



# **Crisis Response Plan**

## **Cal Poly International Center**

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## I. Introduction

This document is intended to assist Cal Poly faculty leading groups of students abroad, and also serves as an important procedural resource to guide the Cal Poly Crisis Response Team. For every Cal Poly program abroad, Faculty Leaders also serve as Resident Directors and are expected to take a lead role when a crisis occurs.

The President of Cal Poly State University charges the Cal Poly International Center Director with the responsibility of coordinating the management of emergencies affecting participants in study abroad programs sponsored by Cal Poly. The California State University (CSU) Risk Management Policy (CSU Executive Order 715) addresses recommended practices for all off-campus activities, including the development and operation of study abroad programs. This Executive Order states that “the CSU and its officers and employees are responsible for conducting CSU programs and activities in a manner that does not impose an unreasonable risk of loss or injury.”

Safety is the top priority in administering quality study abroad programs. The Cal Poly International Center Director, program supervisors, and participating faculty share the responsibility for monitoring local and national conditions affecting student safety and providing relevant information to program participants. Participants themselves are responsible for becoming familiar with all materials provided and for following safety guidelines given by Cal Poly, on-site Service Providers, and host institutions. Cal Poly cannot guarantee student safety or eliminate all risks associated with a stay abroad. Orientation information, both printed and oral, contains information for faculty and students about health and safety issues related to international travel. Adherence to this information, along with appropriate behavior, caution, and professional perspective, can prevent many crisis situations. Cal Poly makes every effort to provide students the information they need to make responsible decisions about their participation in, and conduct during, a study abroad program.

Many crises affecting U.S. students overseas arise from lack of preparation, misconduct, or carelessness. Other problems occur when students are victimized by social, political, or natural circumstances beyond their control. Our goal is to take a proactive approach to crisis management. Students and faculty participating in study abroad programs should be apprised of the current political situation in the host country and informed of University procedures in case of emergency situations. Pre-planning and professional perspective are emphasized as the best prevention.

## II. Crisis Defined

A crisis is a serious situation or dangerous occurrence that happens unexpectedly, demands immediate action, and can often be minimized with good pre-planning. The types of emergencies that can occur are too numerous to list, but it is easy to appreciate that natural disasters, civil disorder, criminal activity or other misconduct, accidental injury, serious illness, or terrorist activities may seriously affect the program’s activities and demand an immediate response. The term “crisis” includes mishaps affecting both groups and individuals. Individual crises often stem from personal problems that threaten a given student’s wellbeing and are typically unrelated to what other students are experiencing. Often what happens to one student and how it is treated, however, can have a profound impact on the other students.

All of these crises have several aspects in common:

- They can result in a disruption or early termination of the program, or the closing of the study abroad center or university in the country;
- They usually cause significant emotional stress to the individuals involved, resulting in predictable cognitive, physical and behavioral reactions;
- They can be managed.

### **III. Crisis Management**

Crisis management begins during the selection of the Faculty Leader(s) and student participants. All participants must understand their roles and responsibilities. The Cal Poly International Center is responsible for providing a thorough online Pre-Departure Orientation and resources for an on-site Orientation. These orientations will include information on safety, health, legal, environmental, political, cultural, and religious conditions in the host country, potential health and safety risks, and appropriate emergency response measures.

The following are steps the Cal Poly International Center program supervisor and the Faculty Leader(s) can take to be proactive in this regard:

- Consider health and safety issues of the activity as a whole in the initial risk assessment stage of a new program proposal
- Evaluate the student participant's ability to perform or function with each activity
- Communicate applicable codes of conduct and the consequences of noncompliance to participants
- During the participant screening process, consider factors, such as disciplinary history, that may impact on the safety of the individual or group
- Provide information for participants and their parents/guardians/families regarding when and where the sponsor's responsibility ends
- Inform participants of sexual assault and harassment policies and services such as counseling and medical assistance, procedures for reporting, handling of disciplinary actions, and options for changing living arrangements after an alleged sexual offense has occurred

Crisis management is the process of preparing for, mitigating, responding to, and recovering from a crisis situation. Preparation, communication, and certain administrative procedures are essential in managing a crisis. The crisis response occurs both onsite and back on the home campus.

### **IV. Overview of the Crisis Response Plan**

The Crisis Response Plan provides a framework for contingency planning and defines the communication network to be used in an emergency. This document will be evaluated and updated annually. Five stages to crisis management exist: anticipating a crisis, taking steps to prevent a crisis, containing a crisis, recovering, and learning from a crisis.

#### **The Purpose of the Crisis Response Plan**

1. Improve the managing of a crisis
2. Reduce the costs and injuries
3. Prevent a chain reaction of crises
4. Provide specific procedures to follow
5. Define roles and responsibilities
6. Set up a communication network

#### **Distribution of the Crisis Response Plan**

The Crisis Response Plan will be distributed to all faculty participating in Cal Poly programs abroad, the Cal Poly International Center staff, the members of the Crisis Response Team, the Vice Provost for International, Graduate and Extended Education, and the President. A copy (hardcopy or an electronic copy) of the Crisis Response Plan is kept in the office and all members should have access to the documents at home because a crisis can occur at any time.

## The Crisis Response Team (CRT)

Members of the Crisis Response Team include:

- Cal Poly International Center Director (Chair of Crisis Response Team)
- Associate Director, Study Abroad
- Study Abroad Coordinator, Cal Poly Global Programs
- Associate Director, International Students and Scholars
- Risk Manager
- Dean of Students

**Expanded as needed to include:**

- VP of International, Graduate and Extended Education
- VP of Student Affairs
- Director of Budget & Analytic Business Services
- University Legal Counsel
- Director of Health & Counseling Services
- University Police Chief
- Director of Media Services
- Director of Student Rights and Responsibilities
- Ombuds
- Director of Counseling Services

## V. Preparation: Before the Crisis

Planning is a critical component in crisis management. The planning involves creating a plan, training staff and participants, rehearsing the plan, coordinating with other agencies, evaluating, and updating the plan.

### Crisis Prevention

When evaluating potential risks, all University representatives should follow basic principles:

- Determine what foreseeable risks exist abroad
- Provide information about them to staff and students
- Provide support services for students that minimize risks and maximize safety

A 'safety profile' is included in the development of each study abroad program. This safety profile provides information on the host country. The country specific information is listed on [U.S. Department of State International Travel Information](#) website and includes: political climate; health, disease risk (epidemics) and prevention; medical treatment and psychological services; weather and climate; natural disasters; environmental hazards (nuclear hazards, pollution, water and air contaminants); road and travel safety; living conditions relating to security; accommodations; food accessibility; and safety, emergency response and evacuation routes. The Cal Poly International Center and participating faculty must frequent this website for updated information.

## VI. Key Elements of the Emergency Protocols

- Clear delineation of authority to act
- Clarification of roles of various staff and Crisis Response Team (CRT)
- Actions to be taken according to circumstances
- Person(s) designated to contact parents, if necessary
- Person(s) who speak on behalf of the university regarding the crisis, if necessary
- Effective communication plan

## **Roles and Responsibilities**

The primary task of each member of the CRT is to understand his or her respective role and responsibilities in carrying out the CRP in order to strive for a coordinated effort.

**Chair, Cal Poly International Center Director:** Responsible for all aspects of responding to a crisis. Convenes the CRT when necessary and delegates assignments as needed. Represents Cal Poly and speaks for the University when responding to a crisis.

**Associate Director, International Students and Scholars:** In the event the Director of Cal Poly International Center is off campus, assists the Vice Provost of International, Graduate and Extended Education with managing the crisis.

**Study Abroad Coordinator, Cal Poly Global Programs:** Oversees the selection process and ensures that all program participants have been properly oriented prior to departure. In the event the Director of Cal Poly International Center is off campus, assists the Vice Provost of International, Graduate and Extended Education with managing the crisis. If onsite during the crisis, works directly with the Faculty Leader(s) and onsite Service Provider.

**Associate Director, Study Abroad:** In the event the Director of Cal Poly International Center is off campus, assists the Vice Provost of International, Graduate and Extended Education with managing the crisis.

**Risk Manager:** Helps to assess risk of site or activities (safety profile). Contributes information on individual and institutional liability issues.

**Dean of Students:** Provides consultation in assisting students with the resolution of any university-related concern, grievance or appeal.

**Faculty Leaders:** Serve as the liaison with the U.S. Embassy and Responsible Security Officer (RSO), local police, the program participants, and the Service Provider and/or host institution. It is critical that Faculty Leaders attend to the health and safety needs of the study group and have direct contact with program participants at the first opportunity post-crisis event.

**Vice Provost of International, Graduate and Continuing Education:** Facilitates communication about and implementation of CRT procedures and assists the Chair with managing a crisis. Coordinates with the Chair in contacting family members of program participants and collaborates with the Director of Media Relations in compiling “talking points” for the media.

**VP of Student Affairs:** Assists the Cal Poly International Center Director in the event of a death of a student.

**Director of Budget & Analytical Business Services:** Advise the Chair regarding all financial matters resulting from the crisis.

**University Legal Counsel:** Advise the Chair regarding all legal matters resulting from the crisis.

**Director of Health and Counseling and Health Services:** Provides medical and psychological expertise and assists with providing services to program participants.

**University Police:** Provides guidance on general safety of participants prior to departure.

**Director of Media Relations:** Facilitates communication at the home campus and serves as an advisor to the Chair with all matters with the media.

**Office of Student Rights and Responsibilities:** Provides guidance on student conduct and judicial affairs.

**Ombuds:** Provides a safe place for students to go for assistance in resolving any university related concerns or complaints.

**Director, Counseling Services:** Consults with the Chair to determine strategies on how to work with the RD, other faculty, service providers and students.

## **Communication**

Effective communication is critical to any crisis management system. All involved must be informed about the emergency communication system.

The Faculty Leader(s) will devise and test, within the first week of a program, a system of rapid communication with students and staff of the program. This communication network (call tree) will be useful for academic and social notices, and will enable the Faculty Leader(s) to contact all students on short notice and assemble the group quickly.

In the event of a crisis, the Faculty Leader(s) must first contact the Cal Poly University Police Campus Dispatcher at (805) 756-2281. In order to have this information accessible, the Program Supervisor will issue wallet-size cards to all program participants (see example Appendix C). Cal Poly's University Police must be provided with appropriate details about the study abroad program, the nature of the crisis, and contact information of the Faculty Leader(s).

## **Travel and Transportation**

Information on travel methods and routes should be as specific as possible (by bus, train, air, sea, private, and/or commercial). It is very important to present and prioritize alternative methods of travel and routes in the event that the usual route is no longer safe and feasible. Maps should be included demarcating student and staff sites, meeting points, and estimated travel time under normal circumstances.

### **In airports, airplanes, trains and train stations students should act appropriately:**

- Maintain a low profile. Do not wear identifying clothing such as baseball caps, T-shirts, or sweatshirts with identifying information.
- Accept nothing from anyone.
- Do not agree to watch someone else's bags, no matter how innocent the request may sound.
- Keep your luggage with you at all times. Once you have checked in, make sure no one gets near your carry-on luggage.
- Report any unattended baggage immediately.
- Comply immediately with security instructions from the airport, airline, or train station personnel.
- Searches of luggage insure the safety of all aboard an airplane, train or in a public place. Be patient and cooperative and answer questions truthfully.

## **Safety and Health Concerns**

Students in study abroad programs may face potential risks to their health and safety. While all risks cannot be foreseen, various steps can be taken to limit potential harm through effective management of the known risks.

Students should be given instruction on how to access the Consular Information Sheet and the Center for Disease Control and Prevention (CDC) health information for at the pre-departure orientation for their specific program. The Cal Poly International Center and participating faculty should continue to monitor the [US Department of State website](#) for travel advisories and warnings and [CDC website](#) for health information and vaccination recommendations.

**Students should be informed to:**

- Always carry a passport, another photo I.D., and an emergency contact card with essential telephone numbers (see Appendix C)
- Keep photocopies of a passport, visa and other essential documents separate from the original documents. Keep a copy at home with family or friend
- Be aware of their surroundings and belongings at all times
- Use a money belt to carry important personal information, cash, debit card, charge card, or traveler's checks. Leave expensive or irreplaceable items at home. Bring only what they are willing to lose
- Travel only in well-lit and frequently traveled areas. Avoid walking in alleys or unfrequented streets. Always travel with a friend or companion. Stick with the group

The Crisis Response Plan should follow the basic safety and health precaution listed on [U.S. Department of State International Travel Information](#) website. In a crisis, this information will be updated and include information about:

- Safe water and food supplies
- Medication
- Safe shelter
- Dealing with military, police and other officials

## **Administration**

Outline what administrative responsibilities are needed in the event of a crisis. The Faculty Leader(s) should:

- Coordinate all activities with the Crisis Response Team
- Keep student rosters updated
- Prepare student withdrawal documents
- Procure lodging and food supply for relocation
- Prepare vehicle for departure
- Prepare travel plans

## **VII. Planning for and Managing the Crisis**

### **Planning for and Managing Specific Crises** (see 'Pull-outs' in Appendix E)

The 'Pull-outs' are intended to provide step-by-step action plans for specific crisis situations. The Faculty Leader(s) (consulting with the Cal Poly International Center Director) will initiate the appropriate response for intervention for the following situations: individual crisis, political/civil unrest/terrorist attack/natural disaster, medical emergency/accident/injury, student/staff death, physical or sexual assault, or sexual harassment.



## **During the Crisis: Action Plan**

The CRT Chair plays an important role in managing a crisis with a study abroad program. Leadership style, ability to delegate, and conflict resolution skills will determine a successful crisis management outcome.

The Faculty Leader will take on many responsibilities, including:

- Establishing orderly access to the CRT
- Ensuring food, water, transportation are on hand with the assistance of the service provider
- Maintaining a daily log and updating as the crisis develops

## **Evacuation**

As a crisis situation unfolds the Faculty Leader(s) will constantly assess the nature and extent of the emergency and evaluate the real danger to students. Questions to consider include the following: What is the nature and location of the crisis? What is the impact on the availability of food, water, and medical supplies? What institutions are responsible for safety and security within the country? What are the various options for addressing the crisis?

**In the event that evacuation may be necessary, the CRT will do the following:**

- 1) Contact the U.S. State Department to discuss the situation and review measures taken for other U.S. citizens. The Chair will also contact other institutions with programs in the vicinity to discuss what action they are taking.
- 2) Develop an evacuation plan, including the various modes and routes of travel. Determine the cost of the evacuation, and the possibility of reducing the level of danger by dispersing students in small groups to reconvene later in another locale.
- 3) Inform the local Embassy or Consulate and the CRT leader of your evacuation plans.
- 4) Assess and mitigate student concern.
  - a) Recommend appropriate student behavior.
  - b) Review the course of action with program participants. If any student or staff member refuses to accept compliance with the evacuation procedures, have them sign a release form.
  - c) Remove public signs that indicate U.S. affiliation. Cancel public activities or large group functions that could draw attention to the program.
  - d) After the students have been evacuated to safety, the CRT will make academic and financial arrangements appropriate to the particular program at the time of its termination.

## **Closing the Study Center**

Should a mass evacuation be necessary and commercial transportation is suspended, embassies and consulates work to charter special flights and ground transportation to help U.S. citizens evacuate the country. If this type of evacuation is necessary, administrators should attempt to follow the Crisis Response Plan (CRP) to close the study abroad program.

If feasible, when closing a program, it is important to take vital records, including computer data, and ensure that the records and data left at the program site are secure. Advise students to close bank accounts and settle debts.

## **The Press**

During the crisis, Cal Poly will assume full responsibility for dealing with the media. All inquiries from the media should be directed to either the Director of Cal Poly International Center or the Director of Media Relations who will be most capable of making informed statements on behalf of the University and maintain a consistent message. The following is a general description of how information will be gathered:

- The Faculty Leader(s) will gather information and facts as quickly as possible and inform the Director of Cal Poly International Center.
- In many countries talking to the press is not the neutral act we consider it to be in the U.S. Students should also be careful about their discussions with local or international media.

## **VIII. After the Crisis: Returning to Normal**

Regardless of the type of crisis, it will likely have an impact on everyone, including the program participants, the Cal Poly campus community, family members, and friends. It is important to provide immediate emotional support to the victims or survivors after the crisis.

It may also be necessary to follow up with the local authorities or law enforcement officials who may have ongoing investigations. This follow-up may include providing statements to the investigators, filing police reports, or ensuring that victims are receiving medical or counseling services.

The Faculty Leader(s) may be required to provide a written report for local authorities, embassy personnel, or crisis counselors involved in the emergency. The purpose of this report will be to improve future crisis prevention and planning.

### **Debriefing**

During a debriefing period, allowing the crisis victims to vent their feelings and receive counseling services will be important to the recovery process.

While getting back to the everyday routine is an important step, one should expect and prepare for symptomatic reactions to the post-crisis reality. Some reactions to watch for are depression, anxiety, emotional letdown, weariness, and task dysfunction. A re-entry program, whether after a return to the program site or to Cal Poly, should provide a forum to discuss and resolve program and adjustment issues. The CRT should also debrief and review the facts of the crisis and prepare a final report that will include suggestions for future response efforts.

\* Along with the Cal Poly International Center staff, this material was adapted from Peace Corps, NAFSA, and Semester at Sea documents

## Appendix A: [Incident Report Online Form](#)

| <i>Incident Report - Cal Poly Global Programs</i>  | Create content |
|--|----------------|
|  | Administer     |
| <p>AFFECTED PARTICIPANT</p> <p><b>Affected Participant:</b></p> <p><input type="radio"/> Student    <input type="radio"/> Non-student    <input type="radio"/> Staff    <input type="radio"/> Faculty    <input type="radio"/> Other</p> <p>If other, please explain:<br/><input type="text"/></p> <p>Name of affected participant:<br/><input type="text"/></p> <p>Has the emergency contact(s) been notified?:</p> <p><input type="radio"/> Yes    <input type="radio"/> No    <input type="radio"/> No, contact attempted but not successful</p> <p>If yes, list name and relationship of emergency contact notified:<br/><input type="text"/></p> <p><b>Incident Description:</b></p> <p><input type="radio"/> Serious injury or illness    <input type="radio"/> Man-made or natural disaster    <input type="radio"/> Assault    <input type="radio"/> Arrest or incarceration    <input type="radio"/> Death<br/><input type="radio"/> Missing participant or kidnapping    <input type="radio"/> Violation of University policy    <input type="radio"/> Theft or robbery    <input type="radio"/> Political incident    <input type="radio"/> Other<br/><input type="radio"/> Hostage situation    <input type="radio"/> Rape or sexual assault</p> <p>Describe the Incident:<br/><input type="text"/></p> <p>Has a claim been made with ACE USA Travel Assistances:</p> <p><input type="radio"/> Yes    <input type="radio"/> No</p> |                |

# Incident Report - Cal Poly Global Programs

## INCIDENT REPORT

This report is to be completed by faculty or staff when an incident occurs with any international travel/study program participant. This report will be sent directly to the Cal Poly International Center.

In the event the International Center is closed and you need immediate assistance, please contact the Cal Poly University Police 24 hour contact number at (805) 756-2281 to report a serious injury, illness or death.

Today's Date:

Month  Day  Year

Report created by (Cal Poly employee name):

Cal Poly employee email:

Cal Poly employee international contact number:

Location of Study/Travel Program (city & country):

Location of Incident (city & country):

Type of incident:

Emergency  Non-emergency

Date of incident:

Month  Day  Year

Time of incident:

hour  : minute   am  pm

# Incident Report - Cal Poly Global Programs

## SUMMARIZE CONDITION OF AFFECTED PARTICIPANT

Describe the physical and psychological condition of affected participant, imminent dangers or risks, proximity of event to affected participant, adequacy of food, housing, medical attention, etc.).

Summary of the incident:

## SUMMARY OF ANY ACTION TAKEN

Describe the action you took, the service provider took or local authorities took to address the incident. If applicable, detail the medical attention provided. Also, describe the current prognosis of the situation. For example: can the individual continue the program or do they need to return home?

Summary of action:

### Electronic Signature of Report Creator:

I type my name as if I am signing paper.

### Date:

Month  Day  Year

## Appendix B: Crisis Response Checklist

### 1. Specific information to be collected from the site

- What happened?
- Where did it happen?
- When did it happen?
- Who was involved?
- Who are the witnesses?
- Who has been contacted?
- What action, if any, authorities at the site have suggested?

### 2. It is critical to report detailed information regarding names, times, locations, witnesses, status of participants:

- Where are the participants?
- What is the physical condition of the participants?
- What is the mental health of the participants?
- What communication system has been established among the participants?
- What information needs to be communicated to the participants?
- Do the participants have any immediate needs?

### 3. Specific contact information

- Who contacted Cal Poly?
- When did the contact occur?
- What was discussed?
- What plan was developed?
- Who was to take what action?

### 4. Double-checking facts

- What agencies/organizations need to be contacted?
- Who will contact each agency/organization?
- When will the agency/organization be contacted?
- How will the gathered information be communicated?
- Who will collect information?

### 5. Action plan

- What action needs to be taken?
- What are the legal issues to be considered?
- Who needs to be contacted?
- What financial arrangements need to be made?
- What legal action needs to be taken?

### 6. Post-crisis follow-up:

- What debriefing is needed and who should be included?
- What post-trauma counseling is needed?
- What reports or letters need to be written?
- What legal action should be reviewed and initiated?
- Who will gather the information?
- Who will write the report?

**The Cal Poly International Center office, in collaboration with appropriate administrative offices**

- Identifies ongoing issues which may become a crisis
- Provides information about health and safety contacts
- Develops realistic “invisibility” or evacuation plan
- Provides emergency backup
- Creates a policies and procedures manual
- Establishes preventative measures
- Designs orientation for students
- Trains short-term staff/leaders
- Gathers official and unofficial information on program site
- Coordinates distribution of information to those who would have to act in an emergency

**Faculty supervisors, department chairs, deans**

- Concur on leader selection criteria
- Support faculty leader training
- Concur on performance/behavioral expectations for Faculty Leaders
- Develop policy for completing credit if student is sent home or program is canceled

**Student Affairs**

- Concur on student selection criteria
- Develop policy on housing returnee(s) in mid-term

**Bursar and Registrar**

- Concur on refund, registration and credit issues arising from program cancellation or return of individual student

**Risk Management and Legal Affairs**

- Help to establish criteria for assessing risk of activities
- Contribute information on individual and institutional liability

**Higher administration institutional policy committees**

- Approve plan and include policy in appropriate manuals.

## Appendix C: Emergency Cards

This is an example of the emergency contact card that the Cal Poly International Center will distribute to all participants of Cal Poly Global Programs prior to departure.

|  |   |
|--|---|
| <p><i>Back</i></p> <p><b>Student Lodging</b><br/>         Address:<br/>         Phone number:<br/> <b>Service Provider</b><br/>         Emergency contact person:<br/>         Email:<br/>         Phone number:</p> | <p><i>Front</i></p> <p style="text-align: center;"><b>CAL POLY</b></p> <p style="text-align: center;"><b>Emergency Contact Information</b></p> <p>Faculty Leader name:<br/>         Email:<br/>         Cell:<br/>         Local Emergency number:</p>  |
| <p><i>Center</i></p> <p style="text-align: center;"><b>Lost/stolen passport</b><br/> <b>U.S. department of State</b><br/> <a href="http://travel.state.gov">http://travel.state.gov</a></p>                          | <p><i>Center</i></p> <p><b>Cal Poly International Center</b><br/>         [001] (1) (805) 756-1477,<br/> <a href="mailto:studyabroad@calpoly.edu">studyabroad@calpoly.edu</a><br/> <b>Campus Police-Dispatch</b><br/>         [001] (1) (805) 756-2281, <a href="mailto:police@calpoly.edu">police@calpoly.edu</a><br/> <b>Cal Poly Ombuds, Patricia Ponce</b><br/>         [001] (1) (805) 756-1380 <a href="mailto:ombuds@calpoly.edu">ombuds@calpoly.edu</a></p> |



## Appendix D: Crisis Response Team Contact List (Internal Use Only)



### Crisis Response Team Contact List (INTERNAL USE ONLY)

| Name                  | Title  | Phone Number          | Email Contact  |
|-----------------------|--|-----------------------|--|
| <b>24 Hour Line</b>   | <b>University Police</b>                             | <b>(805) 756-2281</b> |  |
| Caroline (Cari) Moore | Director, Cal Poly International Center              | (805) 756-2945        | <a href="mailto:cmoore36@calpoly.edu">cmoore36@calpoly.edu</a> |
| Monica Schechter      | Assoc. Dir., Study Abroad Programs                   | (805) 756-5964        | <a href="mailto:mschecht@calpoly.edu">mschecht@calpoly.edu</a> |
| Judy Mitchell         | Assoc. Dir., International Students & Scholars       | (805) 756-5837        | <a href="mailto:jumitche@calpoly.edu">jumitche@calpoly.edu</a> |
| Sara Otis             | Study Abroad Coordinator (Global Programs)           | (805) 756-7321        | <a href="mailto:sotis@calpoly.edu">sotis@calpoly.edu</a>       |
| Kathleen McMahon      | Asst. VP of Student Affairs and Dean of Students     | (805) 756-0327        | <a href="mailto:kmcmah02@calpoly.edu">kmcmah02@calpoly.edu</a> |
| George Hughes         | University Police Chief                              | (805) 756-6650        | <a href="mailto:grhughes@calpoly.edu">grhughes@calpoly.edu</a> |
| Dru Zachmeyer         | Assistant VP for Strategic Business Support Services | (805) 756-6473        | <a href="mailto:dzachmey@calpoly.edu">dzachmey@calpoly.edu</a> |

**As needed:**

|                       |  |                |  |
|-----------------------|--|----------------|--|
| Brian Tietje          | Vice Provost International, Graduate & Extended Ed                         | (805) 756-1757 | <a href="mailto:btietje@calpoly.edu">btietje@calpoly.edu</a>   |
| Victor Brancart       | Director of Budget and Finance   | (805) 756-7416 | <a href="mailto:vbrancar@calpoly.edu">vbrancar@calpoly.edu</a> |
| Al Liddicoat          | Employment Equity and Campus Title IX Coordinator (Interim)                | (805) 756-5217 | <a href="mailto:aliddico@calpoly.edu">aliddico@calpoly.edu</a> |
| David Harris          | Exec Director of Campus Health and Wellbeing                               | (805) 756-1211 | <a href="mailto:harris@calpoly.edu">harris@calpoly.edu</a>     |
| Keith Humphrey        | Vice President for Student Affairs   | (805) 756-1521 | <a href="mailto:humphrey@calpoly.edu">humphrey@calpoly.edu</a> |
| Matt Lazier           | Director of Media Relations  | (805) 756-7109 | <a href="mailto:mlazier@calpoly.edu">mlazier@calpoly.edu</a>   |
| Patricia Ponce        | University Ombuds  | (805) 756-1380 | <a href="mailto:pponce@calpoly.edu">pponce@calpoly.edu</a>     |
| Geneva Reynaga-Abiko  | Director of Counseling Services  | (805) 756-2511 | <a href="mailto:greynaga@calpoly.edu">greynaga@calpoly.edu</a> |
| Duane Rohrbacher, Jr. | Assistant Dean of Students for Office of Student Rights & Responsibilities | (805) 756-2794 | <a href="mailto:drohrbac@calpoly.edu">drohrbac@calpoly.edu</a> |
| Dawn Theodora         | University Legal Counsel   | (805) 756-5529 | <a href="mailto:theodora@calpoly.edu">theodora@calpoly.edu</a> |

| Name                                    | Description                             | Web Address   |
|---|---|---|
| U.S. Embassy for Appropriate Country    | Public announcements or travel warnings | <a href="http://travel.state.gov">http://travel.state.gov</a> |
| Center for Disease Control & Prevention | Medical emergency or disease outbreak   | <a href="http://www.cdc.gov">http://www.cdc.gov</a>           |

# Appendix F: Crisis Response Flowchart



## Study Abroad Crisis Response Phone Tree

**Responsible Party “Away”** (Faculty Coordinator, Affiliated Program, Resident Director) attends to the immediate needs of the student(s) and/or faculty involved, calls the local equivalent of 911 as needed, and then calls:

Call:

**Cal Poly Campus Police Dispatcher at (805) 756-2281**

Cal Poly Campus Police Dispatch calls (in this priority order):

**#1 Caroline (Cari) Moore, Director, Cal Poly International Center (CPIC)**

Work: (805) 756-2945 • Email: [cmoore36@calpoly.edu](mailto:cmoore36@calpoly.edu)

**#2 Monica Schechter, Associate Director, Study Abroad, CPIC**

Work: (805) 756-5964 • Email: [mschecht@calpoly.edu](mailto:mschecht@calpoly.edu)

**#3 Judy Mitchell, Associate Director, International Students & Scholars, CPIC**

Work: (805) 756-5837 • Email: [jumitche@calpoly.edu](mailto:jumitche@calpoly.edu)

**#4 Sara Otis, Study Abroad Coordinator, Cal Poly Global Programs, CPIC**

Work: (805) 756-7321 • Email: [sotis@calpoly.edu](mailto:sotis@calpoly.edu)

**#5 Brian Tietje, Vice Provost for International, Graduate & Extended Education (IGEE)**

Work: (805) 756-1757 • Email: [btietje@calpoly.edu](mailto:btietje@calpoly.edu)

### The Director or Associate Director contacts:

- Initial Contact person at Cal Poly
- Study Abroad Coordinator in CPIC
- Other faculty, staff, or responsible administrator

### Consultation occurs between

Initial Contact Person – International Center – Risk Management Group will act depending on the following situation:



#### If crisis is under control, contact:

- Director of the International Center
- Vice Provost of IGEE
- Dean of Students
- Campus Title IX Coordinator (if appropriate)

**The CRT will disseminate appropriate information**

#### If the crisis is not under control, CPIC Director or designee summons (depending on the nature of the crisis):

- Director of International Center
- Associate Director/s
- Study Abroad Coordinator or Faculty Coordinator
- Vice Provost of IGEE
- Dean of Students
- University Police
- Risk Manager (Asst VP, Strategic Business Spt Srv)
- Executive Director of Campus Health & Wellbeing
- Director of Counseling Services
- Director of Media Relations
- Office of Student Rights and Responsibility
- VP of Student Affairs
- Director of Budget and Analytic Business

## Appendix G: Pull-outs

All of the crisis responses outlined in the pull-outs require that the Faculty Leader(s) complete the [Incident Report Form](#) as soon as the details of the incident are confirmed. The Incident Report Form is sent, via email, directly to Cal Poly International Center.

### IX. Overseas General Response:

1. During a life-threatening emergency, onsite staff should promptly contact local authorities and the providers of emergency assistance.
2. Contact all students to make sure that they are accounted for and are safe (utilize the calling tree). If a student has been injured, have their physical injuries attended to. Caution students about speculative communication and advise them to wait until clear information is available before contacting home.
3. Contact the U.S. Embassy or other official government agencies and ask for advice and assistance.
4. Contact the Director of Cal Poly International Center at Cal Poly (see emergency contacts in Appendix D).
5. The Director of Cal Poly International Center will do the following:
  - a. Contact the [U.S. Department of State's Citizen Emergency Center](#) at 1-877-487-2778 or from abroad 202-501-4444 for suggestions and assistance;
  - b. Contact the [nearest U.S. Embassy](#) while abroad
  - c. Contact U.S. study abroad offices at other institutions that have programs in the region to develop a common plan of action.
6. All parties should maintain a written log of all steps taken and all communications. A written record of all phone calls, discussions, actions, and conversations is important after the event and will assist with tracking the management efforts.
7. The Faculty Leader should complete the [Incident Report Form](#) immediately, to the Director of Cal Poly International Center.

### X. Individual Crisis

Students have been informed that in country services may vary or be nonexistent in the host country

1. Be as proactive as possible – look for early warning signs that may suggest a need for counseling or medical attention.
2. Some of the early signs may include the following: illness, attendance problems, drug abuse, severe depression or withdrawal, academic or social problems, and difficulty adjusting to the host culture.
3. Time permitting, consult with the Cal Poly International Center Director if a student is showing serious signs of depression, medical or psychological illness. The Director will then consult with the Cal Poly Health and Counseling Services staff and discuss how to handle the situation.
4. If the crisis continues to escalate after all possible solutions have been exhausted, seek a professional medical or psychological assessment of the student's condition with recommendations. The Cal Poly International Center Director should be consulted before any final action is taken, except in an emergency. In an emergency the Faculty Leader has full authority to use their best judgment in handling of severe

physical or psychological conditions, then reporting their actions to the Cal Poly International Center Director as soon as possible.

5. Arrange to notify the student's designated emergency contact that was provided in advance and other involved parties on a need-to-know basis. If the student's life is in jeopardy, but consent has not been given, it would be wise to contact parents or family.
6. Provide support to the family and, if they request it, help facilitate their plans.
7. The Faculty Leader should keep a confidential log of all steps taken in chronological order.
8. Complete and submit an online Incident Report to the Cal Poly International Center Director.
9. In some cases, it may be necessary to bring the student home for appropriate treatment. Medical evacuation can be facilitated by the ACE USA Travel Assistance
10. If the student's behavior remains a serious impediment to the educational process or a threat to safety, consult with the Cal Poly International Center Director to determine what action to take.

## **Sexual Assault or Rape**

1. The first concern should be for the student's health and safety.
2. If there is obvious physical injury, make sure the student is taken to a hospital or clinic for urgent care.
3. If there are signs of obvious emotional disturbance, contact a counselor and provide immediate support to the victim.
4. Inform the student of the laws and procedures for dealing with sexual assault in the host country, which may vary from those in the U.S., and encourage that they report the incident to the local authorities.
5. If there is no obvious physical injury, ask the victim to consent to being transported to the hospital or clinic.
6. Explain to the student that we may have to report the incident to Cal Poly.
7. Contact the Cal Poly International Center Director, so that she can consult with Health and Counseling Services and other appropriate offices. With the student's consent (given previously or currently via a release form), inform the student's parents or designated emergency contact.
8. Begin writing and maintaining a log in a confidential file as the crisis proceeds.
9. Complete and submit an online Incident Report to the Cal Poly International Center Director.
10. Provide regular briefings to the Cal Poly International Center Director.
11. If the victim declines assistance, the Faculty Leader should:
  - a. Escort or transport the victim to their home or designated location.
  - b. Inform the victim that she/he will be contacted later to see if assistance is needed.
  - c. Provide the victim with phone numbers of hospital or clinic, counseling services, and any other rape crisis resources, as well as law enforcement agency.

## **XI. Political/Civil Unrest/Terrorist Attack/Outbreak of War/Natural Disaster**

1. The Faculty Leader will contact the Cal Poly International Center Director to determine the real danger to program participants. Some of the issues to be discussed will include the following: the type of crisis; the safety of participants; the geographic proximity of the Cal Poly program to the crisis; the impact of the crisis on the supply of critical supplies (availability of food, water and medical supplies) and the quality of life; the intensity of the military or police presence in the area of the program; and the ability to travel in the region/country.
2. Assess the severity of the unrest and the intended target of the unrest by contacting the home country State Department Country Desk, the home country overseas Embassy, local police, and other relevant agencies.
3. Consider the in-country culture and how you might use that knowledge to respond to the situation (consult with faculty experts).

4. Establish a communication chain that can be easily implemented.
5. Devise an evacuation route that will assure the safety of all participants (i.e., small group travel, as opposed to all participants on a bus heading for the airport).
6. Choose departure ports that are known to have a high level of security as a gathering and evacuation point.
7. Keep your evacuation plan strictly confidential from program participants, family, friends, the media, and everyone except those who MUST know in order to implement the plan.
8. Maintain the anonymity of all program participants, in both the home and host countries.
9. Warn program participants not to visit popular U.S. and tourist 'hangouts,' (e.g., pubs, theaters, clubs, etc.).
10. Advise program participants to maintain a low profile and not to use/wear iconic USA images on clothing and backpacks
11. Have a plan to finance an emergency evacuation whether it be a corporate MasterCard or unlimited credit line with a travel agency.
12. Make the first priority the safety and well-being of students. If onsite staff is able to reach all the students, gathering the students together, taking roll, assessing their well-being, and escorting them to a safe location should be the first priority. Once these steps have been accomplished, onsite staff should contact appropriate agencies in charge of the emergency.
13. The Cal Poly International Center Director (or designated staff) must handle incoming calls from concerned family and friends, newspaper and television reporters, federal government agents, and other interested parties. Honesty and brevity are the best policies.

## **XII. Medical Emergency/Accident/Injury**

1. Assist the student with finding appropriate medical care in a trusted local hospital/clinic.
2. Discuss the student's medical condition with the attending physician.
3. Contact the Cal Poly International Center Director to brief on the student's condition and to determine whether to convene the CRT.
4. Complete and fax an incident report to the Cal Poly International Center Director.
5. Keeps a log of the chronological events leading up to the illness/accident and discussions with the physician.
6. Arrange to notify the student's designated emergency contact, provided prior to departure. If the student's life is in jeopardy, but consent has not been given, it may be wise to contact parents or family. In consultation with any attending physicians, monitor the student's condition and provide updates to the Cal Poly International Center Director. In some cases, the student may need to be evacuated in order to receive appropriate medical treatment.
7. It would be wise to seek a second opinion on any necessary medical treatment. Try to arrange contact with the student's family/personal physician.
8. Inform the student's professors that the student will be absent from classes.
9. Provide appropriate information and reassurances to other program participants.
10. In the unfortunate case of a student's death, follow the student death protocol.

## **XIII. Death of a Student/Staff**

The Faculty Leader must do the following in case of death of a student or staff member:

1. Confirm the identity of the student or staff member. Gather detailed information about the death and begin logging all information.
2. Contact the Cal Poly International Center Director with news of the confirmed death and to relay as many facts as possible. The Cal Poly International Center Director will contact the Vice President of Student Affairs (VPSA), who will initiate the death response protocols at Cal Poly. If notification to the

family/designated emergency contact is still necessary, the SLO County Sheriff is the appropriate official to contact the family.

3. Contact ACE USA International Travel Assistance about arrangements for repatriation of the body.
4. Contact the nearest U.S. Consulate or Embassy in the host country to facilitate the burial or repatriation of remains with the host country authorities ensuring that all police or immigration procedures are observed.
5. The VPSA notifies the President and Vice President will convene the Death Response Team. The Death Response Team will provide support to the family and friends of the deceased as specified in the 'Death Response Resource Guide.'
6. The Cal Poly International Center Director (or designated official) contacts the family within a day after the report expressing condolences on behalf of university officials and offering assistance with any university-related arrangements. Cal Poly will work with the Faculty Leader to assist the family with a variety of details: transportation arrangements, accommodations, and arranging for a meeting with the physicians.
7. The VPSA (or designated official) contacts the family the following day for the same purpose.
8. The Faculty Leader will coordinate with the Death Response Team on a plan to deal with this sensitive and complex situation. An emergency network is needed to offer appropriate support to all involved parties, such as close friends, roommates, other program participants, and the person(s) who may have discovered the body.

#### **XIV. Sexual Harassment**

Sexual harassment violates university policy, seriously threatens the academic environment, is contrary to federal and state laws, and will not be tolerated. The CSU Chancellor's Executive Order 345 "requires each campus to maintain a working and learning environment free from sexual harassment for its students and employees. All members of the university community are responsible for ensuring that their conduct does not sexually harass any other member of the university community. University administrators and supervisors have the further responsibility of preventing and eliminating sexual harassment from the areas they oversee."

##### **Response to sexual harassment claims:**

1. Program participants should be informed of the sexual harassment policy prior to departure and how to report harassment claims. Discuss the issue of personal boundaries and personal space at the pre-departure orientation and how it is influenced by cultural norms. Customs and personal boundaries in a new culture must be learned for your safety. For example, in some cultures, allowing a man to enter your house is symbolic of letting him enter your body. Being seen with a man, talking with a man, going out with a man may have different meaning in the culture than a female student may intend. Program participants should be informed of behavior to avoid in order to make them less vulnerable to attack.
2. The Faculty Leader must take immediate steps to address all sexual harassment complaints, whether received directly from the alleged victim, or indirect information indicating possible sexual harassment.
3. Faculty, staff, and students are required to inform an appropriate administrator (i.e., Cal Poly International Center Director, deans, or vice presidents) if they have reason to believe sexual harassment is occurring.

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