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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.

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 this services. However they are covered under CCSA's liability insurance.

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 and 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 provide assistance to 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 situation. 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 absolutely 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.

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. Those no longer affiliated with a member institution may not be covered by certain types of campus-based insurance, most notably workman's compensation and defense and indemnity coverage.
- 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.

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 combine together 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 isn't 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.

Selection Process	Post Selection
<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. 	<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.

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. Every effort will be made by the Executive Director, 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, program and assistant directors may be appointed by the Executive Director at a date follow the Board of Trustees meeting.

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.

As we say to student considering CCSA programs, if you are prepared for the adventure, then apply today.

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