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Not So Bizarre Foods: Exploring the historical and cultural traditions behind the foods of France, Germany, and Italy

Kari Pederson Behrends
SIT Graduate Institute

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Not So Bizarre Foods:

Exploring the historical and cultural traditions behind the foods of France, Germany, and Italy

Kari Pederson Behrends

PIM 76

A Capstone Paper submitted in partial fulfillment of the requirements for a Master of
International Education at SIT Graduate Institute in Brattleboro, Vermont, USA.

May 7, 2018

Adviser: Raymond Young, Ed. D. Assistant Professor of International Education

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JOHNSON & WALES
UNIVERSITY

April 7, 2018

Dr. Susan Marshall
Interim Dean of the College of Culinary Arts
Johnson and Wales University, Providence Campus
8 Abbott Place Park
Providence, RI 02903

Dear Dr. Marshall,

The College of Culinary Arts provides cutting edge culinary education while maintaining a reputation of the utmost excellence within the field. To continue Johnson and Wales top-notch pedigree, the department has continued to push students by offering opportunities for students to challenge their skills in real kitchens, to work closely with world renowned chefs, and to engage with a vast array of cultures in pursuit of culinary perfection. In so doing, Johnson and Wales Culinary Arts students enter the workforce prepared to succeed, with a wide range of experiences improving their employability and keen abilities within the craft of cooking. To further increase influential academic experiences available to JWU students, we have created a proposal for a 12-week, summer-term program entitled “Not so Bizarre Foods: Exploring the historical and cultural traditions behind the foods of France, Germany, and Italy.”

The proposed program will provide Culinary Arts students with the unique opportunity to explore the histories, cultures, and culinary practices of three globally influential countries – France, Germany, and Italy. The program combines academic work studying each location’s past and present; hands-on practical work engaging students with local ingredients, foods, and techniques; and a structured internship to gain valuable professional experience in only a short time. Upon completion, all students will demonstrate the ability to: (1) identify and describe the identifying qualities differentiating French, German, and Italian culinary practices, (2) identify how history and culture shape culinary traditions by providing key examples from required readings, coursework, and personal experience, (3) demonstrate, with precision, skills acquired during practical kitchen seminars and internship experiences, and (4) demonstrate gains in cultural competency and intercultural communication.

We are excited to offer this program to Johnson and Wales Culinary Arts students. We believe it reinforces the goals set out by the department and will positively influence students who elect to participate. Thank you for your consideration.

Sincerely,

Kari Pederson Behrends, Assistant Professor of Culinary Arts
College of Culinary Arts, Johnson and Wales University

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Executive Summary

Not so Bizarre Foods: Exploring the historical and cultural traditions behind the foods of France, Germany, and Italy is a three-month, summer-term off-campus program designed for Culinary Arts students at Johnson and Wales University in Providence, Rhode Island, U.S.A. The proposed program is designed to offer Culinary Arts students the unique opportunity to study, train, and intern in three of the most globally influential cuisines of Europe. The program consists of three country modules, each four weeks in length; program locations are: Lyon, France; Munich, Germany; and Naples, Italy. Each module includes an academic seminar, a practical seminar, and an internship placement. The program pedagogy draws from the theoretical foundations of experiential learning, the Zone of Proximal Development, and transformative learning frameworks.

The program will be led by one Program Faculty, designed to be a faculty member within Johnson and Wales University's Culinary Arts program. Local Culinary Educators, expert instructors of local cuisine by program location, will serve as co-faculty in the practical seminar. Approximately 30 Chef-Internship Supervisors will mentor student interns during their brief nine-day placements per location. Additional assistance will be provided by the JWU Abroad support staff. The total projected cost of the program is \$123,573.25. Students will pay \$12,500 to participate. The program fee will cover: instruction, orientation, housing, transportation, insurance, experiential activities, and staffing needs. In addition to the program fee, students will be required to cover: airfare, passports, and personal expenses.

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Abstract

Not So Bizarre Foods is a summer-term program designed for upper-level Culinary Arts students from Johnson and Wales University, Providence. Unlike other programs serving students in the Culinary Arts, this unique model includes multiple locations and an internship. The proposed program features three month-long modules based in Lyon, France; Munich, Germany; and Naples, Italy allow for comparison across locations. Drawing from the theoretical frameworks of Kolb, Vygotsky, and Mezirow, the experiential, transformative curricular design combines an academic seminar, a practical seminar, and an internship placement, emphasizing the interplay between history, culture, and culinary tradition, a concept inspired by the popular Travel Channel show, Bizarre Foods with Andrew Zimmern.

Introduction

He's known on television as the 'Guy Who Eats Bugs.' It's a fair secondary moniker – Andrew Zimmern's given name is now synonymous with a brave palate and a borderline ruthless dedication to showcasing food traditions from across the globe. But what is it with the bugs? Bugs provide excellent in-roads to understanding how things that may appear 'bizarre' to some are normal – or necessary – to others. For those living in protein-poor food landscapes, a cricket is essential to one's diet as a source of energy. According to Zimmern, "what started out as a show that was definitely 'white guy goes around the world and eats bugs' – even though we had a higher purpose – it was a Trojan Horse [I used] to try and sneak into the television world. I wanted to talk about cultures by exploring food" (Bartiromo, 2018).

The television program *Bizarre Foods with Andrew Zimmern*, currently airing its 11th season, is the top-rated program on the Travel Channel, airing in over 70 countries worldwide. In each hour-long episode, the program's host, chef-entertainer Andrew Zimmern, eats his way through seemingly unusual cuisine, upsetting the stomachs of viewers unfamiliar with the odd culinary practices found both locally and abroad. While the premise of the program might appear simple, its design points to a more altruistic effort – to showcase the history and cultures that bore these food traditions in an effort to normalize them. In so doing, *Bizarre Foods* educates each audience, bringing diverse people together.

The production model of *Bizarre Foods* is not inherently unique – certainly many other television programs use deeper methodology, not always transparent to the viewers, to add depth to learning. Each episode engages the audience similarly to how educators engage students in a classroom setting. Elements of experiential and transformative learning, with reflection added through Zimmern's commentary, elevate the viewer's comprehension of material, thus

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expanding their worldview – again, not unlike the desired student experience found in academia. Utilizing the *Bizarre Foods* framework as inspiration for the construction of a learning abroad program for culinary students introduces a deeper pedagogy than typically found in culinary or hospitality arts programs that typically focus on skills building as opposed to holistic learning.

Decades old research into the value of international experience on hospitality students has long concluded that the former has a positive influence on the latter; cross-cultural learning, through activities such as study abroad, increased student intercultural competency, interest in foreign language contributed to personal growth (Bosselman, et al., 1989). Further, students benefiting from these experience increase their employability and appear better prepared to succeed in management positions. Short-term programs can be equally as effective as long-term programs in providing transformative learning opportunities for hospitality students. Stowe and Johnston (2012) found that following a three-week program in Spain, students were better able to connect the sensory experience of food with its cultural authenticity and relationship within the culture.

Hospitality Studies is an umbrella term under which numerous service-industry positions fall; for example, career possibilities include hotel management, event planning, and human resources. Perhaps the most recognized hospitality services position is that of a chef or a restaurant manager. And as with larger Hospitality Studies offerings, study abroad programming designed specifically for culinary students assists with positive growth both personally and professionally (Livert, 2016). Livert's (2016) research on the long-term effects of a three-week culinary program in Vietnam suggests that positive cross-cultural interactions promote feelings of 'allophilia,' or the love of others unlike oneself. Returning to the original research inquiry 10

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years later, Livert (2016) found that the original students still had positive feelings towards Vietnam and a greater openness to explore new and different cultures and cuisines.

Program Context

The Not so Bizarre Foods culinary program seeks to combine the effective *Bizarre Foods* model with an experiential international program designed to provide Culinary Arts students at Johnson and Wales University a deeper appreciation of regional history, culture, and food traditions. Johnson and Wales University in Providence, Rhode Island has an approximate enrollment of 9,900 students matriculating in what they refer to as “the ultimate college town” (Johnson and Wales University, 2018). At the Providence campus, Johnson and Wales offers 40+ associate and bachelor degree programs as well as a number of master’s degree option and non-degree programs (Johnson and Wales University, 2018). The campus’ culinary program contains six different degree tracks for aspiring chefs, nutritionists, and restaurateurs; the comprehensive lists consists of: Culinary arts (AS), Culinary Arts (BS), Culinary Arts and Food Service Management (BS), Culinary Arts Education (MAT), Culinary Nutrition (BS), and Culinary Science (BS) (Johnson and Wales University, 2017-2018).

To complete a Bachelor’s of Science in Culinary Arts at Johnson and Wales University, students must complete 182.5 credits covering a range of topics pertinent to culinary foundations, professional skills, and courses under the Arts and Sciences Core Experience designation, such as communications, mathematics, and social sciences, for example (Johnson and Wales University, 2017-2018). The recommended length of program completion is four years. The curriculum combines academic work with experiential and practical skills learning and application. At graduation, students should demonstrate the ability to:

- “Create, execute and evaluate concepts and menus applying professional

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craft skills and techniques utilizing conscious sourcing to maximize profits while maintaining food integrity.

- Differentiate communication strategies and leadership styles used to effectively lead a globally diverse workforce within culinary-focused businesses.
- Evaluate food safety hazards and implement corrective actions as necessary following the FDA Model Food Code and Hazard Analysis and Critical Control Point (HACCP) principles.
- Critique financial documents related to food cost, labor cost and culinary operations to safeguard an economically sustainable business.” (Johnson and Wales University, 2017-2018)

Throughout their learning, students are encouraged to seek additional hands-on learning opportunities, such as internships or off-campus study.

Uniquely, the Johnson and Wales study abroad office, referred to as JWU Abroad, offers seven different JWU-branded programs designed specifically for students in the Culinary Arts (Johnson and Wales, 2017-2018). These programs include wine tasting, brewing, cuisine, and culture, typically based in a single location or a single nation, restricting students’ ability to compare culinary traditions and practices across contexts. Notably, off-campus programs designated for Culinary Arts students tend to be offered during the summer, indicating that the rigor of the degree program during fall and spring semester limits access to off-campus study. Further, JWU sponsored programs cost an average of \$10,000 per month of engagement. JWU programs are open to non-Johnson and Wales enrolled students for the same program fee.

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In the proposed program, Culinary Arts students from Johnson and Wales University will travel to western Europe for 12 weeks to explore the histories, cultures, and food traditions of three globally influential culinary powerhouses – France, Germany, and Italy – to deepen the students’ understanding of how these traditions developed and gain hands-on, practical experience to follow them throughout their careers. The guiding principle of the proposed program believes that students who have a deeper, personal understanding of how food cultures came into being will be more skilled chefs and more competitive within the culinary field.

Please see Appendix A: Preliminary Program Schedule and Appendix B: General Itinerary per Module for more details.

Program Rationale

The mission of Johnson and Wales University is to provide “an exceptional education that inspires professional success and lifelong personal and intellectual growth” (Johnson and Wales University, 2018). The University’s guiding principles and curricular design reflect a deep respect for the integration of experiential learning and global citizenship into scholarship, thus maximizing student potential and future professional development. These goals are similarly reflected within the proposed program. By comprehensively engaging students with three separate, unique cultural hubs, the program provides space for learning, comparison, and reflection, in addition to the development of practical skills that enhance students’ professional portfolios and employability. By running in the summer months, the program allows students to extrapolate on their on-campus learning while allowing them to complete necessary requirements towards graduation; students will earn 13.5 quarter credits for participating, consistent with a full term of course credits.

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Importantly, it is valid to note that no other program of this design exists for culinary students. The unique model blending classroom learning, practical skills building, and integrated internship is an ambitious, challenging academic experience. As is noted in the Needs Assessment below, few programs engage students with multiple locations, and no JWU Abroad program travels to three sites abroad. A design of this magnitude contributes as much to the student experience as the academic component of traditional off-campus programming.

Theoretical Foundations

Experiential Learning

Experiential learning is key to education in the culinary arts. Kolb (1984) defined this learning process as a cycle of building knowledge through experience, reflection, conceptualization, and experimentation. The cycle does not end; learners are continuously processing experiences to further understand both simple and complex information. In a classroom setting, educators utilize Kolb's (1984) model to engage students with concrete and abstract experiences grounded in practical, applicable situations. Within the proposed program, experiential pedagogy will allow faculty to situate student learning in both the academic seminar as well as the practical seminar. The cycle lends itself well to processing student's experiences outside of the classroom as they participate in their internship placements. Structured reflection facilitates the process of combining each independent element of the program, thus fleshing out the experience as a whole.

Zone of Proximal Development

Vygotsky's (1978) Zone of Proximal Development, also referred to as the educational theory of 'scaffolding,' is often cited in reference to early childhood education and development. The theory posits that students within a specified range of problem solving or ability benefit

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developmentally from collaboration with skilled educators or peers. When an educator understands the skill level of the student, they are able to provide the adequate ‘scaffolding’ or structured support to see skill improvement. The efforts of ‘scaffolding’ allow students to exceed the “elements that are within his range of competence” to understand a larger range of capability and success (Wood et al., 1976, p. 90). The theory is key to both tutoring and mentorship, as the one-on-one relationship construction allows for targeted efforts and support. Zone of Proximal Development, and ‘scaffolding,’ are valuable theories in terms of learning development in the practical seminar and internship placement components of the proposed program. Student development will not be uniform, nor will students’ culinary skill begin at the same level, thus individual support will be required to provide the best experience per student.

Using the Zone of Proximal Development as a tool for instruction requires adherence to four basic guidelines (Silver, 2011). First, the instructor must identify the student’s skill level and learning style, and assess their interest in the information to be learned. The instructor must then find parallels between the new information and the student’s knowledge or skill level thus building the ‘scaffold’ to build the learning experience. In the skill building phase, instructors must present manageable learning opportunities as a ladder of skill development. Throughout this process, instructors and students should work collaboratively, breaking down barriers to comprehension, and providing support as skills development and greater understanding is reached.

Transformative Learning

Transformative learning is a theoretical framework by which learners change their world view following a ‘disorienting dilemma’ and critical reflection (Mezirow, 2009). A ‘disorienting dilemma’ need not be dramatic; it is simply a occurrence outside of a learner’s typical

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experiences that forces a new perspective, experience, or way of life. Disorienting dilemmas require learners to adapt to new environments or develop new methods of engagement with the world around them. Study abroad, in essence, provides learners with an onslaught of dilemmas to process as they expand their understanding of new, potentially uncomfortable situations.

Instructors, using transformative learning as an educational pedagogy, can structure growth and development around these new experiences by providing adequate opportunities for conversation and critical reflection. The proposed program will offer numerous opportunities during each class period for students to engage with their peers regarding shared experiences or dilemmas, and structured individual reflection to process the challenges and opportunities of these experiences or dilemmas.

Needs Assessment

To determine the need of the proposed program, multiple methods of inquiry were employed including the review of literature on hospitality and culinary off-campus programming, conversations with professional chefs, and research into program offerings that currently exist for interested students. The literature review – whose content primarily informed the introduction portion of this proposal – indicated that study abroad provides valuable learning opportunities for future members of the service industry. As mentioned above, Livert (2016) saw students' compassion and understanding for other cultures grow significantly during short-term experiences in Vietnam; an experience that had longitudinal effects on 'allophilia' in participants lives. Intercultural competency is incredibly valuable for those employed in restaurant settings where kitchens are frequently staffed by members of multiple cultural groups and linguistic backgrounds (M. Kjellgren, interview, March 13, 2018). Additionally, Stowe and Johnston

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(2012) conclude that the experiences of culinary tourism help participants connect emotion to food by understanding the importance of food within a cultural context.

Interviews with professional chefs further emphasized the value of intercultural learning experiences during culinary training. All of the contributing chefs were trained either at Johnson and Wales University in Providence, RI or Le Cordon Bleu Culinary School in Minneapolis, MN; each chef currently works in hospitality or fine dining in the Twin Cities metropolitan area of Minnesota. While Minnesota is not particularly recognized nationally as a place of great diversity, the restaurant industry in the region is much more diverse than the general population. Chef Matthew Kjellgren (interview, March 13, 2018) said of the field, “easily more than 50% of the employees from Book Club to Red Stag [Supper Club] are Latino, and that group is far more diverse than you think growing up as a white kid in central Minnesota. It’s important to know how to work with different groups.” He credits his success as a chef and leader with the value he placed on learning Spanish language and Latino/ Hispanic cultures as a high school, undergraduate, and culinary student.

In a second interview, Chef Kjellgren (interview, March 30, 2018) echoed the necessity of understanding the emotional impact that food can and should have on others. He believes that it is the duty of a chef to translate the ‘feeling’ of food into the ‘experience’ of food. He wants each plate to satisfy a memory or emotional reaction in the diner, a task that can only be accomplished if the chef fully understands the underpinnings and importance of each dish to a cultural group. This can be taught to a certain extent but in his opinion, this is done best by experiencing the food in context. “We experience food from all around the world on a regular basis. But if you’ve been to that place -- and smelled this or tasted that – it evokes a memory of the awesome time you had, or things that you learned ... it’s so much more powerful” (M.

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Kjellgren, interview, March 30, 2018). Chef Kjellgren regrets not having had this kind of experience while in culinary school but sees the opportunity as far more than valuable, he called it absolutely necessary.

Preliminary research into program offerings within the Culinary Arts showed room for growth. Johnson and Wales University currently offers seven programs through JWU Abroad geared for students in the Culinary Arts program (JWU Abroad, n.d.). Of these programs, only two allow students the opportunity to study in more than one nation and none allow for three countries. As such, comparing and contrasting cuisine and technique is limited to only two cultures. Upon review of the JWU Abroad Culinary Arts programs, the typical program structure consists of: lectures, labs, industry visits, and cultural excursions. JWU Abroad's programs do not include internships or the ability to cook beside local chefs to hone their skills with professionals. These two gaps have been identified as areas of improvement – the opportunity to study immersively in three locations and to complete short internships per location.

Goals and Objectives

Program Goals

The goals of the “Not so Bizarre Foods” reflect the program faculty's interest in achieving multi-faceted learning in Culinary Arts students. The goals of the program are: (1) to expose students to the distinct historical and cultural contexts of quintessential French, German, and Italian culinary traditions, (2) to provide students with practical, hands-on training in the culinary techniques of the aforementioned cuisines, (3) to immerse students within the cultures and kitchens of program locations, including valuable kitchen experience through short-term internships, and (4) to use experiential models throughout program execution to reinforce student learning and demonstrate how program learning and skills building might further their culinary

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careers. These goals, when successfully adhered to, will leave students with unparalleled experience forever informing their skills portfolio. These goals directly parallel the expectations of Johnson and Wales Culinary Arts students. Additionally, the identified goals align with the Culinary Arts program's goals for elective credits, which are to allow students a space to explore their own interests and experience topics otherwise not available through the required courses (Johnson and Wales University, 2017-2018).

Program Objectives

To achieve the program goals, program staff will: (1) provide students with 12 academic seminars per country module, (2) engage students with local, trained chef-instructors during 10 practical seminars per module, and (3) guarantee 20 hours of internship placement in each country module.

Goals for Students

Upon completion of the "Not so Bizarre Foods" program, students will demonstrate the ability to: (1) identify and describe the identifying qualities differentiating French, German, and Italian culinary practices, (2) identify how history and culture shape culinary traditions by providing key examples from required readings, coursework, and personal experience, (3) demonstrate, with precision, skills acquired during practical kitchen seminars and internship experiences, and (4) demonstrate gains in cultural competency and intercultural communication. Additionally, though it is not identified as a required program component, if students desire to increase their spoken fluency of a second language, a per-case learning objective expects: (5) language students will improve their spoken fluency of French, German, and/or Italian.

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Learning Objectives for Students

The successful completion of the above student goals requires excellent participation and adherence for the following learning objectives: (1) full participation in all 22 academic and practical seminars per country module, (2) complete approximately 60 hours of internship work across three placement locations, and (3) submit all individual and group assignments in a timely fashion. As mentioned above, while language performance is not a key component of the presented program, should students choose to improve spoken competence, they have the additional objective: (4) to practice their chosen language during their internship placement and while engaging with the local community.

Program Description

“Not so Bizarre Foods” is a 13.5 credit, summer-term elective course providing Johnson and Wales University Culinary Arts students with the opportunity to explore three different, globally-influential countries, cultures, and culinary traditions. The 12-week, experiential program, offered in conjunction with Johnson and Wales Abroad, consists of three four-week modules, taking place in: Lyon, France; Munich, Germany; and Naples, Italy. Locations were selected based on their unique representation of their nation’s culinary practices and high frequency of restaurants to serve as internship placements; each kitchen showcases food cultures developed per the history and geography of their regions, making it uniquely their own.

Program coursework will consist of three components: an academic seminar, a practical seminar, and a hands-on internship placement. In the academic seminar, required readings, multi-media tools, and guest speakers will introduce students to the historical and cultural underpinnings of regional foods. Students will further investigate the depth of these traditions through classroom discussions, brief comparison-reflection papers, as well as small-group and

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independent assignments. Program faculty from Johnson and Wales will lead the academic seminar. In the practical seminar, local culinary educators will serve as co-faculty, training students in the technique, preparation, and final execution of key local dishes, beginning with the basic recognition of regionally-specific ingredients. Finally, the hands-on internship placement will test students' abilities by working in a local, culturally-representative, operating restaurant. Throughout the program, students will complete three, two-week internship placements during the second half of each country module.

Logistically, students and the program faculty will travel together to and from Europe, and between country modules. Students may choose to arrange their own airfare and travel to and from Europe with special permission from program faculty and Johnson and Wales Abroad. Program participants will reside in student housing arranged by Johnson and Wales Abroad. Students are responsible for planning and funding all possible travel and excursions conducted outside of those organized on their behalf.

Orientation and Curriculum

The program's curriculum consists of pre-, post-, and on-site orientations, three month-long country modules with two separate seminars, three internship placements, and experiential components throughout. Students will engage with several orientation sessions throughout the program to ensure that they are well-prepared academically and practically for each aspect of their time in abroad. Prior to departure, students will participate in a mandatory, on-campus, pre-departure session. Once in Europe, on-site orientations will ground them in each of their new locations, featuring important conversations around group expectations, safety and security. On-site orientations will take place during the first academic seminar of each country module. Upon return to the United States, students will complete a final orientation in the form of a re-entry

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seminar. Academic components will be integrated into all orientation sessions. All orientations will be led by the program faculty with assistance from JWU Abroad and on-site co-faculty.

Pre-departure Orientation

Pre-departure orientation will cover what the students need to know before they go. Pre-departure information will be dispersed once students are accepted into the program, so it will be ongoing. The information dispersed will include travel, itinerary, health and safety information and any materials that they need to complete or sign beforehand. Additionally, a mandatory pre-departure orientation will take place before the start of the program. In this group orientation, students will learn further details about the experience and have an opportunity to ask questions to clarify gaps in their understanding. This orientation will also include background information on the culture of France, Germany, and Italy, and what students need to know to be prepared for cultural differences, safety and security.

On-site Orientations

On-site orientations will take place during the first academic seminar of each module, thus consisting of three unique orientations per the necessary information to know in France, Germany, and Italy. This will be the opportunity for the students to become accustomed to their surroundings. Program faculty will review the area and locations to know or avoid, such as restaurants, shops and streets. In addition, students will be given background on the crime statistics in the area and how they can remain safe while on the program. On-site orientation will take place in the site's primary classroom space, the practical seminar kitchen-classroom, and through a brief walking tour of the surrounding community. Short, in-orientation small-group assignments will further orient students to their new environment(s).

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Re-entry Orientation

During re-entry orientation, students will be asked to reflect on their experience and consider the challenges of re-emersion. Specifically, re-entry orientation will focus on preparing the students to communicate their experience to family and friends, as well as how they can apply the knowledge that they have gained from the program. The topic of reverse-culture shock will be introduced to students in discussion. Re-entry conversations will begin in Italy, the final country module, but the re-entry orientation will be held upon return back to Johnson and Wales. Reflection will be facilitated through group discussion, written work, and conversations with advisors following reentry. Staff from the campus' Career Services offices will be present to assist students update their resumes, CVs, and draft potential cover letters.

Academic Seminar

The academic seminar will be facilitated by the Program Faculty. There will be 12 academic seminars per each country module; each academic seminar will last between three and four hours in length. Students will receive the full schedule for each module during each on-site orientation. The purpose of the academic seminar is to present the historical and cultural background of each module's national cuisine. Students will participate in lecture, large-group discussions, small-group discussions, critical reflection, and free write exercises to engage with the material. Guest speakers, experiential activities, and field visits will also constitute the learning experience. Assignments will require students to demonstrate competent written communication skills, comprehension of the presented history and culture, and creative problem solving abilities. Additional opportunities will exist for students to earn extra credit by submitting written reflections or presenting briefly on experiences outside of the prescribed curriculum requirements.

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Practical Seminar

The practical seminar will be taught by the Program Faculty in partnership with a Local Culinary Educator; there will be three Local Culinary Educators throughout the program -- one per module. The practical seminar will introduce students to the unique culinary practices per location, allowing them to develop their own skills tool kit while engaging with new techniques and ingredients. The practical seminar is designed to be a learning laboratory for students as well as a venue in which to prepare for their internship placement and hone skills learned through the internship placement. There will be 10, four-hour practical seminars per each module. Students will be evaluated on their participation, ability, and improvement.

Internship Placement

Students will participate in three internship placements during the program. Each placement will meet nine times for a total of approximately 20 hours. The total number of hours spent in internship placements throughout the program will be an estimated 60 hours per student. Students will be evaluated by both their Chef-Internship Supervisor per their performance, ability, and kitchen competency. Students will also be required to keep internship logs to track their personal and practical development throughout the process.

Staffing Plan

Program Faculty

The Program Faculty is a designated member of the Johnson and Wales University Culinary Arts program. The Program Faculty will travel to and from the United States with students, as well as in the transitions between sites. This individual will serve as lead instructor for the academic seminar, co-instructor for the technical seminar, and coordinator of the internship and all on-site experiences. It is the responsibility of the Program Faculty to evaluate

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student performance, collaborating with the Local Culinary Educators and Chef-Internship Supervisors to determine student evaluation methods. Additionally, the Program Faculty will work closely with JWU Abroad staff during pre- and post-departure, manage all orientations, and serve as the point-person in emergency response scenarios. A tenured or tenure-track JWU faculty is preferred.

Please see Appendix C: Staffing for full job description.

Local Culinary Educators (Co-Faculty)

The Local Culinary Educator (LCE) will co-instruct the Technical Seminar in partnership with the Program Faculty. The LCE should ideally be a local instructor in a culinary program or a professional chef with expertise in the local cuisine. It is critical that the LCE fluently speaks the local language and English, or speaks English at a high enough level of intermediate fluency to communicate fully with students and the Program Faculty. This position will be contact-based; the contract will not exceed six (6) weeks, accounting for teaching time (four weeks) and preparation (two weeks). Additional compensation may be provided for assisting in the internship placement process, if appropriate.

Please see Appendix C: Staffing for full job description.

Chef-Internship Supervisors

The Chef-Internship Supervisors (CIS) manage students during their placement at their restaurant. Ideally, the CIS will operate in an upper-level chef capacity within the establishment, however it is understood that the responsibility will fall on the kitchen employee most able to dedicate time to the student-intern. It is preferred that the CIS speaks English with intermediate fluency and feels comfortable training an English-speaking student-intern. The CIS is responsible for completing brief performance evaluations and communicating impressions,

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concerns, and challenges to the Program Faculty. The CIS will be short-term contractors with compensation available upon request.

Restaurants will be contacted and selected based on the following criteria:

1. The restaurant's culinary focus reflects the ideal for the region's respective cuisine. I.e. For a restaurant in Munich, the establishment serves quintessential Bavarian dishes using the traditional methods of preparation.
2. The hours of operation reflect the hours required by the program's schedule.
3. The management shows interest in participating.
4. The staff is large enough to allow for a student-intern to receive guidance without adding undue interruption to the restaurant's production.
5. The majority of staff speak at least some English with the primary CIS speaking a high level of intermediate English.

Please see Appendix C: Staffing for full job descriptions.

Please see Appendix D: Restaurant-Internship Placement Criteria for a complete restaurant questionnaire.

Program Marketing

Program marketing efforts will occur in partnership with the Johnson and Wales University study abroad office, JWU Abroad, and the university's Culinary Arts program. Since program participation is contingent on the completion of courses in the Culinary Arts program and specific skills are required to be successful in the proposed program, marketing will be limited to campus spaces serving Culinary Arts students exclusively. However, should non-major students who have completed the minimal coursework necessary to participate will be

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allowed to apply on a case-by-case basis. College and department course catalog's will be amended to briefly include information about the proposed program.

Please see Appendix E for the full timeline of program delivery.

Marketing Materials

Marketing materials will provide prospective students with a short summary of the program, brief information about each location of study, and other pertinent logistics such as program dates, credits, and course-completion requirements. Special attention will be paid to course structure (academic seminar, practical seminar, and internship) to differentiate the experience from other Culinary Arts program options. Program cost and scholarship or alternative funding methods will be explicitly stated; additional materials will individually inform prospective students on resources available to them through JWU, JWU Abroad, governmental services, online providers, etc. Across forms of marketing media, students will be explicitly informed of the benefits of participation, reinforcing the long-term career value of intercultural or international experiences.

Required marketing materials include:

- Brochures, featuring overall program information, course content and transfer approval details, transportation, travel and lodging details, costs, scholarship and funding methods, dates and contact information.
- Posters, featuring general program information, course content and transfer approval details, costs, scholarship and funding methods, dates and contact information.
- Syllabi and itinerary details, featuring overall program information, course content and transfer approval details including assignments and grading criteria, a full transportation, travel and lodging itinerary by date, costs, scholarship and funding

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- methods and contact information.
- Online presence, featuring all of the aforementioned details, a link to the syllabus and itinerary, an active calendar linking students to location details and additional websites. Online presence should include a primary page on the departmental website and be linked to from the Career Center page, from Prospective Student pages, etc.
 - Online presence should include partnering with JWU Abroad social media campaigns to expand reach of students and influence interest in the institution among prospective students. Sites of particular interest include: Facebook, Twitter, Instagram and Youtube. Further exploration will go into determining the reach of these applications to the student body.

Please see Appendix F: Example Marketing Materials for potential design direction.

Participant Recruitment and Admissions

Recruitment Plan

Students will be recruited with assistance from the Johnson and Wales University study abroad office, JWU Abroad. JWU Abroad will work with Culinary Arts faculty and advising staff to promote the program and identify ideal candidates to apply. Special sessions will inform first-year students of their off-campus study options when they arrive on campus during orientation; special marketing information will be created for the purpose of laying out a “suggested” four-year academic plan including multiple means of diversifying their academic portfolio, including the proposed program.

The Culinary Arts department, again in partnership with JWU Abroad, will host a number of information sessions providing information about the program. The sessions will be participatory in nature, offering snacks, meals, or beverages to encourage attendance; a small

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budget will provide financial support for these activities. (Please see the Budget section for more information on this proposal's financial plan.) In addition to program-specific information sessions, small focus sessions will allow associated program faculty or JWU staff to conduct "Ted Talk"-esque presentations focused on specific elements of program content. Session themes might include topics such as, 'Lyon: The Real Culinary Powerhouse of France,' 'Munich: Beyond Beer and Bratwurst in Bavaria,' or 'Naples: We Put Pizza on the Map!' These educational sessions allow non-associated faculty the opportunity to provide extra-credit to participating students, disguising marketing and recruitment efforts under the umbrella of practical content, making the activity less blatantly promotional.

Please see Appendix G: Example Recruitment Materials for potential presentation design.

Student follow up is, in itself, an instrumental component of student recruitment.

Interested students can approach their Culinary Arts academic advisors or the Program Faculty with any questions. The Program Faculty and JWU Abroad staff will follow up with interested students using the calendar of planned recruitment events as a guide and then on a weekly basis immediately before the deadline to apply. For future years of the program, faculty can offer incentives for program alumni to help with the recruitment process by: sharing personal stories in marketing materials, meeting with students, or attending our scheduled recruitment events. Because of the small nature of the prospective student pool and the close nature of students in the Culinary Arts program, alumni support will be instrumental.

Diversity Plan

The Johnson and Wales University – Providence campus scores above the national average in ethnic diversity per campus statistics provided to College Factual (n.d.a.), an online source processing public and private data provided by the Integrated Postsecondary Education

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Data System (IPEDS) and the National Center for Educational Statistics under the Department of Education (College Factual, n.d.b.). 55.5% of students identify as White or Caucasian, 11.4% as Black or African-American, 10.6% as Hispanic/Latino, 9.7% as “non-resident aliens,” and 11.9% did not provide a racial or ethnic identifier (College Factual, n.d.a.).

JWU Abroad staff and Culinary Arts faculty will strive to provide appropriate outreach to students typically underrepresented in education abroad and recruit a student cohort from diverse age, gender, racial/ethnic and socio-economic backgrounds. Staff and faculty will encourage transparency in marketing and communication efforts to reduce the burden of real or perceived barriers, to reinforce the value of program participation and reiterate scholarship and alternative funding options. Additional funding options will be made available for students of diverse backgrounds to further ameliorate the financial burden of off-campus study.

Admissions Requirements

Students will be required to complete an online application through the JWU Abroad web portal, Studio Abroad. Before beginning the application process, prospective students should communicate their intention to apply to a member of the JWU Abroad advising staff to determine their eligibility. To be eligible, prospective students must:

- Have a minimum GPA of 2.5; extra consideration will be offered if the students has a GPA between 2.0 and 2.5 should the student provide an additional letter of recommendation from a past instructor or a personal letter testifying to the cause of their low GPA. Johnson and Wales staff recognizes that not all students succeed in a traditional classroom setting and others may have experienced specific hardships during their time on campus.

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- Have completed two-years of undergraduate level coursework with at least one year of coursework at a Johnson and Wales University campus.
- Have completed a base-level coursework within the Culinary Arts department deemed appropriate by the Program Faculty and the department chair.
- Create a basic academic plan for their following semesters on campus if they intend to apply program credits within their required courses.
- Demonstrate maturity and responsibility on campus without behavioral infractions; students with behavioral infractions who can demonstrate personal growth afterwards will be considered on a case-by-case basis.

The application process will be dictated through the JWU Abroad office. The application will include basic personal and academic information, two essay questions, and one faculty recommendation as is consistent with the current JWU application process (R. Peters, personal communication, March 22, 2018). Students will be required to submit a \$35 application fee with upload of their completed forms.

Logistics

The proposed program will be 12 weeks, including travel to and from Europe. Each country module will be 28 days, or four weeks, including travel and free days. During each individual module, there will be 12 academic seminars, 10 practical seminars, nine (9) internship placement days (typically operating in the evening), six (6) free days, and approximately two (2) travel days. Though longer than other program offerings through JWU Abroad for Culinary Arts students, the length of the proposed program allows students extended experiences in multiple program locations.

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Transportation

The Program Faculty and students will travel together on all international flights. On the first scheduled day of the program, travelers will convene at the T.F. Green International Airport (PVD) in Providence, Rhode Island en route to Charles de Gaulle Airport (CDG) in Paris, France. Students will receive explicit instructions for arrival time prior to the flight and group meeting location in PVD. The estimated flight time is 10 hours with one anticipated layover in Newark. Flights will be purchased by JWU Abroad on students' behalf. The larger the group, the greater the savings in the program's budget; as such, a group of 10 travelers is ideal. Upon arrival at CDG, travelers will proceed to the Charles de Gaulle train station to transfer to the Lyon Part-Dieu station; a direct train journey between CDG and Lyon is approximately 2 hours (Trainline, 2018).

While on-site in Lyon, Munich, and Naples, students will receive the site-appropriate metro passes to access area public transportation during each month-long residency. Full-range, month-long metro passes will allow the students to comfortably and reliably navigate each location for logistical program content and personal exploration. In Lyon, the Program Faculty will coordinate with each individual student to apply for a student tariff month-long pass at a TCL agency. The cost for this pass is 28,80 Euros (Inflexyon, 2018). In Munich, students will need IsarCard Monthly ticket passes at a cost of 55,20 Euros (MVV, 2018). And finally, in Naples, students will require an '*abbonamento mensile*' month-long metro pass priced at 42,00 Euros (Amalfi Coasting, 2015).

To transfer from program location to program location, the Program Faculty and the students will travel together via train, which is more cost effective than flying and allows students to experience the geographical beauty of rural France, the Swiss Alps, southern Bavaria,

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Austria, and the whole of northern and central Italy. The average travel time from Lyon, France to Munich, Germany is 9 hours at an approximate price of 74.00 Euros. The average travel time from Munich, Germany to Naples, Italy is 12 hours and 43 minutes with an estimated cost of 100,00 Euros.

Accommodations

Accommodations will be arranged within university-student housing sections of each program location in fully-furnished, shared facilities. Students should anticipate a slightly different living style while participating in the program. Per location, students will have their own study-bedroom with communal spaces – such as the bathroom, kitchen, etc. – shared with a small number of other program participants, German university students, or other international students. Care will be made by the Program Faculty and JWU Abroad staff to ensure realistic commutes to and from classroom spaces and internship locations. Ideally, Program Faculty will be located nearby, or in a single, one-bedroom loft apartment in the same building; Program Faculty should not be housed with program participants or other area students in a shared-facility flat. Per month rent for student accommodations should fall within the €450-€650 estimated price range. The program will partner with the University of Lyon, Ludwig Maximilian University of Munich, and the University of Naples Federico II for access to student housing.

Meals

Students will receive food stipends to cover meal expenses throughout the program. At the beginning of each location module, the Program Faculty will provide a calendar of anticipated provided meals so that students can themselves plan how to use their stipend. Anticipated provided meals consist of meals prepared during the practical seminar or meals provided while students are at their internship placements. Students sharing accommodations

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will be encouraged to cook and eat together, pooling their stipends to improve their personal eating experiences throughout the program. The Local Culinary Expert will lead an exploration of the best produce shops and open-air markets to help students navigate the area food scene academically and practically.

Activities

In addition to the academic seminars, practical seminars, and internship placement, the program will include numerous curricular and extra-curricular activities to facilitate the participant learning experience. These activities consist of experiential components, site visits, restaurant tours, and other cultural or location-specific opportunities. Students will be rigorously encouraged to pursue additional activities that remove them from their “regular life” and place them within spaces that challenge and engage them.

Experiential components. Five experiential components are built into the curricular schedule of each country module. Two experiences ground students in the location during the first week of the program with one experience during each of the following three weeks on site. Experiential components will range from restaurant visits, neighborhood market tours, guided museum tours, sites of historical importance, etc. Each of the experiences will center around the interrelationship of history, culture, and food. As an example, while completing the Naples country module, a week one experiential component will bring students to the valley of Vesuvius and the city of Pompei, where students will explore the ruins of the historic volcanic eruption, what contemporary archaeologists are discovering about Pompeiian dining from the remains of ancient latrines, and how the volcanic ash shaped the agricultural richness of the Amalfi region’s soil.

Please see Appendix H: Example Experiential Lesson Plan for more details.

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Extra-Curricular Excursions. Students will be encouraged to utilize as much of their free time as possible to explore each location's unique landscape, food scene, and surrounding area. Program Faculty and Local Culinary Experts will provide students with suggestions and assistance regarding possible excursions to take in small groups at a reasonable range of expense. These excursions could include, for example, taking a bus tour of the Romantic Road in Bavaria to visit the legendary Neuschwanstein Castle near Füssen, Germany.

Passports and Visas

Students participating in the program are required to travel with a passport valid a minimum of six months beyond the final day of travel. Students without valid passports will need to purchase one in advance of departure; JWU Abroad staff will assist in the application process if a student expresses the need. Program participants will not need to apply for additional visas due to standing agreements between the United States and the European Union. Students will need to research visa requirements if they intend to spend additional time in the European Union or traveling elsewhere prior to, or following, the program.

In the case of non-American citizens, JWU Abroad and the program faculty will consult with the student to determine the appropriate course of action. If visas are required, they are the responsibility of the student.

Health and Safety Plan

Students will be made aware of the rules and expectations surrounding health and safety in orientation meetings and materials. They will be required to follow the policies established by Johnson and Wales University as well as all regulations established by JWU Abroad and program staff to ensure student safety while abroad. As a component of a student's enrollment materials, they will sign a Participation and Learning Agreement form confirming that they agree

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to adhere to listed rules and regulations instituted therein; these rules and regulations will be reviewed during pre-departure orientation and during on-site orientations as applicable.

Additionally, students must reconfirm their understanding of JWU and program rules during each country module orientation during the mandatory discussion of new country-specific safety rules. Health-related discussions will take place on an individual basis with students to secure medical documentation, insurance, possible vaccinations, and questions related to prescribed medications.

Safety Agreements and Waivers

In addition to submitting a signed Participation and Learning Agreement form, students will also submit a Safety and Liability Waiver with the enrollment materials.

The Participation and Learning Agreement (PLA) will confirm that the student is serious about participation in the program. The PLA will provide students with a list of requisite behaviors for participation and safety while on-site with the program. Students will sign and date their PLAs. On the back side of the PLA, there will be a calendar for withdrawal from the program; this calendar protects pre-programming investments made by JWU Abroad and the Culinary Arts program.

The Safety and Liability Waiver (SLW) will serve to remind students what risks and behaviors they are responsible for while on the program. Certain risk is built into the program and these will be covered in the event of an accident; these risks include accidents associated with travel, illness associated with program meals, etc. Risks not guaranteed by program staff include adventure-seeking behaviors, specific activities like bungee-jumping or hang-gliding, or visiting high-risk locations against the direction of program staff. The SLW will be signed during the pre-program orientation after a discussion about risk, unacceptable risk behaviors and

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emergency procedures. This process will ensure that students have been openly informed of their responsibilities in terms of health and safety.

Medical Documentation

All enrolled students will need to make an appointment with Health Services in order to be cleared for international study and travel. Additionally, students will complete a Medical Self-Disclosure Form as a component of their paperwork. The form asks students to evaluate their personal health history and identify any health concerns they have in advance of departure. Other health related conditions of note are: allergies, food allergies or eating restrictions, prescriptions or medications, or mental or personal health experiences that might impact participation or require additional accommodations. These admissions and forms will be kept between students and Program Faculty. Students are not required to divulge anything they deem too personal or inconsequential to participation. Those who require prescriptions that are not available or are not legal in other countries will be instructed to contact their primary care physician to determine an appropriate plan of action.

Insurance

JWU Abroad will enroll all students in Seven Corners Travel Insurance as Liaison students, providing full insurance coverage for illness or injury during participation (Seven Corners, 2017). Insurance fees will be included in the program budget and thus students will be billed through their program fee. Seven Corners coverage includes: medical, dental, and mental health; emergency medical reunion, accidental death and dismemberment, and the return of remains; medical or political evacuation and terrorism; etc (Seven Corners, 2017). A component of the pre-departure orientation will include the dissemination of typed information regarding

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Seven Corners insurance coverage, take-home information for families, and contact information within the Seven Corners operation.

Additional training will be provided to the Program Faculty and partnering JWU Abroad staff. Program Faculty will be required to keep maps and directions to all clinics and hospitals accepting Seven Corners insurance coverage per location.

Vaccinations

Students are not required or encouraged to receive any specific vaccination in preparation to live and travel within western Europe. Students should consult with their primary care physician or medical professionals at Johnson and Wales University to determine if they should seek any vaccination in advance; it is advised that students are up to date with their routine vaccinations. For France, Germany, and Italy, the Centers for Disease Control and Prevention (2017) recommend Hepatitis A, Hepatitis B, and Rabies vaccinations for some travelers, primarily those who might find themselves in riskier situations.

Cell Phones

Students will be required to have a functional cell phone throughout the program. This does not include reliance on Wifi access without a wireless plan. Students will have three options for cell phone coverage while participating in the program. They may either: (1) add an international talk and text plan to their existing wireless coverage, (2) purchase a SIM card at a local shop to insert into their personal phone to add talk and text minutes, or (3) purchase a cheap, low-tech phone with talk and text minutes.

Security Policies and Procedures

While participating in the program abroad, students must comply with Johnson and Wales University's Student Code of Conduct as if they were on campus (Johnson and Wales

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University, 2018). Per the JWU course catalog (2018), “any behavior inconsistent with [the stated] goals, whether on or off campus, is prohibited and constitutes a violation.” The Student Code of Conduct requires all students -- including those completing coursework online -- to create and keep a safe environment for all students, to do so lawfully, and to comply with all university policies honestly and respectfully. These rules stand while participating in the proposed program.

To stay current with changes in travel and safety information, all travelers – students and staff – will be required to register in the U.S. Embassy’s Smart Traveler Enrollment Plan (STEP), a program that allows enrollees to receive helpful updates to area safety and security concerns (Consular Affairs, 2016).

Crisis Management Plan

A Crisis Management Plan (CMP) is key to any program experience, ensuring that students and staff understand how to respond quickly in the event of an unforeseen or unpreventable emergency. This plan will be approved in advance by senior administrators at Johnson and Wales University, JWU Abroad staff, the Culinary Arts department chair, and the Program Faculty.

Prior to departure, JWU Abroad and the Program Faculty will convene to review standing JWU Abroad Crisis Management Plans per program location. This discussion, combined with country specific safety and security research for France, Germany, and Italy, will inform the final CMP for this proposed program. Once all on-campus stakeholders agree on a final CMP, they will draft a communication plan to ensure a smooth sharing of information occurs in a timely fashion; a clear line of communication will thus further serve students and their families by keeping everyone up to date on potential incidents or emergencies. In the event of an emergency

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including, but not limited to: serious injury or illness, psychiatric situations, death, or hospitalization of a student; natural disasters; political unrest; or missing person(s), the Program Faculty will follow the procedure outlined in the program-specific crisis plan and communicate with the department and senior administrators at Johnson and Wales University and JWU Abroad per to the communication plan. Each Local Culinary Expert will be trained on the CMP and the communication plan, as well as basic transitional expectations should they need to take over teaching or program responsibilities from the Program Faculty.

The CMP and communication plan will include: a comprehensive list of emergency contact numbers, including all Program Staff, key administrators at Johnson and Wales University and in JWU Abroad, contacts at Seven Corners Travel Insurance, the closest United States Embassy per location, and the number of each student. At the pre-departure orientation, students will receive a finalized program itinerary with addresses, emails and phone numbers for each academic space and housing accommodation by location, group flight and train travel itineraries, and the comprehensive list of emergency contact numbers; this information will also be left with the Culinary Arts department and with JWU Abroad for necessary reference. It will be the responsibility of students to provide their families with this information, though it will be highly encouraged. Wallet-sized emergency cards will be dispersed amongst students to ensure that they have access to the contact information while they are in the field or at their internship placements.

Budget Narrative

The estimated total revenue for the ‘Not so Bizarre Foods: Exploring the historical and cultural traditions behind the foods of France, Germany, and Italy’ program will be an estimated \$125,000.00 based on a participant group of 10 students; total program expenses are calculated

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to be \$123,573.25 leaving a program balance budget of \$1,426.75 to be invested in future program offerings or scholarships. The program fee will be \$12,500 per student which includes: tuition, housing, meals, local transportation, insurance, program materials, and excursions or experiential activities. Student program fees will also cover: staff compensation, housing, and meals (when applicable); marketing, recruitment, and orientation expenses; classroom rental space, practical seminar food budget, and honoraria for guest speakers and Chef-Internship Supervisors.

Please see Appendix I: Budget and Appendix J: Budget Notes for further information.

Program Evaluation

Type of Evaluation

In order to determine the continued success of this program, titled ‘Not so Bizarre Foods: Exploring the historical and cultural traditions behind the foods of France, Italy, and Germany,’ the evaluation plan must be robust, using a variety of different evaluation methods. The majority of these methods will be quantitative in nature to promote a more universal design and usability across facilitators, various stakeholders, and individuals of different cultural groups. The initial evaluation plan is to require both formative and summative evaluations to determine the success of each individual location, or module, as well as the program holistically (Mertens & Wilson, 2012). It is important to evaluate the continued viability of each individual module as they vary considerably due to location type, housing, cultural expectations, etc.

The evaluation questions seek to identify the appropriateness, effectiveness, and efficiency, three key evaluation aspects as identified by BetterEvaluation.org (2016), an evaluation resource with multi-national support. Using this framework, the following evaluation questions will determine the effectiveness of the program:

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Appropriateness

1. Does the program (curriculum, activities, and internship) adequately connect history and culture with the food practices of each region?
 - a. Is each region representative of food traditions to be learned, to prepare for a career in the culinary arts?

Effectiveness

2. Was the program structure (curricular design) effective for successful learning?
3. Were facilitators and mentors able to effectively convey program content?
 - a. What adjustments could be made to more effectively convey content?
 - b. What structural changes would improve design?

Efficiency

4. Was the program curriculum efficiently designed?
5. Were the inter-program logistics (travel, housing, restaurant placements) logical, practical, and efficient?

Tools and Instruments

A variety of survey-type evaluations will be used to capture the experiences of numerous stakeholder groups. This method was selected based on its ability to be easily altered and updated; because they are easily accessible via the internet using multiple devices; and because the method is understood as an evaluative method across the cultural groups represented in this program (Mertens & Wilson, 2012). Individual evaluations will be created for the following groups: student-participants, Johnson & Wales administrative staff and Culinary Arts faculty, and international faculty, chefs, and, mentors.

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Focus groups, though offering a space for open sharing and dialogue, will be structured with ‘focus group conversation guides.’ Per Mertens & Wilson (2012), the purpose of these focus groups – both the voluntary and mandatory – is to identify problems or areas of improvement, to brainstorm and generate solutions, and to create a plan for the implementation of these recommendations.

Sampling Strategy

Student-participant cohort numbers are capped at a small number; no more than 15 students can participate in a program offering. Therefore, all students will be required to complete both the post-module and post-program evaluations. For the first five offerings, evaluations will be mandatory to ensure improvements and alternations of the program model and design can be made. The evaluation process for students will consist of survey-type evaluations featuring a question-based rating scale plus short-answer sections. Additionally, they will be asked to participate in volunteer focus groups with the option of individually meeting with facilitators by request. Formal requests will be sent to Johnson & Wales administrative staff to complete a voluntary survey; key administrative figures – for example the dean of Culinary Arts and other key departmental faculty – will be asked to participate in a directed focus group for program evaluation.

International faculty, chefs, and mentors will complete student-specific and program-specific evaluations upon completion of each national module. These two survey-style evaluations accomplish separate goals for this process. The former will provide an additional external review of student skill-level and improvement, showcasing how on-campus preparations might improve or indicate student success in the program; for example, these evaluations might highlight the required coursework and skill level necessary for program success and thus provide

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recommendations for improved student selection prior to participation. The program-specific evaluation for international stakeholders will ensure improvements to the working relationship between Johnson & Wales facilitators and their French, Italian, and German counterparts; surveys in French, Italian, and German will be available as needed.

Strategy for Analysis

A strategic analysis plan is necessary to determine the best methods by which to review the information received by survey, focus group, and individual meeting. Survey results will be compiled and reviewed quantitatively based on common themes, significant recommendations, and critical areas requiring the most growth. Statistical software such as SPSS will aid in the analysis and review of this information which is primarily represented through numerical “scores” derived from use of a Likert-like scale. Short answers submitted will be reviewed using quantitative methods, similarly to how focus group and individual meeting feedback will be processed. These results will be transcribed, coded for content, and evaluated using the Dedoose software.

Conclusions/Implications

The number of opportunities to study abroad seems to be constantly increasing. However, the development of these programs is not consistent across academic disciplines. Programs supporting students in the Culinary Arts are still relatively limited, and the scope of these programs remain relatively simple in their design. The program proposed here presents only one additional programmatic opportunity for culinary students but its design is unique, unlike any other available at Johnson and Wales University. The proposed program would bring future chefs to three different European nations, with three different globally influential cuisines. By engaging academically with each unique region, students are able to see the centuries-long

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influence that history and culture have on culinary practices thus developing a deeper appreciation and understanding of France's, Germany's, and Italy's not-so-bizarre foods. As future chefs, experience working with and within other cultural groups provides invaluable learning opportunities and develops skills required at every level of restaurant management. Participation in the proposed program would not only transform students' world views but increase their future employability and success in the culinary field.

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t=MULTI&p_10003=%7F&p_10003_t=MINIM&p_10004=%7F&p_10004_t=MINIM&p_10005=%7F&p_10005_t=MULTI&p_10006=Culinary+Arts%7F&p_10006_t=MULTI&p_10007=%7F&p_10007_t=MULTI&p_10008=&p_10008_t=YESNO&Sort=Program_Name&Order=asc&pp=10002%2C10001%2C10000%2C10003%2C10004%2C10005%2C10006%2C10007%2C10008

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Appendix A

Preliminary Program Schedule

Sunday, June 2, 2019: Program start date. Flights leave the UNITED STATES.

- Monday, June 3, 2019: Students and Program Faculty arrive in Paris. Train to Lyon.
- Tuesday, June 4, 2019: Begin Module 1 -- Lyon, FRANCE.
- Monday, June 17, 2019: Begin Module 1 Internship Placement.
- Thursday, June 27, 2019: Complete Module 1 Internship Placement.
- Friday, June 28, 2019: Final day of Module 1.
- Saturday, June 29, 2019: Travel day – FRANCE to GERMANY.
- Sunday, June 30, 2019: Free day.

Monday, July 1, 2019: Begin Module 2 – Munich, GERMANY.

- Monday, July 15, 2019: Begin Module 2 Internship Placement.
- Thursday, July 25, 2019: Complete Module 2 Internship Placement.
- Friday, July 26, 2019: Final day of Module 2.
- Saturday, July 27, 2019: Travel day – GERMANY to ITALY.
- Sunday, July 28, 2019: Free day.

Monday, July 29, 2019: Begin Module 3 – Naples, ITALY.

- Monday, August 12, 2019: Begin Module 3 Internship Placement.
- Thursday, August 22, 2019: Complete Module 3 Internship Placement.
- Friday, August 23, 2019: Final day of Module 3.
- Saturday, August 24, 2019: Train to Rome. Flights depart ITALY.
- Sunday, August 25, 2019: Students and Program Faculty return to the UNITED STATES.

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Appendix B

General Itinerary per Module

| | Sunday | Monday | Tuesday | Wednesday | Thursday | Friday | Saturday |
|--------|--------|----------------------|-----------------------|-----------------------|-----------------------|------------------------------------|----------------------|
| Week 1 | Free | Orientation Seminar | Academic Seminar | Academic Seminar | Academic Seminar | Academic Seminar | Free |
| | Free | Academic Seminar | Experiential Activity | Practical Seminar | Experiential Activity | Practical Seminar | Free |
| Week 2 | Free | Academic Seminar | Academic Seminar | Academic Seminar | Free | Academic Seminar | Free |
| | Free | Practical Seminar | Experiential Activity | Practical Seminar | Free | Practical Seminar | Free |
| Week 3 | Free | Practical Seminar | Practical Seminar | Academic Seminar | Academic Seminar | Internship Placement | Free |
| | Free | Internship Placement | Internship Placement | Internship Placement | Experiential Activity | Internship Placement | Internship Placement |
| Week 4 | Free | Academic Seminar | Practical Seminar | Experiential Activity | Practical Seminar | Academic Seminar | Travel |
| | Free | Internship Placement | Internship Placement | Internship Placement | Internship Placement | Wrap Seminar | Travel |
| | | | | | | | |
| | | | | | TOTAL DAYS: | Academic Seminar: 12/28 days | |
| | | | | | | Practical Seminar: 10/28 days | |
| | | | | | | Internship Placement: 9/28 days | |
| | | | | | | Experiential Activities: 5/28 days | |
| | | | | | | Travel Days: 1/28 days | |
| | | | | | | Free Days: 7/28 days | |

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Appendix C

Staffing Plan

Job Descriptions

Job Title: Program Faculty

Job Type: Full-time Employment, Summer-Term

Location: Providence, Rhode Island, USA; Lyon, France; Munich, Germany; and Naples, Italy

The Program Faculty will coordinate, teach, and travel with students, serving as the primary academic and logistical leader throughout the three-month program. It is strongly desired that the Program Faculty come from the Culinary Arts program at Johnson and Wales University and be familiar with the histories, cultures, and culinary practices of France, Germany, and Italy. Familiarity with one or more of the following languages – French, German, or Italian – is strongly desired. In addition to the academic curriculum, the Program Faculty will collaborate with the Local Culinary Educator (co-instructor) and coordinate the internship experience. The Program Faculty will have some pre-program responsibilities such as advising, recruiting, working with JWU Abroad to host informational sessions, and lead pre-departure orientation activities. This position will work closely with JWU Abroad in planning and logistics, such as housing, transportation, and budgetary management. The Program Faculty will serve as the point-person for the emergency response plans and operate as the primary contact for campus leadership at Johnson and Wales University.

Responsibilities:

- Direct the program, including on-site academic learning, pre-departure and reentry orientation workshops.
- Teach material related to French, German, and Italian history and culture, culinary techniques, with topics related specifically to Lyon, Munich, and Naples.
- Coordinate with experts, field and guest speakers, and experiential opportunities to enrich curriculum.
- Manage and co-teach with the three (3) Local Culinary Experts per location.
- Collaborate with the JWU Abroad staff to coordinate logistics, recruitment and marketing, orientations, and health and safety expectations.
- Serve as students' primary contact while abroad.

Qualifications:

- Master's degree in Culinary Arts or related (required), Ph.D. (preferred).
- International teaching experience; experience with experiential learning pedagogy.
- Academic experience with French, German, and Italian history, culture, and culinary practices; practical experience preparing regional cuisines.
- Previous experience managing small-group travel, including: budgeting and expenses; on-site, pre- and post-departure logistics; student services; and health, safety, and emergency procedures.
- Skill in navigating variable international experiences, flexibility in managing logistics.
- Fluency or familiarity with: French, German, and/or Italian.

Compensation: Determined by position on salary band.

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Job Title: Local Culinary Educator (Co-teacher)

Job Type: 6-week duration, contract, PTE

Location (one LCE per location): Lyon, France; Munich, Germany; Naples, Italy

Three Local Culinary Educators will coordinate with the Program Faculty to conduct the practical seminar per their respective location in France, Germany, or Italy. This position is responsible for serving as the primary instructor in the practical seminar as the expert in the local cuisine, specialty ingredients, and traditional preparations; as such, the LCE will also collaborate with the Program Faculty to determine weekly food budgets required for labs that reinforce food and sustainability efforts. The LCE will serve as the secondary point of contact for students per location. Each LCE will help facilitate local communications and assist with logistics (transportation, housing, etc.) as needed. The position is designed to operate primarily during the typical academic day (8:30am – 4:30pm) at approximately 20 hours per week; local chefs working evening shifts are encouraged to apply.

Responsibilities:

- Co-teach the practical seminar in the primary course leadership role.
- Manage the practical seminar food budget in collaboration with the Program Faculty.
- Collaborate with the Program Faculty to assist in the academic seminar or experiential activities.
- Assist with communications and logistics, as needed.
- Serve as students' secondary point of contact per location.

Qualifications:

- Completion of coursework in Culinary Arts (required), Degree in Culinary Arts (preferred).
- Professional experience working in kitchens using local culinary style; teaching experience in local culinary style.
- Fluency in respective local language (French, German, Italian) and English (required); fluency or familiarity with other world languages a plus.
- Comfort and experience working with American student-visitors, specifically young adults between 19-22 years of age.
- Strong attention to detail and flexibility.

Compensation: \$2,000 (compensation contingent of previous experience and subject to change)

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Job Title: Chef-Internship Supervisors

Job Type: 2-week duration, contract

Location (multiple CIS per location, ideally one per student): Lyon, France; Munich, Germany; Naples, Italy

Chef-Internship Supervisors (CIS) will serve as their individual student-intern's primary contact during each internship component of the program. There will be multiple Chef-Internship Supervisors assisting in the placement of students at each location; ideally, there will be one CIS per student. CIS-restaurants will be chosen based on their compliance with the requirement criteria for the internship experience. Chef-Internship Supervisors will provide students with the context, skills, and support to succeed at their internship placement; this includes: training on specific dishes and stations, instructing on the order of operations, providing a particular task for the student to complete, answering questions about the brigade or other employees, etc. The position is designed to provide mentorship to students as they experience working in a new kitchen, in a new environment. The placement restaurant and the Chef-Internship Supervisor should feel empowered to challenge students, question them, and empower them towards self-determination throughout the internship process.

Responsibilities:

- Supervise the chef-student in their duties at the placement restaurant during their two-week residency.
- Train chef-students on the inner-workings of the restaurant, key dishes, and back-of-house operations.
- Determine improvement areas in student's technique and work to improve those skill areas.
- Demonstrate a professional knowledge and ability to prepare local culinary dishes, utilize traditional techniques, manage a professional kitchen, etc. related to culinary skill and prestige.

Qualifications:

- Experience (5+ years preferred) working in professional kitchens and traditional cuisines by location.
- Mentorship or training experience in a professional or academic context.
- Comfort working with English-speaking young adults who may not be familiar or comfortable with the local language or dialect.
- Fluency in English (preferred), low-intermediate conversational in English (required).
- Strong attention to detail, flexibility, and patience are all essential.

Compensation: The position is designed to be a voluntary mentorship experience; potential compensation is available upon request.

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Appendix D

Restaurant-Internship Placement Criteria

1. Are you interested in hosting and mentoring a student chef?
 - a. Are you the manager?
 - b. Would you be serving as the Chef-Internship Supervisor?
 - c. Are other staff members capable of providing support to a student chef?
 - d. How many staff members could assist with support and mentorship?
 - e. How many of these staff members speak English?
2. Does your menu reflect the region's cuisine?
 - a. Please list and describe traditional menu items.
 - b. Please list menu items that a student chef could prepare.
3. What are your hours of operation?
 - a. Do you have a morning shift, afternoon shift, and evening shift?
 - b. Are there hours of operation when it would be difficult to host a student chef?
 - c. Would the shifts in the attached schedule work with your staff?

(Attach General Itinerary)

Appendix E

Timetable for Delivery

June 2018 through October 2018

- Begin addressing marketing plan:
 - Design and print program brochures. Disperse them throughout the Culinary Arts department, with JWU Abroad, and advising staff.
 - Print and hang flyers around Johnson and Wales University.
 - Contact course catalog team for course submission.
- Email all students with the program information and updates regularly.
- Begin student advising and running information sessions.
- Collaborate with JWU Abroad to partner for events.
- Begin exploration for: classroom space, equipped test kitchens, Local Culinary Educators, and potential internship placements.

November 2018 through January 2019

- Set up Studio Abroad and increase online content on the Johnson and Wales University website.
- Continue student advising and information sessions.
 - Table and distribute program brochures in student centers.
- Students complete applications online through Studio Abroad.
 - Communicate with individual applicants. Encourage peer recruitment.

February 2019

- Application deadline is February 1, 2019.
- Students receive acceptance paperwork by February 15, 2019.
- Students sign and submit their Participation and Learning Agreements by February 28, formally committing to participate in the program.
- Begin preparing additional preparatory handouts for students.

March 2019 through April 2019

- Research flights and present relevant information to students. Confirm student housing.
- Connect with students and continue to receive admissions paperwork.
 - Confirm student health background, passport status, and any accommodations to

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be made prior to departure.

May 2019

- Collect the remainder of outstanding student paperwork.
- Host pre-departure orientation.
- Meet individually with any students requesting additional support.
- Confirm students' individual flight plans (self-purchased).

June 2019 through August 2019

- Run the program: June 2, 2019 – August 25, 2019.
- Host a reentry orientation following the program.

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Appendix F

Example Marketing Materials



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Exploring the historical and cultural traditions behind the foods of France, Germany, and Italy

Three-month program over summer term.
Mentorship from Top European Chefs.
Based in Lyon, Munich, and Naples.
Internship Placements included.

Contact JWU Abroad for more information.

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Appendix G

Example Recruitment Materials

‘Naples: We Put Pizza on the Map!’ Information Session and Recruitment Presentation

6:30pm

Convene students in presentation space.

Provide a variety of Neapolitan-style pizzas (depending on size, estimate 1 pizza per every 2 potential attendees; use Facebook invite response rate to determine attendee estimate.)

Provide plates, napkins, forks, and cups for water.

6:50pm

Begin presentation. Presenter should be either: Culinary Arts faculty at Johnson and Wales University or a local chef specializing in Neapolitan pizza and cuisine.

Presentation should cover: brief history of Naples, the birth of Neapolitan pizza, the produce of Campania and the Amalfi Coast, the impact of Vesuvius on soil quality, the pizza diaspora, the global influence of Naples on cuisine, and what you can see in the region that’s unique to anywhere else.

7:10pm

Open room up for questions.

If possible, deputize a Culinary Arts student who has studied in the region to lead the question and answer period.

7:25pm

Conclude with a brief pitch for the ‘Not so Bizarre Foods’ program. Overall feeling of the session should not be ‘recruitment’ but ‘continuing education.’

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Appendix H

Example Experiential Lesson Plans

The Legacy of Vesuvius: The Food of Pompeii and The Soil of Campania

The Food of Pompeii

1:00pm

Reconvene in classroom space following lunch.

Take area bus from Naples along the coast to Vesuvius.

Explore area in small group upon arrival.

2:00pm

Meet with an area volcanologist to hike and learn the history of the famous volcano. How has its landscape shaped this region and the world?

3:00pm

Transfer to Pompeii.

3:30pm

Tour the ruins.

Meet with archaeologists studying ancient Pompeian latrines to discover the food traditions enjoyed by locals during the Roman era, uncovered in recent years. Discoveries include: traditional Mediterranean fare (nuts, grains, fish, olives), peacock, sea urchin, and even giraffe.

What can the toilets tell us about who lived here and the influence their legacy left on our culinary world?

5:00pm

Return to Naples. Arrive before 6:00pm.

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The Soil of Campania

1:00pm

Reconvene in the classroom space following lunch.

Take area bus to family farm (produce focus) on the Sorrentino Peninsula.

Tour grounds of the farm with the farmer and an area soil expert.

Discuss the influence of Vesuvius' eruptions on the soil quality and agricultural specialties of the region. Specifically focus on: Amalfi lemons, olives, and tomatoes.

2:30pm

Return to farm house to taste products created by the items grown on the farm.

3:30pm

Transfer to second family farm (hog focused) on the Sorrentino Peninsula.

Tour grounds and smokehouse/ curing rooms with the farmer.

Discuss the success of the hog industry in southern Italy, the role of sausage production historically, and the impact the industry has on regional economy.

Taste varieties of local sausage.

5:00pm

Return to Naples. Arrive around 6:00pm.

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Appendix I

Budget

Not So Bizarre Foods Program Budget Proposal

| Program Details | |
|------------------------------|---|
| Program Title | Not So Bizarre Foods |
| Subtitle | Exploring the historical and cultural traditions behind the foods of France, Germany, and Italy |
| Proposed by | Kari Pederson Behrends, Assistant Professor of Culinary Arts |
| Sponsoring Department | JWU Abroad and the College of Culinary Arts |
| Program Country | France, Germany, Italy |
| Program City or Region | Lyon, France (Auvergne-Rhône-Alpes); Munich, Germany (Bavaria); Naples, Italy (Campania) |
| Program Dates | June 2019 - August 2019 |
| Estimated Number of Students | 10 |

Projected Spending

| Revenue | | | | |
|-------------------------|-------------------------|-----------------------|-------------|---------------------|
| Budget Item | Cost per unit or person | No. of unit or people | No. of days | Subtotal |
| Program fee and tuition | \$12,500.00 | 10 | | \$125,000.00 |
| TOTAL REVENUE | | | | \$125,000.00 |

| Staff Expenses | | | | |
|---|-------------------------|-----------------------|-------------|--------------------|
| Budget Item | Cost per unit or person | No. of unit or people | No. of days | Subtotal |
| Program Faculty Compensation | \$15,000.00 | 1 | | \$15,000.00 |
| Local Culinary Educator (co-faculty) Compensation | \$2,500.00 | 3 | | \$7,500.00 |
| Chef-Internship Supervisor Honoraria | \$500.00 | 30 | | \$15,000.00 |
| Airfare (PVD-CDG and CO-PVD) | \$1,200.00 | 1 | | \$1,200.00 |
| Local Transportation (train travel, local metro passes) | \$350.00 | 1 | | \$350.00 |
| Accommodation | \$1,500.00 | 1 | | \$1,500.00 |
| Meals/per diem | \$30.00 | 2 | 90 | \$5,400.00 |
| Experiential Activities (staff) | \$25.00 | 15 | | \$375.00 |
| Insurance (staff) | \$20.00 | 1 | | \$20.00 |
| SIM cards/mobile phone expenses | \$10.00 | 1 | | \$10.00 |
| SUBTOTAL FACULTY EXPENSES | | | | \$46,355.00 |

| Student Program Expenses | | | | |
|---|-------------------------|-----------------------|-------------|--------------------|
| Budget Item | Cost per unit or person | No. of unit or people | No. of days | Subtotal |
| Accommodation (single occupancy, shared utilities) | \$1,500.00 | 10 | | \$15,000.00 |
| Meals/per diem | \$25.00 | 10 | 90 | \$22,500.00 |
| Local Transportation (train travel, local metro passes) | \$350.00 | 10 | | \$3,500.00 |
| Insurance | \$20.00 | 10 | | \$200.00 |
| Program handbooks, course readings, and handouts | \$100.00 | 10 | | \$1,000.00 |
| SUBTOTAL STUDENT PROGRAM EXPENSES | | | | \$42,200.00 |

| Program Administration | | | | |
|--|-------------------------|-----------------------|-------------|--------------------|
| Budget Item | Cost per unit or person | No. of unit or people | No. of days | Subtotal |
| Pre- & post-program orientations | \$200.00 | 2 | | \$400.00 |
| Program marketing | \$250.00 | | | \$250.00 |
| Classroom rental (class space, test kitchen) | \$2,500.00 | 3 | | \$7,500.00 |
| Practical Seminar food budget | \$200.00 | 1 | 30 | \$6,000.00 |
| SUBTOTAL PROGRAM ADMINISTRATION | | | | \$14,150.00 |

| Excursions | | | | |
|---|-------------------------|-----------------------|-------------|-------------------|
| Budget Item | Cost per unit or person | No. of unit or people | No. of days | Subtotal |
| Honoraria for host organizations/guest speakers | \$100 | 10 | | \$1,000.00 |
| Experiential Activities (students) | \$375.00 | 10 | | \$3,750.00 |
| SUBTOTAL EXCURSIONS | | | | \$4,750.00 |

| TOTAL EXPENSES | |
|--|---------------------|
| Preliminary Direct Program Expenses | \$107,455.00 |
| Indirect Rate (10% of total Program Expenses) | \$10,745.50 |
| Currency Fluctuations (5% of total Program Expenses) | \$5,372.75 |
| TOTAL PROGRAM EXPENSES | \$123,573.25 |
| Program Budget Balance | \$1,426.75 |

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Appendix J

Budget Notes

Revenue

Program fee: As the program is designed to be self-supporting, the program fee per student was calculated to ensure that the (minimum) participation of 10 students fully covers all program expenses.

Staff Expenses

Program Faculty compensation: Since the program takes place over the summer term, the Program Faculty will be compensated in addition to their annual salary per a wage agreement with the Culinary Arts program at Johnson and Wales University. The Program Faculty will continue to receive standard benefits under their regular contract with the University. See the job description in Appendix A for more information.

Local Culinary Educator compensation: Three Local Culinary Educators will be contracted employees of the program, based respectively in one of the three program locations: Lyon, France; Munich, Germany; and Naples, Italy. The position's compensation covers contributions to 10 practical seminars over the course of four weeks and two weeks of preparation. See the job description in Appendix A for more information.

Chef-Internship Supervisor honoraria: Chef-Internship Supervisors may request compensation for their time, however the position is considered a mentorship experience. See the job description in Appendix A for more information.

Airfare: Flights to and from Europe (arriving at Charles de Gaulle Airport in Paris and departing from Leonardo da Vinci -- Fiumicino Airport in Rome) have been estimated based on average

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market prices. Only one staff member (Program Faculty) will travel from the Johnson and Wales University campus to coordinate the program.

Local transportation: Local metro/ subway passes will be purchased for the length of the Program Director's stay per location.

Accommodations: Program Faculty will be provided with housing throughout the program. This line item estimates approximately \$500/mo. in single-occupancy room with shared amenities in or near student housing.

Meals/ per diem: Budget line covers three meals per day for staff. Occasional lunches or dinners will be provided through the Practical Seminar.

Additional expenses: The staff expenses budget also covers the Program Faculty's travel insurance through Seven Corners while directing the program, as well as mobile phone expenses and all experiential activities associated with the curriculum.

Student Program Expenses

Accommodations: Students will occupy single occupancy rooms with shared amenities in student housing within a reasonable distance of the classroom spaces, internship placements, metro/subway locations.

Meals: Students' food per diem covers three meals per day. They will be encouraged to share costs, purchase ingredients from local markets, and cook together. Occasional lunches or dinners will be provided through the Practical Seminar.

Local transportation: Local metro/ subway student passes will be purchased for student transportation per location.

Insurance: Health insurance purchased through Seven Corners will cover students for the duration of the program.

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Program handbooks, course readings, and handouts: Estimated cost for printing and binding program handbooks, as well as course packets with required readings and other miscellaneous handouts. Students will still retain access to the Johnson and Wales University library and journal catalog reducing costs.

Program Administration

Pre- and post-program orientations: Anticipated costs include food and drink for participants, event posters, handouts, and other printed materials.

Program marketing: Estimated cost for program guides, flyers, posters, and other promotional goods.

Classroom rental: Classroom rental includes space for both the Academic Seminar (tech-connected space to accommodate an estimated 10 students, 1-2 instructor(s), and an occasional guest speaker) and the Practical Seminar (test kitchen equipped with the tools needed to prepare traditional recipes per location).

Practical seminar food budget: Following consultation with a culinary school trained chef, the Practical Seminar food budget accounts for the requisite ingredients to prepare one complete dish during each seminar, plus an added 20% to compensate for error or additional materials.

Excursions

Honoraria for host organizations/guest speakers: Approximately 10 guest speakers are estimated to contribute to the curriculum of the program. The honoraria was determined per the value of the time gifted by local historical and culinary experts in the field.

Experiential activities (students): Estimates for the cost of experiential activities varies by location, type of activity, distance of travel, and/or mode of transportation. This line item covers the average expense of 15 activities, five per location.

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Indirect Rate

An indirect rate (10 percent of total program expenses) has been included to cover elements that JWU Abroad will contribute through its everyday operations.

Currency Fluctuations

A standard rate (five percent of total program expenses) has been applied to cover currency fluctuations for costs paid in Euros.