



SAN FRANCISCO
STATE UNIVERSITY

College of Extended Learning
Short-Term Study Abroad

MANAGING EMERGENCIES ABROAD

Office of International Programs San Francisco State University

Introduction

The Office of International Programs (OIP) is charged by the President of San Francisco State University with the responsibility of coordinating the management of emergencies affecting participants in study abroad programs which offer SFSU academic credit (both state-support and College of Extended Learning programs), and to consult and provide advice on the management of emergencies to other campus units that operate noncredit programs abroad. While not a guarantor of students' safety, assuring the safety and well-being of students, faculty and staff who are participating in SFSU's programs abroad is of the highest priority, and all reasonable actions are and will be taken to accomplish this.

The California State University System has established Policy and Risk Management Guidelines for the development and operation of educational programs abroad. The plan for managing emergencies outlined in this document exists within the CSU Policy Guidelines. While acknowledging that no single plan can address all contingencies, SFSU, through OIP, 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 detail below, will serve to guide the University's response to crises affecting participants abroad.

In "*Coping with Perceived Emergencies*" (1989), Diane Smell draws a distinction between "real" and "perceived" emergencies. Real emergencies are those that pose a genuine and sometimes immediate risk to, or that have already disturbed, the safety and well-being of participants. These include such occurrences as *coups* and other civil disturbances; natural and human-made disasters; incarcerations; serious physical or emotional illness; accidents; physical assaults; disappearances or kidnapping; and terrorist threats and 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 the home 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 a participant in a telephone call, e-mail message, fax or letter home, or the nervousness of a family member or student with little or no international experience. Such perceptions will sometimes affect family members and others in the U.S. more strongly than will real emergencies, and need to be treated seriously.

By closely following the procedures outlined below, OIP staff (primarily the Director of OIP and the Associate Director of OIP) will be able to gather information that will allow them 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 U.S.

Operating Principles

In managing emergencies, real or perceived, OIP 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 an SFSU-sponsored study abroad program.
2. All reasonable and prudent measures will be taken to limit the University's legal liabilities.
3. OIP will exercise caution and restraint in deciding when, and with whom, information about an emergency should be shared, and will operate according to the procedures outlined under Procedures below in deciding how information should be shared.
3. OIP will respond to emergencies by closely following the procedures outlined below, except when otherwise directed by circumstances or agencies outside the University's control.

Procedures

When an emergency, real or perceived, is reported, OIP will follow the appropriate procedures in managing the emergency, in the order that they appear in this text.

These procedures are listed as follows:

- Phase I: Procedures to follow when an emergency is first reported.
- Phase II: Procedures to assess whether the report is a real or perceived emergency.
- Phase III: Procedures for a perceived emergency.
- Phase IV: Procedures when a real emergency is confirmed.
- Phase V: Procedures when death of a program participant is reported and confirmed

► PHASE I: An Emergency Is Reported to the Office of International Programs

A. Whoever learns of an emergency involving a:

- SFSU student, faculty, or staff member, on a SFSU-sponsored study abroad, or
- SFSU student on a non-SFSU sponsored program, or
- Non-SFSU student on a SFSU-sponsored program

must immediately contact the Director of the Office of International Programs, either at the office or at home. Every effort should be made to reach the Director or Associate Director (for study abroad/international exchange programs) by telephone, rather than by e-mail or fax. The Director will coordinate the University's response to the crisis until it has passed.

B. If the Director is out of town, the Associate Director (for study abroad/international exchange programs), OIP will coordinate the University's response to the crisis in the Director's absence.

C. The Associate Director, OIP, will brief the Director by phone or, if not possible, by fax, about the evolution of the crisis, until such time as the Director returns to campus.

Contact information for these individuals are:

Director, Office of International Programs	Hildy Heath
	Office: (415) 405-4256
	Home: (415) 655-3744
	Cell: (209) 613-5085
	Fax: (415) 338-6234
Associate Director, Office of International Programs (for study abroad and international exchange programs)	My Yarabinec
	Office: (415) 338-3316
	Home: (415) 775-4279
	Fax: (415) 338-6234

- D. The OIP staff person will contact the SFSU Administrator or College Liaison to notify him/her of the incident. Information gathering and final determination of the resolution will be handled by OIP; with the Liaison being contacted again as outlined in the procedures.

Academic Affairs

Dr. Sue Rosser, Vice President and Provost
(415) 338-1141

Student Affairs

Dr. J.E. (Penny) Saffold, Vice President and Dean of Students
(415) 338-2032/ psaffold@sfsu.edu

College of Behavioral and Social Sciences

Dr. Joel J. Kassiola, Dean
(415) 338-2409/ kassiola@sfsu.edu

College of Business

Dr. Nancy Hayes, Dean
(415) 338-2670/ nkhayes@sfsu.edu

College of Creative Arts

Dr. Kurt Daw, Dean
(415) 338-7618/ kurtdaw@sfsu.edu

College of Education

Dr. Jacob E. Perea, Dean
(415) 338-2687/ jep@sfsu.edu; pjoost@sfsu.edu

College of Ethnic Studies

Dr. Kenneth Monteiro, Dean
(415) 338-1693/ monteiro@sfsu.edu

College of Health and Human Services

Dr. Don Taylor, Dean
(415) 338-3326/ dtaylor@sfsu.edu

College of Humanities

Dr. Paul Sherwin, Dean
(415) 338-1541/ psherwin@sfsu.edu

College of Science and Engineering

Dr. Sheldon Axler, Dean
(415) 338-1571/ axler@sfsu.edu

College of Extended Learning

Dr. Jim Bryan, Director
(415) 817-4290/ jimb@sfsu.edu

- E. Incident Report Form: The Faculty Leader must fill out the Incident Report form and fax it to the Director of OIP at (415) 338-6234 and to the Short-Term Study Abroad Coordinator at (415) 817-4299. The Incident Report Form is available in OIP, given to Faculty Leaders before departure and online at <http://www.cel.sfsu.edu/studyabroad/> and click on *Faculty Leader Information*.

► PHASE II: SFSU/OIP Determines Whether the Emergency Is Real or Perceived

- A. OIP will gather as much information necessary to determine what risks, if any, study abroad participants are facing. In assessing these risks, appropriate people and organizations will be contacted by telephone if at all possible.
- B. In assessing whether the emergency is real or perceived, the appropriate staff member of OIP will contact the appropriate sources for detailed and accurate information:
1. The following people and organizations may be contacted. The OIP staff determining the status of the crisis will check off these contacts if and as they are made:
 - The Faculty Leader or staff member at the site abroad (refer to the Participants List contacts list which are on file with CEL and OIP)
 - The SFSU Faculty Leader who serves as chief advisor for the program (on file with CEL and OIP)
 - The U.S. State Department Desk Officer of the country affected (call 202/647-4000 or 888/407-4747 for the specific contact information or check the U.S. State Department web page www.travel.state.gov).
 2. The appropriate OIP staff member may find it useful to contact the following organizations as well:
 - The U.S. State Department's Citizens Emergency Center, which deals with serious illness, death, financial crisis due to theft or arrest; call (202) 647-5225 between 8:15 am-5 pm, Monday through Friday and 9 am-3 pm on Saturdays; after hours, call (202) 647-5226; after 10 pm call (202) 647-1512, and ask for the Citizen Emergency Center Duty Officer. The Dept. of State's Overseas Citizens Services can be contacted at (202) 501-4444.
 - The U.S. Embassy in the appropriate country (check the State Department web page for contact information <http://travel.state.gov>)
 - For long-standing crises, the U.S. State Department sometimes creates special Task Forces to monitor them; for background information on such crises, call the State Department's Operations Center, Office of Crisis Management at (202) 647-5225.
 - For information concerning a terrorist threat or action, call the State Department's Counter Terrorist Office at (202) 647-9892.
 - Local safety/crime agencies in the host country (discuss with the Faculty Leader and or U.S. Embassy in host country before proceeding)

- Study abroad and International Program Offices of other universities and colleges with programs in the same city or country may prove useful as well. Begin with The California State University central office, CSU Office of International Programs (562) 951-4790, Director Leo Van Cleve at (562) 951-4790. Consult Vacation Study Abroad and Academic Year Abroad (published by IIE-copy in the director's office) for the most recent program listings, as needed.
 - CIEE (Council for International Education & Exchange) may have useful information, because of their extensive international networks, call (207) 553-4000.
 - If the emergency is medical in nature (i.e. a reported outbreak of a particular disease), check the Center for Disease Control website (www.cdc.gov) or phone (800/ 232-4636 or 404/639-3311).
- C. The OIP staff member will ask for information about a number of issues, and will take careful notes of sufficient detail so as to be able to write a chronological sequence of events leading up to, during and after the emergency. He or she will use the following as a basic checklist during conversations:

1. **Universal Concerns to be Addressed:**

- a. What is the current physical and psychological condition of affected participant(s)?
- b. Is the Faculty Leader now in close contact with all affected participants?
- c. What is the proximity of the event(s) to all program participants?
- d. What is the imminent risk to participant(s) if they remain where they are?
- e. Are all program participants, whether directly involved or not, aware of the emergency? How are they responding to the emergency?
- f. Are adequate food, water and medical attention available?
- g. Is adequate and secure housing available? How long will this housing be available? What other appropriate housing options are available as a backup, if needed?
- h. What information should be given to students about steps to take in the event that the situation worsens?
- i. Should students be evacuated?

2. **Incident-Specific Issues** [Address the Appropriate Type of Crisis]:

The questions listed under each of these categories should be asked as appropriate to the situation.

- **If a participant(s) has fallen seriously ill or been seriously injured:** You MUST report any accident or illness requiring medical attention to AIG International Services: (01-713) 260-5508, or access an international operator and call collect (713) 260-5508. What medical treatment has he or she received? Does the attending physician speak English? What is the diagnosis? The prescribed treatment? The prognosis? Are other participants at risk from this illness? Is airlift a desirable and viable action? Does the student have the necessary financial resources to pay for bills or will the program cover these expenses to be reimbursed by the student at a later date? Fax an Incident Report to OIP and CEL.
- **If a participant has been assaulted or raped:** What are the details of the incident? Has a written report been taken? What has the on-site response been? Where has the participant been taken? If a rape or sexual assault, is counseling available? Counseling in English? Has the closest U.S. consulate or embassy been contacted for advice regarding reporting the incident. Has appropriate local law enforcement been notified? What is the medical diagnosis? The prescribed treatment? The prognosis? Is the participant interested in returning to the U.S.? If so, what will the likely academic/financial consequences be? Are the participant and counselor aware of these consequences?

- **If a participant is missing or kidnapped:** When was the student last seen? Does anyone have any idea about where they might have gone? If the student had left and was 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? Are search and rescue operations available on site? Are these reliable? Have they already been initiated? Should they be initiated? If other students are enlisted to form search parties, have they been adequately briefed on what to do if they find the missing participant? On the various scenarios they may encounter? If you have determined that the student is truly likely to be missing, proceed with the following questions: Have the local Missing Persons officials been notified? What is the case number? Has the embassy been contacted?
- **If a student has been arrested:** Has he or she been detained? Has the U.S. Embassy been notified? What has their response been? What is their advice? What agency made the arrest and filed the charges? 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? Is appropriate legal counsel available?
- **If a student has been taken hostage:** Has the U.S. Embassy been notified? What is the Embassy's advice? Have the kidnappers made contact? Is negotiation support available on site? Who is the contact person at the Embassy at the host country, and at the State Department in Washington, D.C.? What are their titles and contact numbers?
- **If the emergency is political in nature, or if a natural or man-made disaster has occurred:** Has the U.S. Embassy advised participants to take appropriate action? Have all participants been made aware of these precautions, and in writing? Are all participants following these precautions? Have local authorities imposed a curfew? Has travel in or out of the country been restricted in any way? Is the group in danger? Who or what is the target of any unrest? Has any particular group or organization been threatened? What kind of military or other security or public safety personnel are present? Are they unusually visible? How are they behaving with respect to the civilian population? Is airlift a desirable and viable action?

3. **Important Contact Numbers** [Be sure to Get Those that are Relevant]:

- What are the current telephone numbers of participants involved, including the local staff? Fax numbers and email addresses? *These should be on file with CEL and OIP prior to departure.* If the program is of some duration and students have separate housing, and if a phone tree among participants has not yet been established, it should be at this time (the establishment of the tree should include instructions telling students to call the Faculty Leader, or the next level if their immediate contact cannot be reached).
- For our records, what are the names, addresses, telephone, fax number, and email addresses of the attending physician(s), clinic(s) and/or health professionals involved? What is the name, contact numbers of the person, if any, who is providing translation services in this crisis?
- What are the names, titles, addresses, telephone, fax numbers and email addresses of the appropriate officials at the U.S. Embassy at the host country, and at the State Department in Washington, D.C.?
- What are the names, titles, addresses, email addresses, telephone and fax numbers of any local law enforcement or public security officials involved? Do these people speak English? What is the name and contact numbers of the local translator who is involved?

It is important, at this stage, to control the dissemination of information -- information must be shared responsibly, on a need-to-know basis. SFSU will have to decide on the appropriate action.

Response Scenario A: appropriate when the perceived emergency has not yet created widespread or persistent rumors:

1. The OIP staff person will take appropriate steps to defuse the situation and reassure concerned parties.
2. In most cases, OIP will need to do no more at this point than reassure the concerned parent, student or other individual who has contacted OIP as the result of media coverage or rumor. The OIP staff member who calls back the party who registered the concern in the first place should tell him or her that appropriate inquiries have been made, that we are confident program participants are secure, that the program is proceeding normally, and that the participants' welfare is being provided for, as before.
3. The Director of OIP will make sure that the Associate Director (of Study Abroad) and all appropriate members of the OIP staff are aware of what has occurred, and what the concerned parties have been told. It is important that all appropriate members of the staff be able to provide the same information in case other inquiries are received.
4. Parents who request it can be given the telephone number of the appropriate U.S. Embassy abroad. However, this information should not be offered to them as a matter of course. U.S. Embassies abroad will not appreciate receiving calls from overwrought individuals, especially when there is no emergency. You can also offer to provide the phone number of the hotel of the participants. It is helpful to remind distraught parents about the difference in time, especially in the early reporting of an emergency before it has been determined if an emergency is real or perceived.
5. The OIP staff member handling the emergency should prepare a simple statement, check it with the Director if possible, and provide it to the front desk as a first line of information to answer calls. All calls on the matter should be forwarded to the Director, the Associate Director (for Study Abroad and International Exchange Programs), or staff person handling the emergency if they are free.

Response Scenario B: when a rumor is widespread and unusually persistent, and growing numbers of individuals, on or off campus, believe that an emergency really has occurred, or that participants are at risk:

1. The Director of OIP or designee will write a very brief and accurate description of the perceived emergency, and will then deliver or fax it to, and/or speak individually with:
 - a. The **Dean** sponsoring the program or one of the **Associate Deans** or representatives (list of names on the 27-28 pages).
 - b. **SFSU's Legal Counsel**
Patricia B. Bartscher, University Counsel
(415) 338-2998; pattyb@sfsu.edu
 - c. **Risk Management**
Michael Martin, Executive Director
(415) 338-1124; mjmartin@sfsu.edu
 - d. **Provost/Vice President of Academic Affairs**
Dr. Sue Rosser
(415) 338-1141
 - e. **University Communications**
Ellen Griffin, Director
(415) 338-6990; elleng@sfsu.edu
 - f. **Office of Student Affairs**
J.E. (Penny) Saffold, Dean of Students

- (415) 338-2032; psaffold@sfsu.edu
- g. University Police Department**
Patrick M. Wasley, Chief of Police
(415) 338-2747; upd@sfsu.edu
- h. The Associate Director of OIP** (for study abroad) and all appropriate members of the OIP staff.

2. If the Director of OIP deems it appropriate, OIP may provide the person or persons listed as emergency contacts of program participants with accurate information about the perceived emergency, and about the University's response. The information will be substantively the same as that contained in the description distributed to the individuals in **Phase 1** above.

► **PHASE IV. OIP/SFSU Determines that the Emergency Is Real.**

Response Scenario A: the Emergency is Real and Universal:

1. If the Associate Director of OIP or another staff member has been handling the report, the Director will be informed immediately. If the Director of OIP is not available, the Associate Director of OIP (for Study Abroad) should act in his/her place. The Director of OIP will consult with the Faculty Leader or contact any other appropriate people abroad and in the U.S. in order to decide what specific measures should be taken in responding to the crisis.
2. Once the appropriate response strategy has been determined, the Director of OIP will send a fax or otherwise communicate with the Faculty Leader or primary local contact and the affected students. This communication will contain a detailed description of the course of action to be followed in responding to the crisis. Students will be provided with verbal or written instructions as is appropriate to the situation. If the matter is sufficiently serious, the Faculty Leader or local contact will see to it that all program participants acknowledge receipt of this information in writing. The Faculty Leader or lead local contact will fax the signed acknowledgement to the Director of OIP as soon as is practical.
3. The Director of OIP will take into account the following points in developing the written course of action:
 - a. Include a reasonable amount of detail in drafting the procedures;
 - b. Reassure 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;
 - c. Tell participants that while it is not possible to eliminate all risk, OIP has experience dealing with emergencies in the past, and that OIP staff will work with them in order to respond effectively;
 - d. Tell participants that we are in contact with their emergency contacts if such contact has been made;
 - e. Direct participants to stay in close touch with the Faculty Leader or primary local contact, and to let the contact know of their precise whereabouts throughout the crisis, and to report any suspicious persons, packages, or contacts to him or her, remind them to contact OIP if they cannot reach their local contact;
 - f. The Faculty Leader should have already registered all participants with the closest U.S. Embassy. If this was not done, tell the participants to register with the U.S. Embassy or the nearest Consulate, and to maintain contact with them throughout the crisis;

8. The Director of OIP will handle all requests for information, including those coming in from parents, students and other members of the SFSU community.

Response Scenario B: the emergency is real and particular to an individual student:

1. The Director of OIP will contact the Faculty Leader or local contact and other appropriate people abroad, in the U.S. and at SFSU in order to discuss with them how to handle the situation. The OIP Director will be sure that all appropriate steps are taken at this point to assure the immediate safety and welfare of the participant, and will inform the student that family/emergency contact will be contacted unless the student has already done so.
2. Contact the student's family/emergency contact on the Participant List filed in CEL and OIP.
3. Provide support to the family as they decide how the situation should be handled.
4. Facilitate the family's plan to the extent possible.
5. If the event is of sufficient seriousness to warrant it, the Director of OIP will write a brief and accurate description of the event, and will then distribute it, with a copy of the written response strategy, to the following people:
 - a. The **Dean** sponsoring the program or one of the Associate Deans or representatives (list of names on page 16).
 - b. **SFSU's Legal Counsel**
Patricia B. Bartscher, University Counsel
(415) 338-2998; pattyb@sfsu.edu
 - c. **Risk Management**
Michael Martin, Executive Director
(415) 338-1124; mjmartin@sfsu.edu
 - d. **Provost/Vice President of Academic Affairs**
Dr. Sue Rosser
(415) 338-1141
 - e. **University Communications**
Ellen Griffin, Director
(415) 338-1665; elleng@sfsu.edu
 - f. **Office of Student Affairs**
J.E. (Penny) Saffold, Dean of Students
(415) 338-2032; psafford@sfsu.edu
 - g. **University Police Department**
Patrick M. Wasley, Chief of Police
(415) 338-2747; upd@sfsu.edu
 - h. The **Associate Director of OIP** (for study abroad) and appropriate members of the OIP staff.
 - i. For **College of Extended Learning** Programs,
Dr. Jim Bryan, Director
(415) 817-4290; jimb@sfsu.edu

► **PHASE V: Procedures when Death of a Program Participant Is Reported & Confirmed**

A Special Case: The Death of a Program Participant:

- A. The Director of OIP will ask the Faculty Leader to 1) immediately fax or email both OIP and CEL with complete details about the circumstances surrounding the death, 2) confirm that AIG International [(01-713) 260-5508, or access an international operator and call collect (713) 260-5508] has been contacted to arrange for repatriation of remains. All participating students have repatriation of remains insurance coverage purchased through CEL and SFSU

Risk Management. Proof of this insurance is on file with OIP and CEL, 3) confirm that the nearest U.S. Consulate or Embassy in the country has been contacted, and detailed information regarding burial or repatriation of remains, including any police or immigration procedures that need to be observed. The Director of OIP will inform the Faculty Leader that the participant's family may be calling him or her once they've been informed of the death.

- B. The Director of OIP will contact University Police who will immediately contact the President, Vice-President for Academic Affairs/Provost and Vice President for Student Affairs and University Communications. Each official will contact his/her immediate staff to take appropriate action. All University actions related to the incident will be coordinated by the Director of OIP.
- C. The Director of OIP will notify the following persons:
- a. The **Dean** sponsoring the program or one of the **Associate Deans** or representatives (list of names on page 16).
 - b. **SFSU's Legal Counsel**
Patricia B. Bartscher, University Counsel
(415) 338-2998/ pattyb@sfsu.edu
 - c. **Risk Management**
Michael Martin, Executive Director
(415) 338-1124/ jmmartin@sfsu.edu
 - d. **Provost/Vice President of Academic Affairs**
Dr. Sue Rosser, Provost
(415) 338-1141
 - e. **University Communications**
Ellen Griffin, Director
(415) 338-1665/ elleng@sfsu.edu
 - f. **Office of Student Affairs**
J.E. (Penny) Saffold, Associate Vice President/ Dean of Students
(415) 338-2032/ psaffold@sfsu.edu
 - g. **University Police Department**
Patrick M. Wasley, Chief of Police
(415) 338-2747/ upd@sfsu.edu
 - h. The **Associate Director of OIP** (for study abroad) and all appropriate OIP staff.
- D. Response to the Family
1. The Director of OIP contacts the family later in the day of the incident or the following day expressing condolences on behalf of university officials and offering assistance with any university-related arrangements.
 2. Vice President for Student Affairs or delegated representative contacts family the following day for the same purposes. A draft of a letter of sympathy from the President is prepared by the assistant to the President or President's designee.
 3. If held in the San Francisco or the Bay Area, the funeral and/or wake are attended by appropriate departmental personnel. Also, Vice President for Student Affairs and/or delegated representative attends if possible.
 4. The Office of Admissions and Records is informed and makes appropriate changes in university records and arranges consequent refunds.