

**Safety in University of Delaware Study Abroad Programs:
Crisis Response Protocols**

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A Brief Introduction

Most of the University of Delaware's study abroad programs run without incident. Of course, there are the usual hitches—lost passports, students skipping lectures—but there have been few true emergencies.

This document outlines how the Institute for Global Studies (IGS), its overseas representatives, and the University of Delaware (UD) should respond to a student death, illness, assault, or other emergency at an off-campus location.

The plan was developed in response to the events of Sept. 11, 2001, and as a part of the Campus Disaster Planning Group. It has been drawn from the University of Delaware's student crisis management response procedure and from other sources (noted in document footnotes).

The procedures outlined are intended to:

- assist those involved in dealing with a crisis to respond in a timely and appropriate manner;
- provide coordination with external individuals and agencies;
- provide communication with the University community;
- and assist in post-crisis support, resolution and evaluation.

1.0 For faculty abroad/off-site: Contact information/reporting incidents

When a serious incident occurs (illness, injury, sexual assault, death, political unrest), the Faculty Director should contact the IGS and let them know what has happened. If it is after hours, the Faculty Director should contact Public Safety at tel. (302) 831-2222. If the Faculty Director is calling Public Safety, he or she may call collect, but the Faculty Director must immediately state that he or she is the director of a study abroad program, otherwise Public Safety will not accept the call. Public Safety will then contact the relevant personnel, and relay the information.

When the Faculty Director calls, he or she should provide details about:

- his or her name, and the program he's or she's directing;
- where he or she is calling from;
- nature of the emergency (name and current state of student in question);
- tel. number and where administrator(s) may contact the Faculty Director;
- until when/for how long;
- when the Faculty Director will call back if the Faculty Director has not been called;
- whether the student's family is aware of the situation¹,

The Faculty Director should stress that this is an urgent or emergency situation! He/she should note the conversation in his or her log of the incident.

The Faculty Director may also convey the above information by email to the program's coordinator and to Lisa Chieffo or the Director of IGS.

Institute for Global Studies (IGS) Contact Information

UD Public Safety	(302) 831-2222
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IGS Staff	Office Tel.	Email
Lisa Chieffo	(302) 831-2852	lchieffo@udel.edu
Matt Drexler	(302) 831-4065	mdrexler@udel.edu
Marie Gleason	(302) 831-6112	mgleason@udel.edu
Diane Henker	(302) 831-4082	dianka@udel.edu
Alex Lindsay	(302) 831-4408	alindz@udel.edu
Karen Lundin	(302) 831-4399	klundin@udel.edu
Maryann Rapposelli	(302)-831-6448	mrap@udel.edu

2.0 Dealing with serious injury or illness

2.1 On-site: Find out what happened

When the Faculty Director gets the first report of a serious injury/illness, he or she should ask the following questions²:

¹ It's generally not a good idea for Faculty Directors to call students' families themselves, as this constitutes a breach of confidence. Faculty Directors should encourage students to call their families, and, if they refuse, the director should call his or her program coordinator for guidance.

² Taken from the University of Akron's **Emergency Response Plan for Study, Work, Travel Abroad Programs**, <http://www.uakron.edu/oip/>

- What happened?
- Who is involved?
- Where is the student now?
- Does he or she need medical attention immediately? / Are rescue operations needed?
- Has anyone called for help? If not, get help! If so, who's been called?
- If help has arrived, what's being done?
- Has HTH been notified?
- What medical treatment has the victim received?
- Were there witnesses (in cases of accident, assault, or another crime)?

The Faculty Director should note the answers to the above questions, as well as the date and time they were informed of the injury or illness, how they were informed and who gave them the information.

If the student needs to be taken to a hospital/clinic, the Faculty Director should help the student get there—either the Faculty Director takes the student; calls for an ambulance, or advises on-the-scene participants on how to get help for the student (especially if the illness occurs across town, or while students are traveling).

In an emergency situation that requires immediate medical action (like surgery), the Faculty Director may call the emergency contact provided by the student on his or her program application. If the Faculty Director is uncomfortable doing so, the call will be made on behalf of the Faculty Director. In that case, the Faculty Director should contact UD Public Safety at tel. (302) 831-2222 and ask to be connected with Dawn Thompson, Associate Vice President for Student Life and tell her what has happened. She will call the emergency contact and explain the situation. Or, the Faculty Director may contact his or her study abroad coordinator.

2.2 On-site: Go where the student has been taken for treatment

As soon as possible, the Faculty Director should go to the student; the Faculty Director should be where he or she needs to be to make sure that the student is receiving appropriate care. If the Faculty Director can't get to the student, (for example, if the student has gone to another country for the weekend) the Faculty Director should call IGS to talk about what to do.

Once there, the Faculty Director should get the answers to these basic questions³:

- Who is the attending physician (if any)?
- Does the attending physician speak English?
- What is the diagnosis?
- What is the prescribed treatment?
- What is the prognosis?

³ Taken from the University of Akron's **Emergency Response Plan for Study, Work, Travel Abroad Programs**, <http://www.uakron.edu/oip/>

- Has the student's insurance company been contacted? How will HTH Worldwide assist (with payment, translation, updates to the U.S., etc.)? (IGS staff/study abroad coordinator can liaise with HTH Worldwide as needed.)
- Are other participants at risk (physical or psychological)?
- Is airlift a desirable and/or viable action?

2.3 On-site: Contact the Institute for Global Studies

Once the Faculty Director is sure that the student's physical state is being taken care of, he or she should contact IGS and let them know what has happened (the Faculty Director should see section 1.0 for contact numbers and information to provide).

2.4 On-site: Keep tabs on the situation

At all times, the Faculty Director should be respectful of a student's privacy⁴. The Faculty Director shouldn't divulge information, even to a student's family members, without the student's express consent.

However, other students in the program may hear about the illness or injury, and quickly. The Faculty Director should explain that the student involved is being taken care of - but also caution them about speculative communication and advise them to wait until clear information is available before contacting home. If the Faculty Director promises to keep them posted, he or she should do so in a way that protects the privacy of the student.

The Faculty Director should stay in contact with any physicians involved in the case, and keep the log of the incident up-to-date. The Faculty Director should also keep IGS informed of what's happening.

2.5 On-site: Protocols for medical evacuation

If medical evacuation⁵ is recommended: It may be necessary to take a student to the nearest medical facility (in-country or out-of-country) equipped to deal with the illness or injury. Ultimately this will be the decision of HTH Worldwide and/or International SOS. If the Faculty Director has a co-director, one of the Faculty Directors should accompany the student, if possible. Otherwise, the Faculty Director should call IGS and talk through possible solutions.

⁴ According to the Dept. of State, this complies with the Buckley Amendment (a.k.a., the Privacy Act): "The provisions of the Privacy Act are designed to protect the privacy and rights of Americans, but occasionally they complicate our efforts to assist citizens abroad. As a rule, consular officers may not reveal information regarding an individual American's location, welfare, intentions, or problems to anyone, including family members and Congressional representatives, without the expressed consent of that individual. Although sympathetic to the distress this can cause concerned families, consular officers must comply with the provisions of the Privacy Act." We offer this commentary as a guideline.

⁵ Background on medical evacuation, taken from U.S.C. Center for Global Education's **SAFETI Resources for Administrators**: "Medical evacuation insurance covers a need for transportation to an appropriate medical facility. This may be a facility in the host country, a neighboring country, or the U.S. A medical evacuation in the worst-case scenario with a full medical team from abroad to the U.S. can cost upwards of \$50,000 and even \$100,000. It is important to consider how much coverage [the student's] evacuation insurance includes.

"In the case of medical evacuation, there are times when the insurance company may disagree with the student, parent, or study abroad professional on where appropriate care can be found. It is important to have medical advice abroad and in the U.S. for consultation on where medical care should take place to make an effective case for the insurance company. This coverage includes transportation care costs only, not the cost of the actual major medical care once the student arrives at a medical facility."

2.6 On-campus: Protocols for medical evacuation

2.6.1 The Director of the Institute for Global Studies' responsibilities:

The Director of IGS (or another member of staff) will:

- Contact the person who is listed as the student's emergency contact, and explain what has happened, how the student is and what's being done to help the student. Provide contact information i.e. name, address, fax, email and hours of availability, as well as any HTH Worldwide and/or International SOS information, so the emergency contact knows how to get in touch. The Director is responsible for keeping the emergency contact informed about the situation.
- At the Director's discretion, either a crisis management team may be convened, or the members of such a team may be notified and kept updated on the situation⁶. Notification will include:

Deputy Provost

Representative from the Student Health Center

Representative from the Office of Risk Management or General Counsel

Vice President for Communications and Marketing

Associate Vice President for Student Life/Dean of Students (who may invite other representatives from Student Life)

Other UD personnel, as appropriate

The Director will contact these people and let them know that there's a situation involving an ill/injured student; if a meeting is necessary, the Director will designate a date, time and place to meet.

2.6.2 Convene the crisis management team (CMT)

At the meeting of the CMT, the Director will explain what has happened and what's currently being done to handle the situation; the Director should also remind team members about the importance of maintaining the student's privacy.

- The Vice President for Communications and Marketing will keep the President apprised of the situation, and handle all media inquiries. He or she will craft a message to be released to the public and the media. All non-family inquiries about the incident will be referred to this person.
- The Representative from the Risk Management Office will notify UD's legal staff.

2.6.3 Keep the crisis management team updated

The Director will keep the CMT updated as the situation develops.

⁶ It's the Director's call. Any illness of concern should set off a notification chain, so that members of a crisis response team will know what the situation is, and how to respond appropriately to family and community concerns. The degree of illness will determine whether the Director physically convenes a crisis response team.

3.0 Sexual assault

3.1 On-site: What to do when an incident of sexual misconduct has been reported (sexual assault, sexual harassment, dating/domestic violence, stalking or sex discrimination)

This is a difficult and sensitive situation, and will require all of the Faculty Director's concern, tact and understanding. The Faculty Director should do what's best for the student, physically and emotionally. The Faculty Director should keep careful notes of details and conversations. He or she should listen to the student's wishes—especially if the student asks the Faculty Director not to contact the person the student has listed as an emergency contact.

If the victim reports an incident of sexual misconduct soon after it happens, they may be in shock, physically harmed and/or emotionally distraught. The Faculty Director (especially if the Faculty Director and the victim are of opposite sexes) should bear in mind that the victim may respond badly to physical contact, too-close physical proximity or other aspects of the situation. The Faculty Director should treat the victim gently and without judgment. The Faculty Director should ask whether the student would like a friend present while the student speaks with the Faculty Director.

If a student reports a sexual assault, or other incidents of sexual misconduct, to the Faculty Director, or if a student tells the Faculty Director that another student has been victimized¹, the Faculty Director should:

- Ask--If the reporter isn't the victim, how does the reporting student know about the misconduct? What is the reporting student's name? Where is the victim now?
- Find out what happened; who was involved; when did the incident take place?
- Ask the victim whether, and to what extent, they wish to involve local police. Be familiar with local laws and reporting obligations with these crimes.
- Ask the victim whether they want their emergency contact to be notified of the situation.
- Ask the victim whether they want to speak with an SOS Victim Advocate at UD. If yes, help the victim place the call to campus at (302) 831-2226, and be prepared with a number where SOS can call you back.
- Look for any obvious signs of physical distress or injury—if there are, the Faculty Director should take the student to a local hospital or clinic that the Faculty Director trusts.
- Look for any obvious signs of emotional distress—if there are, the Faculty Director should note them and, as soon as possible, consult a rape counselor, psychologist or psychiatrist and start the process of getting support for the student.
- Reassure the student that the assault isn't their fault and that they didn't cause it.
- Explain the host country's laws and procedures for dealing with these crimes, so the victim can be prepared if they choose to go to the police, hospital or another rape-crisis agency.
- If there's no obvious physical injury, the Faculty Director should ask the victim whether they're willing to go to a hospital or clinic. If so, the Faculty Director should help the student get there, and stay as long as necessary. Prior to departure faculty directors should become familiar with local resources such as the hospital(s) and police information.

¹This list of procedures is adapted from NAFSA's Crisis Management in a Cross-Cultural Setting

3.2 On-site: What to do if the victim declines assistance

If the victim declines assistance²:

- The Faculty Director should escort the student to housing and make sure they get to their room safely.
- The Faculty Director should tell the student that they or someone designated by the program (a local rape counselor, for example) will re-contact them to see whether they requires assistance.
- The Faculty Director should give the student the names, phone numbers and addresses of local authorities they can contact if they want assistance or counseling: police; counseling/mental health agencies or hotlines; local psychiatrist/psychologist; rape crisis centers or other appropriate on-site services.
- The Faculty Director should give her the number for the UD's Rape Crisis Hotline, SOS: (302) 831-2226.
- The Faculty Director should contact the local psychiatrist/psychologist whose name the Faculty Director has given to the victim, and explain that there has been an incident of sexual misconduct even though the victim declined assistance. The Faculty Director provided the student with this professional's contact information.
- The Faculty Director should continue to check in on the student, and (without pressing the issue), remind the student that there are resources at their disposal should they decide that they require assistance.

²This list of procedures is adapted from NAFSA's Crisis Management in a Cross-Cultural Setting

3.3 On-site: Start a log of the incident

The Faculty Director should start a log—and write down everything they know about what has happened, including:

- What happened; who was involved; when the incident took place.
- Victim's wishes about involving local police, and notification of their emergency contact.
- Obvious signs of physical distress or injury—what are they? Describe appearance and location.
- Obvious signs of emotional distress—describe student's demeanor, and apparent state of mind.
- What the Faculty Director told victim about the host country's laws and procedures for dealing with sexual assault.
- Victim's wishes about care.
- Name and phone number of local hospital or clinic that's caring for the student, as well as physicians' names.
- If the student wishes to decline care—note the circumstances under which the offers were made and declined (each time the Faculty Director offers assistance, he or she should note the circumstances, the offer and the outcome).

If the accused attacker (respondent) is also a student, or is affiliated with the program in some way:

The Faculty Director should do what he or she can to keep the alleged attacker away from the victim. This is not a presumption of guilt. It is in the interest of the injured student to help deflect a potentially upsetting presence. Interim measures, as defined by the Sexual Misconduct policy, may be implemented. This can consist of, but is not limited to, academic accommodations, no contact orders, housing/living arrangements, and transportation changes.

In any case, no matter what the wishes of the student, **the Faculty Director must call the University of Delaware immediately (IGS or Public Safety who in turn will notify the Dean of Students Office and the Office of Equity & Inclusion (Title IX Coordinator))**. This is protocol in all cases of accusations of sexual misconduct. (The Faculty Director should see section 1.0 for contact numbers and information to provide).

The Faculty Director should not call the students' emergency contacts. Generally, if a student wishes their family to know, the student will call them; the Faculty Director may offer to help the student do so, but shouldn't push the individual.

3.4 On-site: Contact the Institute for Global Studies

Once the Faculty Director is sure that the student's physical state is being taken care of, or that the victim is reasonably stable, he or she should contact IGS and let them know what has happened (the Faculty Director should see section 1.0 for contact numbers and information to provide). IGS will notify the Dean of Students Office and the Office of Equity & Inclusion (Title IX Coordinator).

3.5 On-site: Follow up with the student

The Faculty Director should:

- Check in with the student to see how they're doing.
- Pass along the materials on coping with the aftermath of sexual misconduct (<http://sites.udel.edu/sexualmisconduct/>); provide student with a list of on-campus resources for victims of sexual assault.
- Give the student the number for the University's Rape Crisis Hotline, SOS: (302) 831-2226.
- If the student wishes, facilitate contact with their family, friends or other support network members at home.
- If the student needs assistance contacting or getting to counseling (or another official agency), help her to do so.
- Be aware of the student's general spirits, appearance; if they're absent from class, the Faculty Director should follow up—if the student develops emotional, eating or psychological difficulties, the Faculty Director should send the student to the appropriate professional. If the student refuses help, the Faculty Director should get advice from the appropriate professional, and do what he or she can to support the student. The Faculty Director should call IGS and let them know.

3.6 On-site: Follow up protocols

The Faculty Director should:

- Be respectful of a student's privacy³: The Faculty Director shouldn't divulge information, even to a student's family members, without the student's express consent.

- Keep the Faculty Director incident log up-to-date, and note conversations with the student.
- Stay in contact with any physicians involved in the case.
- Keep their Study Abroad Coordinator informed of what's happening.
- Work with local authorities to help advance any investigation.
- Call IGS if he or she is worried about the student's behavior, academic performance or health, and discuss options, including sending the student home.
- Balance the needs of the victim and respondent participant. If the victim decides to press charges at the official level, and through UD, the Faculty Director must help the victim do so. Likewise, while the respondent is bound by the laws of the host country (which may limit the Faculty Director's ability to be of help), the Faculty Director must help the respondent process the case and protect the respondent's privacy, as well.
- If the respondent is a program participant, do what he or she can to separate him from the assault victim—both in the classroom and in student housing, However interim measures may be imposed by the Dean of Students Office

³ According to the Dept. of State, this complies with the Buckley Amendment (a.k.a., the Privacy Act): "The provisions of the Privacy Act are designed to protect the privacy and rights of Americans, but occasionally they complicate our efforts to assist citizens abroad. As a rule, consular officers may not reveal information regarding an individual American's location, welfare, intentions, or problems to anyone, including family members and Congressional representatives, without the expressed consent of that individual. Although sympathetic to the distress this can cause concerned families, consular officers must comply with the provisions of the Privacy Act." We offer this commentary as a guideline.

If the respondent is a UD student, the Dean of Students Office and/or the Office of Equity & Inclusion (OEI) may decide to invoke an interim measure (as defined in the Sexual Misconduct policy), depending on the circumstances of the case. Interim measures are steps the University may take before the final outcome of an investigation to ensure equal access to its education programs and activities and to protect the complainant and the rest of the campus community as necessary. Interim measures may include, but are not limited to:

1. providing support services to the complainant;
2. separating the complainant's and respondent's academic, living, or work situations;
3. ordering the respondent not to have any contact with the complainant;
4. providing increased security at the locations or activities where misconduct occurred;
5. offering escort services to the complainant;
6. removing the respondent from the program;
7. other measures as determined on a case-by-case basis.

Interim measures remain in place until the case has been investigated and resolved or until lifted by the appropriate University official or designee. The decision about whether particular interim measures are appropriate and when they should be lifted will be made by:

1. the Dean of Students or designee when the respondent is an undergraduate student;
2. the Associate Vice Provost for Graduate and Professional Education or designee if the respondent is a graduate student;
3. the Vice Provost for Faculty Affairs or designee if the respondent is a faculty member;
4. the Director of Employee and Labor Relations or designee if the respondent is a staff member;
and
5. the Title IX Coordinator or designee if the respondent is a volunteer, visitor or vendor.

3.7 On-site: Follow up protocols—other program participants

The grapevine may be faster than the speed of light, and rumors of sexual misconduct will likely have reached the group by this time. If a participant brings it up, the Faculty Director should protect the victim's privacy; the Faculty Director may want to say that a participant has been the victim of an incident of sexual misconduct.. The Faculty Director should reiterate safety guidelines. If pressed for details, the Faculty Director should explain that he or she is obligated to protect the victim's privacy—just as the Faculty Director would protect the privacy of the person asking for details.

3.8 Next steps – continuing the program or the return to campus

- Ask the Faculty Director to send a copy of her/his incident log, and all updates on offers of assistance to IGS, Dean of Students office and the Office of Equity & Inclusion.
- Encourage the Faculty Director to repeat offers of help, providing the online resources from the Office of Equity & Inclusion.
- If the student wishes to withdraw from the program, ask the Faculty Director to discuss with the student options for completing coursework, and to provide assistance for return to the U.S.
- If the Title IX Coordinator has not already done so, they will reach out to the victim informing them of their rights, resources and options.
- The case at this time will reside with the OEI

3.9 Post-program duties: Faculty Director and crisis management team

After the crisis has passed, the CMT will meet and review/evaluate how the situation was handled, considering which protocols worked well, which didn't, and how the response might be changed to better cope with similar future situations.

4.0 A student's death

4.1 On-site: What to do when news of a death arrives

- Get to where the incident has occurred as soon as possible. If the death has occurred far from the program's base, the Faculty Director should do his or her best to get there; if the Faculty Director can't, then he or she should gather information about the student in order to help local authorities.
- At the scene: If the Faculty Director thinks that the person is dead, he or she shouldn't try to move the body or interfere with it in any way until help arrives. If possible, the Faculty Director should try to screen off the area, for example by keeping onlookers away. The Faculty Director should not touch the body. If possible, the Faculty Director should seal off the site.
- At the scene: If there are other students in the vicinity, the Faculty Director should gather them together; provide any help that he or she can; the Faculty Director should explain that he or she wants to talk with them, and should ask that they wait for him or her to return. If possible, the Faculty Director should have another program administrator wait with them.
- Determine the dead student's identity and correct, full name.
- Call local authorities and explain what has happened, or send someone to contact local authorities.

4.2 On-site: Call the Institute for Global Studies

The Faculty Director should call their Study Abroad Coordinator; if there is no answer at work or at home, the Faculty Director should call Public Safety. The Faculty Director should let them know what has happened (the Faculty Director should see section 1.0 for contact numbers and information to provide).

The Faculty Director should not call the family; this should be left to UD professionals.

4.3 On-site: Help the local authorities

The Faculty Director should work with local authorities to deal with the situation. How the Faculty Director does so will differ according to local customs; the Faculty Director should make sure to give local authorities details, including information about where and how he or she can be reached. The Faculty Director should take notes about what he or she is advised to do; the Faculty Director should make sure to get the names of the officers or emergency personnel involved, as well as the name and phone number of their emergency services.

4.4 On-site: Help the other students on the program

The Faculty Director should help other students, especially those who might have been directly involved in the incident. As the Faculty Director talks with them about what happened, he or she should listen to their concerns and give any comfort and reassurance that he or she can. The Faculty Director should ask them not to contact anyone on the home campus until he or she has had the chance to talk with UD, and next-of-kin have been notified.

4.5 On-site: Take care of administrative matters

The Faculty Director should:

- Contact the in-country U.S. consulate or embassy and notify them of what has happened.
- Gather his or her notes and start a written log of all conversations, phone calls and steps taken in response to what's happened. This will help keep the Faculty Director organized, and help others in reconstructing events as they occurred.
- Review the student's record for medical history and contact information.

4.6 On-campus: Protocols for when news of a death is received

4.6.1 Convene a crisis management team

The Associate Director of Student Programs will contact and convene members of the CMT, including:

- Deputy Provost
- Director of the Institute for Global Studies
- Associate Vice President of Student Life/Dean of Students
- Representative from the Risk Management Office
- Representative from the Office of Communications and Marketing
- Director of Public Safety
- Other UD personnel, as appropriate

The Study Abroad Coordinator will brief the CMT on what has happened, and what steps have been taken to deal with the situation.

- The Representative from the Office of Communications and Marketing will keep the President apprised of the situation, and handle all media inquiries. He or she will craft a message to be released to the public and the media.
- Vice Presidents will be briefed, and may brief members of their divisions as appropriate.
- The Representative from the Risk Management Office will notify UD's legal staff and the U.S. State Department.
- **Members of the CMT should be aware, and should remind their staff members, that all inquiries about the incident should be referred to the Representative from the Office of Communications and Marketing.**

The Associate Vice President of Student Life will serve as the family's primary point of contact.

4.6.2 Contact the student's family

If the student's family has not already been notified by local authorities from abroad, the Associate Vice President of Student Life will call the emergency contact that the student has listed, and break the news. Hints for this difficult task:

- Choose the environment sensitively.
- Check that you are speaking to the correct person, warn them that you have some bad news about the individual concerned and then explain as simply and accurately as possible what has happened.
- Try and ascertain whether the person to whom you are speaking is with someone who will be able to provide sensible advice and offer whatever help you think is appropriate and reasonable.
- Leave your phone number or other information to enable future contact.
- Keep details of addresses and telephone numbers; these might be useful later on⁷.
- Provide the family with a contact at International SOS to assist with repatriation of remains.

4.6.3 What to do once the death is made public

Once the news of a death has been made public:

- The Institute for Global Studies will:
 1. Help the family make arrangements to get the deceased home.
 - a) In addition to reiterating condolences, in a subsequent phone call, the Director of IGS will talk with the family about their wishes/instructions for repatriation of their student's remains.
 - b) Mention International SOS insurance and explain what it covers.
 - c) Determine whether a parent/guardian/family member will be traveling to pick up the remains and what, if any, arrangements UD can assist with.
 2. Work with the on-site Faculty Director to bring the student and his/her possessions home.

⁷ These hints were taken from http://www.lboro.ac.uk/admin/policy/sudden_death.pdf.

- The Associate Vice President of Student Life will:
 1. Answer as many of the family's questions as possible, and meet with them should they choose to come to the campus.
 2. Keep the other members of CMT up-to-date on the situation.
 3. Send a letter of condolence to the family, as well as flowers.
 4. Direct staff members in his/her office to immediately notify the families of students with the same name as the deceased student to tell them that their student is safe and not involved in the current situation. When this has been completed, the Associate Vice President for Student Life will contact the Associate Director of Student Programs to let him or her know that it's done.
 5. Direct his or her senior staff members to contact the following offices:
 - a) Registrar - Close the student's academic records.
 - b) Billing and collections - Process any allowable refund of tuition and fees; coordinate and confirm the return of any funds to the family of the deceased student (UD's policy is to return all tuition funds to the family of the deceased student).
 - c) Payroll office - Finalize any remaining wage payments, forward the check to the Associate Vice President for Student Life's office, and close any employment records.
 - d) Library - Check to see whether the student had any materials on loan from the library, and eliminate any overdue or fine notices.
 - e) Housing assignment services- Process any allowable refunds of room charges.
 - f) Dining services - Process any allowable refunds for meal plan and/or Flex payments.
 - g) Financial aid - Check to see if the student has any financial aid (if a student has taken out federal loans, they are forgiven as long as UD obtains a death certificate).
 - h) Parking services - Refund the cost of the student's parking.
 - i) IGS - Refund student's program fee.
 - j) Dept. of State, Consular Division - Obtain a record of the overseas death (this will help the financial aid office to cancel student's federal loans).⁸
 6. Provide assistance for those who wish to hold a campus memorial for the deceased student.
- The Office of Communications and Marketing will release the message about the death, and will field all media inquiries. A Representative of the Office of Communications and Marketing will serve as the coordinator for all information that is released to the public.

⁸ Only the next of kin or a legally authorized person may receive a certified copy of a consular report of death abroad. All other requesters will receive an excised (censored) copy of the document. To request a certified copy of a report of the Death of an American Citizen Abroad you must submit: 1. A notarized written (or typed) request that includes all of the following information: Full name of the deceased, Date and place of death, and Signature of requester; 2. A copy of requester's **valid identification**; 3. A **\$50.00** check or money order for **each** copy requested : Make payable to "Department of State", and note that The Department will assume no responsibility for cash lost in the mail; 4. **Mail to:** Department of State, Passport Services, Vital Records Section, Room 510, 1111 19th Street, NW, Washington, DC 20036 using overnight delivery for quicker service. Include a pre-paid envelope for the overnight delivery service used by the university in order to have your records returned to your via overnight delivery. For questions contact: 202-955-0307.

- The Director for Residence Life will brief the residence life staff on what has happened, and provide information to them on counseling for students. Persons to consider when providing support for individuals close to the incident include past roommates, floor-mates, girlfriends/boyfriends, classmates, club members, athletic team members, fraternity/sorority members.
- The Director of the Center for Counseling and Student Development will brief the counseling staff on what has happened. The Center for Counseling and Student Development will be responsible for coordinating psychological counseling and emotional support for students in need of assistance as a result of the death. Persons to consider when providing support for individuals close to the incident include past roommates, floor-mates, girlfriends/boyfriends, classmates, club members, athletic team members, fraternity/sorority members.

4.7 On-site: Resident/Faculty Directors' responsibilities after the death

UD may consider sending personnel to carry out these tasks, or another faculty member to complete the program while the original faculty member copes with the aftermath.

The Faculty Director should:

- Work with local authorities and/or International SOS representatives to handle the student's remains, in accordance with the wishes of the family and with local laws and facilities. (This combination may not always be possible—for example, in a location that doesn't have a crematorium. But the Faculty Director should do his or her best, and call International SOS for assistance.)
- Work with local authorities to have a death certificate prepared. Note: Depending on the location, this may not be written in English. The embassy or consulate will need a copy of it so that they can issue their own certificate of death (which must accompany the remains on the flight back to the U.S.).

- Work with the U.S. embassy or consulate and/or International SOS to repatriate the student's remains and effects⁹. Overseas consulates/embassies are technically responsible for sending home the effects of U.S. citizens who die overseas; talk with them about how this should be handled.
- Gather the student's effects, and box them up for transport.
- Once the Faculty Director knows when and how the student's body will be brought home, the Faculty Director should notify IGS, who will notify the Associate Vice President of Student Life.
- **Pay attention to the other students in the program!** They will likely be shaken by the loss - especially those students who witnessed the incident, or were close to the student. The Faculty Director should be

⁹ Here's what the U.S. Department of State says about repatriating remains of a U.S. citizen:

RETURN OF REMAINS OF DECEASED AMERICANS

SUMMARY: One of the most essential tasks of the Department of State and of U.S. embassies and consulates abroad is to provide assistance to families of U.S. citizens who die abroad. The U.S. consular officer in the foreign country will assist the family in making arrangements with local authorities for preparation and disposition of the remains, following the family's instructions in accordance with local law. The authority and responsibilities of a U.S. consular officer concerning return of remains of a deceased U.S. citizen abroad are based on U.S. laws (22 U.S.C. 4196; 22 CFR 72.1), treaties and international practice. Options available to a family depend upon local law and practice in the foreign country. Certain documents are required by U.S. and foreign law before remains can be sent from one country to another. These requirements may vary depending on the circumstances of the death.

CONSULAR MORTUARY CERTIFICATE: A U.S. consular mortuary certificate is required to ensure orderly shipment of remains and to facilitate U.S. Customs clearance. The certificate is in English and confirms essential information concerning the cause of death. The U.S. consular officer will prepare the certificate and ensure that the foreign death certificate (if available), affidavit of the foreign funeral director, and transit permit, together with the consular mortuary certificate accompany the remains to the United States.

AFFIDAVIT OF FOREIGN FUNERAL DIRECTOR AND TRANSIT PERMIT: The U.S. consular officer will ensure that the required affidavit is executed by the local (foreign) funeral director. This affidavit attests to the fact that the casket contains only the remains of the deceased and the necessary clothing and packing materials. The affidavit may also state that the remains have been embalmed or otherwise prepared. In addition, the U.S. consular officer ensures that a transit permit accompanies the remains. The transit permit is issued by local health authorities at the port of embarkation.

U.S. ENTRY REQUIREMENTS FOR QUARANTINE AND CUSTOMS: In general, if remains have been embalmed, the documentation which accompanies the consular mortuary certificate will satisfy U.S. public health requirements. If the foreign death certificate is not available at the time the remains are returned, the consular mortuary certificate will include reference to the fact that the deceased did not die from a quarantineable disease and that the remains have been embalmed. The affidavit of the funeral director which is attached to the consular mortuary certificate complies with the U.S. Customs requirement that the casket and the packing container for the casket contain only the remains. If the remains are not accompanied by a passenger, a bill of lading must be issued by the airline carrier company to cover the transport. The customs house permit for entry to the United States is obtained by the airline carrier at the point of departure.

SHIPMENT OF UNEMBALMED REMAINS: If the remains are not embalmed, the U.S. consular officer should alert U.S. Customs and the U.S. Public Health Service at point of entry in advance, faxing copies of the consular mortuary certificate, local death certificate (if available), affidavit of foreign funeral director, and a formal statement from competent foreign authorities stating that the individual did not die from a communicable disease. This statement generally is required even if the exact cause of death is unknown in order for unembalmed remains to enter the United States.

ADDITIONAL INFORMATION: For additional information concerning return of remains of a deceased U.S. citizen, contact the appropriate geographic division of the Office of American Citizens Services, Department of State, Room 4817 N.S., 2201 C. Street, N.W., Washington, D.C. 20520, tel: (202) 647-5225 or (202) 647-5226 or the consular officer in the American Citizens Services Section of the U.S. embassy or consulate in the foreign country where the death occurred.

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as supportive as possible; if the Faculty Director needs advice or assistance on helping students cope, he or she should call the Center for Counseling and Student Development at (302) 831-2141.

- Likewise, if **the Faculty Director** needs to talk, he or she should contact UD's Faculty and Staff Assistance Program at (302) 831-2414.

4.8 Post-program assessment

After the crisis has passed, the CMT will meet and review/evaluate how the situation was handled.

The group will consider the following issues¹⁰:

- **What debriefing is needed, and who should be included?**
- **What post-trauma counseling is needed?** The Director of the Center for Counseling and Student Development should talk about what's being done for students who knew the deceased; their mental and emotional state; and the state of the Faculty Director who was involved. He or she should also address what went well with the counseling, as well as what might be done to enhance the procedures.
- **What letters and other forms of communication need to be undertaken?** The representative from the Risk Management Office should let the group know, from a legal standpoint, what communications remain to be made, and should assign appropriate group members (or legal staff) to make them.
- **What legal action, if any, should be reviewed and initiated?** The representative from the Risk Management Office should let the group know what the legal staff's opinions/actions are.
- **Who will gather all information?** The Associate Director of Student Programs is responsible for gathering all communications and notes pertaining to the incident, and, when assembled, will give them to the legal staff. The Associate Director should set a deadline for members of the CMT to produce all materials.
- **Who will write the report?** The Associate Director of Student Programs and the Study Abroad Coordinator, with the advice of UD's legal staff, will write the final incident report (if necessary).

5.0 Evacuating a program

In some cases—a serious civil disturbance, or a naturally-occurring disaster--it may be necessary to close down the program and get everyone home. **These procedures are meant first and foremost to ensure the safety and well being of participants and faculty.**

5.1 Steps for faculty/resident directors

5.1.1 On-site: Find out what's happening and how serious the situation is

Is it a real or perceived emergency? In other words, is there really something to worry about? If there's a natural disaster, will it affect the program? What about rumors of a coup d'état? What is the official media reporting on site? What are the unofficial reports and feelings of ordinary citizens? Because the Faculty Director will be closest to what's going on in the country, he or she is UD's best source of information. It is crucial that you inform your Study Abroad Coordinator of any concerns no matter how trivial you may think they are.

¹⁰ The questions are taken from NAFSA's **Crisis Management in a Cross-Cultural Setting**.

5.1.2 On-site: What to do if it's a real emergency involving all of the participants

The Faculty Director should:

- **Contact all students** to make sure that they are accounted for and are safe, using the phone chain that he or she has set up.
- **Contact your Study Abroad Coordinator:** Your Study Abroad Coordinator is on call 24/7 as long as you are abroad, and is there to help. It is crucial to keep your Study Abroad Coordinator very well informed as they will be making decisions based on any information you may provide.
- **Contact International SOS:** At your Study Abroad Coordinator's advice, you may be asked to contact International SOS to be briefed on security status. Should an evacuation be deemed necessary, International SOS will also be able to provide you with information on a safe route to the closest exit port.
- **Contact the U.S. Embassy or other official government agency** and ask for advice and assistance. If the U.S. Embassy is closed, the Faculty Director should determine the location from which the Embassy is operating (i.e., other embassy within the country, U.S. embassy in a neighboring country). The Faculty Director should ask questions and take notes about the:
 1. Target of unrest and possible danger to U.S. citizens.
 2. Advice regarding minimizing danger to students.
 3. Probable impact of the event on availability of food, water, and medical supplies.
 4. Intensity of the emergency or political unrest.
 5. Presence of emergency or military personnel.
 6. Feasibility of continuing classes, etc.
- Begin writing a log. The Faculty Director should continue to update this log as the emergency progresses. Make notes about who/what is involved, date and time, and a description of what's happened

Important Reminders and Notes:

- Depending on the seriousness of the emergency situation, access to telecommunications may be restricted, especially Internet or mobile telephones. You may have to resort to faxes and/or landlines to contact individuals.
- Depending on the seriousness of the emergency situation, curfews may be set by the local government authorities. It is very important to abide with these curfews times for safety of all the group members.
- Secure ground transportation may be arranged through International SOS.
- It is important to keep all students at one location at all times. Faculty should remain with students and be aware of student whereabouts.
- News received in the United States about this emergency through mainstream media may be exaggerated or inaccurate. It is important that you keep your Study Abroad Coordinator informed of any updates or location changes immediately.

- Do not communicate with students' parents or other contacts unless agreed upon with IGS. In order to avoid confusion and rumors, it is best to have ONE person serving as the liaison between the group abroad and the concerned community in the U.S.
- **Call IGS** and tell them what's happening (the Faculty Director should see section 1.0 for contact numbers and information to provide).
- Caution students about speculative communication and advise them to wait until clear information is available before contacting home.

The Director of IGS will contact the Faculty Director once there's consensus on suspending the program or allowing it to continue.

5.2 On-campus: Protocols for evacuating a program

5.2.1 Contact U.S. government agencies/other institutions

The Director of IGS (or another member of staff) will:

- Contact the U.S. Department of State's Overseas Citizens Services at (202) 501-4444 for suggestions and assistance.
- Contact the U.S. Embassy abroad.
- Contact U.S. study abroad offices at other institutions that have programs in the region to develop a common plan of action. He or she will continue to be in contact with these offices as the situation develops.
- Contact International SOS.

5.2.2 Convene a crisis management team

The Director of the Institute for Global Studies will contact and convene a CMT, including appropriate UD personnel:

- Deputy Provost for Academic and International Programs
- Representative from the Student Health Center
- Representative from the risk management office
- Associate Vice President for Student Life
- Director of the Center for Counseling and Student Development
- Representative from Office of Communications and Marketing
- Director of Public Safety
- Other UD personnel, as appropriate

The Director of IGS will advise the CMT on whether the program(s) abroad should be cancelled immediately. Factors to consider include:

- Target of unrest and possible danger to U.S. citizens.
- How on-site director is handling the situation.

- Probable impact of the event on availability of food, water, and medical supplies.
- Intensity of the emergency or political unrest.
- Presence of emergency or military personnel.
- Feasibility of continuing classes, etc.
- Availability of support/infrastructure on-site.

Once the CMT reaches consensus on suspending the program - or allowing it to continue - the Director of IGS will contact and advise the on-site director.

5.3 On-site: What to do if the program is suspended

If the program is to be suspended, the Faculty Director should:

- Use the phone chain to gather all students in a single place. The Faculty Director should discuss the problem and draw up a list of acceptable actions, including: the need for moving or evacuation; methods of not calling attention to the group; ways to contact families once an agreed-upon course of action is established (and contact is possible); reporting of any suspicious persons or activities; evacuation readiness and plans to reconvene¹¹.
- Tell students to pack one carry-on bag that includes medications (prescription and over the counter), passports, travelers checks; snacks/package foods; U.S. currency, if possible; personal items and a change of clothing (appropriate to destination climate).
- Work with IGS to make alternate arrangements with the travel agents to book passage out of the country. Note that new travel plans may have numerous connections and/or a long journey back home.
- Make arrangements for transportation to airport/bus station/railroad. IGS and your Study Abroad Coordinator may be able to handle this on your behalf; depending on the situation there may be International SOS representatives on site to assist as well, though this is by no means guaranteed.
- Reconvene group, ready to travel.
- Get the group to the designated transportation site and on its way home.

5.4 On-campus: What to do if the program is suspended

- The CMT will establish a central point of contact for UD and the public, and the Office of Communications and Marketing will craft a message to be released to the public and the media. UD's central message should include information about the situation, assurances that students and faculty are safe, and should provide a central point of contact for students, spouses and parents who are concerned about friends and family abroad.
- IGS staff will call the emergency contact each student has listed on the program application and explain what is being done. The staffer should inform the emergency contact of the crisis contact point that has been established.

¹¹ This bullet is taken from: <http://baby.indstate.edu/iac/guidprocedures/info.html>

- The Office of Communications and Marketing will keep the President apprised of the situation, and handle all media inquiries.
- The Director of the Center for Counseling and Student Development will prepare the counseling staff to advise students, if necessary. In traumatic emergencies, Faculty Directors are also advised to seek counseling to eliminate potential Post Traumatic Stress Disorder.
- The Associate Vice President for Student Life will brief the residence life staff, as appropriate.
- Vice Presidents will be briefed, and may brief members of their divisions as appropriate.
- UD buses will be sent to pick up students at the arrival point, and will bring them back to campus. Students will be fed, helped to contact friends and family, and de-briefed on their experience. Counseling—emotional and academic--will be offered.