

## **GENERAL ADMINISTRATION**

### **COMMUNICATIONS**

Communicating with a spouse, a neighbor, or a colleague can present enormous challenges when accuracy and precision are essential. The challenge is heightened when the communicators are separated by time, distance, and circumstance. The CSU Office of International Programs (CSU IP) must communicate with its representatives in eighteen countries around the world on a variety of academic, budgetary, administrative, and personal matters, and it must communicate with an acceptable degree of accuracy and precision.

To aid in this process, CSU IP has developed a highly structured system of communication. The system will take a little getting used to--and it may seem at first to be excessively impersonal--but the reward to be gained from following it is a much improved likelihood of receiving timely and appropriate responses to requests and inquiries.

### **COMMUNICATION CHANNELS**

All official communications between the Resident Director and other CSU IP overseas staff members and any campus or administrative office of the CSU or any supporting agencies or persons is carried out through CSU IP in Long Beach.

Students communicating with campuses or administrative offices of the CSU or other supporting agencies and individuals for official purposes (such as obtaining academic or financial aid information) must do so through the Resident Director and CSU IP.

Communications made outside CSU IP channels can neither be monitored nor can responses be expedited by the IP staff. CSU IP cannot take responsibility for the consequences of failure to follow the above instructions.

### **COMMUNICATION MODES**

A Resident Director can communicate with the Office of International Programs in the following ways: RD letters, telephone, fax, e-mail, Skype, Zoom or FaceTime. Telephone

calls can be expensive and should be used only when information is time sensitive or discussion is required. When telephone calls are made, they should be followed by written confirmation of information. The cheapest and most complete ways of communicating with the Office of International Programs are fax, e-mail and Wi-Fi supported telephone or Skype/Zoom-type calls.

## **RESIDENT DIRECTOR LETTERS**

Written communications between the Office of International Programs and the Resident Directors are considered intra-office correspondence, and as such are not shared with or distributed to any person other than the addressee without the specific authorization of the Director. Resident Directors may, at their discretion, inform students and others orally of what they have reported to CSU IP, but written text from the Resident Director or CSU IP are not shared unless clearance has been given.

Below are listed suggestions on how these letters should be written. These suggestions are given to insure that all Resident Director letters are relatively uniform in format so that they can be answered quickly and efficiently:

All Resident Director letters are addressed to the Director of International Programs.

Resident Director letters should normally be sent by airmail or DHL. DHL or the equivalent service should always be used when sending checks, time sensitive, and confidential materials.

Resident Director letters are usually written on memorandum style letterhead, identified by country, and numbered sequentially beginning with the first letter of the academic year, e.g., France #1. Enclosures are indicated in the left-hand margin.

Subject matter is divided into four functional areas (General, Academic, Student, and Fiscal) with each paragraph numbered sequentially within each area. Please separate these four functional areas for each site you oversee. For example, in Spain: Madrid: General; Academic; Student and Fiscal; Granada: General; Academic; Student and Fiscal; Jaen: General; Academic; Student and Fiscal.

The division of the Resident Director letter into functional areas allows for the clear delineation of sometimes complex requests or information into manageable elements which can more easily be acted upon or understood. To make this topical division, however, requires some analysis and careful ordering of the information to be included in each letter. Upon receipt in CSU IP each Resident Director letter is analyzed to identify the responsible staff member for each action item. A well- structured letter expedites this process and gets better and faster results. The subject area titles are fairly self-explanatory, but overlapping does exist.

Included under General are matters pertaining to administration, general information, or personal comment. Item 1 in this category is always a statement as to what CSU IP correspondence has been received to date, e.g., "We have received all numbered correspondence through CSU IP #12 and Fax #10" or "We have received all numbered correspondence through CSU IP #22, except for CSU IP #18. Please send a duplicate."

Included under Academic are matters pertaining to course/curriculum content and development; grade, credit, and equivalency reporting; course withdrawal; academic policy questions and recommendations; student academic progress; requests for exemption from academic rules and regulations; academic advisement; transfer between CSU institutions; provision of IP Academic Reports in lieu of transcripts; independent study proposals; course- related field trips; and relations with host institution/IP study center faculty.

Included under Student are matters pertaining to student morale; student health (not insurance) and safety; student conduct and discipline; student activities; student government; enrollment status; registration and certification of enrollment; student travel; student housing; renewal application; student selection and placement; student grievances; student exchanges; and promotional materials or information.

Included under Fiscal are matters pertaining to receipt, accounting, and disbursement of State and student funds; banking; salaries; supplies and equipment; services; facilities; student financial aid; emergency loans, health insurance; budgetary estimates (State and student); currency; student debts and financial problems; overseas tuition and other cost projections; and community relations funds.

Whenever enclosures are sent, they are described in the separate category areas. The

number of the enclosure is indicated in the margin opposite the appropriate paragraph. This plan prevents loss of any enclosure.

Letters to Resident Directors are labeled "CSU IP" and numbered sequentially. They are organized along the same lines as Resident Director letters. Reference to previous Resident Director letters is made according to the following formula--Re: France #12. A.4. followed by the text. France #12 refers to the letter, A.4. refers to the fourth item listed in the academic area. When the item refers to a specific student, the student's last name will usually be added--Re: France #6. F.2. Angmann.

## **PERSONAL LETTERS**

Occasionally, Resident Directors may find that their correspondence includes material or information of a sensitive, personal, or confidential nature which they desire have restricted circulation, or wish the Director only to see. Such items may be given special handling by including them in a separate letter addressed to the Director and marked "PERSONAL." Such letters are not included in the sequential numbering system. The use of personal letters to the Director should be restricted to the most serious cases as Resident Director letters are treated with great care and are an appropriate vehicle for virtually all matters.

## **INTERNATIONAL TELEPHONE CALLS**

Before placing calls from the overseas center to the Office of International Programs, the Resident Director should reflect on the cost and urgency of the call. Overseas calls must be brief and to the point. Conversations should deal with essentials. It is appropriate to make calls:

When information is urgently needed by the Office of International Programs and is too complicated to send by fax or e-mail;

When the Resident Director needs information and cannot wait for a written reply;

In cases of emergency (e.g., student accident, office break-in, etc.) and when details needed are beyond those possible in a fax or e-mail; and when requested by the Office of International Programs.

Only the Resident Director is authorized to make calls. In cases of emergency, and only in the absence of the Resident Director, the Program Assistant may make calls. Under no circumstances should students make direct overseas calls to the Office of International Programs. Collect calls from students cannot be accepted. When calls are made on a student's behalf necessitating a policy decision, it is usually not appropriate to make the call in the presence of the student because this may jeopardize the confidential nature of the discussion.

The Office of International Programs has regular office hours between 8:00 a.m. and 5:00 p.m., Monday through Friday, Pacific time zone. The telephone number is +1-562-951-4790. Calls should not be made after hours or on a weekend except in case of emergency; emergency calls may be made to Mr. Leo Van Cleve: cell: +1-949-636-2143; home: +1-949-888-9984.

Please see the following website for correct times:

<http://www.timeanddate.com/worldclock/>

## **FAXES**

Faxes should be used when the subject is time-sensitive and the material to be sent is limited in volume. CSU IP's fax number is +1-562-951-4983. If for some reason the fax will not transmit on that number you may use +1-562-951-4984. All faxes should be addressed to the Director of International Programs and sent by the Resident Director. They should be numbered consecutively to ensure CSU IP has received all faxes sent. Fax paragraphs must be numbered sequentially for reference. Section headings as required for letters are optional.

## **E-MAIL**

It is easy to send e-mail and this tends to encourage a lax attitude toward the contents and making a record of the correspondence. In general, e-mail must be as clear, detailed, and well-written as other forms of communication. Due to reformatting, headings and indentations are usually lost in transmission. Paragraphs, however, can be numbered for reference. E-mail messages should be electronically filed or printed and added to the

written correspondence file along with Resident Director Letters and faxes to ensure a complete record of communications is available. It is helpful to recap the email in an RD letter making reference that a detailed email was sent previously.

## CSU INTERNATIONAL PROGRAMS ADMINISTRATION

Mr. Leo Van Cleve, Director

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Dr. Katie Roller, Associate Director

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Tammy Mathews, Temporary Administrative Assistant

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## FISCAL AFFAIRS

Mrs. Nancy Tran Skoulphong, Assistant Director of Finance

[nskoulphong@calstate.edu](mailto:nskoulphong@calstate.edu) or [IPfinance@calstate.edu](mailto:IPfinance@calstate.edu)

Mrs. Carolyn Esguerra-Castillo, Student Financial Specialist

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## ACADEMIC and EXCHANGE SERVICES

Ms. Renata Bouwmeester, Assistant Director, Academic Services and Exchange

[rbouwmeester@calstate.edu](mailto:rbouwmeester@calstate.edu) or [IPacademics@calstate.edu](mailto:IPacademics@calstate.edu)

Ms. Julie Meurer, Academic and Exchange Services Coordinator

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## STUDENT AFFAIRS

Ms. Kristy Sauerbry, Assistant Director, Student Affairs

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Ms. Chanelle Guillaume, Senior Program Advisor

[cguillaume@calstate.edu](mailto:cguillaume@calstate.edu) or [IPstudentaffairs@calstate.edu](mailto:IPstudentaffairs@calstate.edu)

Ms. Danielle Escontrias, Program Advisor

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## **FILES AND REPORTS**

### **FILES**

The type and quality of office files vary widely from center to center, depending on the administrative styles of past Resident Directors and their assistants. As a minimum, however, files should contain the following:

#### General:

Correspondence Numbered CSU IP letters  
Numbered Resident Director letters  
Correspondence with host institution  
General correspondence  
Faxes  
E-mail correspondence List of local contacts Publications  
Health Insurance brochure  
Program Development Report  
Resident Director's Personal Guide  
Resident Director's Handbook  
Student Experience Series  
Study center bulletins/IP bulletin

#### Academic Services:

Academic Advisement form Catalogs of CSU campuses  
Catalog of host institution Course Descriptions  
Course Enrollment Key  
Course Withdrawal form (if applicable)  
For withdrawal students only:  
Academic Report  
Program Withdrawal form Independent Study form (if applicable)  
Individual grade sheets (if any)  
Intent to Take CR/NC Course (if applicable)  
Student Program Transcript

Student Services:

An individual file for each student containing:

Pre-departure Information

Application file

Faculty Recommendations Health Certificate

Permission for Emergency Medical Treatment Personal Information

Correspondence concerning student Drug statement (Italy only)

Insurance claims (if any)

Local address Photograph

Record of overseas telephone calls, counseling sessions, or other activities affecting student

Fiscal:

Bank Statements Contracts

For facilities: Inventory

For services: (faculty, staff, etc.) Inventory

Monthly accounts (by month)

Cash summaries

Check registers

Disbursement voucher

Invoices

Receipts

Receipts and Expenditures reports

Reconciliation sheets

Student funds

ARFAFs

A supply of the following blank forms should be kept on file as well. Forms should be reproduced at the study center.

General:

Address labels Envelopes

Binder for RD correspondence

Academic Services:

Course Description Course Enrollment Key Course Withdrawal Independent Study  
Intent to Take CR/NC Course Student Program

Student Services:

Drug Statement (Italy only) Program Withdrawal

Fiscal:

Bank Reconciliation

Equipment Inventory

Invoices

Loan Applications (Student Loans)

Medical Loan Agreements

State Funds Report

Program Funds Report

Cash Summary

Check Register Receipt Book

Reconciliation of Available Resources

Revolving Fund Disbursement Voucher

Student Insurance Claim

Transmittal Form

Supplementary Reports of Transactions Affecting Students' Accounts

Travel Expense Claim

Since most files are duplicated at the Office of International Programs, it is not necessary to maintain general historical files at the centers. As a rule, each center should maintain a complete file for the current academic year and the preceding academic year (which is the same as the fiscal year, July 1 to June 30).

On arrival, the new Resident Director should destroy the files created two years before, move the previous year's files to inactive status, and, using the previous year's files as a model, set up the current year's files. A few items, such as the agreement with the host institution, may be considered as permanent files. Other informational items, such as host university catalogs, may be kept if storage room permits. Bulky student and fiscal files particularly should be destroyed when they are two years old.

## **END-OF-YEAR REPORTS**

CSU International Programs Resident Directors are assigned to study centers for one or two years. These limited-term assignments result in a high degree of turbulence as the leadership changes. CSU IP has attempted to build a system of administration and the documentation to help implement that system. This is intended to ameliorate some of the negative effects of the lack of continuity which results from high turnover rates in our overseas administrator positions.

On the other side of the equation, however, we must depend on the outgoing Resident Directors themselves to carry over certain items of information in writing for the benefit of the incoming Resident Directors and CSU IP.

There are three required reports:

### **PROGRAM DEVELOPMENT REPORT**

This document is intended to provide a means for each Resident Director to record his/her experience and perspective on various aspects of the program itself. The report is provided to CSU IP for review and permanent file, to the incoming Resident Director and to the Academic Council on International Programs (ACIP) at their request. The Program Development Report includes the following sections:

Description of the Program Academic Structure: This section provides an overview of the elements of the academic program and a statement of program objectives. Important details on the working of the program must be included.

Description of the Program Administrative Structure: This section provides a description of both internal office administration factors and external administrative or working relationships. Detail, such as names, addresses and telephone/fax should be included.

Evaluation of Academic Program: In this section, the Resident Director provides an evaluation of the success of the program as structured and in terms of objectives outlined in Section 1. The narrative should be issue-oriented. This section lays the basis for subsequent recommendations.

Evaluation of the Administrative Structure: The Resident Director focuses here on the specific issues of administration and provides a critique of current practice, laying a basis for subsequent recommendations.

The Student Experience: This section is dedicated to a discussion of the non-academic aspects of the program, is issue-oriented, and lays a basis for recommendations.

Recommendations: Based on information provided in the previous sections, the Resident Director uses this section to record specific recommendations for the development and improvement of the program. The recommendations must be restricted to the improvement of the existing program and program site, but otherwise there are no “off limits” subjects.

Open Forum: This section is, as the name suggests, for the use of the Resident Director to address matters which do not fall in the above categories. An example might be a suggestion that the program relocate or that a new university affiliation be established. It is a place to register ideas to pursue and any other information or reflections which may be of use in the long-term development of IP or of the study center.

Do not include comments on the individual performance of study center staff in the Program Development Report, for this, use the Study Center Staff Evaluation forms discussed below.

The Program Development Report is to be completed and submitted to the Director of International Programs prior to the departure of the outgoing Resident Director from the study center. It is highly recommended that the report be started early in the year as a kind of “journal” so that passing thoughts and daily experience can be easily captured and will require only some simple editing to be put in final form. While each Resident Director is responsible for his/her own report, it is most useful if reference is made to the previous year’s report where appropriate. Most significant issues, while they may be viewed very differently by individual Resident Directors, tend to continue from year to year in some form. Finally, because it involves assessment, it is required that the Program Development Report

be signed by the Resident Director.

## **STUDY CENTER STAFF EVALUATION**

This is a form with accompanying instructions. Its purpose is to provide an evaluation of the individual performance of serving permanent staff at each study center. The Resident Director completes the form and discusses the form with the staff member in person. The form is then signed by both parties. It is then forwarded to the Director of International Programs for review and file. The Study Center Staff Evaluation is an important tool in the development of our overseas staff and to ensure that standards of performance are being met. A sample form and instructions is included in the Resident Director's Handbook.

## **RESIDENT DIRECTOR PERSONAL GUIDE**

Transitioning and reorienting one's personal life for a one or two year assignment abroad is a demanding and complicated matter. This document provides a vehicle for capturing and sharing vital practical information on housing, transportation, shopping, schools, medical care, and a host of other issues related to living and adjusting to one's new environment. However experienced Resident Directors may be with living abroad, a compendium of practical information is always useful. The Personal Guide is updated each year by the incoming Resident Director. It is best, as in the case of the Program Development Report, to edit the Personal Guide as the year goes along, capturing useful information and identifying obstacles and solutions. There is no set structure for the Personal Guide, but Resident Directors are encouraged to make this document as complete and as useful as possible. Finally, the Personal Guide copy kept at the study center should be placed in a folder, or notebook, which includes maps, brochures, pamphlets, and other informational items which may be useful to the incoming Resident Director. A copy of the Personal Guide is provided to CSU IP prior to the departure of the outgoing Resident Director. This copy will be provided to newly appointed Resident Directors so that they can begin their personal planning.

## DUE DATES: Student Affairs and Fiscal Affairs

November 1	Request upcoming academic year calendar dates from host university partners
November 1	Revisions to RD Pre-departure Planning document
November 10	IP Budget Requests to RDs
December 1	Submit upcoming academic year calendar dates
March 1	Submit Renewal and Transfer applications to <a href="mailto:ipstudentaffairs@calstate.edu">ipstudentaffairs@calstate.edu</a> Submit final upcoming academic year calendar updates to <a href="mailto:ipstudentaffairs@calstate.edu">ipstudentaffairs@calstate.edu</a>
March 1	Comments on the Resident Director's Handbook Student Experience Series
March 3	No loans (except medical) granted after this date without CSU IP approval
April 1	Resident Director Personal Guide due
May 1	Final Academic Curriculum Layout and Cost (Italy only)
June 1	Program Development Report Tentative Schedule for On-Site Orientation
June 30	Equipment Inventory
June 30	Notify CSU IP of date of Resident Director's return to California

## DUE DATES: Academics and Exchange Services

Deadline	Responsibility	Study Center Location
March 1	Update and submit updated Academic Bulletin for following year.	All locations
April 1	Submit program/curriculum proposals for academic year programs. Approved proposals would be implemented in next academic year rather than upcoming.	All locations
September 1	Submit program/curriculum proposals for calendar year programs. Approved proposals would be implemented in next academic year rather than upcoming year.	Chile
One week after PLP course has begun	Enter PLP courses in academic database.	Chile, France, Germany, Italy and Spain (Granada)
Soon after the course schedule is final, no later than the fourth week of the semester	Enter Semester 1 and 2 courses in academic database.	All locations
Soon after grades are received	Enter grades in the academic database.	All locations
Four weeks prior to the final exam for the course. Refer to Credit/No Credit policies	Submit Credit/No Credit Requests.	All locations
Within the first two weeks of the semester.	Submit General Petition related to excessive units taken by student.*	All locations
When transcripts/grades and other relevant documents have been collected for that semester for all participants	Mail academic-related documents to CSU IP	All locations

\*Note that other requests which are submitted using the General Petition Form are circumstantial and should be submitted to CSU IP as soon as request is received.

## **PERSONNEL**

### **STAFFING POLICY**

Overseas programs sponsored by The California State University will be assigned a CSU faculty member as a full-time Resident Director when it is deemed advantageous and necessary.

Where it is not possible or necessary to have a CSU faculty member as Resident Director, a Resident Coordinator may be appointed or otherwise identified. Resident Coordinators may be either employees of a host institution overseas, faculty from another American institution of higher education living overseas, or any qualified local resident.

Resident Directors and Resident Coordinators may be assigned a Program Assistant who is a resident of the host country. Program Assistants are generally long-term employees who provide program continuity from year to year.

IP staffing policies do not apply to those programs operated on a consortia or cooperative basis. Staffing for such programs is established by agreement among the participating institutions.

### **RESIDENT DIRECTORS**

#### **SELECTION**

Announcement of vacancies is made 18-24 months in advance to all CSU campuses, requesting that applications be submitted to the Office of International Programs. The Academic Council's Faculty Affairs Committee screens the applications, interviews selected candidates, and recommends to the Director of International Programs those applicants whom it considers best qualified. Final selections and appointment are made by the Director, with the concurrence of the respective home campus administration.

## **APPOINTMENT**

Resident Directors must hold a full-time, tenured or tenure-track teaching or administrative appointment on a CSU campus. They must possess a terminal degree and have appropriate overseas experience. Faculty on Faculty Early Retirement Program (FERP) are not full-time and therefore are not eligible. They are normally appointed as Resident Directors for a period of one year.

## **DUTIES**

The Resident Director (or Resident Coordinator) performs the following tasks:

Maintains official contacts with the host university (universities) or affiliated educational institution(s) and relevant government offices of the host country;

At the request of the Director, undertakes negotiations with the host institution(s) and housing entities for renewal or substitution of instructional facilities and student board and housing arrangements for the subsequent academic year;

Reports regularly to the Director on matters pertaining to the functioning of the center to which assigned;

In areas where an autonomous academic center (i.e., one not affiliated with a foreign educational institution) is maintained, supervises all aspects of the curriculum, including making recommendations on courses, faculty selection, and program development;

Provides academic advice to participating students and gives final approval to course enrollments;

Provides continuous supervision and evaluation of the academic work of participating students;

Reports coursework undertaken and completed by students in accordance with established procedures, including an evaluation of academic work in terms of CSU requirements;

Counsels and advises students on nonacademic aspects of the study-abroad experience, and arrange periodic field trips and social activities;

Ensures that students observe all relevant regulations of academic and housing entities of the host country as well as the regulations of the International Programs;

Maintains detailed records on all participating students regarding selective service status, emergency address, medical insurance, financial aid arrangements, and the like;

Assists individual students in the conduct of their personal affairs and in their adjustment to the foreign experience;

Keeps the Office of International Programs informed of changes of individual student personal status, such as marriage, disenrollment, withdrawal, probation, major illness, accidents, protracted absence, etc.;

Maintains accounts in a foreign bank, receive and disburse funds as appropriate from State and Program accounts, and provide a monthly reconciliation of the bank account;

Submits regular monthly reports of receipts and disbursements to the Assistant Director, Finance, International Programs;

Is responsible for keeping expenditures within the amounts budgeted for the various allotments;

Provides for the proper maintenance of the overseas facilities, furniture, and equipment, including detailed inventories.

Aids in negotiation of contracts for overseas facilities and personnel; and

Carries out other assignments made by the Director.

## **PAY**

Full-time 12-month Resident Directors receives from the home campus their current salary

in the 12-month scale plus a 10 percent differential for overseas location. The home campus is repaid a fixed salary, regardless of the academic rank of the appointee, on the basis of Assistant Professor Step 10. Travel expenses to and from the center are also paid by the Office of the Chancellor for the Resident Director but not for dependents. The ten percent differential is provided to offset in whole or in part those special costs associated with relocation to the study center and service abroad for which the Resident Director is not otherwise compensated. No additional supplementary funds are provided to offset these costs.

Resident Directors are encouraged to locate their housing overseas prior to departure. If this is not possible, the Office of International Programs will pay full-time Resident Directors a maximum of seven days hotel per diem beginning with the day of departure. You may not claim reimbursement for other expenses in lieu of per diem.

## **VACATION AND HOLIDAYS**

The Resident Director position is considered a full-time 12-month administrative appointment. This is a “work until the job is complete” administrative assignment and not a time clock or “hourly” position. The position requires flexibility in work hours per day and per week. Early in the program year, work days may be long as students arrive and settle in. Later in the program semester or year, there may be less time required.

The RD is allocated the usual twelve (12) California holidays and twenty-four (24) vacation days. The expectation is that holidays and vacation allocation will be used during the twelve months the RD serves abroad. No additional days will be allocated for work on evenings or weekends. Unused time should not be carried back to the home campus without prior consultation with the Director of CSU International Programs.

- Vacation days should be used over the course of the year and not saved until the end.
- For semester break or summer break days when you not in the office or working, you must use a CSU holiday or a vacation day.

- For host country holidays you must use either one of your CSU holidays or a vacation day.
- Time between the official start dates (usually August 1) and when the RD begins work are considered work-days unless you use a vacation day or a CSU holiday. Time off during this period is considered vacation usage.
- For programs with Preparatory Language Program (PLP), the time between the end of PLP and the start of the semester are considered work-days unless they are host country holidays. Time off during the break will be counted against the vacation allocation.
- Time between the end of the first semester and the start of the second semester are considered work days unless they are holidays. Time off during the break will be counted against the vacation allocation.
- If there is a spring break, the time is considered work days. Time off during the break will be counted against the vacation allocation.
- If the RD travels or leaves to return to the United States and does not work after the end of the academic year, the early departure days will be counted against the vacation allocation.
- If there are host country holidays beyond the allocated twelve (12) days when the RD does not work, those days are considered vacation time.

If you have questions regarding the policy, please contact CSU IP Assistant Director of Fiscal Affairs for assistance.

## **SICK LEAVE**

Full-time 12-month, Resident Directors accrue eight hours of sick leave for each month of service completed with CSU International Programs.

Sick leave earned while serving as Resident Director with the International Programs

will accumulate beyond the term of assignment as established in the letter of appointment.

## **PROFESSIONAL CONFERENCES**

The primary role of the Resident Director is to serve as the top on-site administrator in charge of academic, student, and fiscal affairs for International Programs. From time to time Resident Directors have professional obligations that require attendance and a presentation at a professional conference. When attendance at such a conference does not interfere with the obligations of the RD, he or she may request permission from CSU IP to attend. The RD travel budget is not intended to pay for this travel (see Travel Expenses, Fiscal Affairs, Section III).

## **POWER OF ATTORNEY**

The Power of Attorney is a delegation of authority from the Chancellor to the Resident Director to act on behalf of the California State University in specific circumstances. This document is required to undertake most legal transactions including establishing and maintaining program bank accounts, signing leases and other contracts, and making long term purchases. This process will begin in November before you go and you will receive a request for the necessary information such as birth date and passport. The requirements vary from country to country.

Once you submit the necessary information, our office will create the power of attorney and obtain the necessary signatures, notary, and apostille. Once completed, we will keep a copy here and forward the original to the office abroad so that it will be there when you arrive to take up your duties. On site staff will assist with getting you registered and making the necessary changes in banking and other arrangements.

## **RESIDENT COORDINATORS**

In some centers, such as Germany and Chile, a position which might otherwise qualify as a resident directorship is filled by a person not holding an appointment at a CSU campus. The title of this position is Resident Coordinator, and the tasks are the same as those of a Resident Director. Appointment is made for each academic year by the Director of International and appointments may be renewed.

## **LOCAL EMPLOYEES**

Where needed, a qualified person available locally may be appointed as assistant to the Resident Director or Resident Coordinator, to perform clerical, administrative, and student services tasks as required. Appointment is made for each fiscal year by the Director of International Programs. Payment of salary is made from International Programs funds on the basis of a signed contract. Position titles are determined by the Director of International Programs.

The relationship between the Resident Director and the teaching faculty at the study center reflects the specific structure and arrangements made for that particular center. These arrangements vary so widely from center to center that it is not possible to summarize them here. Each Resident Director is provided, however, with individual information on this aspect of personnel administration during the Resident Director orientation/workshop conducted in Long Beach.

When it is necessary to hire or replace a local employee, CSU IP necessarily relies heavily on the Resident Director's recommendation as to who should be hired. When a hiring action is required, permission to do so must be secured from CSU IP, the position advertised locally as needed, and a recommendation forwarded to CSU IP as to the selection the Resident Director believes best qualified. Faculty nominations must be accompanied by a curriculum vitae. Rates of pay and working hours must be cleared with CSU IP before hiring takes place. A contract will then be issued by the Chancellor's Office. Faculty contracts are required in Italy.

In many centers there are local laws requiring the payment of separation pay based on years of employment. These may not be applicable to some faculty, who are hired on a yearly basis for specified contractual services, but may be applicable to the assistant and to long term faculty employees. Upon termination of a local employee, CSU IP should be notified as soon as possible whether separation pay is required and what the amount should be.

Resident Directors are frequently under considerable pressure from local employees to increase pay scales and award other benefits. Such decisions, however, are made only by

CSU IP. As a general rule CSU IP attempts to pay what is considered an adequate local compensation for services performed. It does not wish to set higher pay standards than those of comparable programs for reasons of prestige or popularity nor to exploit employees by paying too little. When fiscal conditions permit, increases are built into the budget. They are, however, not automatic. Resident Directors are asked each year for their recommendations on next year's budget. They should comment at this time on what they consider would be fair compensation. Under no circumstances should the Resident Director make any commitment to local staff on pay increases prior to receiving CSU IP's approval in writing.

A consideration in hiring a replacement is that the starting salary for a new employee generally should not be the same as the finishing salary for the departing employee, who has had several years of experience and accumulated several step increases in pay.

Local laws determine sick leave or maternity leave, however, employment contracts or job descriptions codicil to contracts will establish sick leave or maternity leave provisions.

## **THE OBJECTIVE OF RESIDENT DIRECTOR STUDY CENTER STAFF EVALUATIONS**

### **EVALUATION OF STUDY CENTER STAFF**

To define a specific working relationship between the Resident Director and the permanent staff which incorporates clear elements of authority, but also clear lines of responsibility.

To protect permanent staff from informal judgment.

To provide CSU IP with a method for tracking individual staff members abroad in terms of both positive and not-so-positive aspects of personality and performance to permit corrective action where necessary and praise and benefits where deserved on a fair and equitable basis.

### **PROCESS FOR STUDY CENTER STAFF EVALUATION**

Use the staff evaluation form and type or legibly print in black ink Employee Name, Title, Evaluation Period, and the Date of the report.

Briefly describe the duties of the staff member. Every study center should have on file a job description for any individual permanently hired there. If none exists, it should be prepared by the Resident Director in collaboration with the employee and CSU IP, which has final approval authority for such descriptions. If such a description already exists, it should be used as a source document and the brief statement entered onto the Evaluation Form must reflect the points of emphasis of the Resident Director which characterize the job as he or she sees it.

The Resident Director meets with the employee to discuss the evaluation. After the meeting both parties sign the evaluation form.

Finally, the completed and signed form is sent to CSU IP for the review by the Director of International Programs. The signed form is then filed in CSU IP.

The evaluation is confidential and will not be shared with any persons other than those indicated above.

Updated: May 15, 2017