

International Student Office

Norwich University

Crisis Management – Emergencies Abroad

May 2007

Table of Contents

Introduction	3
Operating Principles	7
Emergency Procedures	8
Emergency Response Questionnaire	12

Incident-specific Questionnaire

- seriously ill, p. 14
- seriously injured, p. 16
- assaulted or raped, p. 18
- missing, p. 19
- arrested/incarcerated p. 21
- taken hostage/kidnapped, p. 22
- in a location where political, natural or man-made disaster has occurred, p. 23
- dead, p. 25

Managing Emergencies Abroad

It is expected that any potential respondent to an emergency will read this document and follow the policy and procedures presented herein.

Preventative Measure/Risk Management

The International Office (IO) attempts to assure the safety of NU students studying abroad and routinely monitors the safety and security conditions in each country where NU sends students without regard to program, i.e., a NU exchange program with another institution or independent program such as Lexia International. A variety of issues that affect countries where NU sends study abroad students may be severe enough that these issues will be brought to the attention of university representatives and officials. These issues may be learned through avenues such as review of the US Department of State Travel Warnings, information provided by other institutions, or concerns expressed by faculty or staff and news media. However, there are inherent risks in studying abroad, and Norwich University cannot guarantee the safety and security of its students studying outside the U.S. Students study abroad at their own risk.

The NU Crisis Management Plan is a significant part of NU's response to the safety needs of its students while they are studying outside the United States. Students participating in programs abroad will be given a copy of the NU Crisis Management Plan and will sign off acknowledging receipt of the emergency plan. When conditions warrant, Norwich representatives and officials will be notified of potential security risks and may be requested to evaluate a program and make a determination about its viability and advisability, given security and health risks. The University's representatives and officials may also initiate the review of a program and decide whether to continue or discontinue it.

The NU Crisis Management Plan is the primary plan for NU sponsored direct exchanges in partnerships with other colleges and universities as well as faculty- or staff- lead student programs e.g., St-Cyr cadet exchange or NU Visions Abroad. The NU Crisis Management Plan is supplemental when NU is working with a partner institution that has program coordinators and emergency programming in place for that location, e.g. a Lexia International site or established study abroad programs through a US college or university.

Emergency Response

The International Office is also charged with the responsibility of coordinating the management of emergencies affecting participants in Norwich University-sponsored academic exchange programs. Assuring the safety and well-being of students, faculty and staff who are involved or participating in NU exchange programs or independent study abroad programs is of the highest importance, and reasonable actions will be taken to accomplish this. The NU Crisis Management Plan is Norwich's attempt to respond to

this issue. NU students participating in overseas programs with providers that do not have written contracts with NU will be asked to provide a copy of their study abroad provider's emergency plan.

While acknowledging that no single plan can address all contingencies, the International Office recognizes the importance of establishing, in advance, policies and procedures that are designed to safeguard the safety and well-being of study abroad participants and to limit the University's legal liability. These policies and procedures, described in this document, will serve to guide the University's response to crises affecting participants abroad.

Emergencies

Real emergencies are those that pose a genuine and sometimes immediate risk to, or that have already disturbed, the safety and welfare of participants. These include such occurrences as *coups* and other civil disturbances, natural and man-made disasters, incarceration, serious physical or emotional illness, accidents, physical assaults, disappearances or kidnapping, and terrorist threats or attacks.

Perceived emergencies are those which pose no significant risks to the safety and well-being of participants, but which are seen as threatening by family members in the U.S. or by others, including, at times, students and colleagues at Norwich University. Perceptions of threat can arise out of a number of things, including the sensationalized reporting of an event abroad, the distortion of information provided by participants in communicating home; or simply out of the nervousness of a family member or student with little or no international experience. **Such perception will sometimes affect family members and others in the US more strongly than will real emergencies, and need to be treated seriously.**

Addressing Inquiries

In the event an emergency (perceived, real and acute, or real and widespread) is widely reported to parents or the media, a number of callers may contact the office voicing concerns. In the case of a perceived emergency or an individualized crisis that has already been addressed, it is important to reassure the caller that appropriate inquiries have been made, that we are confident that program participants are secure, that the program is proceeding normally, and that the participants' welfare is not being compromised. In most cases, the IO will need to merely reassure the concerned parent, student or other individual who has contacted the IO as the result of media coverage or rumor.

When the US State Department issues a Public Announcement or Worldwide Caution, the International Office will immediately forward the notice to the relevant students and faculty/staff abroad, with an explanatory introduction by the Director of the International Office. If the State Department issues a Travel Warning for a country in which NU

students are located (or about to travel to), the IO will convene a meeting of the university representatives and officials to discuss program cancellation or evacuation.

Widespread Emergencies

In the case of a widespread emergency requiring a unified response by the University, the IO will work with the President's Office and Public Relations Office to determine the correct course of action.

Callers with concerns about a widespread emergency can be told that Norwich is aware of the circumstances and working to address the situation in the best interest of the students. Callers requiring additional details will be referred to specific IO staff involved. *For the purposes of study abroad, directory information does not include a student's address or phone number abroad.* While medical and law enforcement records are not protected under FERPA, they should remain confidential and protected from unauthorized persons, including parents, unless a student has consented to parental notification, or the injury is so severe that the student cannot speak for him or herself. In such cases, the individual listed on the application as the student's emergency contact shall be contacted. Note that this person may not always be a parent.

First Responder Responsibilities

Initial notification of an emergency to the University can be made through several different offices. Possible first responders include, Admission Office Reception and 800 phone number, President's Office, Public Relations Office or during evenings the Security Office or students in the Guard Room or Residence Coordinator. All possible first responders must know how to use the Emergency Response Questionnaire and understand their individual responsibilities under the NU Crisis Management Plan. All possible first responders will have the same intake forms and university officials contact list for an emergency.

Orientation and Practice Drills

Every department with a high volume of external calls, offices with telephone numbers available to the public and student support offices, including Security Office, Guard Room and Residence Coordinator will have a binder with the NU Crisis Management Plan. Employees identified by IO office as the most likely to be contacted in an emergency, are expected to familiarize themselves with the intake forms and procedures. Twice a year the IO will organize a practice drill. This drill will be held when students are NOT on campus. Evaluation of the drill will be completed and recommendations for improving the plan will be requested by the International Office. The NU Crisis Management Plan will be updated and redistributed yearly to ensure names, phone numbers and offices are correct.

Norwich students traveling overseas will be given appropriate contact information in case of emergency as part of their study abroad orientation. The NU Crisis Management Plan

is supplemental to the study abroad program provider plan. In case of emergency, NU students are to follow the instructions of the Residence Director of their study abroad program foremost. Students should contact NU when their study abroad provider is unable to respond adequately or in a timely manner.

Conclusion

In sum, all emergencies will be handled using the attached procedures. If these procedures are followed closely, the IO staff will have the information needed to respond appropriately to real emergencies, or to place a perceived emergency in its proper context, and thereby reassure family members and others in the US.

Operating Principles

In managing emergencies, real or perceived, the IO will be guided in its decision-making, before, during and after a crisis, by the following operating principles:

1. All responses to a crisis will be governed by the highest concern for the safety and well-being of students, faculty and staff participating in a Norwich University-sponsored study abroad program.
2. Reasonable and prudent measures will be taken to limit NU's liability.
3. The IO will exercise caution and restraint in deciding when and with whom, information about an emergency should be shared.
4. At the same time, IO will strive to keep University officials, as identified in section 7 of this page, informed of the emergencies and what concerned parties have been told; it is important that all staff members provide the same information in case other inquiries are received.
5. The IO will be responsible for documenting the crisis and response so appropriate individuals can be updated during and after the incident. Following the resolution of the incident, the IO will file a report on the initial response and follow up detailing the incident, action taken and the resolution.
6. The IO and University official identified in section 7 below, will respond to emergencies by closely following these procedures, except when otherwise directed by circumstances and agencies outside the University's control.
7. In the case of an on-going student emergency abroad, the IO will issue a daily e-mail briefing providing the following University officials with updates and all correspondence will be copied to their administrative assistant:
 - University President
 - Executive Assistant
 - Vice President of Academic Affairs
 - Administrative Assistant
 - Chief Financial Officer
 - Administrative Assistant
 - Vice President of Student Affairs
 - Administrative Assistant
 - Dean of Enrollment Management

And, as appropriate

- Counseling Center
- Academic Advisor
- Parent or Guardian of Student

Such a message will be sent even if there is no new information to report.

Emergency Procedures

International Office will follow these procedures when an emergency is reported

STEP I: An emergency is reported and information is passed on to the IO

1. IO may learn of an emergency situation abroad from any one of the following individuals: the student, a parent/guardian, friend, faculty/staff leader, or the on-site director. The local media or foreign and US law enforcement officials are also possible sources of information.
2. If you are the first responder, **FILL OUT EMERGENCY RESPONSE QUESTIONNAIRE**. The initial respondent should complete the Emergency Response Questionnaire and provided a copy of the questionnaire to the IO.
 - A. It is the first responder's responsibility to collect basic information, reassure the caller that assistance will be provided, and then inform others of the emergency.
 - B. Take careful notes, document the sequence of events leading up to, during and after the emergency.

STEP II: International Office Collects Basic Information and will address incident-specific questions appropriate to the crisis

1. The purpose of the intake questionnaire is to guide NU employees responding to an emergency call from abroad.
2. If the first responder is speaking with an on-site staff member, discuss his/her recommendations for handling the emergency. In some cases, the crisis will have passed and the caller will be reporting the incident and requesting guidance for future action. The severity of the emergency will dictate whether or not the first responder feel his/her suggestions are appropriate, and whether further action must be cleared by additional NU representatives and officials.
3. If the emergency is continuing, contact individuals abroad within 20 minutes of initial report. To obtain more specific information on the nature of the problem, refer to following topics specific to the crisis, then go to the page number given below.

Participant is:

- seriously ill, p. 13
- seriously injured, p. 15
- assaulted or raped, p. 17
- missing, p. 19
- arrested/incarcerated p. 20
- taken hostage/kidnapped, p. 21
- in a location where political, natural or man-made disaster has occurred, p. 22
- dead, p. 24

STEP III: International Office conducts an assessment and contacts appropriate NU officials

- IO assessment determines whether the emergency is :
 - Real and acute, but controlled by on-site staff
 - Real and acute, requiring IO and NU representatives and officials to direct the response, or
 - Real and widespread, requiring IO and NU representatives and officials to engage federal government authorities and request assistance.

STEP IV. Handling a Real and Acute Crisis Requiring IO and NU representatives and officials to direct the Response.

- In the event of a crisis that will impact the entire program, IO will consult with the on-site residence director and other appropriate people abroad and in the US in order to decide what specific measures should be taken in responding to the crisis.
- When a threat to the well-being of participants (students, faculty, staff) is imminent, and acute enough to justify.
 - The immediate suspension of a program
 - The evacuation of participants, or
 - Other immediate action to reduce the threat (e.g., restricting or altering program events or locations)

THEN: The IO has the authority to determine the course of action to be taken in consultation with NU representatives and officials and representative of the sponsoring study abroad program or, if NU sponsored the program appropriate faculty and administration. Once a course of action has been selected, it will be reported to all concerned parties.

- IO will then send a fax or email to the student, residence director, program administrator; this email or fax will contain a detailed description of the course of action they will be required to follow in responding to the crisis.
- IO will take into account the following points in developing the written course of action:
 - Students will follow the instructions and procedures of the study abroad program they are participating in first and foremost and that Norwich policies and procedures do not supersede the actions being taken on the student's behalf by the study abroad program that they are part of during an emergency.
 - Including a reasonable amount of detail in drafting the procedures

- Reassuring participants that everything is being done to assure their security and well-being and that we are counting on their cooperation in responding to the crisis.
- Informing participants that we are in communication with their emergency contacts
- Directing participants to stay in close touch with the residence director, to let him or her know of their precise whereabouts throughout the crisis
- Reminding students that while IO has provided the US embassy or the nearest consulate with the names of all program participants, it is their responsibility, if the situation permits and they have not already done so, to register on-site, and to maintain contact with the US Embassy or the nearest consulate throughout the crisis
- Telling participants to exercise common sense in responding to the crisis, and to avoid contact with or travel to the affected area (if they are not located at this area)
- The IO will handle all requests for information, including those coming from parents, students and other members of the Norwich community. The IO will forward all media requests to the Public Relations Office.

STEP IVa. Responding to a widespread emergency and working with NU representatives and officials

- Crises which warrant working with NU representatives and officials include large-scale man-made or natural disasters or terrorist attacks or a kidnapping/hostage situation in the area where students reside or attend class.
- Incidents involving one or two students including serious illness or injury, assault or rape, arrest/incarceration and student(s) continued absences from class or missing from residence will also warrant working with NU representatives and officials.
- IO will notify NU representatives and officials and other appropriate people abroad in order to consider what responses are needed.
- IO will write with NU representatives and officials a concise summary of the crisis and initial response.
- IO and NU representatives will review the evolution of the crisis to date and what measures have been taken and will decide on appropriate future responses. This group will review and consider, among others, the following issues:
 - The nature and extent of the crisis
 - The imminent danger to participants
 - The steps already taken to provide for the participants' safety and well-being
 - The steps to be taken in the future to assure the participants' safety and well-being; these will often include
 - Recommendations about appropriate student behavior

- Desirability and viability of evacuation of the participants
 - If participants need to return to the US, implication of their academic progress
 - If participants return to campus, the availability of housing
 - If participants return to the US, only Norwich University programs will follow refund policy already in place.
 - The possible financial impact of the crisis on the program participants as well as the university including legal liability and financial aid policies
 - The reliability of communications with participants and program representatives abroad
 - Communication with emergency contacts
 - Communication with other constituencies, as appropriate (family members of participants at other site, students and colleagues on campus)
 - Review of written summary of the emergency
 - Review of measures to be taken in dealing with the media
 - Providing for counseling of students on campus as appropriate.
- Once the appropriate response strategy has been determined, a written statement of the course of action will be emailed or faxed to the residence director, as well as the program participants. This email/fax will contain a detailed description of the course of action all participants will be required to follow in responding to the crisis. The residence director will ensure that all program participants receive this information. To be considered in this email/fax:
 - The safety of various routes and modes of travel
 - How to meet the costs of evacuation
 - The advisability of reducing risk to participants by separating them into smaller groups
 - The availability of in-country resources

Emergency contacts of the program participants will be contacted in order to provide accurate information about the emergency and about the University's response. The information contained in the email/fax will be substantively the same as that contained in the description distributed by the Public Relations Office

Emergency Response Questionnaire

What is your full name? _____

What Study Abroad program are you in? _____

If you are not involved in a study abroad program, are you a faculty member, staff, or student on an internship, research program or University business? _____

What city and country are you calling from? _____

Are you in immediate danger? _____

Have you contacted local authorities? _____

What is the nature of the emergency? Is it medical, safety, or legal? _____

What has happened? _____

Where are you now (exact location, for example a telephone booth, host family's residence, a university residence hall)? _____

What number should we call when we return your call? _____

Does this include city and country codes? If not, do you know what they are?

How long can you be reached at this number? Can we reach you at another number? If so, what is it? _____

Are you also reachable by e-mail? _____
If so, what is your e-mail address? _____

What has already been done? _____

- Have you notified the police? Yes___ No ___
- Have you contacted the embassy/consulate Yes___ No _____
- Have you contacted family/companions/colleagues/other students?_____

What else do you think needs to be done? (You may not be able to make a commitment to doing these things until you consult with other NU personnel. However, reassure the caller that you will do whatever you can and that someone will be back in touch with him or her very soon)

Also tell the caller the following:

“In a minute, I’m going to transfer you to someone in the International Office who will ask you some more specific questions. However, if we get disconnected, please wait and I will call you back”

OR

I’m going to report your situation to my supervisor in order to get further instructions. I will call you back within 20 minutes.

AND

“If you have to leave the area, or your situation changes, please phone this number collect.”

Additional Notes

Your name:

Date/Time of call

Campus office phone:

Home phone:

If a participant(s) has fallen seriously ill:

Has the local or international BOLLINGER INSURANCE Assistance Center been contacted? If not, *see attachment Emergency Response and Resources Guide* for local or global assistance telephone numbers.

What was the suspected cause of the illness? Where is the student being treated? What medical treatment has he or she received thus far? What is the prescribed treatment?

For our records, what are the names and contact information of the attending physician(s), clinic(s) and/or other health professionals involved? Does this person speak English? If not, what is the name and contact numbers of the person, if any, who is providing translation services in this crisis?

What is the prognosis?

Are other participants at risk from this illness?

Are all program participants, whether directly involved or not, aware of the emergency? How are they responding to the emergency?

Is airlift a desirable and viable action?

If applicable, what are the names and contact information of the appropriate officials at the US Embassy?

If applicable, what are the names and contact information of any local law enforcement or public security officials involved? Do these people speak English? If not, what is the name and contact information numbers of the local translator who is involved?

ADDITIONAL NOTES

If a participant has been seriously injured:

Has the local or international BOLLINGER INSURANCE Assistance Center been contacted? If not, *see attachment Emergency Response and Resources Guide* for local or global assistance telephone numbers.

What are the details of the accident?

What medical treatment has the student received, Where?

For our records, what are the names and contact information of the attending physician(s), clinic(s) and/or other health professionals involved? Does this person speak English? If not, what is the name and contact numbers of the person, if any, who is providing translation services in this crisis?

What is the prescribed treatment and prognosis?

Is airlift a desirable and viable action?

Are all program participants, whether directly involved or not, aware of the emergency? How are they responding to the emergency?

If applicable, what are the names and contact information of the appropriate officials at the US Embassy?

If applicable, what are the names and contact information of any local law enforcement or public security officials involved? Do these people speak English? If not, what is the name and contact information numbers of the local translator who is involved?

ADDITIONAL NOTES

If the participant has been assaulted or raped:

Has the local or international BOLLINGER INSURANCE Assistance Center been contacted? If not, *see attachment Emergency Response and Resources Guide* for local or global assistance telephone numbers.

What are the details of the incident?

What has the on-site response been?

What medical treatment has the student received, Where?

For our records, what are the names and contact information of the attending physician(s), clinic(s) and/or other health professionals involved? Does this person speak English? If not, what is the name and contact numbers of the person, if any, who is providing translation services in this crisis?

Is rape counseling available? In English?

What is the prescribed treatment and prognosis?

If overnight stay in the hospital is not an option, is immediate and alternative secure housing available? How long will this housing be available? What other appropriate housing options are available as a backup, if needed/

Has appropriate local law enforcement been notified? What are the names and contact information of any local law enforcement or public security officials involved? Do these people speak English? If not, what is the name and contact information of the local translator who is involved?

If applicable, what are the names and contact information of the appropriate officials at the US Embassy?

Is the participant interested in returning to the US?

If so, what will be the likely academic and financial consequences:

Are the participant and counselor aware of these consequences?

Are all program participants, whether directly involved or not, aware of the emergency? How are they responding to the emergency?

ADDITIONAL NOTES

If a participant is missing:

When was he or she last seen?

Does anyone have any idea where they might have gone?

If they left and were expected to return at a specific time, when was the date and time of the expected return?

Did the participant tell anyone of plans to be absent?

Has appropriate local law enforcement been notified? Is there a local missing persons officer or department?

What are the names and contact information of any local law enforcement or public security officials involved? Do these people speak English? If not, what is the name and contact information of the local translator who is involved?

What are the suggestions? What are your suggestions?

Are search and rescue operations available on site? Are these reliable?

Have they already been initiated? Should they be initiated?

If applicable, what are the names and contact information?

If a participant has been arrested:

What are the details of the arrest? Is he or she currently in police custody?

What are the conditions of the jail? How is the student reacting to the arrest?

What agency made the arrest and filed the charges? Have they indicated when he/she will be released? What procedures need to be followed before release?

What are the names, addresses and phone numbers of arresting authorities?

What is the case number?

What rights have been granted?

Is he/she entitled to place a phone call?

Has the US Embassy been notified?

What has their response been?

What is the Embassy's advice?

Additional Notes

If a participant has been taken hostage:

What are the events that led up to the hostage taking?

If known, what is the current physical and psychological condition of affected participant(s)?

Has the US Embassy been notified? If so, who is the contact person at the Embassy abroad and at the State Department in DC? What are their titles and contact numbers?

What is the Embassy's advice?

Is the Resident Director now in close contact with all affected participants?

What is the proximity of the event to all participants?

What is the imminent risk to other participants if they remain where they are?

Are all program participants, whether directly involved or not, aware of the emergency? How are they responding to the emergency?

Additional Notes

If the emergency is political in nature or if a natural or man-made disaster has occurred:

What are the events that led up to this incident?

What is the proximity of the event to all program participants? Were some or all of the group affected? Is this disaster widespread?

If known what is the current physical and psychological condition of the affected participants?

Is the Residence Director now in close contact with all affected participants?

What is the imminent risk to participants if they remain where they are?

Has the Embassy advised participants to take appropriate action? How?

Have all participants been made aware of these precautions?

Have local authorities imposed a curfew?

Has travel in or out of the country been restricted in any way?

Who or what is the target of any unrest?

What kind of military or other security or public safety personnel are present? How are they behaving with respect to the civilian population?

Are adequate food, water and medical attention available?

Is adequate and secure housing available? How long will this housing be available?

Is airlift a desirable and viable action?

Additional Notes

The death of a program participant:

- IO will ask the Resident Director at the site to provide complete details about the circumstances surrounding the death to confirm that MEDEX Assistance Center has been contacted to arrange for repatriation of remains, and what information regarding repatriation of remains, including any police or immigration procedures, needs to be observed. The IO will inform the Resident Director that the participant's family may be calling him or her once they have been informed of the death.
- IO will contact the University President, Vice President of Academic Affairs and Vice President of Student Affairs. IO will request that the highest ranking official on campus coordinate the notification of the next of kin. After this is done, the IO will notify appropriate individuals on campus.
- IO office will write a summary of the circumstances surrounding the death of the participant, and will send it to the following University representatives and officials:
 - University President
 - Vice President of Academic Affairs
 - Vice President of Student Affairs
 - Chairperson of Committee to Internationalize the Campus
 - Director of the Counseling Center
 - Director of Residence Life
 - Deputy Commandant of Cadets
 - Director of Public Relations
 - General Counsel
 - Chief Administrative Office
 - Chief Financial Officer
- IO will gather as much information as possible from abroad concerning such matter as burial or repatriation of remains and once the next of kin has been notified. IO will put the family in contact with MEDEX and will offer to work with the family in contacting the Resident Director abroad in order to make specific arrangements.
- The International Office and Residence Director abroad will handle all requests for information, including those coming in from parents,

students and other member of the Norwich community. In handling media requests, all information will be distributed by the Public Relations Office.

- Depending on circumstances, the emergency contacts of the program participants will be contacted by e-mail in order to provide accurate information about the tragedy and the University's response.
- With regard to other Norwich students on the program, the IO will make every effort to see their needs are met with regard to information and on-site support services. As soon as possible following the tragedy, IO will send an e-mail or fax to inform students of the University's response and available on-site support services, including grief counseling. The Residence Director will ensure that all program participants receive this information.