital initial actions

- **Phones:** Get phones up and running. On most programs, phones will not only need to be

charged but also SIM cards may need to be replaced and phones may need to be topped up.

REMEMBER: Take care of yourself!

- **Meeting Space:** Check orientation and classroom meeting space and prior to the first faculty meeting, review class meeting "spaces" to ensure they fit with class needs.
- **Contact Cards:** Once phones are ready for use and phone numbers have been confirmed, distribute contact information to participants. All directors will have been given a smart phone with a UK phone number that will have been printed on emergency contact cards. On London Summer, generally a card has been prepared, copied and distributed after arrival with administrator phone numbers and room numbers to be used in case of emergency.
- **Medical Clinics:** Locate and determine the hours of the nearest medical clinics and emergency room. *Fill out the emergency page in the front of the director's notebook.* CCSA will provide information from past program administrators on local options for health services.
- **Independent Travelers:** Verify that all independent travelers have arrived as scheduled. Distribute any participant materials that may have been included in the Director's Notebook
- **Lead On-site Orientation Meeting:** Conduct student and faculty orientation, and ensure (and verify by signatures) 100 percent participation. Conduct follow up orientation meetings as needed.
- **Initial Faculty Meeting:** Conduct initial faculty meeting at the time scheduled, at which time additional meeting(s) can be scheduled.

I. During the Program

1. Manage Local Housing Arrangements

- Turn in registration cards upon arrival at the hotel and assist with check in.
- Arrange a meeting with the duty manager or primary contact at the hotel as soon as possible after group has checked in.
- Serve as primary contact with accommodation staff.
- Request rooming lists.
- Verify housekeeping/linen schedule.
- Confirm breakfast times; request early breakfasts as needed.
- Request maintenance as needed.
- Contact caterer as needed.
- Work with parties involved to resolve roommate issues as you arise.
- **Australia only** – Request towels for cruises.

2. Manage Local Transportation Arrangements

Excursions

- Verify and distribute all vouchers/tickets received for full day excursions/class visits

(entrances); for London Summer, the administrative team will probably need to meet after dinner to review receipt of theatre tickets and entrances for each class and determine what, if any, additional tickets might be available for purchase by interested parties. This review must be completed on the evening of arrival so that any discrepancies can be addressed prior to distribution at the faculty meeting.

- Check (or make) coach arrangements.
- Meet with (or call) travel agent representatives to confirm any unclear itinerary details.
- Review coach assignments for excursion days at faculty orientation.
- Coordinate with faculty regarding their responsibility to account for and report attendance and presence of own class on group excursions.

Travel & US Return

- Confirm group flights.
- Post information and arrange meeting if needed.
- Confirm coach times.
- Coordinate coach parking and luggage organization.
- Distribute pre-departure memo--(a sample is included in the Director's Notebook. It may be possible to duplicate this as is BUT it must be reviewed to be sure details are accurate).

3. Tipping/Gifts (recommended and subject to change)

For European locations:

- Coach Drivers
 - at arrival and departure if handling luggage (£20/€20)
 - excursions (£5/€10 half-day and £10/€15 full day)
 - doing airport transfer and city tour back-to-back (£30/€30)
- Guides
 - Airport meet and greets (£10/€10)
 - Excursions (£10/€10 city tour/half-day and £15/€15 full-day)
- Summer Programs: Departure (bearing good service has been provided)
 - concierge/concierge staff – large box of chocolates; £5 to individual assisting most w/luggage on departure day
 - breakfast staff – large box of chocolates
 - reception staff – large box of chocolates
 - general manager – bottle of wine

For Belize:

- Drivers - \$10 each day the driver is doing extensive driving (can be paid in US\$). If you have the same driver all the time, tip all at once at the end.
- Guides - \$5 half day, \$10 full day. At Blue Creek, you may have the same person for several different tours, so again you may want to take care of that all at once.
- Boat Captain & Kitchen Staff - TBD

For ALL Programs:

- On programs where there may be the same driver or guide for a number of days, it's not a bad idea to ask students to chip in so they can show their personal appreciation, even if you are going to do a chunk of it as well.

REMEMBER: Take care of yourself!

4. Coordinate Program through CCSA Main Office

- Maintain contact with CCSA office on a regular basis. No news is not necessarily good news and we need to be prepared to handle incoming family calls.
- Share photos with CCSA towel!
- Confirm and discuss policies and procedures for various events.

5. Maintain Accurate Records

- Write in director's log daily.
- Maintain cash log.
- Maintain log for medical events.

6. Monitor and Work to Ensure Health and Safety of Participants

- Ensure that an up-to-date listing of faculty and participant itineraries is readily available at all times.
- Ensure that faculty complete field trip updates (new process) giving the location of field trips and contact information.
- Ensure that student profiles contain necessary medical information and that emergency contact phone numbers are current and are readily available at all times.
- Review participant health information.
- Upon arrival at each hotel/housing facility, coordinate emergency procedures with accommodation staff.
- Ascertain, record and post emergency telephone numbers and locations, e.g., hospitals, doctors, police, U.S. Embassy or Consulate, etc.; complete form in director's notebook.
- Ensure that any necessary emergency maps and instructions are posted or distributed, e.g., emergency evacuation, medical facility locations; for a late night chemist or 24-hour chemist, ask at the concierge desk.
- Ensure that all participants have emergency cards (inquire at orientation).
- Review medical insurance and claim process so when students and faculty ask, you can guide them.
- Provide faculty and participants with program directors' cell phone numbers and CCSA central office phone number.
- Provide all necessary disciplinary support to faculty, accommodation staff.
- Commit to being available, answering the telephone, checking emails and texts, and be willing to stop whatever they are doing to solve problems and return to the site if needed.
- Keep up-to-date with CCSA insurance process and guide students/faculty as needed when it is used.

7. Provide Support to Academic Programs

- Conduct the optimum number of faculty meetings.
- Verify all vouchers, travel passes for the group, and confirm if arrangements were satisfactory after trip is completed.

- Assist with field trip arrangements.
- Ensure an effective flow of information.
- Arrange for equipment; liaise with front desk regarding function room use-- faculty to provide special room requests at least one day in advance.
- Inform faculty to leave room as set up when you entered.
- Schedule and administer student evaluations.
- Observe and evaluate class meetings and field trips as necessary.
- Evaluate faculty in log.

8. Create a Supportive and Responsive Environment

- Circulate at breakfast especially to check on participants (health, concerns, etc.).
- Monitor housing needs.
- Provide information and assistance to participants.
- Suggest travel and arrangements.
- Communicate information.
- Monitor student attendance and encourage participation outside class.

9. Passport

- Familiarize self with location, hours and procedures of nearest embassy or consulate.
- Assist students in reporting the loss and replacement of a passport.

10. Vehicle Use

11.

Use of private vehicles, personal or rental, is prohibited for anyone on a CCSA program except in an emergency in which an individual's health or safety is involved OR with prior approval by the CCSA Executive Director. This prohibition begins on the date/time of any CCSA-arranged flight departure or first full day of the program, whichever is sooner. This prohibition ends upon completion of the final flight of a CCSA-arranged return air travel or, if remaining in the destination country, upon signing of "CCSA Discharge" form."

J. On-Call Duty

One of CCSA's guiding principles is that of "shared responsibility" among the program administrators, faculty and student participants. The program administrators take on a special role of representing CCSA before, during and after the program. The On-Call duty is one of the most important actions while the program in active and on-site.

All CCSA program administrators are "on call" 24/7 and need to be prepared to be "on duty" as necessary: at meals, in public spaces, at night, at the end of a telephone. They may be called upon to respond to emergencies, answer questions or just generally assist to program participants, students and faculty alike. Bottom line: this is one of the primary reasons they are on the program and one of the most important aspects of CCSA to student, parents, and CCSA member schools, students and parents. .

While on some of the larger programs, where there may be multiple administrative personnel, in theory, at least, some off-duty time may be arranged. Nevertheless, even when "off-duty," administrators need to be aware they may be called back in to address an emergency. On smaller programs, the director may work with program faculty to arrange some down time; however,

responsibility for the program still resides with the director. Even in dealing with an emergency, the director should never leave the program without notifying faculty and other administrators of his/her location and how to be in contact should the need arise.

Each administrator is expected to commit to being available, answering the telephone, checking emails and texts, and willing to stop whatever he/she is doing to solve problems and return to the site if needed.

The person on call is the person assigned to primary duty for that shift. CCSA expects the designated on-call administrator to be within 15-20 minutes of the housing and/or campus. Many incidents can be resolved with a telephone conversation, but others may require an administrator to meet faculty at the location of their classes to bring back a sick student/

A backup person can explore further away but still needs to be able to return in a reasonable time if needed -- 30 minutes or so. Other team members not designated as "on call" or as "backup" are considered "off-duty," but may be called upon in an emergency.

Within the program administrative team, CCSA empowers the Program Director to determine the best way to implement "on-call" duty within his/her program. When a solo program director manages an entire program, willing faculty may be called upon to serve an "on-call" duty shift with the program director as back up. Clear communication among the program administrative team and the entire faculty is essential to managing this sort of situation, and the CCSA Executive Director must be informed when this format may be used on a program.

K. Communications

Phones are provided to administrators; they should not be shut off or allowed to run down except for brief necessary periods (for example, at the hospital or a performance if coverage has been arranged). Even in these circumstances, the phone should be checked periodically for messages. A specific phone policy is agreed to in the admin application.

L. On-Site Emergency Medical Response

The medical insurance is the primary resource for locating medical services, therefore, program administrators and faculty are encouraged to familiarize themselves in advance with the insurance should it be needed quickly. The location of on-site emergency medical care and the relevant methods of transportation to each location should be determined by the program director within the first 48-hours on-site.

While not all situations can possibly be determined beforehand, these situations need to be addressed in the on-site orientation:

- If a student or noncredit participant is unable to be with the group for medical reasons, one of the program directors or faculty will stay with the person until he/she is able to rejoin the group, is under supervised professional on-site medical care, a family member arrives, or a CCSA representative arrives.
- If a minor is in need of medical care, the adult responsible for the minor is responsible for care.

M. Incident Reporting

CCSA manages an incident reporting process that guides the response by CCSA for a situation that may need official action. The administrator's first call is to the CCSA emergency response line. However, sometimes leaders wish only to confirm they have handled a situation correctly or need guidance on a matter that falls below a true emergency. Using good judgment, based on the administrator's own preparation, is the best course. If they deem calling CCSA is the best option, they should not hesitate to make the call. In the case of a true emergency or immediate health/safety situation, the CCSA call is the best course of action since the response process kicks into gear. An anonymous reporting system is available at <https://ccsa.cc/report/>

REMEMBER: Take care of yourself!

N. Emergency Protocol

12.

A detailed action plan is provided to the director(s) and faculty at the orientation. CCSA also maintains a rigorous protocol that is provided to faculty and administrators at the preparation and training sessions. A policy concerning phone capabilities is in place and will be provided to faculty and administrators well in advance of the program start date.

O. Allegation of Discrimination Reporting Process

If the program director is advised or otherwise learns of an allegation of illegal discrimination the director shall promptly advise the CCSA Executive Director. The program director shall outline an on-site plan to investigate and, as appropriate, take other action. The program director shall keep the Executive Director informed as to the plan's progress and shall promptly provide a written report to the Executive Director upon the conclusion of the program or earlier if the matter has been resolved. The Executive Director shall advise the relevant CCSA campus(s) representatives and depending on the circumstances, may refer the issue to the campus(s) for further action. An anonymous reporting system is available at <https://ccsa.cc/report/>

P. Handling Money

Program directors are expected to fulfill the fiduciary responsibility as the CCSA representatives. The program is funded directly from student fees and all expenses must be directly related to program activities for all participants. Programs are more successful and sustainable when the leaders keep accurate records. This includes tracking expenses, securing money, and keeping all receipts. All financial documents are required for the financial closeout.

Q. Per Diem

If an administrator leaves the program early, the remaining balance of per diem and all pre-paid CCSA-purchased transportation items must be returned to CCSA within 14 days of departure from the CCSA program site.

R. Meeting with students or other individuals on the program

CCSA encourages friendly and informal interaction among Faculty, Program Administrators and students, and at all times Faculty and Administrators shall maintain a professional decorum.

Faculty and/or program administrators sometimes must meet in private with students, other faculty or administrators, or non-credit participants. Such meetings, especially in which a behavior issue is addressed, represent a potential conflict. Absent extraordinary circumstances such as a health or safety emergency, the steps outlined below improve transparency within CCSA programs and help prevent misunderstandings.

- When it is necessary for Faculty to meet with a student to discuss an academic matter that meeting should take place in an open classroom or other open space. Another faculty member or program administrator may be asked to attend.
- When faculty have a non-academic concern about a student, they should first discuss it with the program administrator. Meetings with students to discuss non-academic matters should involve at least two faculty and/or administrators preferably with both genders represented. Never should a lone faculty or program administrator meet a student in any individual's room.
- Never should a lone faculty or program administrator enter a student's room without the acknowledged presence of a neutral, third party.
- It is highly advisable that faculty or program administrators of different genders refrain from meeting in any individual's room without the acknowledged presence of a neutral, third party.
- In all cases, faculty and administrators shall make contemporaneous notes of the meeting and include them in the daily log of the program administrator in charge.

S. Post-Program Responsibilities

After the return of program participants and faculty, the admin may have a few extra days on-site to wrap up any tasks with the location service providers. By a set deadline, each admin will complete, including but not limited to these final items.

1. Destroy confidential information provided from CCSA (i.e. health reports),
2. Provide a written report using the form provided, and,
3. Return directors notebook with unused money, daily activity logs, and financial log (with receipts).

Depending on the final reports, follow up communication regarding specific matters may also be conducted by CCSA or its representatives.

REMEMBER: Take care of yourself!