Training Module for Faculty Leaders:

Crisis Preparedness and Response
Purpose of the Crisis Preparedness and Response Training

- To define the role of the International Center in crisis response procedures
- To provide contact information for the Cal Poly Crisis Response Team
- To outline the goals and reasons for advanced planning
- To explain the pre-departure and on-site actions that faculty, staff, and students need to follow to prevent or deal with a crisis
- To understand how to decrease liability for faculty, staff, students, and the university
Responsibilities of the International Center
Role of the International Center in Crisis Response

- The Cal Poly International Center (CPIC) provides support and services to the study abroad community (students, faculty, staff, and parents) in order to be prepared for and to respond to crises that occur abroad. CPIC works in partnership with:
  - Cal Poly Police Department
  - Risk Management
  - Health and Counseling Services
  - Dean of Students
  - SAFER (Sexual Assault Resources)
  - Student Rights and Responsibilities

- The International Center provides and facilitates health and safety education through access to information, expertise, and resources.
Crisis Response Team (CRT)

- The Cal Poly International Center has developed a Crisis Response Team (CRT) to assist in all emergencies.
- The CRT meets annually to discuss, revise and initiate policies on how to respond in times of crisis.
Your Crisis Response Team Includes:

- Director of Cal Poly International Center, Team Chair
  Caroline (Cari) Moore • 805-756-2945

- Associate Director, Study Abroad
  Monica Schlechter • 805-756-5964

- Associate Director, International Students and Scholars
  Judy Mitchell • 805-756-5837

- Study Abroad Coordinator, Cal Poly Global Programs
  Sara Otis • 805-756-7321

- Vice Provost for International, Graduate, and Extended Education
  Brian Tieje • 805-756-1757

- Risk Manager
  Dru Zachmeyer • 805-756-6473

- University Police Chief
  George Hughes • 805-756-6650

- Dean of Students
  Jean DeCosta • 805-756-5198

As needed, the CRT also includes representatives from:
- Student Rights and Responsibilities
- Budget and Finance
- Employment Equity and Title IX
- Health and Wellbeing
- Media Relations
- University Ombuds
- University Legal Counsel
CRT - Priorities in a Crisis

- Account for all students, staff, and faculty
- Remain in communication with faculty, staff, and students
- Respond to concerned callers
- Provide Cal Poly administrators with regular updates
- Assess safety of location for continued program presence
- Communicate assessment to faculty/students
  - Communicate appropriately with media outlets
Key Crisis Response Resources

- 24-hour crisis hotline
  University Police
  805-756-2281

- U.S. State Department
  - Travel information
  - Warnings and alerts
  - Find embassies & consulates

- Center for Disease Control & Prevention
  - Medical emergencies (e.g., outbreak)
Crisis Response Plan

- Improve the managing of a crisis
- Reduce the costs and injuries
- Prevent a chain reaction of crises
- Provide specific procedures to follow
- Define roles and responsibilities
- Set up a communication network

Download the Crisis Response Plan here.

All faculty members who lead programs are expected to read and retain a copy of the Crisis Response Plan.
Goals: Prevent, Prepare, and Respond

- Prevent foreseeable harm
- Prepare for conceivable crises by providing information, tools, and resources
- Respond to needs of students, faculty, staff and parents in any crisis situation
Types of Crises in Global Settings

A crisis is any significant event with potentially severe consequences that requires immediate action or response. There are two main types of crises: minor incidents and major crises.

Examples of crises

- Accidents
- Natural or environmental disasters
- Civil unrest and political uprisings
- Crime and other safety crises
- Medical emergencies
Common Aspects of Crises

- They can result in a disruption or early termination of a program, whether for one participant or all.
- They can cause significant emotional stress for all involved, and that stress can result in predictable cognitive, physical and behavioral reactions.
- They can be managed, and how well they are managed determines the extent of their effects, in many cases.
Examples of issues that could occur

Consider how to respond if a student on your program...

• Sexually harasses/assaults another student on your program
• Attends a protest and gets tear gassed
• Gets arrested for committing an illegal act
• Gets drunk and needs to be hospitalized for alcohol poisoning
• Breaks a leg while playing basketball
• Suffers from an uncontrolled eating disorder and becomes critically ill
• Does not show up to class for several days and does not answer phone/email
• Needs to rush back to the U.S. because of a family emergency
• Discontinues taking prescription meds and has a psychotic or depressive episode
• Gets mugged, losing wallet, phone, and passport
• Has an emotional breakdown and becomes violent towards others
• Is hit by a car and goes into a coma
• Is injured during an earthquake
• Is kidnapped and held for ransom
• Dies
Responding to Minor Incidents

- Minor incidents include illnesses like diarrhea and heatstroke, crimes like petty theft and mugging, and events such as single-day protests.
- Language and communication barriers, and a lack of familiarity with the local surroundings, can make minor incidents seem larger.
- Most incidents will be minor.
  - BUT minor incidents can rise to the level of a major crisis for an individual if they are not managed well or if the situation changes (e.g., illness continues, a mugging/crime results in a serious injury or in ongoing lack of access to financial resources, a student attends a protest and gets arrested).
- For any minor incident, the faculty member:
  - should provide the student(s) involved with any support ✔
  - must complete an Incident Report Form ✔
  - but does not need to enact a full-scale response at Cal Poly ✗
Responding to Minor Incidents

- The Office of Student Rights & Responsibilities has a new online mechanism for reporting incidents that involve student misconduct or in which students are involved in a situation of concern.
- Report such incidents at: [www.osrr.calpoly.edu/](http://www.osrr.calpoly.edu/)

"You have to learn the rules of the game. And then you have to play better than anyone else." – Albert Einstein
Before the Crisis: PLAN!

- Check the U.S. State Department [Country Specific Information](#) to see if there are any updates on specific health & safety issues of the region you will be visiting.

- The International Center registers academic program participants with the Smart Traveler Enrollment Program (STEP) through the U.S. State Department in the event of an emergency.
  
  - NOTE: Faculty leading students abroad on non-academic programs should register program participants with STEP prior to departure.

- Please note the U.S. State Department may be limited in how they can assist in an emergency. Please familiarize yourself with what [they can or cannot do in a crisis](#).

- On-site Service Providers should be integral in planning for a crisis.
Before the Crisis: PLAN!

During your on-site orientation, discuss how to respond to potential crises that could occur in your area:

1. Faculty Leaders should collect in-country contact information (e.g., cell phone numbers) for all participants on the first or second day of the program.

2. Create a system of rapid communication through a “phone tree” or a “buddy system” so that the faculty member gets rapid group updates during a crisis.

3. Designate a primary and secondary meeting place to be used in the event of a major natural or political disaster.

4. Agree on when, where, and how to meet (inform the International Center).

5. Designate a student leader(s) in case faculty is incapacitated or unavailable.

6. If students are living in home-stays, inform students that they should contact their host families to know that they are safe.
Before the Crisis: PLAN!

- For students, the take-home messages are:
  - Understand the roles and responsibilities in preparing for a crisis
  - Know whom to contact when, how, and where in a crisis situation
  - Consider the emotional impact of a crisis and implications for action
  - Explore strategies for coping with a crisis and its aftermath
Before the Crisis: PLAN!

Students also have the ability to report incidents:

- Students may wish to be proactive about reporting incidents involving other students, faculty, or other individuals.
- Students may report incidents at: www.osrr.calpoly.edu/
Before the Crisis: PLAN!

Other key points to make with students:

- Situations that are considered minor problems in the US (e.g., minor accidents and injuries) can, when abroad, result in a major disruption or interruption of study and even early return.

- Because of the lack of adequate medical care and the higher risk of complications in some settings, common ailments (e.g., dental problems, broken bones) may require medical evacuation.

- Even routine events can have unexpected outcomes and become crises.

- Students need to be aware of the consequences of their choices (e.g., drug abuse, political activity) that can lead to medical or administrative separation from the program.

- Some situations (e.g., military coup and natural disaster) are extraordinary events that are beyond the scope of past experiences of most people.

- Because of the lack of infrastructure in developing countries, common problems can deteriorate into full-blown crises. Conversely, what may be considered a crisis in the U.S. may simply be accepted as a part of everyday experience in some settings.
Emergency Contact Information

- Faculty and/or staff should provide emergency contact information to each individual participating on the program.
- Ideally, the information should be printed on a card (business card size) and kept with the students at all times.
- Important information for students to know:
  1. Name, address and phone number of housing accommodations.
  2. Cal Poly 24-Hour contact number (Police Dispatch) & Cal Poly International Center contact number & email.
  3. Name of the Faculty Leader(s), email address(es), and cell phone number(s).
  4. Name of secondary contact (e.g., point person at the Service Provider organization or host university).
  5. Local emergency number (host country’s equivalent to 911).
  6. Contact information for the U.S. Embassy and/or U.S. Consulate.
Immediately Upon Arrival

- Faculty must activate cell phone
  - Provide the International Center with phone number
  - Notify the International Center if a student does not show up
  - Refrain from turning off phone for long periods of time
  - If there is more than one faculty member, set up an on-call schedule (weekly) and ensure students know who is on call
During a Crisis

- The Faculty Leader(s) will take on many responsibilities, including:
  - Establishing orderly access to the CRT
  - Ensuring food, water, and transportation are on hand with assistance from the Service Provider
  - Maintaining a daily log and updating as the crisis develops
During the Crisis

- According to the Peace Corps:
  - “The optimum leadership style will be determined by the personal characteristics of the team leader and what the crisis dictates. Successful crisis team leaders have been those who have been open, supportive, flexible and still decisive and directive when the moment warrants. The ability to manage varying levels of conflict – among staff and students, with the media, and demands from U.S. college or university/study abroad program – will be essential.”
Responding To Crises
Medical Emergencies

Any hospitalization or clinic stay – no matter how brief

- Rape or sexual assault
- Severe food poisoning
- Severe allergic reaction to food, insect bites, etc.
- Any mental health issue
- Prolonged illness due to food poisoning/poor water quality
- Any incident involving injuries or potential injuries
  - Bar fights/assaults, sports or leisure accidents, slip-and-falls, etc.
Responding to Medical Emergencies

- **Cal Poly faculty and staff must do the following:**
  - Assist the student in locating appropriate medical care
  - Contact ACE USA Travel Assistance Program
    - Notify Cal Poly of your location and status. Call the International Center at 805-756-1477 (during business hours) or Campus Police at 805-756-2281 (after hours)
    - Work with the International Center to maintain communications with ACE USA Travel Assistance Program and the local treatment facility. The International Center will facilitate communications with Cal Poly officials and the student’s emergency contact
    - Protect students’ right to medical privacy. Share only necessary details with only those professionals with a need to know
    - Submit an [Incident Report Form](#) as soon as possible afterwards
24/7 Emergency Assistance Line

- To report a medical emergency or receive immediate assistance, call Cal Poly Police Dispatch at (805) 756-2281.

- Cal Poly Police will then contact the Director of the International Center who will then contact the most appropriate Cal Poly official to address your concerns.

- A Cal Poly official will call you back.

(805) 756-2281
Major Crises

- Protests/civil unrest
- Armed conflict
- Military coup
- Natural disasters
- Anything “newsworthy” regardless of its impact on students or programs
During the Crisis: Action Plan

Cal Poly faculty and/or staff must do the following:

1. Account for all students/faculty
2. Secure safe location
3. Contact or respond to directions of local authorities
4. Ensure food, water, transportation are on hand
5. Notify Cal Poly Campus Police Dispatch at 805-756-2281 (24/7)
6. CP Police will notify the Director of the International Center and the CRT
7. Wait for further instructions from Cal Poly
8. Communicate Cal Poly instructions/information to students
9. Maintain continual communications with the Director of the International Center
10. Maintain a daily log and update as the crisis develops
11. Submit an Incident Report Form as soon as possible.

Note that email may be the best form of communication, so use and check email often during a crisis.
Evacuation

As the crisis develops, on-site support staff will constantly assess the nature and extent of the crisis. If withdrawal appears imminent, the on-site administrator(s) and faculty member(s) must devote more attention to ensuring the safety of students, staff and dependents.

Inform the on-site administrator and home campus college or university/study abroad program regarding the crisis situation and student safety and whereabouts. The initial communication should include general comments about the current safety situation, plus specifics as to student whereabouts. For those students out of the town, the following format is suggested:

- List students who are not accounted for
- Seek guidance/advice from the Embassy on evacuation decisions
- Establish a central communications contact, coordinating communications with all agencies involved
- Identify student responsibilities and provide them with descriptions of specific emergency evacuation conditions and plans
- Communicate specific instructions to students and staff (in writing where appropriate)
- Coordinate in-country transport of students and their belongings where conditions permit such travel
Evacuation

- Ensure lodging and support arrangements at pre-evacuation points (note that these might be different from original housing arrangements)
- Coordinate planning and travel arrangements to safe haven countries with US Embassy and on-site support staff
- Limit movement of personnel to essential travel associated with crisis
- Emphasize the importance of staying in familiar territory during a crisis
- Maintain a daily log of actions taken
- As students depart for a safe haven country, the following information about each student should be transmitted to the Crisis Response Team:
  - Students’ health information, medical reports, and necessary medical supplies
  - Full names, passport numbers, place and date of passport issuances
  - A statement of property losses incurred in the crisis
Timely support to students and staff in the immediate aftermath of a crisis is critical.

Debriefing should consist of three basic components:

- Helping crisis survivors explore and express feelings with instruction, support and reassurance by the facilitator and/or other survivors;
- Assessing the intensity of the stress response; and
- Mobilizing resources and returning to normal roles, with a plan for further assistance if needed.
Upon Return: Talk to the International Center

We improve our services by analyzing past problems and our overall ability to mitigate risk and respond to crises. Upon return, meet with the International Center staff and submit the detailed log of crisis events and actions taken.
Ensure that all of the proactive steps have been followed (insurance and STEP registrations, crisis plan in place, contact info secured, etc.)

Take the same kind of actions in each instance of the same kind of crisis (consistency is very important)

Respond to any incident or crisis in the way that would be expected of any reasonable professional with responsibility for student welfare

Employ a “harm reduction” approach: always take the option least likely to lead to harm, and encourage students to make decisions for themselves in the same way (Example: Though students may want to enjoy a few drinks with friends on a free weekend evening, encourage them to have one designated sober person to ensure that everyone makes it home safely.)
Questions?

Cal Poly International Center and Risk Management

Caroline (Cari) Moore • Director • 805-756-2945
Monica Schechter • Associate Director • 805-756-5964
Sara Otis • Study Abroad Coordinator • 805-756-7321
Dru Zachmeyer • Risk Manager • 805-756-6473
Thank you for completing the Training Module for Faculty Leaders: Crisis Preparedness and Response

Please confirm that you have completed this online training at:

https://secureforms.calpoly.edu/igeeforms/emergency-preparedness-and-response-training-completion

Note: This training includes material adapted from the Center for Global Education and SAFETI