Scenarios for discussion:

**Program Approval**

A department on campus is interested in proposing a new faculty-led program to Western Europe. Time constraints on the two faculty interested in proposing the program indicate that they can only teach the course in Summer 2016. The course is already on the books and the department chair is keen to increase study abroad participation due to increased pressure by the dean. When the faculty contact the Study Abroad Office on campus, one of the advising staff indicates that all of the appropriate proposal materials can be found online for Summer 2017; the website confirms that the deadline for Summer 2016 has passed. The faculty consult with their dean and request a meeting with the Study Abroad Director. In their email they make it clear that they intend to go in Summer 2016. The Director is not the sole approver of the program submissions, a faculty committee reads each submission and completes a grading rubric prior to a committee meeting where decisions are made. Each term has a specific number of programs that can be accepted and Summer 2016 is already set. The Director will need to make an executive decision about the program after the meeting.

**Program Budget**

A faculty leader is preparing to teach a six-week graduate counseling program in an approved Middle Eastern location this summer. He has taught the class several times before but it is your first time supporting him in the planning process. You have heard from your colleagues that this program is prone to cost overruns and find this to be true when reviewing the budget: proposed expenses for faculty housing, student meals, and honoraria far exceed what is being charged to the students. The student activity fee and course description were publicized months ago and cannot be changed. Your office budget has been cut and you do not have financial reserves to offset cost overruns. The faculty states his case for the importance of each expenditure and insists that the university deliver the program as described to students. You arrange to have a conversation with the faculty member to discuss next steps.

**Program Evaluation**

A faculty-led program run by the School of Business has been an annual occurrence for several years. One faculty member has been the lead director for three years and the student group is between 10-15 students each year. The program is popular, and one of the only short term options for business credit in Latin America. In Spring 2016 a second faculty member is
asked to join the program as an unpaid assistant to learn the process for future years. Upon return, the Study Abroad Office receives several unsatisfactory exit surveys from students and has the Director has a confidential conversation with the faculty assistant who reports questionable behavior, practices, and overall dissatisfaction with the program. The Study Abroad Office program evaluation policy includes a review of each faculty-led program with student exit surveys and the faculty report. Based on the feedback, the Director requests a meeting with the lead faculty member and a second Study Abroad Office staff member for support. In the meeting the lead faculty member denies any wrongdoing and is furious that the Director would believe students over himself after several years of successful programs. The Study Abroad Office policy indicates that probation or cancellation is a possible solution for a program with unsatisfactory reviews.

**Marketing**

You are a program manager in a study abroad office responsible for a portfolio of short-term, faculty led programs. You had previously reached an agreement with the Director and faculty leaders that summer 2016 program enrollment should be at a minimum of 10 students in order to break even on costs. The Study Abroad Office has sent promotional emails to the student body, posted flyers around campus, and held information sessions online and in person. The university’s web team has designed promotional emails that the faculty may share with colleagues in relevant departments.

Mid spring semester, you sit down to review application numbers with your Director after a recent application deadline, and with just a couple months to go you are concerned to see that three programs fall below the enrollment threshold of 10 students. It’s possible that students in each of these programs are planning to use the study abroad experience to meet their degree requirements, and some of the low-enrolled programs are planned for non-traditional study abroad locations where you’re eager to build momentum and send students in the future. In all cases faculty, students, and local partners are eager to know if they can move forward with making their arrangements.

Which program(s) would you eliminate? How does this situation impact your planning for future programs?