# Table of Contents

- **OVERVIEW** ................................................................................................................................. 3
- **STUDENT APPLICATION, TEAM SELECTION, AND NOTIFICATION PROCESS** ...................... 4
- **PROJECT PHASES AND REQUIREMENTS** .................................................................................... 8
- **POLICIES** .................................................................................................................................. 11
- **ROLES & RESPONSIBILITIES** ..................................................................................................... 13
- **PROJECT RESOURCES** ............................................................................................................... 16
- **PROJECT EXPENSES AND LOGISTICS** ..................................................................................... 17
- **SAFETY, SECURITY, AND HEALTH PROCEDURES** ................................................................. 24
- **TRAVEL TIPS** .............................................................................................................................. 25
OVERVIEW

Global Applied Projects (GAP) is a first-year, three credit hour, graded, application only, elective course that provides students with the opportunity to lead, plan, and execute an internationally focused real-world consulting engagement.

GAP engagements are focused in locations outside of the US, with students working in self-managed teams under the guidance of a GAP Faculty Advisor and second year Team Coach. GAP is largely self-funded through client sponsorship and fees, and acceptance into the course is by application and a review process. The number of students accepted in the course is dependent upon the number of projects contracted.

The purpose of this handbook is to provide information about GAP processes and logistics – both for students who are applying to participate, and for students who have been assigned to a GAP project. For academic information, please consult the GAP course syllabus.

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Key Dates- 2016

Client participation deadline: ~ February 15, 2017
Phase One (in-Columbus): March 2- April 20, 2017
Phase Two ** (in-country): May 6 – May 26, 2017

**Students must arrive in country no later than Saturday May 6, 2017 at 5pm. Students must be in-country through the end of business on Friday, May 26, 2017 unless otherwise directed by the client in writing. The program officially ends on Saturday, May 27, 2017 at midnight."
STUDENT APPLICATION, TEAM SELECTION, AND NOTIFICATION PROCESS

While our goal is always to give as many students as possible a project assignment, we are not always able to place all interested students on a project team. The number of students accepted into GAP depends on the number of paid consulting assignments the GAP office can generate. And, as often is the case with real-world consulting engagements, many clients commit to a project at the last possible moment when an immediate business need or opportunity arises. Therefore, ambiguity and uncertainty will exist regarding the number of students who can be accepted into the course even up to the first day of class. Again, simply applying to GAP is not a guarantee of a team assignment. Most often, the number of applicants exceeds the number of projects procured.

Eligibility
GAP eligibility is based on a student being fully prepared for the multidisciplinary aspect of GAP projects. Therefore, the GAP program is open to:

- First-year, FT-MBAs students in good academic standing who will complete the core by semester end (April, 2017)
- WP-MBAs students in good academic standing who have completed 18 hours of graded coursework including Data Analytics by the end of the Spring Term prior to departure and excluding Independent Study credits.

Class Credit
All students take the course as a 3 credit hour, graded class in Spring semester. WPs, in particular, should understand how this credit allocation may affect their tuition payment and other course load restrictions. Grades are submitted in late June/early July and until then, student transcriptions will show an incomplete. This policy is not negotiable.

Application Process
The GAP application process begins in the fall of the academic year. There are two components: attending a mandatory GAP Information Session and submitting an online application form and supporting materials.

GAP Information Session
All applicants must attend an information session. Several sessions are held in the early fall and publicized via email, the student HUB and the FCOB website. In addition to specific program information, students will hear the stories and get the advice of GAP students from the prior year.
Online Application

Students apply online to the GAP program. Students who have attended a GAP information session will be notified of the application link via an email from the GAP Director. There is no other notification.

The application has several required components including the date the applicant attended the GAP Info Session, a resume, cover letter, pdf copy of the student’s passport information page with the expiration date clearly visible and proof that the passport is valid for six months after the GAP program ends, pdf copy of an international student’s US student visa with the expiration date clearly visible, basic student information, risk acknowledgements, and acceptance of GAP/OSU policies. In addition, a student must indicate that they possess a credit/debt card that can be used internationally for charging and cash withdrawals, as well as at least $2000 of float to accommodate anticipated GAP expenses. Finally, all applicants must acknowledge that they have read this GAP Student Handbook. Incomplete applications will not be reviewed and a student will not be considered for entry into the GAP Program until all of the required information has been received and acknowledgments made, and the student agrees to comply with GAP/OSU policies. The application and all materials must be submitted by the deadline or a student will not be considered for GAP. There is no exception to these policies.

Team Selection and Student Assignment

Once the application process and client participation deadlines are past and projects have been confirmed, all applicants are evaluated and the team selection process begins.

Applicant Evaluation

Before Spring Session Two starts, all students who have fully completed an application are evaluated by core faculty. Faculty are asked to score students based on their entire experience with a student, not just class grade. This includes factors such as general attitude, outside-the-classroom experiences, motivation, work ethic, etc. Using this evaluation, students are placed into two pools: accepted students and waitlisted students. The number of accepted students depends entirely on the number of projects available, and this group will be offered a team assignment. Waitlisted students are not guaranteed a team placement; however, there can be project shifts and additions as late as the first day of class. Waitlisted students who are eager for a GAP position are encouraged to keep their options open until the first GAP class.

Project Bidding

The first step in team selection is project bidding. Students in the accepted pool are required to rank their project assignment preferences through a bidding process that is explained in an email sent to them before Spring Session Two begins. This ranking should be done with care and forethought to project scope and location, potential hardship and degree of novelty to the student’s prior experience, medical requirements, cost of food and personal entertainment, etc. If students have questions about projects or bidding, they are encouraged to seek assistance from the GAP office.
Specifically, students should be aware of the following:

- **Visas** - The project country may require a visa depending on student nationality. Some countries require an in-person appearance at an embassy or consulate to complete the visa application. GAP will cover the cost of the visa, but NOT any of the costs associated with travel to an embassy or consulate to acquire a visa. (Please consider the funds needs and the time it takes to travel to a consulate or embassy that could be located in Chicago, New York, Washington DC or Houston. Consult [http://www.travisa.com](http://www.travisa.com) for more information.)

- **Accommodations** - Accommodations can vary enormously between project countries. We try to book accommodations that are safe and clean with internet. However, students should moderate their expectations especially when considering a choice between advanced and emerging market economies. Some activities, for example working out at a gym, may be difficult to find or expensive; jogging is sometimes frowned upon or even risky.

- **Internet and Wi-Fi** - These services will also vary widely between countries and in some circumstances be totally unavailable or unbearably slow by US standards.

- **Medications and Health Issues** – The GAP office covers only required (not recommended) medications and vaccinations per the current CDC guidelines for the region. GAP does not cover the healthcare/provider visit. Please visit [http://wwwnc.cdc.gov/travel](http://wwwnc.cdc.gov/travel). Many recommended medications (i.e. malaria prophylaxis) are very expensive and not covered by GAP.

- **Meals and Incidentals** - Price, cuisine, and water safety are other variables to consider as you bid. Meals/food in Europe are much more expensive than in Africa or Asia. You should anticipate drinking only bottled water while in some countries.

- **GAP class charge**. Every year there are additional costs of participation in GAP beyond tuition and fees (i.e. course pack, workshops, software, etc....). Students are required to pay this charge when accepting their team assignment and no team assignment is final until this payment is made.

- **All students must have Fisher/OSU business cards for use while in-country.**

**Team Selection**

The GAP Director and faculty create the teams once bidding closes. Project teams are typically comprised of six students. Team member selection is based on several factors, including but not limited to: fit between project parameters and student education, experience, and expertise; student bidding; as well as the need to maintain gender and nationality balance on the team.

Note that there is one exception to the team selection process: if a student brings a project to GAP, the student is automatically included on a project team, usually the project the student brings. Please consult the GAP Director for more details.

**Notification of Team Assignment**

Student assignment is confirmed by email. After notification, a student has 24 hours to complete the acceptance process. If a student does not respond by the deadline, it is assumed
that the student is declining the project invitation, and the student will be dropped from the course.

In rare instances, a student who has not applied via the standard GAP application process may be asked to join a team due to a unique and/or unusual skill that is essential to the success of a project, often at the client’s request. This skill may take the form of language competency, cultural expertise, specific work experience, etc. Every effort is made to place those students who have applied through the established process before searching for specific skills or talents outside the GAP applicant pool.
PROJECT PHASES AND REQUIREMENTS

The course is organized into two phases. Work spans two terms, but all credit will be counted towards the Spring semester. Teams will use EduSourced, an online project management platform, for organizing and monitoring the project and submitting most deliverables.

Phase One occurs in Columbus during Spring Term, Session II and focuses on the GAP class and pre-departure deliverables. The expected workload is greater than that of a standard Fisher course.

Expectations include:

Project-related requirements:

• Create a Google Docs team and individual folder.
• Order Fisher/OSU business cards.
• Attend a kick-off meeting(s) with other team members and the Team Coach and Faculty Advisor.
• Determine team roles and inform the GAP Director during the first week of class: Project Manager, Client Liaison, GAP Office Liaison, Marketing and PR Manager, Research and Presentation Lead, Cultural and Logistics Manager.
• Complete and submit hard copies of all the housekeeping documents: 2017 GAP Program HTH Insurance Application, Student Financial Aid budget form, Vendor Setup form, GAP Risk Acknowledgment Release, Health Information Form, and International Students - Signed I-20.
• Research general information about the project sector and specific information regarding the client before the first client call and continue any secondary research as needed.
• Engage the client on an initial call, even if the entire team cannot attend.
• Obtain, review, sign, and return any confidentiality letter and/or non-disclosure agreement (NDA) to client. Please consult with the GAP Program Office before executing any documents.
• Schedule at least one regular, weekly team meeting time, weekly team coaching time, faculty advisor touch-points and regular, weekly conference calls (or on-campus meetings, if possible) with the client. These meetings are essential to understanding and refining the project objectives and scope. Additionally, these meetings will have great impact on the project’s successful outcome and are the foundation of a successful and productive Phase Two. If a team is having problems scheduling these meetings- especially the client meetings- notify the GAP Director immediately.
• Review all materials provided by the client.
• Prepare a Statement of Work (SOW) that formalizes the understanding with the client about the project’s parameters, including final scope, deliverables, and other specifics.
• Schedule final client presentation in coordination with GAP Program Office, ensuring that the GAP Director or other GAP Office staff are available to attend.
• Prepare a preliminary project work plan for review and approval by the client.
• Confirm the project’s work plan prior to Phase Two.
• Schedule a substantial number of interviews for the first week of Phase Two, leveraging the client's contacts, if/when appropriate.
• Submit required deliverables to Team Coach, Faculty Advisor and the GAP Director by the specified deadlines. Details about and instructions for submitting deliverables and templates are available both in the syllabus and on EduSourced.

Planning and Logistics requirements:
• Make flight reservations based on GAP instruction email and flight allowances.
• Go to Travisa and check project country’s visa requirements. Communicate specific visa needs to the GAP Program Office. It is each student’s responsibility to get and pay for the necessary visas. However, GAP will reimburse the actual visa cost, if the appropriate expense documentation is provided. GAP will not cover any travel expenses associated with acquiring a visa.
• Check health needs at the CDC website and schedule an appointment with a health care provider, if necessary. GAP pays for all required immunizations and medications; recommended immunizations and medications are the student’s responsibility. GAP does not pay for the healthcare/provider visit.
• Register with the US Department of State’s Smart Traveler Enrollment Program if you are a US citizen. https://travelregistration.state.gov/ibrs/ui/
• Complete accommodations preference survey.

Phase Two is conducted in the field at the location(s) specified by the client, and is three weeks in length. Phase Two focuses on primary research, data synthesis and analysis, and final recommendations/presentation to the client. It is a very intense period of time when students are expected to be working full-time, and includes significant travel. Students must be physically present in the project location for the entire three weeks unless directed otherwise by the client in writing.

Project-related requirements:
• Submit two blogs per team per week with one blog focusing on the project and related work and the other focusing on cultural learning and experiences.
• Meet client (if in-country) to confirm the work plan and objectives for Phase Two
• Schedule additional interviews beyond those already organized for the first week
• Collect primary research through interviews, focus groups, surveys, etc.
• Focus on primary research, but continue secondary research as needed
• Synthesize and analyze data in order to formulate recommendations
• Meet/conference call several times with and provide regular updates to the Faculty Advisor, GAP Director, and Team Coach (if possible) to review progress toward final deliverables.
• Complete data research, synthesis, and analysis
• Prepare final conclusions and recommendations
• Prepare and present a final presentation to the client and GAP Program Office as agreed and detailed in the SOW.
• Submit final deliverable(s): final presentation deck and/or white paper and supporting materials (interview summaries, background data, etc.) to the client and the GAP Program Office
• Complete the required peer evaluation and overall course evaluation.
• Submit all other class deliverables as detailed in the class syllabus.

Planning and logistics requirements:
• Keep accurate records and receipts of all project-related expenses, ensuring strict adherence to any requisite project budget requirements
• Handle any additional logistics needs arising during the project, with support/guidance from the GAP Program Office
• Submit completed expense reimbursement form with all hard copy receipts to GAP Program Office
POLICIES

Project Grading

GAP is graded using the same letter system as other courses at Fisher. Grading curve requirements for elective courses apply to GAP.

Final grades reflect individual and team performance on the project.

As part of the course requirements, all students are required to complete a series of peer evaluations at various intervals during the project.

30% Overall team performance as evaluated by the Faculty Advisor and Team Coach.
30% Overall team performance as evaluated by the Client.
15% Individual performance vis a vis Milestones, attendance, deadlines, class participation and responsiveness as evaluated by the GAP Director.
25% Individual performance as evaluated in the peer assessments.

Expect that course components not meeting a satisfactory standard will be returned for resubmission. Failure to complete the requirements will result in a failing grade and removal from the May portion of the program (i.e., the student will not be allowed to travel).

Please consult the course syllabus for more detailed information on the academic aspects of GAP.

GAP and Spouses/Partners/Significant Others/Family members/Friends, etc.

Spouses/partners, etc. are not permitted to accompany or visit team members during the Phase Two, in-country travel portion of GAP projects. Spouses/partners, etc. are welcome before the project starts and after it is completed, but not under any circumstances during the three-week project period. There are no exceptions to this policy. Students found in violation of this policy may face disciplinary action, may be required to return to the US and should expect to receive a lower, even failing, grade.

Free and Leisure Travel

While outstanding project execution is the first priority, an important goal of GAP is to expand students’ international and cultural experiences. However, it is important to be sensitive to cultural differences and client perception when planning personal travel. The amount of free time to sightsee or travel can vary greatly by project. Students should discuss leisure travel plans with the GAP Director and other team members to ensure that it does not interfere with/take precedence over the needs and expectations of the project.
If the project takes place in a country under a US Dept. of State Travel advisory, there are other requirements that must be met to satisfy OSU Risk Management. Specifically, the team (or individuals) must submit an itinerary detailing all activities, transportation, accommodations to OSU Risk Management at least 4 weeks prior to departure.

Students are also permitted to travel on their own before or after the three weeks of Phase Two. This pre/post project travel is not under the auspices of OSU/FCOB and students are not covered by health or other project insurance. While personal travel is allowed during the project period, the needs of the project always come first, including working on the weekend.

Students are always responsible for personal travel planning and expenses incurred during personal travel or sightseeing (airfare, accommodation, entry visas, museum tickets, cultural event tickets, tours, train travel, etc.).
ROLES & RESPONSIBILITIES

Team Coach Role
Each project team is assigned a Team Coach (TC) for the entire 10-week period to provide guidance regarding the project management process and support with team dynamics, as well as act as a course TA. Coaches work with their teams primarily in Phase One of the project and participate in at least one regular, face-to-face, weekly meeting and the majority of conference calls and presentations. They also help evaluate team and individual performance to assign grades. If a Team Coach is available during Phase Two, they help with the Final Presentation by reviewing the final documents, suggesting changes, editing and, if possible, providing rehearsal guidance.

While TCs help with project management timelines/deadlines and support the timely delivery of course assignments and client deliverables, TCs do not manage the team nor do they do the project work. Team Coaches assist in resolving team dynamics issues, maintaining a good client relationship, monitoring deliverables, and keeping the project on track within the work plan, time-frame, and budget.

Faculty Advisor Role
A Faculty Advisor (FA) is assigned to every GAP team for the entire 10-week period to provide functional and general business expertise, guide the team regarding the project management process, and support the project process being used in the GAP class. FAs are especially focused on the front end of the project to help the students structure the problem and finalize the scope. FAs also review the student developed project timeline and Gantt chart for managing the process and help ensure that expectations remain clear to both the team and the client. FAs assist in networking and setting up informational interviews with industry, other faculty or regional experts and guide the research plan by recommending research sources and databases.

FAs meet teams four times in-person during the first seven weeks of the course and twice via Skype or other video meetings during the final, three, in-country weeks of the project. While the Faculty Advisor meets with the team on a more limited basis that the Team Coach, the FA is nonetheless an integral piece of the project advising process.

Client
While every client relationship is different, clients are expected to provide the team access to key employees and information through a point-person. The client point-person typically remains in regular contact with the GAP project team for the entire 10-week period. The client point-person may or may not be the project sponsor.

If the client is physically located in-country, they often provide advice/support with on-the-ground logistics throughout Phase Two. There are instances where clients have no presence whatsoever in-country, and therefore, may not be able to assist.
GAP Program Office
The GAP Program Office is the primary contact with the client prior to Phase One, with the GAP Director working to obtain client commitment, determine preliminary project scope and project location, and provide teams with the key client contact. If a client has previously collaborated on a GAP project, the GAP Program Office can provide the reports and any relevant collateral material for background and insight.

Following the formation of a project team, the GAP Office supports students with logistics items such as flights, accommodations, preliminary in-country ground transportation, and entry visas. Following Phase Two, the GAP Office assists with expense report processing and student reimbursement.

Teams are encouraged to use all other available Fisher resources, including the OSU library, Fisher and OSU professors, other OSU Colleges, student organizations and alumni.

TEAM POSITIONS

Project Manager
The Project Manager is responsible for establishing the project timeline, keeping the project moving forward and meeting deadlines. They schedule weekly meetings for the team and establish agendas. The GAP Office highly recommends students with project management, consulting or significant leadership experience fill this role.

Client Liaison
The Client Liaison is responsible for maintaining communication with the client and exchanging all requests for information between the team and the client. They are also responsible for organizing client meetings and should focus on understanding client needs. The Client Liaison shares the final presentation and all supporting documents with the client at the project end and makes sure that the client is satisfied with those deliverables. Someone who is proactive and has strong communication skills should fill this role.

GAP Office Liaison
The GAP office liaison is responsible for maintaining all internal communications and works with other team members as necessary to communicate with the GAP office. They monitor all deliverables to the GAP Office and submit most EduSourced team milestones. They coordinate all communication with the Team Coach and Faculty Advisor. They should be well organized and have good interpersonal skills.

Research and Presentation Lead
The Research and Presentation Lead outlines the team’s research goals and creates/monitors the research plan. They are responsible for consolidating key research findings to prevent redundancy/duplication of effort and organizing information so it can be
recalled when needed. The Research Lead maintains presentation iterations and has final authority for editing and consolidating the team’s final presentation and/or report to client and the Executive Summary to the GAP Director. This team member should be a clear and concise business writer and be able to filter between what is value added and what is not.

**Cultural and Logistics Manager**

The Cultural and Logistics manager creates and maintains the team’s travel and emergency records and is responsible for researching and recommending accommodation, transportation, translation, and other key project related activities in country. They notify the GAP Office that the team has arrived and all team in country travel (including weekends). If travelling in a US Dept. of State travel advisory country, they are also responsible for working with OSU Risk Management to develop the travel itinerary. Students who love international travel and are very organized make a good fit for this role.

**Marketing and PR Manager**

The PR Manager ensures that the team submits blog posts in accordance with the GAP syllabus and produces social media content for Fisher Communications. They act as official team photographer and collect all photos for submission to the GAP Office and Fisher Communications. In addition, they submit a one-page PowerPoint of the project in review (business and cultural). The PR Manager organizes an alumni event and an engagement/meeting with local/regional business school. The PR Manager should be creative and have design skills/experience. Owning a quality camera is a plus.
PROJECT RESOURCES

Technology

A laptop is required for Phase Two. Please contact Fisher IT Department for specific questions about travelling abroad. However, students should make themselves familiar with the project country’s encryption regulations and internet restrictions.

Fisher does not provide laptop insurance while students are in-country. Students should refer to their homeowner’s or renter’s insurance for coverage specifics or consider buying a short term policy. If an accident takes place (theft, flood, fire, etc.), the GAP Office recommends that students file an incident report with local law officials while still in their project country and retain a copy of the incident report for insurance purposes. In addition, students should inform both the GAP Director and OSU Risk Management.

Students should constantly backup work before departure and while overseas during Phase Two. It is essential to have a contingency plan if a laptop becomes inaccessible due to theft or technological failure.

- Use USB/flash drives or external hard drives to backup work.
- Store files in the cloud, using web-based file hosting services such as Dropbox
- Email important files to team members' OSU email accounts or personal web-based email accounts
- Print out and have hard copies of all essential contact information, meetings, etc.

Translators and Interpreters

In countries where the language of business is not English, a translator/interpreter may be required for in-depth interviews. It is the team’s responsibility to procure translators/interpreters, with some support from the GAP Program office. Utilizing local business schools for translators/interpreters has been a successful model on past projects. Team members who are fluent in the country’s language are not expected to serve as interpreters.
PROJECT EXPENSES AND LOGISTICS

GAP is client-funded, with clients paying a program fee to help offset all project-related expenses (airfare, accommodation, visas, etc.) for the student team. In 2016-17, clients will pay a one-time fee of $30,000.

All GAP project expenses and logistics adhere, at minimum and where ever possible, to OSU travel policies. Please speak with the GAP Director for more specifics. While it is possible to request an exception to an OSU or GAP expense policy, all requests must be received in advance of spending and a written approval granted before the expenses will be reimbursed.

A copy of OSU’s Business Expense Reimbursement Policies can be found online [here](#). Please read the Business Expense Reimbursement Policies in order to have a full understanding of reimbursable expenses and travel expectations.

There are situations where the client makes specific logistics requests. These client requests regarding issues of accommodations, flight itineraries, mode of in-country transportsations, etc. are always respected unless the GAP Office believes there is a safety and security issue in following the client preference.

All students must have a generally accepted credit card (MasterCard or Visa) that can be used internationally for charging and cash withdrawals and be prepared to handle a float of $2000 minimum.

A recap of many OSU/GAP policies is below. It is intended to be informative, but is not inclusive. In general, these procedures and policies are not negotiable.

**Project Expenses**

There is no GAP credit card that teams can take and use while traveling in-country. Therefore, the GAP Program office will pre-pay as many expenses as possible. However, expenses that the GAP Office cannot cover due to in-country customs, laws or travel ambiguities are the responsibility of the students (eventually, to be reimbursed). In general, students should anticipate credit needs/spending of up to $2,000 per person for project expenses. Students for whom this expense will be a hardship should discuss their financial needs with the GAP Director.

**Personal Expenses**

Students pay for their food, personal travel and other incidentals. These expenses are not reimbursed. The amount varies by student preference and location. Students should take this variability into account when ranking projects for their team assignment.
Other Expenses

As mentioned above, students are responsible for covering all meals, personal travel and incidentals. In cases where students hold project-related interviews over meals or drinks, only the food and beverage costs of the guest(s) can be claimed as an additional project-related expense. Itemized receipts are required for reimbursement. Be advised that GAP does not reimburse for gifts, tips or any expenses unrelated to the project, and does NOT reimburse for alcohol under any circumstances. Also note that GAP reimburses for expenses during the project period ONLY. Expenses incurred outside the project period are considered to be personal expenses and will not be reimbursed without prior authorization.

Entry Visas

Due to increasingly strict requirements that can vary greatly by country and by the applicant’s nationality, students will handle all visa procurement on their own with guidance from the GAP Program office. In some instances, GAP will use a visa service to process visa applications for an entire team. However, gathering all materials and documents is always the sole responsibility of the student.

GAP pays for all visa fees, but not visa photographs. GAP will not pay for a visa expeditor unless the student discusses with and receives written permission from the GAP Director prior to using an expeditor.

Regardless of how processing occurs, students are responsible for ensuring the timely processing of their visa application and must:

• Possess a valid passport. Having a passport valid for six months after the end of Phase Two is a requirement of the GAP application process. Acquiring, renewing or replacing a passport is the responsibility (procurement and payment) of the student.
• Ensure that there are at least two, blank, facing pages available in the passport to accommodate a visa.
• Be acquainted with all visa requirements before accepting a team assignment. For most nationalities, visa entry requirements are available online (travisa.com). If there are questions, contact the embassy in question for specifics.
• Fill out the required visa application forms.
• Provide the original passport and required number of passport photos. (Acquiring a passport and all required photographs for a passport is the full responsibility- including financial responsibility- of the student.)
• Prepare/request/pay for any other required supporting documentation. The GAP Program office can help with “landing letters” and other letters of introduction.
• Send all visa applications by tracked mail if this service is not provided by the GAP office. UPS and FedEx are the preferred carriers.

There are often challenges involved in procuring visas related to student nationality and/or destination. Immediately upon receiving a project placement, students (especially non-US citizens) should go to their project country’s visa website and understand the qualifications, necessary paperwork and timeframe of a visa application. The GAP Program office does its best to provide support to mitigate any potential challenges.
However, in some cases, visa expeditors cannot assist with visa procurement, and a visa application cannot be submitted by mail. Therefore, students must present their applications in person at the designated embassy or consulate. This requires the student to travel to Chicago, New York City or Washington DC. This travel is the student’s responsibility to pay for and organize. Please note, non-US passport holding students will always incur additional non-reimbursable travel expenses (in the US and in Europe) when they work on European projects and should be prepared to handle this additional expense when bidding on European based projects.

Prior to applying to GAP, all non-US passport holders should contact OIA to be sure that their US visa is valid for reentry after GAP travel, and that they have an updated signature on their I-20 document. All non-US passport holders’ GAP applications must show proof of a visa valid for re-entry and an up-to-date I-20 in order to be considered complete.

Please note that procuring entry visas for GAP travel always take precedence over procuring entry visas for personal travel, and that students are responsible for all costs associated with procuring an entry visas for personal travel. If it is necessary to expedite an entry visa for GAP travel purposes in order to gain a visa for personal travel, students are responsible for all costs (personal visa, all expediting service, all mailing, etc.) associated with obtaining both visas except for the cost of the project visa.

**Airfare and Flight Allowance**

Students are responsible for making all flight plans and will be reimbursed only the flight allowance amount set for each location. One exception to this policy is if a client requests to make team flights arrangements. Specifics on booking are in the Flight Booking Instructions email that is sent soon after team assignments are made. Students may not book travel before receiving instructions and will not be reimbursed for travel plans made before the email is sent unless they speak to the GAP Director and have permission in writing to purchase. Students should follow the email instructions carefully, making note of in-country start and end dates, final presentation plans, flight allowance amounts, and reimbursement policies and procedures. In general, the flight allowance will be determined based on non-refundable, non-transferrable, change-fee tickets with every effort on the part of the GAP office to minimize layover time (no more than 10 hours per layover) and provide adequate time to make connections and pass immigration/customs upon return to the US. Occasionally, students will need to travel beyond their entry point by train, bus or automobile to reach their project destination. This roundtrip transportation will be included in the flight allowance and students should take care to leave enough room in the cost of their flights to accommodate this additional travel. While students may choose to purchase flight insurance, it is not included in the flight allowance and will not be reimbursed. Upgrades are not reimbursable, even if an upgrade is within the flight allowance.

**Airfare Purchase**

If a student books though an OSU approved travel provider and stays within the flight allowance, there is no cost to the student for project-based fights and no additional paperwork.
If a student adds personal travel to an itinerary booked through an OSU approved travel provider, the student is responsible for all costs **upfront** and is reimbursed for the project flight allowance amount.

If a student books any flights, both project related and/or personal, through a non-OSU travel provider, the student is responsible for all costs **upfront** and is reimbursed for only the project flight allowance amount.

**Airfare Reimbursement**

Reimbursement (based on the flight allowance detailed in the *Flight Booking Instructions* email) will be made once the student, through the GAP Program office, completes a travel eRequest. In some circumstances proof of visa received or proof of visa application received by the issuing embassy or consulate is required. The eRequest requires hard copy proof of booking (usually a copy of the flight itinerary) and payment (sometimes on the itinerary and always available on a credit card or bank statement.) Reimbursement can take up to 6 weeks. Checks are sent to the student’s address of record or direct deposited in the student’s bank account if the student is employed at OSU or enrolled in Buckeyelink and uses OSU’s direct deposit service.

Students are ultimately responsible for arranging all flight bookings, changes and cancellations. After tickets are issued, students are responsible for the cost of all changes they request (including fees and airfares), unless that change is approved in advance, and in writing by the GAP Director.

If a student is unable to get the necessary visa(s) prior to departure for Phase Two, the student is responsible for the flight expense. Pending a review by the GAP Director, the student will not be reimbursed for the cost of the flight or, if already reimbursed, the cost of the airfare will be charged to the student’s OSU account.

**Accommodation**

GAP projects offer double-occupancy accommodations. However, there may be unusual instances where a student does not share accommodations and has his/her own room, or personally chooses to pay for a single room. In case of single occupancy, team members should discuss the situation and, if necessary, make a plan for reaching equity.

Students are never required to share beds. In addition, GAP policy demands that all students have a “real” bed. Pull out sofas, air mattresses, etc. are not acceptable. There is no exception to this policy.

Where possible, the GAP Office books all accommodations. As part of this process, students will complete an accommodations survey early in the term that asks for preferences in very broad terms. However, the GAP Office is not bound by these suggestions and the final decision always rests with the GAP Office. The only exception to this policy is when the time difference, immediacy of travel needs, or expense of arranging travel from the US make it impossible for the GAP Office to successfully or reasonably make these travel plans. In these
situations, the team will make and pay for these travel arrangements and be reimbursed **post GAP** project. Before booking, teams should consult with the GAP Office to determine budget limits. If a team goes over budget, all team members will be charged a prorated portion of this budget overage that will be either applied against post project reimbursement requests or charged to the student’s OSU account.

Teams stay in clean, secure, and reasonably priced/budget accommodations, preferably with access to certain amenities (Wi-Fi, restaurants, business facilities, public transportation, etc.) However, there is **NO** guarantee regarding amenities (internet access, breakfast included, exercise facilities etc.) Different teams will stay in accommodations that offer different amenities as part of the accommodations package. Students should never assume that just because one team has certain benefits included that they too will have those benefits. Be aware that lodging type will vary by location and budget. In some situations, students may stay in dorms or in “home-stays”. Also, students should avoid bringing US expectations when judging their accommodations.

Some clients determine or offer accommodation, often in accordance with their policies. In certain locations, Western-style accommodations and amenities (most often internet and Wi-Fi) are not available and students must temper their expectations. In fact, students should pay careful attention to location when project bidding if accommodations are important to them.

Usually accommodation is pre-paid. However, in some cases, students may be asked to pay for accommodations in cash upon arrival. With enough notice, students will be given a cash advance roughly equal to the estimated accommodation cost. However, most often, students pay for the accommodation and are reimbursed **post GAP** project. Students should always be prepared to provide a personal credit card or cash deposit at check-in for incidental expenditures (room service, laundry, mini-bar, telephone, etc.). Again, **all students must have a generally accepted credit card (MasterCard or Visa) that can be used internationally for charging and cash withdrawals and be prepared to handle a float of $2000 minimum**.

The GAP Office’s first concern is student safety. However, the GAP Office cannot make any guarantees: accidents and unfortunate events, such as theft, can happen anywhere. We urge students to be especially vigilant in new surroundings and carry renter’s or other travel insurance to cover loss or theft.

**Ground Transportation**

GAP pays for all project related ground transportation. The expectation is that students will use public transportation whenever possible. Students pay for all personal ground transportation including airport transfers in the USA. GAP will pay for one RT airport transfer in country, if taken by public transportation.
Health Insurance

While participating in GAP, students are required to maintain their primary insurance coverage and enroll in OSU’s supplemental travel insurance provided through HTH Worldwide Services. The HTH policy covers accident and sickness and emergency assistance, evacuation, and repatriation.

In the GAP acceptance email, students receive application instructions for the HTH policy. Please print a copy of the insurance card provided. Students should carry this card at all times while abroad.

HTH insurance is in effect for the duration of the GAP program only. If planning personal travel before or after the GAP program, students are advised to obtain health insurance that covers them for medical care while overseas. One option is to obtain an International Student Identity Card (ISIC), which provides international health insurance coverage for travelers. Contact OIA for more information.

Immunizations, Prescriptions and Healthcare Reimbursement

Each student must consult the CDC website for information regarding required/recommended immunizations for travel to a particular country. If after reading this information, the student determines that a visit to a health care provider is necessary, the student is responsible for making and paying for all arrangements, appointments, medications and immunizations. The GAP Program will not reimburse for any deductibles, co-pays or office visits unless a REQUIRED immunization (such as yellow fever) or a REQUIRED medication (sometimes malaria medication) is involved.

Please keep in mind that many immunizations require an incubation period of up to four weeks to become effective. The GAP Office encourages students to make an appointment with an appropriate travel provider as soon as possible after being assigned to a team and consulting the CDC website. Students should carry their immunization record with them while traveling.

Project-Related Expenses and Expense Reimbursement Forms

Students should expect to pay for some project-related expenses prior to and during international travel. Expenses eligible for reimbursement at the conclusion of Phase Two include:

- Reasonable travel to and from the airport- internationally only. Within the US, the GAP Office does not reimburse for RT airport transportation.
- Project-related travel while in-country (ground transportation and accommodation)
- Industry reports, white papers, research, etc. with prior authorization of the client in writing.
- Translation and interpretation services for project related work with prior authorization of the GAP Director in writing.
- Project-related internet
- Food/beverage costs for interviewees; students’ own food/beverage are not eligible.
For the above project-related expenses, original, hard receipts are required for reimbursement. Per OSU policy, there is no reimbursement without the receipt to support the expense.

Students will receive the GAP expense report form in order to keep track of project-related expenses. All GAP participants are required to complete the GAP expense report after the travel portion of GAP, regardless of whether they incurred any project-related expenses while traveling.

This process includes:
• A completed copy of expense report form (which will be provided).
• All original receipts, in date order, to include the currency used amount, numbered to match the expense report line. Fisher Shared Services will assign exchange rates unless the student can provide hard copy proof of the rate used.
• A copy of any relevant credit card, bank, or other financial statements if there is no hard receipt.

Detailed instructions on how to fill out the form are provided by GAP staff prior to travel. Students should note that GAP does not reimburse for foreign transaction or currency conversion fees.

Gifts
Every year, OGB purchases small items to use as tokens of appreciation for business visits. Each team will have five of these items to use for in-country gifts for clients and other business gifts. However, each use must be documented as to who, what, where, date and why. If there is no documentation, the cost of the gift(s) will be charged back in equal portion to team members.

Internet/Wi-Fi
Unfortunately, internet and Wi-Fi speeds often do not match or even come close to what students experience in the USA. Keeping slow speeds in mind and the chance that it could take much longer to send documents via email to teammates while in country, all students should take several memory sticks/flash drives with them in order to share info and documents quickly, as well as act as a backup opportunity.
SAFETY, SECURITY, AND HEALTH PROCEDURES

Travel to Countries Under US State Department Warning

GAP projects sometimes involve travel to countries under a current US State Department Travel Warning. OSU requires that a travel waiver be issued for ALL travel- project and personal- while in a US State Department Travel Warning country during the project period. This process requires a full review by OSU Travel Risk department and an approval by the provost of OSU. Be advised that the process can take 4 weeks. Therefore, all travel- project and personal- must be organized well before departure to the project country.

Emergency Procedures

Prior to the start of the in-country portion of GAP, the GAP Liaison on each team must complete and make available a number of different forms to OSU Risk Management and the GAP office: 1) the flight tracker; 2) all team members’ emergency contacts, and 3) the contact information for all teams while in-country (client, students, accommodations). Students are responsible for forwarding the in-country contact document (3) to their families and partners. Many teams also allow their emergency contact information (2) to be shared with teammates that is in turn shared with families and partners. In order to comply with privacy regulations, each team should discuss how and what emergency contact information to share.

In the event of an in-country emergency, students should immediately contact:
OSU (available 24 hours/day, 7 days/week):
Department of Public Safety at 614.292.6677
Ask to be transferred to the International Risk Manager, DRU SIMMONS.
Then, contact the GAP Director.

To ensure quick action when calling, be prepared to provide:

- Name, location, age, sex, and nationality.
- Program association: GAP program, FCOB
- Telephone number from which call is placed (in case you are disconnected).
- Relationship to the person (if the person calling is not the student).
- Name, location, and telephone number of the hospital or clinic (when applicable).
- Name, location, and telephone number for the treating doctor, and where the doctor can be reached (when applicable).

If a student requires medical care while in country, refer to the HTH Insurance card.
TRAVEL TIPS

Attire
Always obtain dress advice from the client, but as a general rule, plan on wearing professional business attire, typical of Western nations, for all interviews outside of your client offices. Students generally bring at least one suit. When in doubt, err on the side of formal dress and be guided by the advice of the client. Students should also bring comfortable, casual clothing and shoes for evenings and weekends, conservative workout clothes for workouts, and have a good understanding of the country’s climate prior to arrival. Try to bring everything you will need, as it is needlessly time consuming to buy items that could have been brought from home.

Travel Checklist
· Business and casual attire
· Laptop
· USB memory stick to transfer files
· Transformer/adapter for laptop and other electrical use
· Several plug adaptors appropriate to the destination
· Project-related materials
· Business cards
· Passport*
· Prescription medicine
· Proof of immunization and health insurance*
· Camera
· Toiletries
· Travel guidebook
· Money (traveler’s checks, credit and/or debit cards*, US currency, etc.)
· OSU logos or small gifts

*It is good practice to make photocopies of all important documents and keep those photocopies separate from the original documents in your in-country location, as well as leave a set at home.

Students should determine a budget taking into consideration personal preferences and the destination country. In general, students usually bring or have access to about $2,000 in spending money to cover personal and project expenses. Students frequently bring a combination of US currency (in small, very clean/new bills) and credit and/or debit cards. How much to bring varies by country and location within the country (urban vs. rural, one location vs. frequent traveling, etc.). Students should note that GAP does not reimburse for foreign transaction or currency conversion fees. Please consult the GAP Director with further questions.