

SECTION 1: UNIVERSITY OF MELBOURNE OVERSEAS SUBJECTS (UMOS)

This section is aimed at academic and professional staff designing a program that meets the following criteria:

- taught outside Australia, for credit or as a hurdle requirement and with UoM subject code
- involves groups of students going to the same location for the same time period
- involves a University of Melbourne staff member either as instructor or on-site program coordinator

This section is **not** applicable to programs where:

- students pay tuition fees to an international host or Third Party Providers (TPPs)
- students are not receiving credit or satisfying a hurdle requirement

These guidelines aim to assist University of Melbourne academic and professional staff members with

1. Looking strategically at their faculty's global mobility offerings and identifying gaps or opportunities
2. Selecting a location for a new subject
3. Setting up the subject in conjunction with partner universities and/or other TPPs
4. Subject approval (subject approval processes, academic board, timelines)
5. The practicalities of organising travel and transport
6. Risk management
7. Staffing
8. Pre-departure briefings
9. Application and enrolment
10. Marketing for UMOs

1. Looking strategically at your faculty's global mobility offering and identifying gaps or opportunities

- Undertake an audit of where your students go by major and which programs (study abroad/exchange/UMOS; long or short) they go on.
- Are there any gaps where students of a particular major have few or no suitable programs?
- What, if any, are your faculty's strategic priorities in terms of mobility and/or graduate attributes? Is the development of STMPs related to this? How do any proposed STMPs align with the University's strategic priorities for student mobility?
- Are there staff in your faculty that have strong connections to overseas universities or significant knowledge of a particular region?
- Has research been done into potential student interest (this could be focus groups or a click through survey on your faculty's Facebook page, for example) in STMPs in a particular discipline?

The above steps will help to frame the development of new programs in your faculty.

Business and Economics have an Asia Strategy and are looking to develop their new programs in line with that. See the sample report at the back of the document for details of how they are planning their short term program development



2. Identifying location/s for a new subject

- The number of sites to be visited by students should be considered carefully, along with their geographical proximity to each other and the time required to travel between them. More emphasis should be placed on in depth experiences at each site rather than short visits spread over multiple sites.
- The program should ideally be in a location suitable for students with disabilities, although the feasibility of this will vary by location.
- The program should not overlap with semester or exam periods at University of Melbourne.
- Refer to the University's [Off Campus Risk Management](#) procedure to risk assess your proposed location.

3. Setting up the subject with partner universities and/or Third Party Providers (TPPs)

- The University has a large number of agreements with partner universities worldwide, as do individual faculties, and short term programs may be established with these partners where both parties are interested.
- Melbourne Global Mobility, the International Relations Office and your faculty's Associate Dean (International) can offer advice on establishing programs with overseas partners.
- Several TPPs offer short programs, either pre-packaged or custom designed. However, any TPPs must be approved by both Melbourne Global Mobility and the University's Strategic Procurement Office. Melbourne Global Mobility will verify that the TPP is offering a quality academic program and that students will be accommodated in a safe and secure environment with access to support services. The Strategic Procurement Office's role will be to approve the TPP as a service provider and facilitate payment.
- TPPs must be able to offer a service that is different in nature to the service offered by [ABC Travel](#) and must be registered as suppliers with the University's Strategic Procurement Office.
- Programs may also be established in conjunction with another Australian university. This can be a good way to ensure a minimum enrolment but can be time-consuming administratively. Where the other university is taking the lead, Melbourne staff must ensure that the program is run in conjunction with UoM standards (as outlined in this document).
- Seek advice from your faculty regarding if they have a preferred model for short term mobility.

Faculties have different preferred models for short term mobility. Some prefer UMOS or short term exchange as the fees are paid here. However, these models are resource intensive, so other faculties may prefer to facilitate short term mobility through independent study abroad (however this does not result in revenue)



4. Subject approval (subject approval processes, academic board, timelines)

- The subject should have a clearly defined purpose and academic goals and the international experience should be integral to these.
- As with all other subjects, UMOS must meet the criteria for subject approval as set out by the University's Academic Board.
- From 2014 elective subjects with quotas can be approved under delegated authority (ie. by individual Faculties' course standing committees as opposed to Academic Board).
- If a UMOS is a core subject within a degree, it needs to be approved by Academic Board.
- For guidelines on subject approval please see the [Course Approval and Management Procedures](#) section of the Academic Board website.
- Documents of particular relevance may include (but are not limited to):

- Learning Outcomes for UMOS
- Approval Timelines for UMOS



- 18 months is the optimal lead time for the planning and development of a new mobility program. The sample timeline on the following page can be used as a reference to keep the program's development on track.

It may be helpful to bear international best practice criteria in mind when developing learning outcomes for overseas subjects:

- **The program should provide opportunities that encourage student development (eg. leadership skills, service orientation, maturity, tolerance for ambiguity, growth in cultural awareness).**
- **The program should foster discipline-specific and/ or interdisciplinary learning outcomes appropriate to the curriculum, site, and program goals.**
- **The program should provide language and intercultural development opportunities appropriate to its mission.**
- **The program should include opportunities for reflection during and after the experience.**
- **The organisation should foster staff and student awareness and minimise the harmful individual and program-related environmental and socio-cultural impacts.**
- **The student learning outcomes and overall student experience should be evaluated at the program's conclusion so that any subsequent program is improved based on this assessment. This evaluation should be additional to the Subject Experience Survey in order to capture feedback on those aspects that are unique to an overseas subject.**



Sample Timeline for Faculty staff

<p>18-12 months before departure:</p>	<ul style="list-style-type: none"> ▪ Determine program feasibility, including when you would like it to run ▪ Site visit (if required) ▪ Decisions on academic content, level and credit ▪ Plan budget and logistics ▪ Confirm faculty and University support. New University of Melbourne approvals must be finalised by October of the preceding year in order to meet University Handbook timelines, see section 8 of this Toolkit regarding approval timelines for UMOS for further information. ▪ Appoint staff, including professional staff and subject coordinator/partner university/TPP ▪ Draft a marketing plan for prospective participants
<p>15-6 months before departure:</p>	<ul style="list-style-type: none"> ▪ Begin marketing the program on campus ▪ Brief/train staff ▪ Finalise itineraries ▪ Confirm logistical arrangements
<p>8-3 months before departure:</p>	<ul style="list-style-type: none"> ▪ Recruit and select students ▪ Collect deposits ▪ Coordinate with TPPs, travel agents and/or other organisations involved in travel logistics ▪ Ensure accommodation and flights have been finalised
<p>60-30 days before departure:</p>	<ul style="list-style-type: none"> ▪ Advise students on any visa requirements ▪ Hold pre-departure briefing ▪ Ensure staff who are travelling have credit cards and are familiar with the University's Overseas Critical Incident Response Plan ▪ Ensure that all students have: <ul style="list-style-type: none"> ○ registered their participation in your subject through the University's Online Travel Registration System ○ have obtained travel insurance either independently or through the University's Insurance Office ○ have registered their details with smartraveller.gov.au. Citizens of other countries should be encouraged to seek out their country's equivalent of Smartraveller ▪ Ensure staff travelling have a copy of the online system registration information ▪ Cancel any unused hotel rooms or plane tickets
<p>Departure:</p>	<ul style="list-style-type: none"> ▪ If travelling together, agree on a place and time to meet at the airport; ideally three hours before the flight departs to provide a buffer against last minute delays ▪ If meeting on site, ensure that students have instructions regarding how to travel to their accommodation from the nearest major airport
<p>Return:</p>	<ul style="list-style-type: none"> ▪ Submit financial paperwork ▪ Prepare a report on the program ▪ Distribute student evaluations and review the feedback ▪ Hold a de-briefing session with staff where appropriate



5. The practicalities of organising travel and transport

- Refer to the University's Off Campus Risk Management procedure for guidelines on risk assessments required for travel.
- Refer to the University's [Student Travel Policy](#) and associated [Procedure](#) to ensure program compliance
- The University has preferred providers for group travel, this information can be accessed by logging into the [Travel Portal](#) using your central username and password.
- For UMOS the preferred travel provider is [ABC Travel](#).
- Refer to the Booking Travel document included in this Toolkit for further information on the practicalities of booking travel through the University's preferred supplier.



Budget

Budgeting can be one of the most complex areas to contend with when planning overseas study programs. Before beginning to budget, it is important to have a clear understanding of students' current financial commitments and the potential available financial aid. This will enable you to estimate whether or not the per-student cost of a program is affordable.

Students will pay tuition fees for subjects with University of Melbourne subject codes, including UMOS. This tuition money cannot be used to pay for the overseas element of the subject which must be charged to the student in addition to the tuition fee. This is referred to as a program fee.

For information on available sources of funding to assist students with the cost of mobility programs, please see the Melbourne Global Mobility [website](#). It is important to consider that international students are not eligible for many sources of funding and they will be paying full fees upfront, which means that the program fee will be in addition to upfront tuition. Local students will normally defer their fees through the HECS-HELP loan system, so there is no immediate tuition fee payment required, and will often be eligible for an additional OS-HELP loan to assist with the cost of overseas travel. Further information regarding who is eligible for OS-HELP can be found on the Melbourne Scholarships [website](#).

The Australian Government seeks to support Australian higher education providers, and does provide funding for STMP programs through schemes such as the New Colombo Plan, AsiaBound, and the Short Term Mobility



Program Grant. Each year there are funding rounds for institutions to apply for competitive project funds to support their students undertaking short-term and semester-based study overseas. Grants usually vary from \$1000.00 – \$3000.00 per student, and applications for funding are coordinated through Melbourne Global Mobility.

Budgetary considerations:

- Is there somebody in your Faculty who has overall responsibility for overseas program budgetary issues? All budgets should be developed in consultation with the responsible person within the faculty and with Melbourne Global Mobility (particularly in cases where the program is being run for the first time).
- How will the program be financed? Is the faculty subsidising it or will the whole program be covered from a program fee charged to students? The program fee must also factor in the cost of staff members travelling on the program as the students' program fee should subsidise the cost of the staff travel.
- When advertising the final cost to students give them an estimate of incidentals and non-included costs and make it clear that the program fee is in addition to their tuition. These would be costs such as non-included meals, laundry, shopping, etc.
- What is the final commitment date? What is your refund policy? Each UMOS has a census date that applies to tuition fees and students may withdraw from your subject before this date without paying tuition to the University of Melbourne. In addition to this you must set a final commitment date by which the program fee must be paid. Students must be aware that this date is not the same as the census date and that after it has passed they will not be able to receive a refund for the program fee.
- Ensure that staff members travelling have University Purchasing Cards that code to the relevant budget, that these cards have sufficient extra credit for an emergency and that staff know how to cancel them or get the limit raised if necessary.
- Ensure that all student payments are made through a secure online system. Melbourne Global Mobility has an E-Cart system that can be used for such payments and payment forms can be set up by them on request. Do not handle cash or cheques.
- As many expenses as possible should be paid in Australian dollars to avoid currency fluctuations.



Budget development

A helpful way to split up your budget is to calculate the following:

- Student costs: fixed costs to be paid in Australian dollars before departure
- Student costs: fixed costs to be paid in foreign currency before departure (if any)
- Student costs: costs to be paid in foreign currency upon arrival (such as museum entry fees, meals, etc.)
- Staff costs: fixed costs to be paid in Australian dollars before departure
- Staff costs: fixed costs to be paid in foreign currency before departure (if any)
- Staff costs: costs to be paid upon arrival, including meals, incidentals, etc.

The staff costs must be factored into the student costs as the students are subsidising the staff travel. The per-student cost of subsidising staff will decrease as the number of students increases. Hotels and transportation often offer group rates and therefore, the more students enrolled, the cheaper the rates. It is acceptable to advertise the program fee to students within a given range, depending on the final number of participants. If you do not wish to do that, advertise the highest possible price. Exchange rates also fluctuate so be sure to factor that in too.

Using either the budget template included in this toolkit (available online on the Resources for Faculty Staff pages of the Melbourne Global Mobility website) or your own spreadsheet, calculate the minimum number of students that allows your program to be viable (ie. how many students do you need to make the per-student cost acceptable?)

For your budget, you should calculate the costs which will need to be factored into the program fee so that you know what program fee to charge and, separately, you should compile a list of all the non-included costs that students will need to pay upon arrival, so that you can give students a total cost which will be as accurate as possible. Generally speaking, any costs that are incurred before departure as well as costs associated with transport and visits that are part of the program should be included in the program fee. Non-included costs are expenses that are likely to be incurred by the student while away, but not part of the structured program.



Example:

Scenario

You have established that the minimum number of students needed to run the program is 12 and the maximum number you will take is 20. You are staying for ten nights. A hotel rate in Europe (based on students in twin shares) costs €150 per room per night for non-group bookings, €125 per room per night if you book five rooms or more and €100 per room per night if you book ten rooms or more.

Calculating the maximum cost

If 12 students go, your group will occupy eight rooms (six twin shares for the students and two staff rooms).

$$\begin{aligned} &€125 \times 8 \\ &=€1000 \end{aligned}$$

The staff cost must be subsidised by the 12 students.

$$\begin{aligned} &€1000 / 12 \\ &=€83 \text{ per student per night} \end{aligned}$$

Calculating the minimum cost

If 20 students go, your group will occupy twelve rooms (ten twin shares for the students and two staff rooms).

$$\begin{aligned} &€100 \times 12 \\ &=€1200. \end{aligned}$$

When divided by the 20 students the cost would be less.

$$\begin{aligned} &€1200 / 20 \\ &=€60 \text{ per student per night} \end{aligned}$$

Factoring in currency fluctuations

Due to currency fluctuations, the price may change. You cannot guarantee what will happen, but you can look at recent trends, make an informed guess and factor in a buffer amount. If €1 has fluctuated between AUD\$1.52 and AUD\$1.58 over recent months, you could estimate that €1 will be somewhere between AUD\$1.50 and AUD\$1.60.

Looking at the two sets of variables, the best case scenario is 20 students and an exchange rate of €1 = AUD\$1.50.

$$\begin{aligned} &€60 \text{ per night} \times 10 \text{ nights} \times 1.50 \text{ exchange rate} \\ &=AUD\$900 \text{ per student} \end{aligned}$$

The worst case scenario is 12 students and an exchange rate of €1 = AUD\$1.60.

$$\begin{aligned} &€83 \text{ per night} \times 10 \text{ nights} \times 1.60 \text{ exchange rate} \\ &=AUD\$1328 \text{ per student. This can be rounded up to AUD\$1350 to provide a buffer.} \end{aligned}$$

Advertising the cost to students

You can either advertise the accommodation as costing “between AUD\$900 and AUD\$1350” or just as AUD\$1350. The range of prices introduces an element of uncertainty, but allows students to see that the program aims to be as affordable as possible. The higher price allows you to set a fixed fee, which can be lowered afterwards if possible, but the highest possible price may be off putting to students.



6. Risk management

- Staff must familiarise themselves with Section 11 (Risk Management) of the University of Melbourne [Student Mobility Procedure](#); with the University's Off-campus Risk Management Procedure and with the University of Melbourne Overseas Critical Incident Response plan, included in this toolkit.
- Refer to the pre-departure section of the Overseas Critical Incident Response plan when planning your program and before you brief students at the pre-departure briefing.
- Refer to the Booking Travel document included in this toolkit. Booking through the University's preferred group travel provider greatly reduces risk, as this provider has extensive experience in this area.
- Information about the health, safety and cultural issues must be included in the pre-departure briefing.
- Students should be asked and encouraged to declare any current or ongoing physical or mental health issues with the relevant staff. This should be done from the perspective of managing a condition in an emergency or critical incident and students should be reassured that the University is not trying to prevent them from participating in the program, but trying to facilitate it.
- Compile a list of health care providers on or near the site. Where the program operates on a campus this may be the campus healthcare provider. Where there is no on-campus element, this would be the nearest suitable emergency healthcare facility. This information should be given to students and they should be made aware of how to contact the relevant facility. In the case of study tours, this should be made available for every destination on the tour. If you are using the University's preferred travel agent, they will be able to compile this information for you.
- Provide all staff and students with local emergency numbers, details of the Australian embassy (and those of other nationalities travelling), the University of Melbourne emergency security number (including relevant dialling code) and the contact numbers of on-site staff who should be contacted in the case of an emergency.
- A checklist can be found at the back of the Overseas Critical Incident Response Plan



7. Staffing

- A ratio of 10 students to 1 staff member is recommended. At least two staff members should be present on-site for all overseas subjects, regardless of the number of students on the program. This can be one academic and one professional staff member. PhD students may act as an assistant group leader, however they will need to be employed by the University on a casual contract.
- All staff travelling with students must be provided with protocols, as per the Critical Incident Response Plan for handling incidents that may arise.
- Staff should have appropriate knowledge in the areas of health, safety and security; student affairs; disciplinary procedures; student advising (first aid and mental health first aid training recommended); and familiarity with the host culture

8. Pre-departure briefings



- A pre-departure briefing should take place to discuss the academic program, health and safety issues (including vaccinations where required), adjustment to the local culture and information about the host location(s) and society. Melbourne Global Mobility can assist with the development of pre-departure briefings.
- Academic and non-academic advice about the program should be available to students before, during and after its duration.
- Students should be made aware of a code of conduct for the program, and of the fact that they are responsible for familiarising themselves with specific laws applicable to the destination country. Students should be briefed on the fact that they are subject to University of Melbourne policies regarding general and academic misconduct. Staff should be briefed on these policies and have a contact person within their Faculty to refer to in the event of a disciplinary issue.
- Students should have to sign and submit a code of conduct. A template is attached as an example, but additional requirements specific to the program can also be added if required.
- Students must be briefed on, and provided hard copy information about, what to do in the event of an emergency.
- The University's preferred group travel provider [ABC travel](#) can assist with aspects of the pre-departure briefing if required.



9. Application and enrolment

- The recruitment and selection processes should be transparent, published and fair. In addition to specific criteria that subject coordinators set, it must comply with other University of Melbourne policies related to selection.
- Prior to advertising their program, teaching staff should consider whether they will accept cross-institutional enrolments from other Australian universities and/or incoming international



exchange/study abroad students. If the answer is yes, professional staff within the faculty must be briefed on how to manage applications from non-University of Melbourne students.

- The program should be as affordable as possible for the greatest number of students and the staff should proactively assist students by informing them about sources of financial aid such as scholarships, grants and OS-HELP.
- Students should be clearly advised of any physical and/or psychological demands related to travel and the program.
- Students should be provided a draft budget at the time the program is promoted so that they can make an informed decision before financially committing to the program.

Enrolment into the subject in ISIS can be blocked so that only students who have been pre-selected can enrol. This should be done to prevent non-approved students from enrolling and being counted among the overseas cohort. This can be done by creating the subject with a pre-requisite of "approval by coordinator". Once the applications and selection for the subject have been completed, pre-requisite waivers can be added for the students who will enrol.



10. Marketing for UMOS

- Flyers which can work in both PDF and hard copy should be developed. A template can be found in this toolkit and can be downloaded from the Resources for Faculty Staff section of the Melbourne Global Mobility website.
- When using your Faculty's logo, liaise with your Communications department to ensure that the logo meets the branding regulations.
- Ensure that all marketing emphasises the academic nature of the program and includes information about how the destination is relevant to the subject content.
- Use language relevant to academic programs, such as "study program" or "site visit" rather than "trip" or "tour".
- Market your programs realistically and honestly and do not over-promise where you may under-deliver. Nothing ruins an overseas study program faster than negative feedback from returning students.
- Students are likely to make more impulse decisions on short term mobility experiences than on semester-long programs. Therefore the quality of the promotional information is extremely important.
- It is helpful if all UMOS available in your faculty are marketed in a coordinated way (ie. a consistent template across all your programs, and a common section on your website). It is good to promote UMOS as one cohesive mobility option, as opposed to having a few random subjects offered, which happen to involve overseas travel.
- Liaise with the people in charge of global mobility, related subjects, related student clubs, social media, the student portal, student facing websites and poster boards or LCD screens in your faculty to see how you can best get the message about your subject out. Where possible include a blurb with a link to your flyer (which can be set up in PDF format as a web page).
- Student Centres, faculty course advisors and contact centre staff are one of your best resources and you should ensure that they are aware of your subject so that they can discuss it with potential students.
- Consider running some face-to-face information sessions or making yourself available at a display table or stand in your faculty for short, scheduled periods. Students will often want to come along and discuss the program face-to-face.

