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This handbook is a supplement to the extensive information available in the IAP Study Abroad Handbook which you can find here: [http://www.studyabroad.wisc.edu/handbooks.html](http://www.studyabroad.wisc.edu/handbooks.html) In this guide you will find much information specific to internships abroad, but the IAP Study Abroad Handbook is an important resource about academics, insurance, money, phones, health, safety, and much more.

**PREPARATION BEFORE LEAVING**

**ARRANGING YOUR INTERNSHIP**

Once you are accepted by a host company or program for an internship there are many arrangements that must be done. You are responsible for the arrangements up to your departure so you need to thoroughly read e-mails and respond quickly to keep things moving.

- Send a thank you e-mail to your supervisor or main contact to thank them for and accept the internship and finalize your project/responsibilities
- Find out if there are any particular materials the host would like you to study or review prior to your internship.
- Determine visa requirements and work on any necessary applications (see more details below).
- Finalize start and end dates for your internship, holidays, and other arrangements with your contact person.
- Review and sign any agreement documents (see more details below).
- Try to make flight reservations six or more weeks in advance if possible. You should ask your host if they prefer you arrive on a weekday or weekend and confirm the dates before doing this. Once you reserve your flight, send a copy of the itinerary to your host.
- Finalize your housing arrangements (see more details below).

**IMMIGRATION/OFFICIAL DOCUMENTS**

**Passport:**
A passport is needed to travel abroad and to obtain your visa, if necessary. If you have not yet submitted a copy of your passport please do so immediately. Make sure your passport will be valid for at least 6 months beyond the length of your stay abroad (many countries require this and it is a good idea to renew if you are traveling abroad close to its expiration).

**Visa:**
In addition to your valid passport, you may need a visa to enter the country for your internship. You should be working closely with your host to determine these requirements and IIP can advise you on questions and provide documentation in some cases. For specific visa information please consult the nearest consulate or embassy for the country (usually this is in Chicago). Please note that, depending on the country, visa processing can take one month or even much more and you may have to apply in person so plan far in advance.

**Planning ahead:**
Depending on the country, the visa requirements will vary greatly. Look into this immediately as you may need to procure various documents or even have a background check or medical tests completed for the application. Cost also varies depending on the type needed.
Things to consider for your visa:

1. How long are you staying? Some countries allow individuals of some nationalities to enter for 90 days (give or take) without a visa and some activities may be permitted without a visa.
2. Is your internship paid or unpaid? Often this determines whether a visa is required, regardless of duration.
3. Are you enrolled in the Worldwide Internship Program (WIP) or otherwise taking a course for credit through UW-Madison during your internship? Receiving credit may make you eligible for some visa types.
4. Will you be taking classes locally? If you are doing a study abroad program with your internship you may need a student visa. Check into the internship allowances for those on student visas.
5. Do you need multiple entries? Some countries may have different visa types for a single entry or a multiple entry. If you plan to travel outside of the country you may need to have a permit or different type of visa to allow you to return.

What IIP can help with:

1. If you are receiving credit and the visa application requires a signed document stating those details.
2. Coordinating signing of official internship agreements (required for some countries) to certify your participation in a course for credit.
3. General advice and assistance on resources for visas and troubleshooting questions.

Please also consult the IAP Study Abroad Handbook for more information. IAP, IIP, and UW-Madison are not responsible for obtaining visas for students, nor are they in any way responsible for visa or entry denial.

Immigration

In addition to your passport and visa, if applicable, make sure you have any other documentation you might need at immigration. At minimum, you need to have your full address and the contact information for your supervisor or contact person on hand. It is recommended that you have your CISI insurance documentation, invitation letter from host and letter from IIP (if you don’t have a visa), and your return itinerary information. Depending on the country you may also need documentation of funds (bank statement).

Official Agreements

Your internship host should at minimum provide you (and IIP) with an offer letter detailing the terms of the internship including the start and end dates, tasks and expectations, supervisor assignment, and any other details regarding remuneration or support. They may also have an official agreement for their organization or that is required by the country for international internships. Make sure that you review these carefully and if someone from UW-Madison needs to sign as well that you bring it to us as early as possible (in English if it is not already) as it needs to be reviewed by the legal department. Your offer letter or agreement should be uploaded into MyStudyAbroad.

Registration in country

Some countries may require you to register with the local government upon arrival. This may depend on the length of your stay or your specific location. Be sure to ask about this with your host and when applying for the visa.
TRAVEL
You are responsible for arranging your own travel (or working with your host to do so). Check with your host regarding the best airports to fly into and how to get from the airport to your living arrangements. Clarify with your supervisor whether someone will be meeting you at the airport; you should not expect this, but in some cases it may be possible.

You should reserve your ticket at least six weeks in advance if possible, but be sure to know your visa situation before confirming dates since that can cause delays. If you decide to buy before finalizing details, make sure you are familiar with the cancelation and rebooking fees and policies. Check with your host regarding arrival and departure dates as your work or housing may affect when you can be there. If you are entering as a tourist check the dates closely; you cannot stay more than the allowed time (e.g. 90 days). If you have a visa, check the valid dates closely.

There are several resources for searching for travel arrangements. Online sites like kayak.com, vayama.com, or momondo.com are great for searching across a variety of providers. There are also services focused on student travel, like Student Universe and STA Travel.

STA Travel
http://www.statravel.com

Student Universe
http://www.studentuniverse.com/

Kayak
http://www.kayak.com

Vayama
http://www.vayama.com

Momondo
http://www.momondo.com

HOUSING
Some hosts will arrange housing in dormitories or apartments, but many will require you to find this on your own. Ask if they have resources available to help you start the search. You will want to consider the location (for safety, commuting options), what is included (utilities, internet, etc.) and terms of commitment (short-term stays, additional fees for deposit or early departure).

Some options may be guest houses or hostels with long-term stays available. You may be able to find apartment shares or short-term rentals. Some students identify several options and stay in a hostel initially before confirming. Some countries may need you to confirm housing before your visa application. There are several ways to look into these options:

- Ask your supervisor, internship contact, or a past intern for advice
- See if there is a local listing such as Craigslist to use
- Consult the Wisconsin Alumni Association (WAA) local chapter: http://www.uwalumni.com/international
- Search for International Student Offices of universities near where you will be working. They may have websites with resources and advice for incoming students that can help you as well.
TRAVEL HEALTH
You should make an appointment with the UHS Travel Health Clinic or your doctor to get information about vaccinations, medications, and any other health considerations for the country where you are traveling. It is important to do this early because some vaccinations need time to become fully effective.

UHS Travel Health Clinic
http://www.uhs.wisc.edu/services/medical/travel-clinic/
608-265-5600 or use MyUHS

UHS Travel Health Topics
http://www.uhs.wisc.edu/health-topics/travel/

Centers for Disease Control and Prevention Travelers’ Health
http://www.cdc.gov/travel/

U.S. EMBASSY REGISTRATION
All program participants who are U.S. citizens should register at the U.S. Embassy through STEP before departure as this will help in case of a lost passport or other mishap. You can register online at https://travelregistration.state.gov. You can also find this and more student-oriented information here: http://studentsabroad.state.gov/ If you are not a U.S. citizen, register at your home country’s embassy or consulate.

Also take note of the closest embassy or consulate where you will be living and be sure to have this information readily available, including emergency phone numbers.

PACKING
While more and more is readily available internationally, some items may be more expensive, or simply inconvenient to purchase there; hence, you may wish to bring particular items with you from home.

Clothes:
You should research and consider the climate, local norms for appropriate dress, and any dress codes or expectations at your host. Ask your supervisor about the dress code and be sure to have appropriate clothes for the work environment. As you will be doing an internship you may want (or need) at least one formal outfit (i.e. a suit) for any meetings or business formal events. Obviously, this depends on the host and type of internship.

Please see the IAP Study Abroad handbook for more tips on packing, including personal items and prescription medication.

Gifts:
You may want to bring some small gifts for co-workers and supervisors abroad. This varies depending on the culture, however, so take into account where you are going to see if this is appropriate. In some countries a gift such as a local food item or book/T-shirt/mug from UW-Madison is a great thank you gift to give when you arrive or as you leave.
MONEY
You should find out what the local currency is and the current exchange rate (http://www.oanda.com is a good resource). Before you go make sure to look at the money and learn what it looks like and the denominations. You want to be able to recognize it when exchanging and be able to pay for things without stopping to read the coins. Keep in mind that many countries have coins that are worth $5 or more and it can be easy to use these without thinking about their worth since U.S. coins have minimal value.

Credit and Debit Cards
Check travel guides for the country to find out what types of cards are regularly accepted. Debit cards may be accepted, but sometimes only at certain banks and often for high fees. You should find out if cash or credit is more common where you are going and follow the norms. Keep in mind that credit cards may not be accepted at small businesses or for small purchases. In addition, your bank or credit union usually will apply an international use fee to each credit card purchase so you should confirm this amount with them and keep that in mind when budgeting and using your card.

It is important to inform your credit card and bank that you will be traveling so they do not flag any international transactions as potential fraud.

Traveler’s Checks
Though they are becoming less common, depending on where you are going Traveler’s Checks may be a good secure way to take money. This is especially true if you do not have ATMs that accept foreign cards readily available, but do have access to a bank that can process checks. You will need your passport handy to change them and will be restricted by the bank hours, but it may be a safe way to take money. You can get these from AAA, American Express, UW Credit Union, and other local banks and credit unions.

More information about money abroad is available in the IAP Study Abroad Handbook.

ORIENTING YOURSELF
Before you go you should start reviewing maps of the area where you will be living and working so that you are familiar before you get off the plane. While you are still here you can spend time with Google Earth, Google Maps, Mapquest, or other local online maps, but once you are there you may not have reliable access to these, especially when on the go. Take time now to explore and note where stores, restaurants, public transportation and other things are. Print out some copies or purchase maps that you can take with you or buy one there.

A big reason for orienting yourself to the area before arrival is that you will be less likely to need to stop and pull out a map on the street, drawing attention to yourself. While sometimes you need to (even in your home country!) it’s better to be as familiar as possible. When asking for directions you’ll also be more aware of landmarks and the general layout of the city.
LIVING ABROAD

We highly recommend that you get a travel guide for your destination country or city and read as much as you can to prepare for the new culture and expectations as well as to learn about the history and more. Below are a couple areas to think about.

Please closely review the IAP Study Abroad Handbook for extensive health and safety information.

GOING OUT
Consider proper etiquette for going out – especially in a work context. When co-workers go out is it customary to split the bill evenly? Do senior people pay for juniors? Does each person pay for what they order? Think about restaurant etiquette – how do you order food or pay for the bill? Do you need to tip? Do people order for the group or individual meals? All of these things might vary greatly depending on where you are. You can read about this in guide books, but the best way to find out is to ask your colleagues or supervisors to help you.

SHOPPING
Look into common store hours so you know when you will be able to go to the grocery store, pharmacy, or the department store around your work responsibilities. Also note when stores are closed; many countries have certain days of the weeks or times of days that shops are always closed. If you will be arriving on one of those days you will not be able to get groceries and items to get settled in right away. Are there convenience stores that might be good places for quick meals or things for your apartment? Are there familiar U.S. store branches or what are the local equivalents? Do they commonly sell clothes or shoes in your size?

TRANSPORTATION
Transportation can be a very expensive part of living abroad, but also a very convenient and helpful one, depending on where you are. Find out what public transportation options are available and how much they cost on average. Take safety into consideration – what times of day or night are you at the station or walking? Are buses and cars a safe option where you are or should they be avoided?

Figuring out the local transportation can be an adventure in itself as well – do you pay before or once you get on? Do you need to hold onto your ticket or are they just to get in? What are the passes available to you? Are there student discounts?

Also refer to the “Orienting Yourself” section above and become familiar with the transportation maps and buses and train routes you will take frequently.

TRAVEL
While abroad there will be many great places to visit. Be sure to schedule things during your off-time or before or after your internship so as not to take away from your commitment to your host. When you are traveling be sure to let your supervisor and others know that you are taking a trip so someone knows where you are. If you’re doing a course for credit, take readings with you to do on train rides to keep up while enjoying time to travel.
Look into travel deals and discounted tickets or passes for day or weekend trips. Investigate the various lodging options such as youth hostels, guest houses, hotels, bed & breakfasts and more.

**SAFETY**
Safety considerations will vary greatly depending on where you are. Read about particular safety issues such as pick-pocketing, sexual harassment, or terrorist threats and always strive to be aware of your surroundings. We suggest reviewing the Consular Information Sheet for the country available from the U.S. State Department: [http://travel.state.gov/travel/](http://travel.state.gov/travel/) In any new situation, it is better to be somewhat conservative until you are more familiar. Common sense and asking questions are the best way to avoid bad situations. Laws are different in different countries and the consequences can be serious.

If you are ever made uncomfortable or feel harassed by the words or actions of anyone at work or in your private life please talk to someone. You can bring it up to another person at work who can help get it resolved or contact IIP. Even if it is a miscommunication, it is better to address it immediately than let it continue.

You should be sure to have a copy of your passport for identification (safer than carrying your actual passport if you do not need it).

Take note of the emergency numbers (police, ambulance) as well as the number for a taxi company for your location and memorize them or carry them with you at all times.

**HEALTH**

**Insurance:**
If you are participating in the Worldwide Internship Program you will receive health insurance coverage through CISI. Be sure to have this information with you and provide a copy to someone else – your parents or another trusted individual – so that someone at home has the information.

If you are not receiving CISI insurance through the Worldwide Internship Program you can purchase it yourself inexpensively through UW-Madison Risk Management ([http://internships.international.wisc.edu/students/insurance/](http://internships.international.wisc.edu/students/insurance/)). If you receive credit for your internship outside of the Worldwide Internship Program this insurance is required by the UW System. You can find more information about the insurance and find relevant forms through IAP Study Abroad here: [http://www.studyabroad.wisc.edu/insurance.html](http://www.studyabroad.wisc.edu/insurance.html)

CISI insurance is inexpensive and carries coverage that is not included in either your regular U.S. health insurance or national health insurance in the country you are working. CISI provides evacuation insurance in the event that you need to be evacuated for a medical emergency, natural disaster, or security threat. Without insurance you would be responsible for paying a very high cost for evacuation services.

**Medical Care:**
You should look into the healthcare options near you before you leave or shortly after arriving. Where is the closest clinic, hospital, emergency room or dentist? Is there a 24-hour pharmacy? Do they have English speaking practitioners? Your local consulate or embassy may have information available for you. It is better to have this information at hand in the event that you need it.
Medications:
If you are on prescription medication, please review the Prescription Medication information in
the IAP Study Abroad Handbook. You may want to take common over-the-counter medications
that are familiar to you to have on hand such as a pain killer, upset stomach medication, cold/flu
medication so that you do not have to find this when suddenly feeling ill.

HOUSING
When you move in it is a good idea to talk to the landlord to ask any questions and introduce
yourself. Many things may be different than the housing you are used to such as utility payments,
trash and recycling systems, quiet hours, and more. It is best to set expectations and ask questions
early.

COMMUNICATION
Language:
You may want to purchase a dictionary if you do not already have one – you may not always
have your phone or internet access when you need to look something up.

Before you go out shopping, to the doctor, or on another errand where you may need new
vocabulary try to prepare beforehand by looking up words and preparing possible things to say.
Depending on the area of your internship project you may find it very helpful to learn some
technical terms relevant to your field or project to hit the ground running.

Telephone:
When making calls, keep in mind time zone differences www.timeanddate.com/worldclock. To
make an international call to the United States, dial the access code for the country from which
you are calling plus the United States country code (always “1”) followed by the appropriate U.S.
area code and local number. To call internationally from the United States, dial “011”, the
country code, city access code (if necessary) and the phone number. Some of above steps can
vary if you are using a calling card.

Most interns have found Skype to be the best way to keep in touch with friends and family at
home. If you do not yet have an account we recommend signing up and connecting with us (uw-
ip) so you can call us to check in or ask questions as well! Please keep in mind that your Skype
profile should be professional (appropriate photo, comments, descriptions) as it is public and you
may be using it with us or with employers for interviews, not just with your friends.

Cell phones:
Check with your provider to see if your phone will work abroad and if so how much it will cost to
use. If you only plan to use it in emergencies this might be an option, but often it is very
expensive. Particularly if your phone has data you will probably want to turn this completely off
because roaming charges are steep and can be incurred even when you are not actively using your
phone.

You may look into buying or renting a pre-paid phone in country if that will be a more
economical way to make local calls and brief calls abroad. Some companies that offer rentals
include Piccell (https://www.piccellwireless.com/) and CellularAbroad
(http://www.cellularabroad.com/). Depending on where you are going you may be able to get a
SIM card at the local convenience store or cell phone shop that will allow you to use your U.S.
phone locally. There are also services with international SIM cards such as OneSimCard (http://www.onesimcard.com/) Telestial (http://www.telestial.com/) and more. Skype is probably your most cost effective option for lengthy international calls.

More telephone and cell phone information is available in the IAP Study Abroad Handbook.

**E-mail/Internet:**
You may have internet available in your home; otherwise there may be places to access it nearby such as internet cafes or libraries. Some workplaces will be fine with you using work computers for academic or other tasks outside of work hours and others may not so ask first. Depending on where you are internet speed may be much different than what you are used to.

Laws regarding internet use and downloading from online sources may be different or more strongly enforced than in the U.S. Do your research and be safe with your online activity.

If you are doing an online course it is your responsibility to make sure you have a way to access the internet to keep up with assignments and communication. This may be easier or harder depending on where you are, but it is doable.

**KEEPING IN TOUCH WITH IIP**
We would love to hear from you! Send us a postcard (International Internship Program, Division of International Studies, 261 Bascom Hall, 500 Lincoln Drive, Madison, WI 53706 USA) so we can collect and display them. Take lots of pictures of yourself – especially some at work and with your colleagues! – we want to see what it was like where you worked and share photos with others, with your permission.

IIP will contact you about setting up a short Skype check-in call during your internship, but you are welcome to contact us at any time before or after with questions or concerns.

We are on Facebook and Twitter and would love to hear from you and stay in touch that way, as well. Connect with us at www.facebook.com/UW_IIP and www.twitter.com/UW_IIP

Please e-mail (internships@international.wisc.edu), call, or Skype with us about questions or just to share a great experience you had. If you are interested in being featured in a profile or interview about your experience please let us know (or we may contact you!).

**TIPS**
Just a few important things to remember:

- Ask if you don’t understand something before it becomes a stress factor!
- Have open conversations with your supervisor and bring up concerns.
- Take advantage of opportunities to socialize – you may learn a lot and get to know people much better outside of the workplace.

**BEFORE LEAVING**
Before you leave, make sure to:

- Arrange to have all bills paid
- Arrange to have everything that does not fit in your suitcase disposed of or sent back home.
• Thank your supervisor and co-workers and sit down with them to get feedback on your performance and learn what they see as your strengths and weaknesses.
• Request a letter of reference or recommendation before leaving, documenting the date and scope of your internship at a minimum and providing a recommendation if they find it appropriate.

WHEN YOU RETURN
Send a thank you e-mail or postcard to your supervisor and anyone who helped arrange your internship. Let them know that you have arrived home and appreciate all they did.

We will have a re-entry debriefing at UW-Madison for all returning Worldwide Internship Program students that you need to attend. This will be a great opportunity to reconnect with the other interns in person and think about what is next as far as job search strategies using your international experience.

WORLDWIDE INTERSHIP PROGRAM
If you are in the Worldwide Internship Program for academic credit there are a few additional considerations.

ONLINE COURSE
You will complete an online course during the term you are abroad. Students’ start and end dates and duration all vary, but the course dates are the same regardless so plan ahead and consult with the instructor if you will have a significant portion of the course where you will not be at your internship site.

E-mail/Internet
You will need access to internet for the Worldwide Internship Program online course. You should check with your host regarding any policies for private e-mail and internet use at work – you may be able to use it on your own time after your responsibilities are done for the day, but you should not assume that. You may have internet available in your home; otherwise there may be places to access it nearby such as internet cafes or libraries. You need to budget for this accordingly; the cost of internet cafes is not a valid excuse for not completing your online coursework.

Please check your @wisc.edu e-mail regularly as the instructors will use that for any course updates outside of the online system.

Syllabus
You will receive a syllabus from your course instructor before you go either at orientation or via e-mail later. Be sure to review this and ask any questions up front. You may need to purchase one or two books which will be easier to do before you go so you have it to read on the plane.

Readings
Readings will be available to you via your online access and IIP tries to provide a hard copy course reader so you can easily take readings during your commute or weekend travels. Some students have used a tablet to download PDFs or books so they have easy access when off-line as well.
Course Sections & Equivalencies
During the semester (spring or fall) all students are in International Studies 320 for three credits. During the summer we have more students so there are sections for International Studies 320 (3 credits) as well as International Business 365 (3-credit or 1-credit). The content is the same, but some of the projects and exploration of the content will be different based on the instructor’s background.

By default, whichever section you are in will appear on your transcript at the end of the term (IS-320 or IB-365, for example). You do not need to do anything for this other than accept when notified by IAP. However, if you would like it to be something else you would need approval from the relevant department. We have had students request a different course equivalency to be posted by IAP study abroad. For example, an engineering student may ask for 1 credit as engineering co-op credit and 2 credits as International Studies 320.

If you are looking for the course to fulfill a requirement for a major or certificate (such as Global Health, SOHE or Rehabilitation Psychology) you should talk your advisor in advance on whether they can indicate in DARS that this course fulfills your requirement or if you need to do additional coursework beyond the WIP online course.

Optional Directed Study
For no additional charge, students in the Worldwide Internship Program have the option to add additional 1-3 credits of directed/independent study with a UW-Madison faculty member. Some students use additional credits to take a discipline-specific reflection course for their major. Others identify a topic and faculty member and propose a project. This is most common during fall or spring semester, but is also possible in the summer. Adding additional credits may help with financial aid eligibility so if you plan to use financial aid to help fund your experience you may want to explore this option and consult with financial aid about eligibility.

If you plan to pursue directed study you will need to upload the optional Directed Study Form into your MyStudyAbroad account so we know the number of credits you will be taking to accurately report to the registrar and financial aid. Please note: you should NOT register for the course through your Student Center. Doing so will result in you being charged for it separately, in addition to your program which already includes this option. If there is an online section the faculty member should manually give you access. They will need to report your grade to IAP study abroad at the end of term and IAP will process the grade and course to show up on your transcript at the end of your term.

It is the responsibility of the individual student to identify and get permission for a directed study. IIP and IAP are not able to coordinate these for students.

Note: You cannot just use this directed study option to take a course offered online. It needs to be a directed/independent study course (often 299, 399 or 699). Some students have taken online courses while doing WIP, but have enrolled through Student Center and paid for that tuition in addition to WIP. If your internship is full-time keep in mind that taking a lot of courses will be an added time management challenge.
FULL-TIME STATUS
Students doing WIP during a spring or fall semester will be considered full-time for logistical purposes. IAP and IIP send a letter to the Registrar noting the number of credits you will be enrolled in (3-6) and that you will be doing a full-time internship in addition and should be considered full-time. This does not mean you are enrolled in 12 credits or eligible for full-time financial aid.

This makes sure that you maintain your status for registration priority for the coming term and that any loans you have do not go into repayment (which happens if you drop below full-time). If you are looking at scholarships requiring full-time status or other concerns please let us know or ask about clarification. Depending on what it is the “considered full-time” could be sufficient or you may not be eligible if it only defines based on number of credits.

Some students have asked about enrolling in more credits, but we generally hear that 3-6 credits in addition to a full-time internship in a different country can already be challenging for time management so we do not recommend doing more.

PROGRAM CONTACTS
The Worldwide Internship Program is a collaboration between the International Internship Program, International Academic Programs, and your course instructor. We are all regularly in touch with each other and here to help you make the most of your experience. Each of us play a different role.

International Internship Program
IIP reviews applications and approves them for the Worldwide Internship Program. If you have any concerns with your internship placement, visa, and general logistics please contact IIP. The general e-mail address is internships@international.wisc.edu and Skype is uw-iip

Advisor/Program Coordinator, Barbara Jedele jedele@international.wisc.edu
Assistant Director, Michelle Kern Hall kernhall@international.wisc.edu
Advisor/Program Coordinator, Carly Stingl (maternity leave: Dec. 2015-June 2016)

International Academic Programs
IAP will handle all registration and billing and address any health or safety concerns. IAP has a 24/7 emergency phone number in case of an after-hours emergency for a student abroad. If you have any questions regarding MyStudyAbroad, your enrollment, billing, or insurance please contact IAP. More contact information can be found in their full handbook and website.

Study Abroad Advisor: Andy Quackenbush, quackenbush@studyabroad.wisc.edu

Course Instructor
Please consult your syllabus for your course instructor’s contact information. You will be in contact with your instructor regularly throughout your time abroad through the online course. Any academic or course questions can be directed to them. If you have any concerns that come up that they are not able to address, they may contact IAP or IIP to help answer and address the situation.