

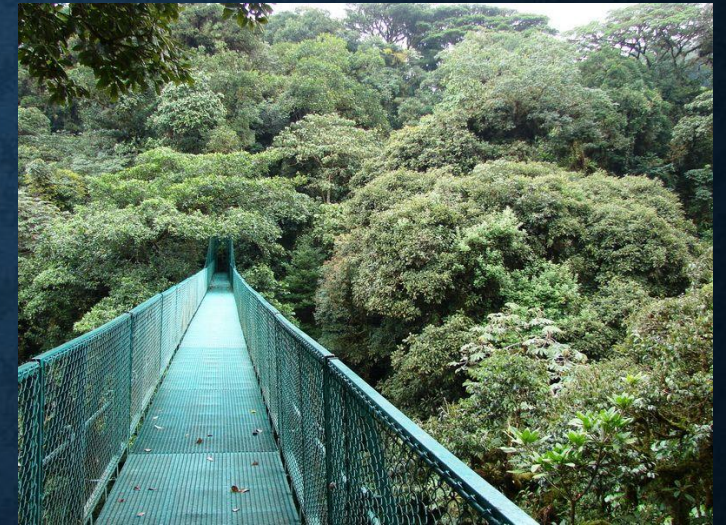
CRISIS MANAGEMENT GUIDANCE IN A GLOBAL WORLD

FAIE Conference
Stetson University
Classroom E, H. Jackson Crummer Hall
February 2017

UNFORTUNATE EVENT....

A RAPE RESPONSE GONE WRONG

- After a student is sexually assaulted during a semester in Costa Rica, the faculty members who assisted her lose their jobs, the study abroad provider shuts its doors, and the student says the wrong people have been punished. What happened?
- Unraveling the response to this incident, and where it seemed to go wrong and why, offers a glimpse into the complexity of responding to cases of sexual assault in study abroad. The competing legal frameworks that study abroad programs exist within, and the tensions that can result when the best interests of the institution and the student are arguably not one and the same.



- An internal investigative report, provided by Lindau (program director), describes the “administration” of medications -- a term Murray, fellow professor, objects to as inaccurate – without prior approval as a violation of MVI protocol.
- Hamilton, executive director of the Monteverde Institute on Costa Rica, said that one lesson of this incident is that emergency response protocols “need to be really explicit. The roles that we play as professors and administrators have to be really well defined.” (Perhaps notably, Lindau wore three hats: as professor, as on-site director of the Living Routes Costa Rica program, and as academic director of the MVI).



IMPLICATIONS AND ACTIONS

- Emergency Protocols? How accurate?
- Faculty and Study Abroad Staff Education- How?
- Student Pre-Departure Orientation?
- Risk Management Protocols



CRISIS EXPLAINED

Typically, a CRISIS is a set of external circumstances or events over which we have no control.

What we do have control over and that which we must manage is the response to these circumstances or events.



RESPONSE PLAN

Well-developed
Coordinated

Rehearsed
Flexible

PRESENTERS



**Jennifer
Frankel**
Marketing
Director

International Student
Insurance



Brian Goercke
Manager Student
Services
INTO-USF



**Dr. Alejandra
Parra**
Associate Director,
International Affairs

Nova Southeastern University



**Mary-Ellen
(Lynn) Smith**
Senior International
Student Advisor

INTO Immigration, INTO-USF



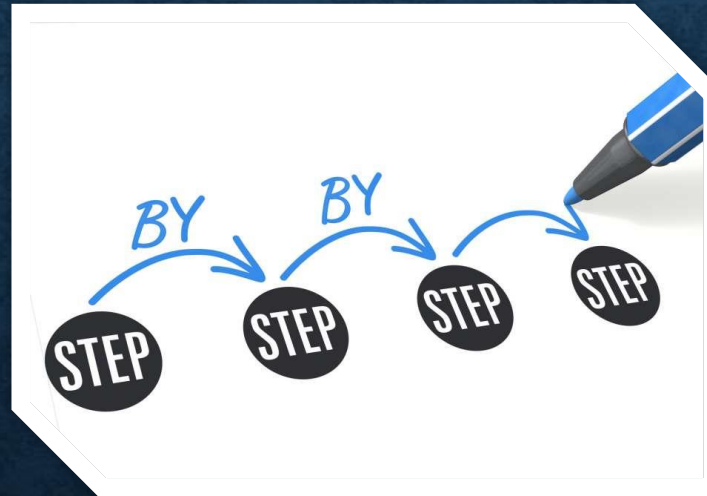
Dr. Patti Weeks
Department of History
and Politics
USF St. Petersburg

AGENDA

- Protocol: Promising Practices in Dealing With Crises
- Medical Evacuation & Repatriation Explained
- Extreme Challenges When Studying Abroad
- Online Resources
- Scenarios Explored



Protocol: Promising Practices in Dealing With Crises



INTO-USF PROTOCOL COMMITTEE

Committee established in July 2016 as a way of planning for potential student crisis situation

- Student arrested (in prison/released)
- Student hospitalized
- Student expressing/acting upon suicidal ideation
- Student death

Participating members

- INTO Student Services members (Director, Student Services Manager, Wellness and Welfare)
- INTO HR (also on INTO Crisis Management Team)
- Office of International Studies (Assistant Director), Senior International Student Advisor
- Pathway Program Associate Director, Pathway Assistant Director (Undergraduate and Graduate Studies)
- Academic English Director and Assistant Director, ELP Academic Advisors

SAMPLE PROTOCOL DOCUMENTS DEVELOPED

Protocol: Steps taken for student expressing ideation

Action Steps	Responsible Person	Other Stakeholders Involved
1. Use mental health first aid (OARS method) to calm student and assess his/her level of emotional stress	Person receiving the student	Student Services Manager, Student Services Director
2. Contact 911, non-emergency campus police (813-974-2628) or communicate 'Red Folder' alert to colleagues if student is a threat to self and/or others	Person receiving the student	Police, Student Services Manager or Director of Student Services (if available) or other available staff members, Appropriate PW or ESL team if responding to PW or ESL student
3. Contact Student Services Manager or Director of Student Services for support	Person receiving the student	Student Services Manager, Director of Student Services, Appropriate PW or ESL team if responding to PW or ESL student

Action Steps	Responsible Person	Other Stakeholders Involved
4. Escort student to the Counseling Center (if during working hours) Contact 24-Hour Hotline (if after hours)	Care and Conduct Coordinator, Director of Student Services or person receiving the student if the aforementioned individuals are not available, PW team to escort student if that student reached out to the advisor	Counseling Center
5. Submit referral forms to SOCAT	Person receiving the student	SOCAT
6. Create a Case in GradesFirst	Person receiving the student	Pathways ESL Immigration
7. Follow up on student in accordance with SOCAT and Counseling Center	Person receiving the student (unless another party is requested to do so)	SOCAT, Counseling Center
8. Continually update GradesFirst as the case develops	Anyone with relevant update information	Copy all appropriate stakeholders listed in Action Step 6

SAMPLE CHECKLIST DEVELOPED

Checklist of Potential Responsibilities: Death of a Student

Institutional Leadership Responsibilities

- o Inform agent of death
- o Inform parents of the death
- o Determine student/family's wishes for dispensation of remains
- o Inform faculty of death
- o Inform students of death
- o Make funeral home arrangements (most funeral homes handle airport clearances for repatriation)
- o Procure death certificates
- o Inquire if family wants to visit stateside
- o Send condolence letter to the family
- o Contact registrar to get deceased student's name removed from registry
- o Arrange for reimbursement of tuition
- o Inquire about honorary degrees/certification
- o Annual ceremony to commemorate student

Student Services Responsibilities

- o Create a schedule for family's visit (if desired)
- o Arrange accommodations and meals for Family
- o Arrange transportation for visiting family
- o Prepare remembrance book and ceremony for family
- o Forward bills to insurance company
- o Facilitate packing of student's residential belongings
- o Prepare and arrange publication of student obituary
- o Arrange and communicate the availability of grief counseling sessions for students

CRISIS MANAGEMENT NOTIFICATION PROTOCOL

UNIVERSITY LEADERSHIP



INTO CENTER EXECUTIVE DIRECTOR



INTO CENTER STAFF

Medical Evacuation & Repatriation Explained



MEDICAL EVACUATION SCENARIO

Student goes on a short-term study abroad trip to Nicaragua and has an infection. He goes to the hospital and they give him antibiotics and send him on his way. Infection gets worse and turns into a blister, so he decides he is going to go home earlier. In the airport, the blister pops and he starts to bleed profusely. He is taken to the hospital where they need emergency medical treatment right away.

Ask yourself...what procedures do you have in place?

EMERGENCY MEDICAL EVACUATION

Defined: Transportation to the nearest facility equipped to handle treatment.

1. Transportation to another city or country
 2. Transportation back to the home country
- Arranged by the Assist company
 - Overseeing physician must deem the student fit to fly
 - Accommodations vary: medical escort, first class, air ambulance, etc.

NAFSA PROTOCOL: ILLNESS STAYING IN COUNTRY WHAT HAPPENS TO THE I-20

Reduced Course Load Request

Immigration Regulation: 8CFR214.2 (F)(6)(iii) Reduced Course Load

*"The designated school official may allow an F-1 student to engage in less than a full course of study... Except as otherwise noted, a reduced course load must consist of at least six semester ... or half the clock hours required for a full course of study. **A student who drops below a full course of study without the prior approval of the DSO will be considered out of status.**"*

Medical Doctor or licensed Psychiatrist must be consulted.

SEVIS: AUTHORIZE TO DROP BELOW FULL COURSE LOAD

Current Session Start Date: 01/09/2017 Current Session End Date: 05/05/2017

The beginning and ending dates of the period of authorized reduced course load should be the same as the current session dates.

1. * Authorization Reason:	<div>ILLNESS OR MEDICAL CONDITION ▼</div>	
2. * Authorization Start Date:	<input type="text"/>	(MM/DD/YYYY)
3. * Authorization End Date:	<input type="text"/>	(MM/DD/YYYY)
4. Remarks:	<div><div></div><div></div></div>	

MEDICAL EVACUATION: WHAT HAPPENS TO THE I-20

Termination of SEVIS Record for leaves of absence. ^[P]~~If~~ a student must take a temporary leave of absence from studies due to unforeseen circumstances, SEVP has instructed DSOs to set the student's SEVIS record to Terminated for Authorized Early Withdrawal. A student whose record is terminated for authorized early withdrawal must depart the United States within 15 days of the record termination [8 CFR 214.2(f)(5)(iv)].

If the student will be able to resume his or her studies in less than 5 months [which is considered a "temporary absence" under 8 CFR 214.2(f)(4) , SEVP policy allows DSOs to submit a Correction to Student Status request through SEVIS [see 3.H.2.1.1 Request Change to Student Status] to reactivate the student's record, so that the student can return to the United States (provided his or her F-1 visa is still valid) on a new I-20 issued from the same SEVIS record and SEVIS ID. This request can be made up to 60 days before the student's next session start date in SEVIS. ^[P]~~SEP~~

REPATRIATION OF REMAINS

Defined: Transportation of the remains back to the home country.

- If there is an ongoing police report, may do autopsy.
- Body goes to the morgue/funeral home as determined by next of kin
- Cremation or embalming the body (depends on circumstances)
- Need transit permit, consular mortuary certificate and affidavit of local funeral director to travel back to home country (additional docs may be required)
- Assist coordinates the transportation to bring body back to family/funeral home

REPATRIATION OF REMAINS SCENARIO

- An international student from Saudi Arabia died after police said he was attacked. It is believed the fight broke out because he was from Saudi Arabia. He was transported to the Mayo Clinic Health System in Menomonie and later airlifted to Mayo Eau Claire.
- Alnahdi had a 10-centimeter fracture in his skull. He went into brain surgery the next day, but his condition continued to deteriorate and he died of a traumatic brain injury later that day.

CRISIS MANAGEMENT: WORKING ACROSS BORDERS

- Death is typically reported to embassy/consulate by sponsor/family
- Bureau of Consular Affairs for US citizens:
 - Attempts to locate next-of-kin
 - Assists with returning the remains or arrangements for local burial
 - Subject to US/local laws, customs, and foreign country facilities
 - Consular Report of the Death of an American Abroad for estate issues
- If you have international insurance, your Assist typically does the coordination with the hospital(s), morgue/funeral home, transportation, officials and families

REPATRIATION OF REMAINS – NOT SO EASY

- Ongoing police investigation
 - Can be a lengthy process
 - Autopsy can be against ones religion
- Cremation vs. Burial
 - Religious preferences
 - Does your insurance plan cover both?
- Country Restrictions
 - Vary by country (Mongolia v. England)



REPATRIATION: WHAT HAPPENS TO THE I-20

Death

This indicates: The student dies.

Comments: **Do not use to indicate withdrawal due to the death of a family member.** Use only to indicate death of a student. Include date of death and other useful information such as: “Death Certificate on file”; “Death certificate number XXX filed in ABC County”; “Email from family in Japan, student had a heart attack on [date]”; “Student died in car accident on [date] in [city, state]”. For withdrawal due to death of a family member use *Authorized Early Withdrawal*.

Use When: The student died.

SEVIS RTI Terminate Student screen

1. Termination Reason:

If "Otherwise Failing to Maintain Status", specify here:

2. Remarks:

ABSENT FROM COUNTRY FOR FIVE MONTHS
AUTHORIZED DROP BELOW FULL COURSE TIME EXCEEDED
AUTHORIZED EARLY WITHDRAWAL
CHANGE OF STATUS APPROVED
CHANGE OF STATUS DENIED
CHANGE OF STATUS WITHDRAWN
DEATH
EXPULSION
FAILURE TO ENROLL
FAILURE TO REPORT WHILE ON OPT
NO SHOW - MANUAL TERMINATION
OTHERWISE FAILING TO MAINTAIN STATUS
SCHOOL WITHDRAWN
SUSPENSION
TRANSFER STUDENT NO SHOW
UNAUTHORIZED DROP BELOW FULL COURSE
UNAUTHORIZED EMPLOYMENT
UNAUTHORIZED WITHDRAWAL
VIOLATION OF CHANGE OF STATUS REQUIREMENTS

SEVIS RTI Termination Reasons Dropdown Box

ABSENT FROM COUNTRY FOR FIVE MONTHS
AUTHORIZED DROP BELOW FULL COURSE TIME EXCEEDED
AUTHORIZED EARLY WITHDRAWAL
CHANGE OF STATUS APPROVED
CHANGE OF STATUS DENIED
CHANGE OF STATUS WITHDRAWN
DEATH
EXCEEDED UNEMPLOYMENT TIME
EXPULSION
FAILURE TO ENROLL
FAILURE TO REPORT WHILE ON OPT
NO SHOW - MANUAL TERMINATION
OTHERWISE FAILING TO MAINTAIN STATUS
SCHOOL WITHDRAWN
SUSPENSION
TRANSFER STUDENT NO SHOW
UNAUTHORIZED DROP BELOW FULL COURSE
UNAUTHORIZED EMPLOYMENT
UNAUTHORIZED WITHDRAWAL
VIOLATION OF CHANGE OF STATUS REQUIREMENTS

Extreme Challenges While Studying Abroad



LOST LUGGAGE IN A FOREIGN COUNTRY

- Airport operations are subcontracted overseas
 - They won't be dealing with the airline they flew
 - Limited help/recorded messages/no human customer service representative
 - On hold at \$2 per minute looking for information
- Physiology
 - Tired/Hungry/Cold
 - No coat, no gloves, no hat, no hope
 - Local temperatures at 20 degrees with a connecting flight to -20 degrees below
- Lessons Learned
 - Keep at least 2 full outfits in carry on bag / Don't "Gate Check" luggage
 - NEVER pack valuables in checked luggage
 - Have a contact person at home to assist in an emergency

HEADING OUT TO A DISASTER SITE

- Teams assigned for “poverty alleviation work” in remote areas
- Unexpected storms with flooding, landslides, and active disaster relief
- Pressured to proceed to sites by local authorities

Lessons Learned

- Prepare for cultural differences in what may be considered “safe”
- Have an out “above the student’s head” and “already in place”
- Suggest an alternative without “directing the program”

ARRIVAL PROCESS AT STUDY ABROAD LOCATION GOES WRONG

- Detailed instructions/Disorganized hosts
 - 100° / Nowhere to go / Luggage in tow
 - No contact in place / no host to receive
 - Accommodations different than expected
 - Promised the Foreign Expert's Dorm , but there are vermin living there
 - Promised the Foreign Student's Dorm, but there are roommates
 - Promised a 4-Star "Local" hotel, but not to "Western" hotel standards
- Lessons Learned
 - Have contact phone/text/email addresses of all program directors
 - Expect the need to make adjustments, and have a Plan "B" in place
 - Research, research, research

ILLNESS AND ACCIDENTS THAT DON'T REQUIRE MEDEVAC

- Severe Upper Respiratory Infections
- Food Poisoning
- Colds and Flu

- Lessons Learned
 - Proper arrangements before leaving the US
 - A direct line to their US-based doctor (email, text, phone)
 - Getting the proper immunizations and boosters (i.e. Tetanus)
 - Travel with the basics
 - Take the “right” meds on their trip
 - Know what medications are available over the counter in-country

ONLINE RESOURCES



Join | Shop | Blog | Contact | My NAFSA

Enter Search

ABOUT US | PROGRAMS & EVENTS | CONNECT & NETWORK | POLICY & ADVOCACY | **PROFESSIONAL RESOURCES** | ANNUAL CONFERENCE

Home | Professional Resources | Browse by Interest | International Students and Scholars |

Before, During and After a Crisis: Questions to Ask

May 27, 2011

[Before a Crisis](#) | [During a Crisis](#) | [After a Crisis](#)

BEFORE A CRISIS - QUESTIONS TO ASK

Crisis management begins before a crisis happens. International student and scholar advisers must plan in advance to ensure that they have the resources they need, that responsibilities have been clarified, that lines of communication are open, and that responsibilities are clear. Thorough preparation will allow for a more effective response once a crisis occurs, improving the process for our students, scholars, and institutions. The following questions should be addressed before a crisis happens.

Responsibility

Which student/scholar populations is your office responsible for, and what is your responsibility regarding crisis management?

Despite advisers' well-intentioned desires to support the well-being of all international students and scholars, it is important to clearly define our responsibilities. Going above and beyond our responsibilities is appropriate in

ADVISER'S MANUAL 360

BROWSE BY INTEREST

CAREER CENTER

LEARNING & TRAINING

PUBLICATIONS

RESEARCH & TRENDS

CRISIS MANAGEMENT HOME

[View other Crisis Management Resources for the ISSS Office](#)

http://www.nafsa.org/Professional_Resources/Browse_by_Interest/International_Students_and_Scholars/Network_Resources/International_Student_and_Scholar_Services/Before,_During_and_After_a_Crisis_Questions_to_Ask/

ONLINE RESOURCES

EDUCATION Abroad

By Joseph L. Brockington

Effective Crisis Management

IT IS A LAMENTABLE SIGN OF THE TIMES that crisis management has become such a boom industry, that a Google search on the term returns more than 12 million hits. Thankfully, adding “education abroad” or “higher education” reduces the number to a manageable several hundred thousand. There are, of course, those who argue that the term *crisis management* is meaningless—you can no more manage a crisis than you can lasso the wind! Indeed

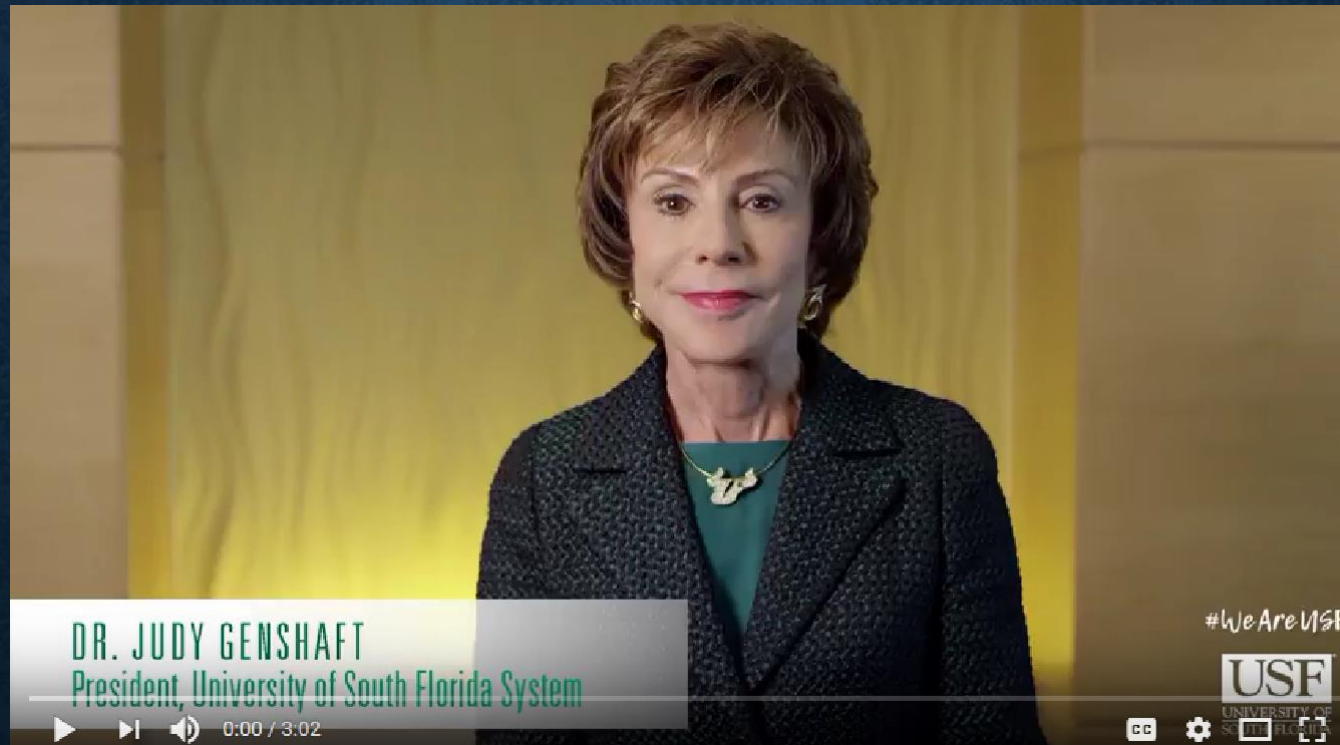
EMOTIONS RUN HIGH OVER EXECUTIVE ORDER

- International Students are exhibiting signs of depression, nervousness, confusion, lack of focus, culture shock.
- International Students are afraid to travel outside the United States and want guidance from the International Office
- Study Abroad students and parents are nervous about traveling overseas even to areas in Europe that is usually considered “safe”.

Protocol in place

- Emails have been sent out assuring students that they are welcome here by top leadership at the University
- Leadership has provided a Town Hall and has brought in Immigration Attorneys to address the Executive Order
- A Counseling Session is provided through the Counseling Center
- A session on Travel is provided through the Office of International Services.

#YouAreWelcomeHere



Thank You!

Questions? Comments?