



**Tennessee Consortium for International
Studies**

OPERATIONAL HANDBOOK



Tennessee Consortium for International Studies Policies and Procedures

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Tennessee Consortium for International Studies Policies and Procedures

Section 1. TnCIS Organization

1.1 Name

The name of the organization is Tennessee Consortium for International Studies (TnCIS or the Consortium).

1.2 Purposes

The purposes of the Consortium shall be:

- a. To encourage, promote and support study and research abroad by TnCIS member college and university students and faculty
- b. To support and facilitate relationships, associations and agreements among TnCIS member institutions and those of other countries
- c. To assist members of the Consortium in the coordination and dissemination of information regarding study abroad, international courses, programs, and activities
- d. To recruit international faculty and/or professionals to teach and undertake research in Tennessee
- e. To promote and support economic development through international initiatives
- f. To do any and all things necessary and proper to improve international education and cultural awareness
- g. To plan, organize, and execute local and national seminars, meetings, and symposiums which will provide a broad forum for the rigorous academic and practical discussion of all issues regarding international education
- h. To publish reports, journals and publicity materials and to distribute them in an effort to further the aims of the Consortium
- i. To solicit, collect, receive, accumulate, administer and disburse funds in such a manner as will, in the sole discretion of the Presidents' Council most effectively operate to further educational purposes.

1.3 Organization

- a. TnCIS was created by the presidents of the 19 colleges and universities in the Tennessee Board of Regents (TBR) system in conjunction with TBR's Chancellor's Office. TnCIS is subject to all policies and guidelines of TBR.
- b. TnCIS is overseen by the Presidents' Council consisting of the presidents of all member institutions and the Chancellor of TBR.
- c. Pellissippi State Community College (PSCC) shall be the lead institution and fiscal agent for TnCIS, with the president of that institution acting as the responsible agent for TnCIS.

1.4 Role of the Presidents' Council

The Council has the following responsibilities:

- a. To meet periodically as needed
- b. To make substantive changes in the organizational structure
- c. To make changes to the overall purposes and goals of TnCIS
- d. To approve all changes in TnCIS membership

1.5 Role of the President of the TnCIS Lead Institution

The president of PSCC (lead institution) has the following responsibilities:

- a. To oversee the operation of TnCIS, including the appointment of all TnCIS personnel
- b. To ensure compliance with all TBR policies and guidelines
- c. To ensure compliance with all local and state laws
- d. To manage all financial aspects of TnCIS, including the fixing of compensations and salaries
- e. To report periodically to the Presidents' Council and to TBR
- f. To represent TnCIS to the Chancellor's office

1.6 Office

The principal office of the organization is located at the lead institution, presently Pellissippi State Community College, 10915 Hardin Valley Road, Knoxville, TN 37933. TnCIS may have other offices within the State of Tennessee, as the Board may designate or as the affairs of TnCIS may require from time to time.

1.7 Fiscal Oversight

It is the responsibility of the Office of Business and Finance at the lead institution to oversee all financial aspects of the TnCIS organization, including budgeting, revenues, domestic and international disbursements, currency purchases, and the final reconciliation of TnCIS financial records.

1.8 Members

- a. The members of the Consortium shall consist of the universities and community colleges in the TBR system. Members will be represented by the president, or his or her designee, from each of the member institutions. Varying levels of membership participation (fees) are expressly permitted.

- b. Membership dues, established by consensus of TBR and its member institutions, are currently:

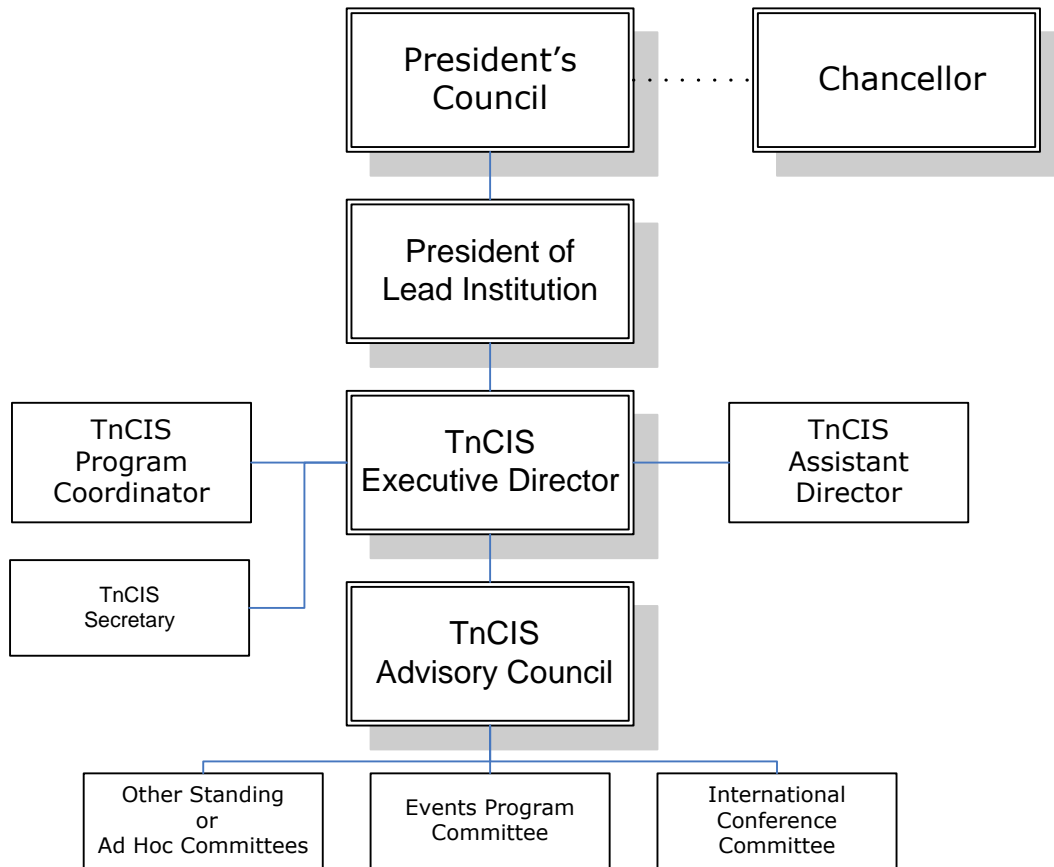
Universities	\$ 5,000.00 annually
Community Colleges	\$ 3,000.00 annually
TBR	\$12,500.00 annually

- c. Membership dues may be changed by a majority vote of the Presidents' Council. A commitment to pay dues must be submitted by March 1st and must be paid within sixty days following July 1st.

- d. The initial period of membership for all institutions was three years, ending June 30, 2010, after which members may choose to withdraw from the Consortium or continue as members.

1.9 Organizational Chart

The chart below shows the organizational structure of TnCIS



1.10 Executive Director

- a. The Executive Director of the Consortium reports directly to the President of the TnCIS Lead Institution.
- b. Responsibilities of the Executive Director

The responsibilities of the Executive Director as outlined in the personal "Performance Review and Development Plan" at Pellissippi State Community College are as follows:

1. Manage TnCIS Office
 - Financial accounting and reporting
 - Website development
 - Develop and implement office procedures
 - Assist with international programs at PSCC
 2. Manage TnCIS Consortium
 - Plan and conduct TnCIS business meetings
 - Report to the TnCIS Advisory Council
 - Organize and conduct TnCIS committees
 - Conduct education and orientation programs for 19 campuses
 - Carry out the policies of the TBR and federal and state law
 - Develop and maintain communication channels between the International Education Consortium, TBR universities and colleges, and TBR.
 3. Planning and Administration of International Activities and Programs
 - TnCIS Annual International Conference
 - Speakers Tours
 - Cultural Programming throughout the TBR System
 4. Planning and Administration of Student Study Abroad Programs
 - Development of Study Abroad Programs
 - Training of Program Directors and Faculty
 - Oversee all Operations Abroad
 - Handle all Crises
 - Oversee all Financial Accounting for Programs Abroad
 5. Planning and Administration of Faculty Development Programs
- c. Performance Review

The performance review of the Executive Director is conducted semi-annually by the President of the lead institution in accordance with TBR Policies.

1.11 Advisory Council

- a. The Advisory Council (formerly known as the Governing Committee) will consist of one primary and one additional representative appointed by each member institution.
- b. The Advisory Council is responsible for advising/making recommendations to the Executive Director of the Consortium regarding its operation.

1.12 Additional Committees

The Executive Director or the Advisory Council of the Consortium may appoint ad hoc or standing committees as needed.

Section 2. TnCIS International Conference

2.1 Annual International Education Conference

TnCIS will sponsor an annual conference on international education according to the following guidelines:

- a. Rotation of Sponsors

To the extent possible, the host institution for the conference will rotate between universities and community colleges within the TBR system.

- b. Rotation of Location

To the extent possible the international conference will rotate between the eastern, central, and western areas of the state of Tennessee.

- c. Planning Committee

Each year, a Conference Director or Co-Directors and a conference planning committee will be selected. This group will determine the conference theme, its outline, session titles, keynote speakers, and all other details relating to the conference.

Section 3. Study Abroad

3.1 Programs

Study Abroad Programs may be considered for establishment in any geographic location in the world, except in such cases that the U.S. government has included the country on its Travel Advisory List, or if, in the judgment of the Consortium, conditions exist in a country making the establishment or continuation of a program unacceptable.

3.1.1 Program Proposals

- a. New programs may be proposed by individual faculty members at any member institution by using the forms for proposing a new TnCIS program provided on the TnCIS website under Faculty ([Appendix A: Proposing A New TnCIS Study Abroad Program](#)).
- b. All courses are offered for credit only.

- c. All TnCIS courses are open to all currently enrolled or accepted students from all member institutions.
- d. Faculty proposing a new program must have the signed authorization and support of their supervisor, TnCIS campus representative, Dean (if applicable), Chief Academic Officer (CAO), and President. ([Appendix B: Institutional Approval Form](#))
- e. Completed, signed proposals must be received in the TnCIS office by the first week of February for programs to begin in the summer of the following year. TnCIS reserves the right to extend this deadline if needed.
- f. All proposals must include the following sections:
 - 1. General program description
 - 2. The need for such a program among TnCIS member institutions
 - 3. A description of the academic program (including classroom hours and excursions to be counted as class field experiences)
 - 4. Syllabi for all courses in the program ([Appendix C: TnCIS Syllabus Outline](#))
 - 5. Curriculum vitae (CV) of proposed faculty
 - 6. A description of the program structure including (calendar, housing, food, transportation, possible excursions, local contacts abroad, a complete budget, special restrictions or program requirements, the proposer's recruiting strategies, a section describing the proposer and his or her qualifications for directing such a program, and the proposer's curriculum vita)

3.1.2 Program Approval

New Program Proposals will be considered by the TnCIS Advisory Council at its spring meeting (usually in March or April) after which a recommendation will be submitted to the TnCIS Executive Director. If approved, the course materials including the faculty vitae and course syllabi will be forwarded to the office of the TBR Vice Chancellor for Academic Affairs for processing according to the TnCIS Academic Infrastructure ([Appendix D: Academic Infrastructure for Study Abroad and Exchange Programs](#)).

3.1.3 Program Directors

After a new program is officially accepted at all levels, the proposer will become the Program Director, and will be responsible for all of the following aspects of developing the program:

- a. Arranging all facilities and details at the program site
- b. Assisting with the production of publicity materials and program promotion
- c. Developing the program budget with guidance from the Executive Director
- d. Overseeing all aspects of the operation overseas. The responsibilities of the Program Director are delineated in [Appendix E: Program Director Responsibilities](#).

3.1.4 Program Director Orientation and Training

During the spring, prior to the departure of the summer programs, all Program Directors receive thorough training and orientation in a special director's Meeting. There is also director training conducted in conjunction with the faculty orientation, since all responsible parties (director and faculty) must be familiar with all aspects of the program in case of an emergency or incapacitation of the director. An outline of the topics covered in the director/faculty orientation is explained in [Appendix F: TnCIS Director/Faculty Spring Orientation](#). Additionally, Program Directors will be required to sign the Program Director Agreement ([Appendix G: Program Director Agreement](#)) prior to the start of the program.

3.1.5 Director's Handbook

- a. Each Program Director is assigned the task of developing a Director's Operational Handbook detailing all aspects of the program including local contacts, do's and don'ts, important dangers, medical contacts and notes on quality of treatment. An outline for the Program Director's Operational Handbook is found in [Appendix H: Program Director's Operational Handbook Outline](#).
- b. The purpose of the handbook is to maintain a running log of the program and to have full information when a Program Director is incapacitated or replaced from one year to the next.

3.1.6 Program Evaluation by Participants

All participants are requested to complete a Program Evaluation ([Appendix I: TnCIS Program and Academic Evaluation](#)).

- a. The evaluation form gathers data on how students heard about a program, why they chose it, and the adequacy of their pre-departure orientation.
- b. The evaluation form has sections on the program administration both in the U.S. and at the international site; excursions; extracurricular activities and travel; daily living; and also invites participants to make general comments about their experience abroad and its value to them both personally and educationally.
- c. All evaluations are anonymous and are submitted electronically to the TnCIS office.
- d. TnCIS prepares a summary of the evaluations and the summary is available to the Program Directors, the members of the TnCIS Advisory Council, and to any institution requesting a copy.
- e. Evaluations are used as the basis of a post-program meeting with the Program Director to discuss possible changes in the future, and to advise and orient future participants more effectively.

3.1.7 Evaluation by Program Director

- a. Each Program Director must complete a program evaluation ([Appendix J: Program Evaluation by Program Director](#)).
- b. The evaluation addresses difficulties of any kind encountered during the program and how they were resolved, any recommendations for changes for the future with regard to housing, food, excursions, classrooms, local contacts, etc.

- c. This evaluation is completed primarily so that if the Program Director either chooses not to direct in the future or if he/she is not selected to direct, a written record of the program is available and can be followed up on by the TnCIS office or another director.

3.2 Faculty

3.2.1 Eligibility / Application

- a. Each faculty member must complete three documents to be considered for teaching in an existing TnCIS Program. In addition, each faculty member must sign the Faculty Agreement ([Appendix K: Faculty Agreement](#)) prior to the start of the program.
- b. He/she must complete the Faculty Application Packet ([Appendix L: Applying to Teach in an Existing TnCIS Program](#)) which is available online at www.tncis.org. A printed version of the application is included as [Appendix M: TnCIS Online Application](#).
- c. This application must be approved by the faculty member's home institution supervisor, campus TnCIS representative, Dean (if applicable), CAO, and President.
- d. The signature of the supervisor on the application verifies that the faculty member is qualified to teach the course and can later be hired to do so by the home institution. *(Note process of remuneration below).*
- e. Applications to teach will be made approximately 16 months prior to the actual program dates.

3.2.2 Timetable

Mid-November

Call for Course Proposals
Call for New Program Proposals

February – 1st week

Course and New Program Proposals due in TnCIS office

February – 3rd week

Course Review Committee receives proposals

March – 1st week

Course Review Committee report (conference call)

March – 3rd week

Forward to Advisory Council:

- Course proposals recommended by the Course Review Committee
- New Program Proposals

April – 1st week

Advisory Council makes recommendation for:

- The next year's courses
- New program proposals

April – 2nd week

Next year faculty notification – send letter of agreement

April – 3rd week

Next academic year program and course information sent to TBR to be forwarded to CAO's

The CAO's will either:

1. Approve the program and its courses
2. Reject the program or certain courses in it for their institution (giving reasons), or
3. Request further information before making a determination

In the case of number 3, the further information requested will be provided immediately so that the process can be expedited.

June – 2nd week

TBR sends report on approved courses and programs from CAO's back to TnCIS.

3.2.3 Faculty and Course Selection ([Appendix D: Academic Infrastructure for Study Abroad and Exchange Programs](#))

The review process for faculty applications and course proposals will be as follows:

- a. Prior to submission, the TnCIS office will work with all faculty and institutions, assisting them with the development of their proposals.
- b. After submission, the TnCIS office will review the proposals, insuring that they are complete and have appropriate institutional approval signatures.
- c. The Course Review Committee will examine all aspects of the application, vitae, and course syllabus to ensure completeness, compliance with Southern Association of Colleges and Schools (SACS) standards, and academic credibility, and recommend to the Advisory Council all courses which meet all appropriate standards.
- d. The Advisory Council will review the report of the Course Review Committee, vote to accept it in full or in part, and then make a recommendation to the TnCIS office which courses will be offered in each specific program.
- e. The TnCIS Executive Director, in consultation with individual Program Directors, will make a final decision about course and faculty selection.
- f. After this final review by the TnCIS office, all applications and course materials will be forwarded to the office of the TBR Vice Chancellor of Academic Affairs.
- g. The Vice Chancellor's office will then forward the materials to the Chief Academic Officers of each institution, who will make a determination of what

courses and programs their institutions will approve for offering on their campus.

- h. The CAO reports will then be forwarded through the TBR Vice Chancellor's office to TnCIS.

3.2.4 Fall Orientation

In September of each year, all faculty must attend the first of two orientation sessions, which will be held in conjunction with the fall meeting of the Advisory Council. The agenda of this orientation will include:

- a. Information about the TnCIS organization
- b. How students apply, register, pay, and receive grades
- c. Explanation of policies related to study abroad
- d. Explanation of liability risks and how faculty and Program Directors are covered during the exercise of their duties
- e. Discussion of how to use the international site in the course and how teaching abroad differs from teaching on campus
- f. Recruiting strategies for study abroad and the roles of the faculty, the TnCIS office, and the TnCIS Campus Representative
- g. Program specific meetings to address: team building, the program, calendar, excursions, approaches to their courses, the faculty role outside of the classroom, etc.

3.2.5 Pre-Departure Orientation

In March or April there will be a second mandatory orientation meeting for faculty and Program Directors. The session will be approximately four hours in length. The agenda of the meeting will include but not be limited to:

- a. Introductions
- b. Financial, budgeting, bookkeeping, and management
- c. Incident Report – Disciplinary Action and Incident Report.
- d. Crisis Management
- e. Health and Safety
- f. Academic Policies
- g. Faculty role in program
- h. Calendar and daily activities
- i. On-Site Orientation Procedures
- j. Director's Exit Packet of materials

3.2.6 Program Faculty Responsibilities

Faculty members are required to attend two mandatory orientations scheduled by TnCIS in the fall and spring. They are expected to communicate with their Program Director and assist in planning for their onsite course and coordination with other course offerings.

Faculty members are expected to recruit student participants and respond to student inquiries with accurate information.

During the study abroad program, faculty are expected to be knowledgeable of TnCIS rules and regulations, teach and assure the academic integrity of their course, and assist the Program Director as needed.

The responsibilities of program faculty are delineated in [Appendix N: Program Faculty Responsibilities](#).

3.2.7 Evaluations

- a. Each student will complete an academic evaluation for each course preferably prior to departure at the end of the program ([Appendix I: TnCIS Program and Academic Evaluation](#)).
- b. The evaluation is conducted anonymously and neither the faculty member nor the Program Director will have access to them.
- c. The evaluations will be summarized in the TnCIS office and provided to the instructor, and the Program Director.
- d. The evaluation summaries will also be available during the next Advisory Council meeting after the termination of the program.

3.2.8 Course Report

Each faculty member must complete and sign a Faculty Course Reporting Form and turn it in to the TnCIS at the termination of the program. ([Appendix O: Faculty Course Reporting Form](#)).

3.2.9 Remuneration

The process required to remunerate faculty directing/teaching in a TnCIS program is as follows:

- a. For faculty members at Pellissippi State Community College (PSCC)
 1. Complete an Adjunct Faculty Contract
 2. Submit a Request for Travel form to the TnCIS Office
- b. Faculty members from TBR Institutions other than PSCC
 1. Complete an Adjunct Faculty Contract
 2. Complete a Travel Authorization form to be approved by the faculty member's home institution with a copy sent to the TnCIS office
 3. TnCIS office will submit contract and requisition to the PSCC accounting office
 4. PSCC accounting office will complete a Dual Service Agreement and send to the other school along with a purchase order
 5. The other school will then invoice PSCC for the services and pay their faculty member

3.3 Participants

3.3.1 Application

- a. All applicants must have completed at least one semester of college level work.
- b. Eligible students currently enrolled or accepted and in good standing at a TnCIS member institution may apply to any TnCIS study abroad program. Students must have at least a 2.0 GPA.
- c. Each participant must submit the following to be considered for admission:
 1. Completed student application ([Appendix P: TnCIS Student Application](#))
 2. Application fee
 3. An official transcript
 4. A statement of purpose
 5. A letter of recommendation from a faculty member

3.3.2 Admission

The following criteria will be used when considering an application:

- a. GPA
- b. Seriousness of purpose
- c. Contribution to student's course of study
- d. Academic preparedness
- e. All of the above being equal, TnCIS will seek a fair representation of students from member institutions

3.3.3 Cancellations

A clear cancellation policy with firm dates will be published along with all TnCIS publicity materials and application forms each year.

3.3.4 Pre-Orientation (posting of forms to be signed)

There are four forms which students will be required to sign and submit after being admitted in addition to a copy of their passport. These forms will need to be submitted by the due date which will be posted on the TnCIS website. In order to ensure full disclosure, these forms will be posted on the TnCIS website. Students may not submit their applications until verifying that they have read these forms.

The forms include:

- a. Medical Surrogacy ([Appendix Q: Designation of Medical Surrogacy](#))
- b. Medical History ([Appendix R: Medical History Form](#))
- c. Rules of Conduct Contract ([Appendix S: Rules of Conduct Contract](#))
- d. Agreement to Provide Services/Student Agreement and Assumption of Risk ([Appendix T: Agreement to Provide Services](#))

3.3.5 Pre-Departure Orientation

- a. All students are required to attend the formal Pre-Departure Orientation.
- b. The Pre-Departure Orientation will consist of a general session covering agenda items which apply to all programs and all students.
- c. This will be followed by individual program orientations covering information specific to that program.
- d. In addition, each student will be given a written document ([Appendix U: Pre-Departure Program Orientation](#)) which outlines all of the items treated more fully in the Pre-Departure Orientation sessions. The document includes sections on:
 1. Logistics
 2. Health and safety
 3. Behavior and removal from a program
 4. Academics
 5. Individual Program Directors also have the option of providing students with additional orientation materials

3.3.6 On-Site Orientation

Each Program Director is given an outline of items to be addressed after arrival at the program site ([Appendix V: On-Site Orientation Outline](#)). If multiple sites are used in a program, an orientation session for each site must be held.

3.4 Accompanying Non-participants *(document under development and consultation with TBR)*

3.5 Operational Policies and Procedures while Abroad

3.5.1 Health and Safety

These two topics are addressed in multiple places in the policies and procedures including all orientations for faculty and students and the program contract.

3.5.2 Insurance

- a. In order to ensure that all students are covered, TnCIS purchases a group insurance policy on behalf of students and faculty. The cost is included in the program fee.
- b. It is strongly recommended that all students have a primary health insurance policy which will cover them while abroad and after their return.

3.5.3 Payments

- a. All expenses for medical treatment abroad are the responsibility of the participant.
- b. The participant is also responsible for collecting all necessary documentation while abroad that is required for reimbursement upon return.

3.5.4 Health Care While Abroad

- a. All TnCIS Program Directors are required to have the names, locations and contact information for doctors and hospitals at all TnCIS study sites.
- b. Program Directors are also required to carry with them at all times the participants' emergency contact information and medical information.

3.5.5 Crisis Management

- a. Preparation: All Program Directors and faculty receive thorough orientation prior to departure.
- b. Registration with U.S. Embassy: All participants are registered with the embassy in the country where the program is located. This is done by the TnCIS office on the official State Department website.

3.5.6 Crisis Response

- a. During the orientation and training sessions, Program Directors and faculty members are given a review of how any crisis is to be handled ([Appendix W: Crisis Management for Program Directors](#)).
- b. This training includes analyzing many case studies of past incidents and an understanding of what to do and what procedures are to be followed.
- c. Intervention from TnCIS Office
 1. At the earliest possible time, the TnCIS office must be informed of all incidents and consulted on all actions to be taken.
 2. The TnCIS office will then consult with appropriate parties in the U.S. including:
 - a) Emergency Contacts
 - b) Institutional representatives
 - c) TBR Headquarters
 - d) Other agencies such as the student's medical provider in the U.S.
 - e) The security office
- d. Evacuation of Program Participants

All Program Directors must have contact information for the airlines that are being used for the program. In addition, Program Directors must be aware of alternate means of transportation which can be used in case a local evacuation is required.
- e. Crisis Management Chart

Each director and all faculty members are given a Crisis Management Chart which defines the lines of communication to use in the event of a crisis ([Appendix X: Crisis Management Chart](#)).
- f. Communication with Member Institutions and TBR

All member institutions have identified for TnCIS the person on their campus to act as the point of contact for all emergencies ([Appendix Y: Institutional Crisis Management](#)).

- g. Communication with Participants' Emergency Contacts
 1. The participants' emergency contact will be notified by the Program Director in incidents when immediate authorization is required for medical treatment.
 2. In all other situations, the emergency contact will be kept informed by the TnCIS office, if permitted by the privacy act.
- h. Communication with the Public

All communication with the public is to be routed through the TnCIS office or appropriate designated person on the participant's home campus.
- i. Reporting
 1. All Incident Reports will be provided to the participant's home campus and kept on file in the TnCIS home office.
 2. In addition, all incident reports will be provided to the appropriate administrative offices at Pellissippi State Community College.
 3. All parties involved with any incident are required to keep a running written record including time, place, what occurred and actions taken.
 4. If at all possible a witness must be present, who must file an independent report of the incident.

3.6 Behavior, the Program Contract and Disciplinary Action

3.6.1 Each participant must demonstrate that they have read, understand and agree to all points covered in the Rules of Conduct Contract ([Appendix S: Rules of Conduct Contract](#) – same as listed under pre-departure orientation).

3.6.2 Disciplinary Incident Reporting Form

When an incident occurs in which a student has behaved in an unacceptable manner as outlined in the Program Contract, a Report of Incident form is completed ([Appendix Z: Report of Incident/Disciplinary Action](#)). In the report, the Program Director or his/her designee will:

- a. Describe the incident and state any action to be taken or recommended. Disciplinary action may include, but is not limited to, the imposing of a curfew, no alcoholic beverages, and periodic checking in with the Program Director.
- b. On the form the participant also has a space in which to present his/her view of the incident or even to deny it.
- c. The participant must sign the form stating that he/she has read and understands what has been written.

3.6.3 Expulsion from a Program

- a. In case the Program Director recommends that a participant should be expelled from a program, the Executive Director must be consulted.
- b. Unless emergency conditions exist which require immediate action, the Executive Director will consult the Vice President for Student Affairs at the participant's home institution in order to come to a joint decision on whether or not to expel the student.
- c. The final decision to expel a participant rests with TnCIS.

- d. The student must bear all expenses related to his or her return to the United States and no refund for any fees will be made.

3.6.4 Student Appeals

- a. At the program site, the participant writes his or her response on the Incident Report. This is the first step in the participants' right of appeal.
- b. If the participant is expelled from a program and sent home, he or she may appeal the matter through the regular appeals process at his or her home institution.
- c. The decision of the appeals committee is final.
- d. If an appeals committee finds that a student was wrongly expelled from a TnCIS program, and if therefore a reimbursement of any kind is due the student, the following parties will be responsible:
 - 1. If the institution has approved the action, it will also be responsible for any reimbursements, or
 - 2. If the institution has not approved the action, TnCIS will be responsible for reimbursements.

3.7 Procedures to be handled by each individual TnCIS Member campus include:

- a. Receipt of student payments
- b. Administering financial aid
- c. Completing dual service contracts
- d. Registering students
- e. Recording grades

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- Appendix P. [TnCIS Student Application](#) (on Web)
- Appendix Q. [Designation of Medical Surrogacy](#)
- Appendix R. [Medical History Form](#)
- Appendix S. [Rules of Conduct Contract](#)
- Appendix T. [Agreement to Provide Services](#)
- Appendix U. [Pre-Departure Program Orientation](#)
- Appendix V. [On-Site Orientation Outline](#)
- Appendix W. [Crisis Management for Program Directors](#)
- Appendix X. [Crisis Management Chart](#)
- Appendix Y. [Institutional Crisis Management](#)
- Appendix Z. [Report of Incident / Disciplinary Action](#)