



# PSU Education Abroad

## Emergency Handbook

Revised May 2022

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## SECTION I: Overview of Crisis Management at PSU Education Abroad

### PURPOSE

PSU Education Abroad's primary concern, when managing any crisis, is to protect the safety and security of its students, staff, and faculty. All other concerns, such as protecting facilities and inventory, are secondary to this primary concern. This document outlines, at a general level, the types of crises that PSU Education Abroad may handle and the protocol that will be followed in handling these crises.

A thorough crisis-management plan will help PSU Education Abroad to respond to an emergency/crisis promptly following established and vetted PSU Education Abroad procedures. A solid crisis management plan and regular staff training are essential components for managing an emergency/crisis. PSU Education Abroad's Portland Crisis Management Team (CMT) serves as the primary coordinative body for supporting on-site crises.

### Understanding Crisis Management

Before we discuss crisis management in more detail, we must first understand what a "real" emergency is compared to a "perceived," or minor, emergency. Knowing this will help PSU Education Abroad more appropriately deal with each kind of crisis.

**Emergencies** are situations that pose a genuine and sometimes immediate risk to, or have already disturbed, the safety and well-being of participants.

Some examples may include, but are not limited to:

- Natural disaster (hurricane, earthquake, fire, flood, etc.)
- Socio-political crises (riot, military coup, terrorist attack)
- Major sickness or injury (car accident, epidemics, death, etc.)
- Assault or rape
- Missing Person
- Arrest
- Behavior of the Director or students that causes or threatens harm to self or others
- Incapacitated Program Director(s)

A **perceived emergency** is a situation that is not life threatening, though it does cause concern, stress, and inconvenience.

Some examples may include, but are not limited to:

- Stolen passport
- Pickpocketing
- Minor sickness or injury (that does not require admission to hospital and is not ongoing)
- Family emergency back home
- Non-compliance issues that do not result in harm to self or others

*Distinguishing between a real emergency and a perceived emergency is a crucial first step. To evaluate an emergency, contact PSU Education Abroad staff and/or consult with the U.S. Embassy or Consulate.*

*This document will outline crucial contact information and response guidelines for perceived and real emergencies.*

## SECTION II: Emergency Contact Information

### PSU EDUCATION ABROAD CRISIS MANAGEMENT TEAM (CMT) & EMERGENCY CONTACT INFORMATION

<b>PSU EMERGENCY LINE: 503-725-5911</b> <b>WILL REDIRECT TO ON-CALL ED ABROAD REP</b>  <i>When connected to the PSU Campus Public Safety Emergency Number your call will be forwarded to an Education Abroad representative.</i>			
<b>Jen Hamlow</b>	Director, Education Abroad Chair of Crisis Management Team	jhamlow@pdx.edu	<b>503-201-5462</b> Cell <b>503-725-8246</b> Office
<b>Ron Witczak</b>	Executive Director, Office of International Affairs Crisis Management Team Member	ron.witczak@pdx.edu	<b>503-957-8979</b> Cell <b>503-725-5309</b> Office
<b>Hannah Marrs</b>	Interim Faculty- Led Program Coordinator, Education Abroad Crisis Management Team Member	hmarrs@pdx.edu	<b>503-720-8158</b> Cell <b>503-725-4030</b> Office
<b>Alyse Collins</b>	Senior Advisor, Education Abroad	ayc@pdx.edu	<b>503-725-8256</b> Office
<b>Rachel Landers</b>	Advisor, Education Abroad	goffra@pdx.edu	<b>503-725-4195</b> Office
<b>Skye Clifford</b>	Coordinator, Education Abroad	sclifford@pdx.edu	<b>503-725-5346</b> Office

Be sure that you and your staff can rapidly locate each other in a crisis or emergency. Maintain an up-to-date list of emergency phone numbers.

#### WAYS TO REACH PSU ED ABROAD STAFF:

During Office Hours: 503-725-4095

After Office Hours: Call PSU Ed Abroad Answering Service: 503-725-5911

If for any reason, the contacts listed above cannot be reached, the PSU Education Abroad After Office Hours number is answered after business hours (including nights, weekends, and holidays) by the campus security answering service. The answering service will contact the Director, Faculty Led Program Coordinator, Executive Director of OIA and other backup emergency staff for you.

#### Student insurance/emergency assistance 24-hour contact

**Questions or advice needed about the Worldwide Travel Assistance Services?**

**Axa Assist/Gallagher Global Toll-Free (U.S./Canada): 1-312-935-9242**

**Call Collect (Outside the U.S.): 1-866-693-6873**

**PSU Education Abroad Insurance Policy Number:**  
**GLM N16816383**

**PSU Education Abroad Insurance Brochure:** <http://www.gallagherstudent.com/PortlandStudyAbroad>

## **ASSEMBLING THE CMT**

To convene the CMT, any staff person can contact the Director, who will be responsible for contacting CMT members and additional PSU representatives, as needed.

- Any member of the CMT or a Faculty Director can convene the CMT in response to a large-scale international incident which may threaten students or which may raise parent and public anxiety (natural disaster, war, terrorist attack, etc.)
  - The entire team will convene at least twice annually to review crisis management policies, debrief and discuss most recent crises and potential changes to policy, etc. Additional PSU representatives will be invited as appropriate.
-

## CRISIS/EMERGENCY RESPONSE PROTOCOL

The Providers, Partners, and Faculty Directors (Program Leader) have the broadest and deepest responsibility onsite to ensure the safety and welfare of students in the event of a crisis. Therefore, the Provider/Partner must share the onsite crisis plans - even if only an overview, with PSU on an annual basis. This should include an assurance that all onsite staff receive regular training for risk management. The Faculty Director must 1) make sure that the PSU Education Abroad Emergency Handbook and Safety/Security Checklist are updated with current program info and available and accessible throughout the program should an emergency occur outside; 2) meet with PSU Education Abroad staff, or partner staff on site to review the Emergency Handbook and protocols; and 3) identify and resolve any gaps in site emergency response plans.

### 1. Individual student crises (example: death, serious health issue, etc.)

- The **Program Leader** manages the on-site response: communications with local authorities, the embassy, and emergency services; coordinating site actions with PSU Education Abroad in Portland via the Advisor and Director, etc.
- The **Advisor** manages the immediate PSU Education Abroad response: after conferring with the Director, coordinating PSU Education Abroad actions with the site, insurance company (medical evacuation or repatriation), and communication with emergency contacts, etc. Depending on the nature of the crisis, the Director will call on other PSU Education Abroad staff to assist as needed, and will notify other PSU representatives.
- As the situation develops, the Advisor will provide regular updates to the Director, and other members of the PSU Education Abroad Crisis Management Team. The Director will update other PSU representatives and bring them in as needed. (For example, if the incident becomes public, the Director of Communications will be asked to coordinate the response to the media, etc.)

### 2. Regional or Program specific crisis (example: natural disaster or terrorist attack at a program location)

- Immediate responses as above.
- The full CMT and additional PSU representatives will be convened to determine PSU-wide response and coordination with Program Leader's of affected site(s).

### 3. Large-scale, not related to a specific program (example war )

- The full CMT and additional PSU representatives will be convened to determine PSU's response and coordination with Program Leader(s) of affected site(s).

## ROLES OF CMT MEMBERS

### Director

Coordinates final decisions regarding program suspensions/evacuations, based on recommendation of the Advisors and Program Leader(s). The Director coordinates CMT updates/public announcements to staff, faculty, and others. The Director works with the Faculty-Led Programs Coordinator and the OIA Finance Officer to analyze and provide information on financial implications of recommended actions such as suspensions, evacuations, moving students, etc.; provides recommendations regarding financial policies for extraordinary circumstances.

### PSU Director of Communications (DC)

Makes recommendations regarding CMT communication strategy for a particular crisis. Once strategy is finalized, coordinates PSU Education Abroad communications with media, campus media relations offices, mass communications with families and students, etc.

**Advisor (*This term includes both Advisors and Faculty-Led Programs Coordinator*)**

Manages PSU Education Abroad response to program-specific and individual student crises; coordinates information flow between PSU and site staff, State Dept., NAFSA, U.S. offices of other study abroad programs, etc. Along with the affected Program Leader(s), makes recommendations regarding specific programs (suspension, installing additional security measures, etc.) Provides available background information on specific students in the case of individual student crises; helps coordinate overall logistics in the case of program suspension, cancellation, temporary relocation of students, and other possible large-scale crisis response measures.

**Provider, Partner, or Faculty Director (Program Leader)**

A Faculty Director will serve as a PSU Representative on the Portland CMT on a two-year rotating basis to provide the Faculty Director perspective and input during bi-annual CMT review meetings. During actual crises, the Program Leader(s) of affected site(s) manage all on-site aspects of the crisis in coordination with the Advisor; the Program Leader representative to the CMT provides support as needed.

**Crisis Management Specialist (PSU Education Abroad Staff)**

Subscribes to DOSTRAVEL, the U.S. Department of State (DOS) email list which alerts subscribers to new and updated Travel Warnings (TW) and Travel Alerts (TA). Will circulate any TW or TA that directly affects a country where PSU Education Abroad has students to the appropriate Advisor for discussions with the Faculty Director or Provider/Partner. Assists with coordinating CMT meetings.

In cases where the Advisor is notified of a TW or TA involving their students, will confer with the Provider/Partner or Faculty Director and make a recommendation to the Director for action, if any. Possible responses include, but are not limited to: posting information on the PSU Education Abroad website and distributing response to students on-site, program suspension, cancellation, or recalling students.

**U.S. DEPARTMENT OF STATE (DOS) - TRAVEL WARNINGS (TW) AND TRAVEL ALERTS)**

1. The Director and Crisis Management Specialist at PSU Education Abroad will subscribe to DOSTRAVEL, the U.S. State Department's email list which alerts subscribers to new and updated TWs and TAs. The Crisis Management Specialist will circulate any TW or TA that directly affects a country where PSU Education Abroad has resident students to the appropriate Advisor for discussion with the Program Leader.
2. In cases where a TW or TA is issued for a country where PSU Education Abroad has resident students, the Advisor and Program Leader will confer about the situation and make a recommendation to the Director for action, if any. Possible options range from posting information on the PSU Education Abroad website and distribution to students on-site, to program suspension, cancellation, and/or recalling students.



## EXPECTATIONS OF BASIC ONSITE PRINCIPLES IN PREPARATION AND RESPONSE TO AN EMERGENCY OR A CRISIS

1. **Expect the unexpected.** Try to anticipate and be prepared for any and all contingencies. Expect the unexpected. Using available resources (Safety/Security Checklist, this handbook, site staff) develop and review a comprehensive crisis and emergency-response plan incorporating both immediate and long-term responses to the consequences of potential hazards.
2. **Identify and Assess the Risk.** Identify the most common kinds of crises, emergencies, and disasters that may impact the site. Assess their impact on students, staff, and the program. Don't expect to eliminate all risk, but you should be ready to protect students and staff as far as 'reasonably practical'.
3. **Establish relationships** with local health professionals and agencies as well as the community-based organizations specializing in disaster and trauma.
4. **Communicate:** Assure communication efficiency and availability at all times and work with the Advisor and/or Faculty Led Program Coordinator on a consultative basis. Always consider the Advisor and/or Faculty Led Program Coordinator as a member of your response team. Before an emergency/crisis, iron out problems in communication, if any.
5. **Define roles.** Always have responsibilities and lines of authority and communication well defined and agreed upon with site staff. Define the roles of the staff, qualified local providers, and other community partners for different types of crises and phases of response and recovery. Separate tasks and delegate authority to experienced and knowledgeable local staff to ensure preparation and adequate response, as possible in the local context.
6. **Use the Team.** Never carry the entire burden alone; call on your PSU and other Program Leader colleagues, local staff and colleagues, etc. Faculty Leaders may not be aware of any other local resources, however PSU staff may be able to reach out to nearby partners overseas who could assist.
7. **Regularly update all individuals.**
8. **Keep up to date** on PSU Education Abroad procedures and policies; if in doubt, ask the Advisor or Faculty Led Programs Coordinator.
9. **Be Open to Change.** Do not let predetermined decisions outweigh the situation on the ground. Always be open to new possibilities based on changing circumstances or a better way of approaching the problem.
10. **Constantly monitor** and assess operations and meet with staff to make sure that the site is prepared to respond.
11. **Prepare.** Conduct regular realistic drills for crisis response.
12. **Have a Plan A, B, and C.** Provide for backups and alternative plans

## SAMPLE CRISIS PREPAREDNESS CHECKLIST

Provider, Partner, and Faculty Director should regularly: **a)** discuss emergency response protocols and emergency plans with local or PSU Education Abroad staff; **b)** make sure that the Site/Program is prepared for potential emergencies; **c)** review action plans and emergency protocols, and **d)** more importantly, identify gaps between where the site is and where it should be, and find ways to address those gaps.

*No list can be all-inclusive, or cover every conceivable crisis. This sample list should be useful in developing your own site-specific and crisis specific checklists.*

- ☐ Keep a copy of PSU Education Abroad emergency telephone numbers on your person.
- ☐ Keep a copy of the CMT emergency numbers and program telephone tree in your residence.
- ☐ Keep a copy of the Site Emergency Handbook in your residence.
- ☐ Ensure electronic access to health disclosure form (Vikings Abroad). Consider printing a paper copy, if you'll be in an area where you will not have internet access.
- ☐ Make sure that staff is adequately informed and trained about updated PSU Education Abroad emergency response protocols.
- ☐ Develop a rapid communication system to reach students once on site (email, cell phones, etc.) in order to establish a communication tree.
- ☐ Develop a contingency communication plan in the event that students cannot be reached or are traveling.
- ☐ Provide participants with in-country emergency contact information (names and telephone numbers of medical emergency officials, law enforcement officials, U.S. Embassy/consulate).

### Identify Sources of Reliable Information

- ☐ Experienced and knowledgeable site staff
- ☐ PSU Education Abroad Advisor or Faculty-Led Program Coordinator
- ☐ U.S. Embassy/Consulate sections (e.g. RSO, Duty Officer, Warden Network, etc.)
- ☐ Internet news sources (e.g. Reuters AlertNet, CNN (parents in the U.S. access U.S. sources of news), BBC, etc.)
- ☐ On-site (or local) government sources
- ☐ Local public services and NGOs
- ☐ Colleagues at other diplomatic missions and other study abroad programs

### Confirm, Update, or Establish Information Links with:

- ☐ Local Authorities
- ☐ Hospitals (You should try to ascertain to the best of your abilities that the medical facility meets minimum standards of acceptability (e.g., use of disposable needles, follow proper standards of sterility, etc.))
- ☐ Physicians, Counselors, Psychiatrists
- ☐ Be aware of local laws regarding substance use/abuse, death, participating in public demonstrations, etc.

### Confirm local resources in the event of a crisis:

- ☐ Capacity of local government to handle a crisis
- ☐ Medical assistance available
- ☐ Status of local infrastructure, including local transportation

\_\_\_\_\_ Warden Network through the U.S. Embassy to get timely advice

**Determine needs of other impacted students during an individual student crisis:**

\_\_\_\_\_ Notifying the student group (know how much you can share). Be familiar with U.S. (state and federal), PSU, and local privacy laws.

\_\_\_\_\_ Local counseling services available (if you don't have this information, with the assistance of the Education Abroad Advisor, work with the U.S. Embassy or the PSU Education Abroad's student insurance who will try to develop a list of local psychologists who can counsel in English, and/or other resources [telephone/on-line counseling, etc.] )

\_\_\_\_\_ If the student emergency is severe (e.g., suicide), be aware that other students may be at risk and be mindful of copycat behavior/tendencies.

\_\_\_\_\_ Medical evacuation for other students (if needed).

**Familiarize yourself with procedures during specific emergencies:**

\_\_\_\_\_ Refer to "What If" Checklists in this handbook

**After an emergency:**

\_\_\_\_\_ Meet and continue to brief staff and other students on site

\_\_\_\_\_ Re-institute regular site services in a phased, orderly fashion

\_\_\_\_\_ Depending on the emergency, the Program Leader and Advisor should schedule a "Lessons Learned" meeting with appropriate site staff and PSU Education Abroad staff. Evaluate actions, communication, and ultimate outcome. What went right? What can be improved? How could the situation have been handled better? What follow-up action is necessary?

**This section is to be filled out by the program leader**

## **LOCAL EMERGENCY CONTACTS**

Police \_\_\_\_\_

Fire \_\_\_\_\_

Hospital/Emergency Services \_\_\_\_\_

\_\_\_\_\_

Counseling services \_\_\_\_\_

\_\_\_\_\_

Red Cross/Crescent, other disaster relief (Directory [www.ifrc.org/national-societies-directory](http://www.ifrc.org/national-societies-directory)) \_\_\_\_\_

\_\_\_\_\_

Legal services \_\_\_\_\_

University emergency services \_\_\_\_\_

\_\_\_\_\_

## **U.S. Embassy/Consulate**

Review this crisis resource from the U.S. Department of State:

<https://travel.state.gov/content/travel/en/international-travel/emergencies/what-can-you-do-crisis-abroad.html>

To complete the following information, visit:

<https://travel.state.gov/content/travel/en/consularnotification/ConsularNotificationandAccess.html>

Main number \_\_\_\_\_

24-hour number \_\_\_\_\_

American Citizen Services \_\_\_\_\_

Other \_\_\_\_\_

## **U.S. DEPARTMENT OF STATE (DOS) CONTACTS**

The Program Leader should refer to the Foreign Service Post Information located in:

<https://www.state.gov/telephone-directory/> for an updated list of key officers and their contact information at the DOS Foreign Service Post.

### **Department of State Switchboard**

(202) 647-4000 (Call this number and ask for the duty officer.)

### **Overseas Citizen Services**

Overseas Citizens Services (OCS) in the State Department's Bureau of Consular Affairs is responsible for the welfare and whereabouts of U.S. citizens or noncitizen nationals\* traveling and residing abroad, including: death, arrest/detention, robbery, citizens missing abroad, and crises abroad.

### **HOURS OF OPERATION**

OCS is open Monday-Friday, 8:15 a.m. to 5:00 p.m. (Eastern time). The OCS US toll-free hotline at 1-888-407-4747 is available from 8:00 a.m. to 8:00 p.m. (Eastern time), Monday-Friday, except U.S. federal holidays.

### **Calling From Overseas During Office Hours**

Callers who are unable to use toll-free numbers, such as those calling from overseas, may obtain information and assistance during these hours by calling (317) 472-2328.

### **Calling From Overseas After Office Hours**

For after-hours emergencies, Sundays and holidays, please call (202) 501-4444 and request the OCS duty officer.

### **Emergency Services at a Consular Affairs Overseas Post**

Each post arranges for an officer, and other personnel as warranted, to be available at the office or on call at all times outside regular office hours and on weekends and holidays. The duty officer familiarizes himself or herself with post functions and emergency procedures sufficiently enough to take action—or to identify and request the appropriate officer to take action—on any matters arising outside office hours and on which action cannot be deferred until the next opening of the office for business.

### **Consular Registration of Students (U.S. Citizens and U.S. Non-Citizen Nationals)**

All students must be registered with the U.S. Embassy or Consulate so Consular officials can contact them in the event of an evacuation or other emergency through STEP: Smart Traveler Enrollment Program

*\* The U.S. Department of State and embassies and consulates abroad have no greater responsibility than the protection of U.S. citizens overseas. Students, faculty, or staff, with no ties or allegiance to the U.S. may not be provided emergency or protective services except under the most extraordinary circumstances, and then only with the prior approval of the Department.*

## SECTION III: PSU Education Abroad Student Insurance and Emergency Assistance Information

NOTE: This information is for programs covered by Gallagher Koster insurance. If you and your students are not covered by Gallagher Koster, please confer with your provider regarding the insurance they provide. Your provider contact will likely serve as liaison with the insurance company rather than the Education Abroad advisory. Additionally, note that Gallagher Koster insurance cannot be used in OFAC excluded countries, which includes Cuba.

### **AXA Assist/Gallagher Global 24/7 Travel Assistance, USA (24-Hour Emergency Assistance):**

- **Within the U.S./Canada:** 1-312-935-9242
- **Outside the U.S.:** 1-866-693-6873

### **Questions about a Specific claim or claims payment:**

- 1-866-693-6873
- Email: [Gallagher@hsri.com](mailto:Gallagher@hsri.com)

### **Questions about what is covered, how to access benefits, enrollment concerns or ID cards:**

- 1-866-693-6873
- [GallagherGlobalAssistance@ajg.com](mailto:GallagherGlobalAssistance@ajg.com)
- <http://www.gallagherstudent.com/PortlandStudyAbroad>

**Policy #: GLM N16816383**

## **OVERVIEW OF INSURANCE BENEFITS**

- All PSU Education Abroad students on faculty led exchange, and direct-enroll programs are covered by required health and accidental death and dismemberment (AD&D) benefits effective twenty-four hours per day, starting one (1) day before the study program and ending one (1) day after the program. Students on Provider programs are covered by international insurance directly as arranged by the Provider. Students travelling before or after the program for non-academic reasons can enroll in voluntary insurance through Gallagher Insurance or another insurance provider.
- Coverage is good anywhere in the world outside the U.S.
- Coverage includes hospitalization, illness, accident, medical evacuation, repatriation of remains, accidental death and dismemberment, compassionate visit benefit, and emergency assistance service.
- In most cases, students pay up front for treatment and then file for reimbursement of costs. During an emergency, Axa Assist/Gallagher Global Assistance can arrange to pay the medical provider directly  
*See attached brochure for additional coverage and contact information for claims, and reimbursement questions.*

[www.gallagherstudent.com/brochures/12771.pdf](http://www.gallagherstudent.com/brochures/12771.pdf)

## EMERGENCY ASSISTANCE AND REFERRALS

- Insurance includes 24-hour worldwide emergency assistance through **AXA Assist/Gallagher Global 24/7 Travel Assistance**.
- Students can contact the assistance service directly, or the on-site personnel can access on behalf of the student in emergencies.
- Services include:
  - Medical referrals to recommended local doctors and facilities worldwide
  - Emergency trauma counseling (initial telephone-based counseling plus referral to qualified local counselors)
  - Prescription Assistance (if a student needs to fill a prescription while traveling)
  - Pre-trip information including immunization and inoculation recommendations and security advisories
  - Message service in medical situations
  - Interpreter referrals (if student has medical, legal, or other emergencies in a country where they do not speak the language) and legal referrals. **Note: only referrals and assistance are provided**, costs of actual legal or interpreting services are not covered.
  - Lost luggage or documents assistance

## EMERGENCY MEDICAL EVACUATION

- The PSU Education Abroad insurance includes a Medical Evacuation and Medically Supervised Repatriation benefit through Axa Assist/Gallagher Global Assistance
- A medically supervised repatriation can be approved if a student is discharged from a hospital abroad and it is medically necessary for the student to return home for medical rehabilitation
- A medical evacuation can be approved if it is medically necessary to move the student to another location abroad for treatment (for example, student is injured or becomes ill in a remote or rural area and must be moved to a city for treatment)
- Medical evacuation and repatriation can apply to both physical illness or injury and to mental or nervous disorders that warrant hospitalization

**NOTE: Axa Assist/Gallagher Global Assistance staff, in coordination with a legally licensed physician(s) abroad, are the only ones who can determine if an evacuation is medically necessary, and together will make all arrangements for the evacuation.** A legally licensed physician must certify that the severity of the insured person's injury or sickness warrants the emergency evacuation. The costs of such an evacuation may include transportation by ground or air ambulance or by commercial transportation, provision of a medically trained escort during travel, etc. If Axa Assist/Gallagher Global Assistance does not make the medical evacuation arrangements, costs will not be covered.

### What do to if a Medical Evacuation is Needed?

- Contact PSU Education Abroad
- **The PSU Education Abroad Advisor (acting as student's case manager) will contact Axa Assist/Gallagher Global Assistance immediately in cases of serious injury or physical or mental illness.** If the Advisor is not immediately available to start the case with Axa Assist/Gallagher Global Assistance, the Program Leader, Director or Crisis Management Specialist can start a case and should then follow up with the Advisor as soon as feasible.
- Axa Assist/Gallagher Global Assistance will establish a case file for the student. **NOTE: Anyone subsequently calling Axa Assist/Gallagher Global Assistance (PSU staff, Program Leader, emergency contacts) to communicate about the student's situation will need to give the case file number to the Axa Assist/Gallagher Global Assistance representative.** If in the end a medical evacuation is not required, the file can be cancelled.
- The following information will be needed to start a case file:
  - Name of student
  - DOB
  - Permanent residence
  - Emergency contact information
  - Name and term of program
  - End date of program
  - Policy number: **GLM N16816383**
  - Name and contact information of local hospital and treating physician
  - The student's condition and the circumstance of the incident.
- Axa Assist/Gallagher Global Assistance can serve as a resource and provide assistance even in cases where it determines that medical evacuation is not necessary. Axa Assist/Gallagher Global Assistance has a network of specialists who will consult with local physicians as needed, if a site needs help referring a student to a physician or psychiatric professional in a particular specialty.
- Axa Assist/Gallagher Global Assistance will use this network to help the site in obtaining a physical or psychiatric evaluation for the student, in order to determine if a medical evacuation is necessary. If the site or the student has already been in touch with a legally licensed physician on-site, Axa Assist/Gallagher Global Assistance will also work directly with that physician.
- If Axa Assist/Gallagher Global Assistance determines (in coordination with a legally licensed physician) that a **medical evacuation is medically necessary**, they will coordinate all arrangements with local treating hospital/physician, receiving hospital/physician, transportation companies, etc.



- Medical evacuation arrangements can include (as determined by Axa Assist/Gallagher Global Assistance)
  - Transportation of the student by ground ambulance or private car/taxi, air ambulance or commercial flight, etc.
  - Arrangements for and provision of an escort (medically trained, if necessary) during transportation.
- In addition to coordinating all transportation and medical arrangements the treating physician and hospital on-site and at the final location, **Axa Assist/Gallagher Global Assistance will coordinate communications** before, during, and after the medical evacuation with site staff, Portland staff, and the student's emergency contacts, as necessary and directed by PSU Education Abroad, and until the student arrives safely at the home location.

## REPATRIATION OF REMAINS

- Axa Assist/Gallagher Global Assistance makes all arrangements for the return of the insured's remains to their country of permanent residence if the insured dies while abroad.
- Arrangements include coordination with local and U.S. authorities and completion of paperwork, arrangement and payment for necessary body preparations, shipping container and transport, and coordination of communications with on-site staff, PSU staff, and the student's emergency contacts as necessary and directed by PSU Education Abroad, until the repatriation is completed.

**NOTE: Axa Assist/Gallagher Global Assistance provides direct services only; Axa Assist/Gallagher Global Assistance must make all arrangements and must authorize all expenses in advance for this benefit.**

## SECTION IV: Sample Checklists for Emergencies “What to do if”

### OVERVIEW

- The attached checklists may be useful in typical emergency situations.
- It is important to understand, in advance, how a potential crisis will affect you and your normal duties.
- Be familiar with the local planning and alert response capabilities regarding natural disasters.
- The checklists in this section cannot really be tailored to any one individual or position, just as they cannot fit every location, site size, or situation.

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**NOTE: Notifying emergency contacts during a student emergency:** Emergency Contacts can be notified, in accordance with FERPA regulations, if it is a “health or safety emergency” situation only. Meaning that the disclosure of the information is necessary to protect the health or safety of the student or other individuals. Some factors that we consider, in deciding whether to disclose pursuant to the exemption, include:

1. the severity of the threat to the health or safety of those involved
2. the need for the information (i.e. don’t disclose lots of irrelevant information)
3. the time required to deal with the emergency (i.e. is it urgent or is there plenty of time?)
4. the ability of the parties to whom the information is to be given to deal with the emergency (i.e. can the father help the situation?)

It is generally preferable for the student to contact emergency contacts themselves, but if the criteria above are met, FERPA (Family Educational Rights and Privacy Act) would allow PSU to contact them. **When in doubt, note that guarding confidentiality is important but concern for a student’s welfare is more important.** Given the choice of keeping information confidential versus keeping students safe, opt for safety.

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**Who Does What When:** Although the attached checklists present an ideal scenario of roles and responsibilities, in any given situation work will be between PSU and on-site staff as needed and determined through discussion between the Education Abroad Advisor and Program Leader. To the extent possible, work should be managed so that the Program Leader and staff focus can remain on the on-site situation while the Education Abroad Advisor and other PSU staff manage communication with the emergency contacts, insurance company, home institution, media, etc.

*Adapted from: CIEE (Council on International Educational Exchange), FBI, Overseas Security Advisory Council (OSAC), St. Olaf College emergency materials, U.S. Department of State Foreign Affairs Manual, UCB “Assisting the Emotionally Distressed Student: A Guide for Faculty and Students”, UCSB “Referring Distressed Students: A Faculty, Teaching Assistant, Medical Profession, and Staff Guide”, University of California Education Abroad Program*

## **Priorities for program leadership during emergencies**

### **Priorities during an emergency:**

- Act in the best interest of participant
- Utilize emergency response guidelines
- Protect students' right to privacy
- Maintain communication with PSU Ed Abroad
- Document incident to the best of your ability.

### **Additional Priorities during a medical emergency:**

- Call Axa/Gallagher Assistance to coordinate care.
- Seek appropriate medical care
- Stay with/check on participant

### **Additional priorities during a general emergency:**

- Secure safe location for all
- Contact/respond to directions of local authorities or US embassy, as appropriate.
- Communicate PSU Ed Abroad instructions to participants.

## **Emergency Response Roles & Responsibilities**

### **Individual Student Crises (Ex., Death, Serious Illness, etc.)**

- The **Program Leader** manages the on-site response:
  - communications with local authorities, host/local institution, the embassy, and emergency services;
  - coordinates site actions with PSU Education Abroad in Portland via the **Advisor** and **Director**;
- The **Advisor** manages the immediate PSU Education Abroad response:
  - Confers with the **Director** regarding situation;
  - Coordinates PSU Education Abroad actions with the site, insurance company (medical evacuation or repatriation), and communication with emergency contacts, if appropriate;
  - Will communicate with student's home campus, if non-PSU student;
  - As the situation develops, will provide regular updates to the **Director** and other members of the CMT.
- The **Director** will:
  - Update PSU Education Abroad Crisis Management Team;
  - Update other PSU representatives and bring them in as needed (Ex., if the incident becomes public, Director will call on the Director of Communications at PSU to coordinate media response).

### ***Crises Affecting Entire Program or Region (Ex., Natural Disaster, Political Unrest, Terrorist Attack at Program Location)***

In addition to the above protocols:

- The full CMT and additional PSU representatives will be convened to determine PSU-wide response and coordination with Program Leaders of affected site(s).

## CHECKLIST FOR STUDENT PHYSICAL INJURY OR ILLNESS

Examples: car accident, other serious injury, serious physical illness, drug overdose

### Program Leader initial response:

- \_\_\_\_\_ Immediately assist student in locating medical care.
- \_\_\_\_\_ Contact the Advisor or Faculty-Led Programs Coordinator as soon as feasible to report; assess the situation, discussion of next steps, determination of whether/who will notify emergency contacts, home campus, etc. Follow up with Advisor or Faculty-Led Programs Coordinator in writing as soon as possible after the initial report.
- \_\_\_\_\_ Determine the extent of accident/illness through consultation with treating doctor.
- \_\_\_\_\_ Begin a written log; keep basic notes regarding circumstances, outcome of any discussions with physicians, conversations with PSU Education Abroad, emergency contacts, etc. Update as crisis progresses.

### Additional steps:

- \_\_\_\_\_ If medical evacuation is necessary, the Advisor will contact Axa Assist/Gallagher Global Assistance immediately to start a case file. The Advisor acts as the PSU Education Abroad case manager with Axa Assist/Gallagher Global Assistance. Axa Assist/Gallagher Global Assistance will coordinate arrangements if a medical evacuation is necessary, follow up communication with emergency contacts, embassy or consulate, local authorities, and others as needed and instructed.

***NOTE: Axa Assist/Gallagher Global Assistance must make all arrangements for the medical evacuation benefit, if evacuation is recommended by attending physician; otherwise, benefits through the PSU Education Abroad policy will not be paid. Airlines and air ambulance services usually will not transport a patient if the attending physician concludes the patient's condition would be further harmed by the flight.***

- \_\_\_\_\_ If medical quarantine is necessary, the Advisor will contact Axa Assist/Gallagher Global Assistance immediately to start a case file. The Advisor acts as the PSU Education Abroad case manager with Axa Assist/Gallagher Global Assistance. Axa Assist/Gallagher Global Assistance will coordinate arrangements if a medical quarantine is necessary, follow up communication with emergency contacts, embassy or consulate, local authorities, and others as needed and instructed.
- \_\_\_\_\_ Program Leader monitors the student's treatment, in consultation with the treating physician, and updates relevant parties as needed.
- \_\_\_\_\_ Program Leader notifies the student's on-site academic department(s)/professor(s) as applicable. If injury or illness took place in host university-owned residence or on campus, notify host institution authorities.
- \_\_\_\_\_ Advisor notifies student's home institution (if not PSU student) and maintains communication with home institution contact as situation evolves.
- \_\_\_\_\_ With the student's consent (ideally, obtained in advance and in writing), and in coordination with the home campus if possible, Advisor arranges to notify student's emergency contacts. In the absence of consent, work with information that is available from non-privileged sources in planning support. If student's life is in jeopardy, but consent has not been given, Federal privacy laws allow PSU Education Abroad to contact emergency contacts.
- \_\_\_\_\_ If student consents, Program Leader briefs other students in the program as appropriate, bearing confidentiality restrictions in mind. Arrange for access to counseling services if needed for friends/roommates/other students (especially in cases where other students may have been involved but not injured)

- \_\_\_\_\_ If student will be medically evacuated, Program Leader arranges for safely securing, packing, and shipping the student's belongings to the home address in consultation with the emergency contacts and/or student.
- \_\_\_\_\_ Program Leader completes an incident report with the help of Education Abroad
- \_\_\_\_\_ Program Leader evaluates the adequacy of crisis and safety planning based on lessons learned, and makes modifications as necessary. Update the Advisor and suggest changes.
- \_\_\_\_\_ Depending on the severity of the incident, Program Leader and Advisor schedule a long-distance debriefing.
- \_\_\_\_\_ As needed, hold at least one follow-up session with staff (PSU and site) to address unresolved concerns and any new issues that arose since the first "lessons learned" meeting.

## CHECKLIST FOR STUDENT MENTAL ILLNESS

See 'Appendix' for additional resources.

**Examples:** student exhibits severe disruptive behavior that appears to be based in mental illness; student appears to be severely depressed; student exhibits symptoms of eating disorder; student attempts or threatens suicide; student engages in severe alcohol or drug abuse, or you get a concerned report from student's peers

### Program Leader initial response:

- \_\_\_\_\_ Evaluate the student's situation personally and in private when both of you have time and are not rushed or preoccupied.
- \_\_\_\_\_ Remain calm and talk slowly. Let the student know you are aware of their feelings and you would like to help. Whether or not you know how to fix the problem, genuine concern can provide a human connection at a critical moment. Sometimes a student may only need someone to listen for a short time in order to clarify concerns and validate feelings.
- \_\_\_\_\_ Assume control over the situation in a soothing manner. Focus on the relevant information and behavior. Respectfully help the student focus on items that can be addressed. Speak in an explicit, concrete and concise manner.
- \_\_\_\_\_ If you have initiated the contact, express your concern in behavioral, nonjudgmental terms (e.g. "I've noticed you've been absent from class lately and I'm concerned.")
- \_\_\_\_\_ Contact the Advisor as soon as feasible to report; assessment of situation, discussion of next steps, determination of whether/who will notify emergency contacts, home campus (if relevant), etc. Follow-up with Advisor in writing as soon as possible after the initial report.
- \_\_\_\_\_ Begin keeping a written log; keep basic notes regarding circumstances, outcome of any discussions with physicians, conversations with PSU Education Abroad, emergency contacts, etc. Note information on the actual behavior exhibited and the history of the problem. Do not include personal comments. Update as crisis progresses.

### Additional Steps:

- \_\_\_\_\_ Advisor notifies Director (and student's home institution if not PSU), and maintains communication as situation evolves.
- \_\_\_\_\_ Director notifies PSU campus authorities and remaining Crisis Management Team members as necessary, including notifying the CARE team.
- \_\_\_\_\_ Assess the student's support network (friends, roommates, etc.)
- \_\_\_\_\_ Determine whether or not the student will voluntarily seek help and encourage the student to do so.
- \_\_\_\_\_ Provide a list of professionals that the student can contact and offer to take the student to a professional if you doubt he or she will follow through.
- \_\_\_\_\_ Program Leader completes and submits a PSU Education Abroad "Safety and Incident Report" via Vikings Abroad (located in Crisis Management Learning Content of the faculty proposal), conducts meetings with staff to review lessons learned from the experience.
- \_\_\_\_\_ Program Leader evaluates the adequacy of crisis and safety planning based on lessons learned, and makes modifications as necessary. Update the Advisor and suggest changes.
- \_\_\_\_\_ Depending on the severity of the incident, Program Leader and Advisor schedule a long-distance debriefing.
- \_\_\_\_\_ As needed, hold at least one follow-up session with staff (PSU and site) to address unresolved concerns and any new issues that arose since the first "lessons learned" meeting.

## IF STUDENT AGREES TO SEEK HELP

### Program Leader initial response:

- \_\_\_\_\_ Arrange for the student to see a counseling professional immediately. If you need assistance locating a professional with the necessary specialization or language abilities, Axa Assist/Gallagher Global Assistance or the U.S. Embassy can provide referrals. If possible, arrange to have the student escorted to the designated location of the appointment by a supportive and mature friend, a staff person, etc.
- \_\_\_\_\_ If necessary, assist with arrangements for hospitalization and treatment.

### Additional Steps:

- \_\_\_\_\_ If medical evacuation is necessary, the Advisor will contact Axa Assist/Gallagher Global Assistance immediately to start a case file. The Advisor acts as the PSU Education Abroad case manager with Axa Assist/Gallagher Global Assistance. Axa Assist/Gallagher Global Assistance will coordinate arrangements if a medical evacuation is necessary, follow up communication with emergency contacts, embassy or consulate, local authorities, and others as needed and instructed.

***NOTE: Axa Assist/Gallagher Global Assistance must make all arrangements for the medical evacuation benefit, if evacuation is recommended by attending physician; otherwise, benefits through the PSU Education Abroad policy will not be paid. Airlines and air ambulance services usually will not transport a patient if the attending physician concludes the patient's condition would be further harmed by the flight.***

- \_\_\_\_\_ Advisor notifies Director (and student's home institution if not PSU) and maintains communication as situation evolves.
- \_\_\_\_\_ With the student's consent (ideally, obtained in advance and in writing), and in coordination with the home campus if possible, Advisor arranges to notify his/her emergency contacts, and other involved parties on a need-to-know basis, only. In the absence of consent, work with information that is available from non-privileged sources in planning support. If student's life is in jeopardy, but consent has not been given, Federal privacy laws allow PSU Education Abroad to contact emergency contacts.
- \_\_\_\_\_ With student's consent, Program Leader briefs other students in the program as appropriate and as given consent by the student who is ill. Arrange for access to counseling services if needed for friends/roommates other students
- \_\_\_\_\_ If student will be medically evacuated, Program Leader arranges for safely securing, packing, and shipping the student's belongings to the home address in consultation with the emergency contacts and/or student.
- \_\_\_\_\_ Program Leader notifies host/local institution authorities as necessary and appropriate.
- \_\_\_\_\_ Program Leader monitors the situation carefully and frequently; follow up with the student.
- \_\_\_\_\_ Program Leader completes an incident report with the help of Education Abroad
- \_\_\_\_\_ Program Leader evaluates the adequacy of crisis and safety planning based on lessons learned, and makes modifications as necessary. Update the Advisor and suggest changes.
- \_\_\_\_\_ Depending on the severity of the incident, Program Leader and Advisor schedule a long-distance debriefing.
- \_\_\_\_\_ As needed, hold at least one follow-up session with staff (PSU and site) to address unresolved concerns and any new issues that arose since the first "lessons learned" meeting.

## IF STUDENT WILL NOT AGREE TO SEEK HELP AND APPEARS TO BE A DANGER TO SELF OR OTHERS

- \_\_\_\_\_ Program Leader continues to keep a written log.
- \_\_\_\_\_ Program Leader and Advisor assess who might be called upon to persuade the student to seek help, (friend, roommate, therapist – both on-site and at home) and work with them, maintaining the student's confidentiality to the extent possible given that safety is the primary concern.
- \_\_\_\_\_ Advisor notifies Director (and student's home institution if not PSU) and maintains communication as situation evolves.
- \_\_\_\_\_ Program Leader continues to encourage the student to seek help.
- \_\_\_\_\_ Program Leader consults local resources (psychiatric services, drug counseling services, authorities etc.) regarding involuntary commitment options or how to persuade the student to seek help. A brief consultation may help you sort out the relevant issues and explore alternative approaches.
- \_\_\_\_\_ Advisor and Program Leader continue to consult on appropriate measures, including involuntary withdrawal/dismissal from PSU Education Abroad, notification of host institution authorities, etc.

## IF STUDENT IS UNRESPONSIVE AND CANNOT MAKE DECISIONS FOR THEMSELVES

- \_\_\_\_\_ If student must be hospitalized, Program Leader checks the student's file and ask PSU Education Abroad staff about important medical information that may help an attending physician.
- \_\_\_\_\_ Advisor notifies Director (and student's home institution if not PSU) and maintains communication as situation evolves.
- \_\_\_\_\_ Advisor notifies parents, if appropriate and in coordination with the home campus if possible. Parents can be notified if it is a "health or safety emergency" situation, meaning that the disclosure of the information is necessary to protect the health or safety of the student or other individuals. Some factors that we consider, in deciding whether to disclose pursuant to the exemption, include:
  1. the severity of the threat to the health or safety of those involved
  2. the need for the information (i.e. don't disclose lots of irrelevant information)
  3. the time required to deal with the emergency (i.e. is it urgent or is there plenty of time?)
  4. the ability of the parties to whom the information is to be given to deal with the emergency (i.e. can the father help the situation?)

It is generally preferable for the student to contact the parents themselves, but if the criteria above are met, FERPA would allow contacting parents. When in doubt, note that guarding confidentiality is important but concern for a student's welfare is more important. Given the choice of keeping information confidential versus keeping students safe, opt for safety.

- \_\_\_\_\_ Program Leader completes an incident report with the help of Education Abroad
- \_\_\_\_\_ Program Leader evaluates the adequacy of crisis and safety planning based on lessons learned, and makes modifications as necessary. Update the Advisor and suggest changes.
- \_\_\_\_\_ Depending on the severity of the incident, Program Leader and Advisor schedule a long-distance debriefing.
- \_\_\_\_\_ As needed, hold at least one follow-up session with staff (Portland and site) to address unresolved concerns and any new issues that arose since the first "lessons learned" meeting.



## **IF STUDENT WILL NOT AGREE TO SEEK HELP AND DOES NOT APPEAR TO BE A DANGER TO SELF OR OTHERS**

It is important to be prepared for potential obstacles when helping a student in distress. Some students will refuse help. If a student refuses the recommendation to speak to a counselor, there are still some things that can be done. Program Leaders and Advisors should consider the following options after the student's safety is established:

- \_\_\_\_\_ Assess who might be called upon to persuade the student to seek help, without violating the student's privacy (for example friend or roommate who is already aware of the problem)
- \_\_\_\_\_ Call a professional to ask for advice. If you do not have access to a professional in the appropriate specialty locally, Axa Assist/Gallagher Global Assistance or the U.S. Embassy can provide referrals.
- \_\_\_\_\_ Continue to encourage the student to seek help
- \_\_\_\_\_ If possible, establish behavioral limits and enforce them to the extent possible under the [Student Code of Conduct](https://www.pdx.edu/dos/psu-student-code-conduct): <https://www.pdx.edu/dos/psu-student-code-conduct>.
- \_\_\_\_\_ Monitor the situation carefully and frequently; follow up with the student.
- \_\_\_\_\_ If disruptive and/or potentially dangerous behavior persists and/or appears to be increasing, Program Leader and Advisor should continue to consult on appropriate measures, including involuntary withdrawal/dismissal from PSU Education Abroad

## CHECKLIST FOR VIOLENT AND/OR VERBALLY AGGRESSIVE STUDENT

See Appendix for additional resources

### Program Leader initial response:

- \_\_\_\_\_ Maintain a poised posture; ready to move quickly but not fearful.
- \_\_\_\_\_ Avoid physical contact or use only in a defensive manner.
- \_\_\_\_\_ Maintain a voice quality that is matter of fact, monotone.
- \_\_\_\_\_ Use clear, assertive statements of consequences; repeat as necessary.
- \_\_\_\_\_ Use eye contact sparingly - only to emphasize a point.
- \_\_\_\_\_ Avoid gestures if possible, as they may be interpreted as signs of weakness. Increase your advantage by placing yourself behind a table or chair near an exit.
- \_\_\_\_\_ If possible, leave an unobstructed exit for the perpetrator.
- \_\_\_\_\_ Do not ignore warning signs (body language, clenched fists).
- \_\_\_\_\_ Do not get into an argument or shouting match.
- \_\_\_\_\_ Do not become hostile or punitive yourself.
- \_\_\_\_\_ Do not press for explanations for student's behavior.
- \_\_\_\_\_ Do not make threats or dares.
- \_\_\_\_\_ For your own well-being, take any threat seriously and be prepared to act accordingly.

### Additional steps:

- \_\_\_\_\_ Program Leader contacts the Advisor as soon as feasible to report; assessment of situation, discussion of next steps, determination of whether/who will notify emergency contacts, home campus, etc.
- \_\_\_\_\_ Program Leader follows up with Advisor in writing as soon as possible after the initial report.
- \_\_\_\_\_ Program Leader begins keeping a written log; keep basic notes regarding circumstances, outcome of any discussions with physicians, conversations with PSU Education Abroad, emergency contacts, etc. Note information on the actual behavior exhibited and the history of the problem. Do not include personal comments.
- \_\_\_\_\_ Advisor notifies Director (and student's home institution if not PSU) and maintains communication as situation evolves.
- \_\_\_\_\_ Director notifies PSU campus authorities and remaining Crisis Management Team members as necessary, including notifying the CARE team.
- \_\_\_\_\_ Program Leader assesses the student's support network (friends, roommates, etc.)
- \_\_\_\_\_ Determine whether or not the student will voluntarily seek help. Encourage the student to seek professional help. Offer to take the student to a professional if you doubt he or she will follow through.
- \_\_\_\_\_ Program Leader and Advisor consult regarding appropriate disciplinary measures, including involuntary withdrawal/dismissal from PSU Education Abroad
- \_\_\_\_\_ Program Leader completes an incident report with the help of Education Abroad
- \_\_\_\_\_ Program Leader evaluates the adequacy of crisis and safety planning based on lessons learned, and makes modifications as necessary. Update the Advisor and suggest changes.

- \_\_\_\_\_ Depending on the severity of the incident, Program Leader and Advisor schedule a long-distance debriefing.
- \_\_\_\_\_ As needed, hold at least one follow-up session with staff (Portland and site) to address unresolved concerns and any new issues that arose since the first “lessons learned” meeting.

## CHECKLIST FOR ATTEMPTED SUICIDE

*See Appendix for additional resources*

Few responsibilities are so heavy and intimidating for Program Leaders as carefully assessing and responding to a student's suicidal risk. The need for attending to this lethal potential is always pressing as suicide is the second-leading cause of death among U.S. college-age students (accidents is the first). It is important to remember that PSU Education Abroad staff in Portland and staff on-site are usually not trained medical/psychological professionals, so we must immediately identify, and consult with, a trained specialist. While not all depressed people are suicidal, most suicidal people are depressed. Contrary to popular belief, suicide is not an impulsive act but the result of a process: a previous history of attempted suicide and/or depression that is compounded by problems associated with adolescence; finally, a precipitating event, often a death or the end of a meaningful relationship, triggers the suicide (McBrien, 1983).

**Common indicators of suicidal feelings include when the student** (some signs are subtle; others more direct.):

- Talks or jokes about committing suicide;
- Engages in self-destructive or risky behavior;
- Makes statements that seem hopeless;
- Has persistent difficulty eating (losing weight, etc.) or sleeping (insomnia, etc.);
- Gives away prized possessions;
- Loses interest in family, friends, and/or activities;
- Is preoccupied with death and dying;
- Loses interest in his or her personal appearance;
- Suddenly increases alcohol or other drug use; and
- Makes a will or other final arrangements.

### **Program Leader initial response:**

- \_\_\_\_\_ **TIME IS ALWAYS OF THE ESSENCE WITH ANY REPORT OF ATTEMPTED SUICIDE.** Take any report very seriously (do not second guess) and respond expeditiously.
- \_\_\_\_\_ Call local ambulance/police and go where the student is located.
- \_\_\_\_\_ Establish a way for you to personally see the student as fast as possible.
- \_\_\_\_\_ If the student has not attempted suicide but the report is that he/she is thinking about it:
  - Express your concern to the student that he or she may be thinking about suicide.
  - Try to discuss suicide openly without judgment or shock.
  - Allow the student to express difficult emotions. Often a suicidal person feels angry, helpless, hopeless, worthless, and out of control. Trying to dissuade a student from having these feelings can be perceived as an unwillingness to talk.
  - Avoid any promise to keep the student's thoughts of suicide secret.
  - Don't belittle or criticize what they are saying.
- \_\_\_\_\_ Begin keeping a written log; keep basic notes regarding circumstances, actions, etc. Update as situation progresses.
- \_\_\_\_\_ Contact the Advisor as soon as feasible to report; assessment of situation, discussion of next steps, determination of whether/who will notify home campus, etc. Follow up with Advisor in writing as soon as possible after the initial report.\*

### **Additional steps:**

- \_\_\_\_\_ Advisor notifies Director (and student's home institution if not PSU) and maintains communication as situation evolves.
- \_\_\_\_\_ Director notifies PSU campus authorities and remaining Crisis Management Team members as necessary, including notifying the CARE team.
- \_\_\_\_\_ The Advisor notifies the emergency contacts, in coordination with the home campus if possible, and maintains communication with emergency contacts as situation evolves.
- \_\_\_\_\_ If medical evacuation is necessary, the Advisor will contact Axa Assist/Gallagher Global Assistance immediately to start a case file. The Advisor acts as the PSU Education Abroad case manager with Axa Assist/Gallagher Global Assistance. Axa Assist/Gallagher Global Assistance will coordinate arrangements if a medical evacuation is necessary, follow up communication with emergency contacts, embassy or consulate, local authorities, and others as needed and instructed. NOTE: Axa Assist/Gallagher Global Assistance must make all arrangements for the medical evacuation benefit, if evacuation is recommended by attending physician; otherwise, benefits through the PSU Education Abroad policy will not be paid. Airlines and air ambulance services usually will not transport a patient if the attending physician concludes the patient's condition would be further harmed by the flight.
- \_\_\_\_\_ Program Leader and Advisor assist as possible and needed with arrangements for the emergency contacts of the student – travel to the site, accommodations, arranging for meetings with treating physicians, packing of student's belongings, etc. The PSU Education Abroad insurance provides a "family reunion" benefit, to cover the transportation costs to and from the hospital or other medical facility where the student is confined. Axa Assist/Gallagher Global Assistance will reserve the right to determine the benefit payable, including reductions, if it is not reasonably possible to contact Axa Assist/Gallagher Global Assistance in advance.
- \_\_\_\_\_ All circumstances around the incident should be confidential until the local police completes an official investigation.
- \_\_\_\_\_ If student is in the hospital, Program Leader makes sure that the student's belongings are safely stored and kept confidential.
- \_\_\_\_\_ Students, faculty, and staff may require both short-term and long-term counseling. Program Leader arranges for counseling services to be available/accessible as soon as possible.
- \_\_\_\_\_ Program Leader completes an incident report with the help of Education Abroad
- \_\_\_\_\_ Program Leader evaluates the adequacy of crisis and safety planning based on lessons learned, and makes modifications as necessary. Update the Advisor and suggest changes.
- \_\_\_\_\_ Depending on the severity of the incident, Program Leader and Advisor schedule a long-distance debriefing.
- \_\_\_\_\_ As needed, hold at least one follow-up session with staff (Portland and site) to address unresolved concerns and any new issues that arose since the first "lessons learned" meeting.

## CHECKLIST FOR STUDENT FATALITY

### Initial response:

- \_\_\_\_\_ Program Leader verifies the identity of the student. Gather as much information as initially possible about the circumstances surrounding the student's death.
- \_\_\_\_\_ Program Leader begins keeping a written log; keep basic notes regarding circumstances, actions, etc. Update as situation progresses.
- \_\_\_\_\_ Program Leader contacts the Advisor and Director as soon as feasible to report; assessment of situation, discussion of next steps, determination of whether/who will notify emergency contacts, home campus, etc. Follow up with Advisor in writing as soon as possible after the initial report.\*
- \_\_\_\_\_ Advisor notifies Director (and student's home institution if not PSU) and maintains communication as situation evolves.
- \_\_\_\_\_ Director notifies PSU campus authorities and remaining Crisis Management Team members as necessary, including notifying the CARE team.
- \_\_\_\_\_ After consultation with Advisor, Program Leader, and home campus, Director will notify the emergency contacts.
- \_\_\_\_\_ Notify the U.S. Embassy or Consulate (if student is not a U.S. citizen or permanent resident, notify embassy or consulate of citizenship) and the local police as soon as possible.

The Overseas Citizens Services (OCS) in the State Department's Bureau of Consular Affairs is responsible for the welfare and whereabouts of U.S. citizens traveling and residing abroad. Staff are trained and experienced to coordinate insurance and other aspects of the death of a student and will typically work closely with appropriate individuals/organizations connected with the student (ex., the Program Leader and Advisor). The consular officer is responsible for obtaining the death certificate and other necessary documents for preparing a report of death in a timely fashion. Usually the consular officer obtains these directly from the local authorities, or from the local funeral home handling the funeral arrangements.

**NOTE:** The Department of State has the statutory obligation to make notifications of death. Notification by the Director will not relieve the Department of the responsibility of officially informing the closest relative to ensure that all proper notification has been made and that all available information has been disseminated. The consular officer must ascertain that the proper person is notified and that the wishes of the next of kin for the disposition of the remains are carried out.

**NOTE:** In some situations, the death of a student will be presumed by the local authorities without actually being proven. In these cases, the student is "reported missing and presumed dead." If this happens, the source of the information on which the presumption is based must be clearly indicated.

**Do NOT communicate with emergency contacts unless there are circumstances that justify an exception.**

### Additional steps:

- \_\_\_\_\_ The Advisor will contact Axa Assist/Gallagher Global Assistance immediately to start a case file for repatriation. The Advisor acts as the PSU Education Abroad case manager with Axa Assist/Gallagher Global Assistance. Axa Assist/Gallagher Global Assistance will coordinate arrangements, follow up communication with emergency contacts, embassy or consulate, local authorities, and others as needed and instructed. **NOTE: Axa Assist/Gallagher Global Assistance must make all arrangements for the repatriation benefit; otherwise, benefits through the PSU Education Abroad policy will not be paid.**

- \_\_\_\_\_ Program Leader and Advisor assist as possible and needed with arrangements for the emergency contacts of the student – travel to the site, accommodations, arranging for meetings with treating physicians, packing of student’s belongings, etc.
  - \_\_\_\_\_ Program Leader notifies host institution authorities. All circumstances around the death should be confidential until the local police complete an official investigation.
  - \_\_\_\_\_ Program Leader ensures that the student’s belongings are safely stored and kept confidential. All possessions should be inventoried.
  - \_\_\_\_\_ If the student had a local bank account, Program Leader contacts the bank to seal student’s account until further notice and request information about procedures for emergency contacts to access such an account.
  - \_\_\_\_\_ Students, faculty, and staff may require both short-term and long-term counseling. Program Leader arranges for counseling services to be available/accessible as soon as possible. If other students were with the deceased student at the time of death or discovered the body, arrange appropriate support. Focus should be on those directly involved in the incident if any; however, it is also important to recognize that others may sometimes be more traumatized. See Appendix Grief and Loss.
  - \_\_\_\_\_ Program Leader notifies the student’s roommates, close friends, and other involved individuals. All circumstances around the death should be confidential until the local police complete an official investigation.
- NOTE: The Privacy Act does not protect records pertaining to deceased individuals. However, next-of-kin may have a “common law” privacy interest in not having information about the deceased released, e.g., if it could embarrass, endanger or cause emotional distress to them.***
- \_\_\_\_\_ Program Leader notifies the rest of the students; ensure that group discussion, individual counseling, and on-call access to staff is available, to the extent possible. All circumstances around the death should be kept private until the local police complete an official investigation.
  - \_\_\_\_\_ Program Leader provides a supportive environment for all students, faculty and staff to discuss ways of coping with the loss, to grieve and to process emotions or blocked communication.
  - \_\_\_\_\_ Program Leader provides places and times for members of peer groups to meet and counsel each other. If needed and appropriate, designate space for “safe rooms” where at any time, students, teachers, and staff can receive comfort and counseling and talk about events during the crisis.
  - \_\_\_\_\_ Depending on the cause of death, Program Leader and site staff should be alert for students at risk. For example, bereavement after suicide is a profoundly difficult experience. The stigma of suicide, as well as the painful emotions it engenders, often leaves the survivors feeling isolated at a time in their lives when they are most in need of support. Be especially watchful about suicide contagion. Health and counseling professionals must be alert to any warning signs (e.g., verbalizations about committing suicide, mood changes such as becoming despondent) that a survivor himself/herself is experiencing suicidal ideation or intent. Such persons must be referred to a qualified health professional in suicide prevention.
  - \_\_\_\_\_ Program Leader and Advisor coordinate with families and/or students who are planning memorials and activities.
  - \_\_\_\_\_ The Director will write a letter of condolence to the emergency contacts on behalf of PSU Education Abroad; the Program Leader and staff are encouraged to write personal letters of condolence as well
  - \_\_\_\_\_ Program Leader completes an incident report with the help of Education Abroad
  - \_\_\_\_\_ Program Leader evaluates the adequacy of crisis and safety planning based on lessons learned, and makes modifications as necessary. Update the Advisor and suggest changes.
  - \_\_\_\_\_ A critical incident debriefing session will take place between Program Leader, Advisor, and other appropriate Portland and site staff. The Advisor and Program Leader will coordinate this meeting.

## CHECKLIST FOR STUDENT REPORTED MISSING

See Appendix for further information.

A missing student is someone who has not arrived at a location on the scheduled date and time.

### Program Leader initial response:

- \_\_\_\_\_ Begin keeping a written log; keep basic notes regarding circumstances, actions, etc. Update the written log as the crisis progresses.
- \_\_\_\_\_ Try to obtain additional information to try to make sure that this incident is accurate— contact roommates, host family, friends, professors, etc. Ask to be contacted immediately if the student returns.
- \_\_\_\_\_ Try to determine when the student was last seen.
- \_\_\_\_\_ Check the student's travel information (i.e. destinations, departure and return dates, modes of transportation, and contact information), if submitted.
- \_\_\_\_\_ Gather information on any unusual behavior that may have been exhibited by the student.
- \_\_\_\_\_ Contact the Advisor as soon as feasible to report; assessment of situation, discussion of next steps, determination of whether/who will notify emergency contacts, home campus (if relevant), etc. Follow up with the Advisor in writing as soon as possible after the initial report.

### Additional Steps:

- \_\_\_\_\_ Program Leader notifies local police and files a missing person's report. Ask them to check clinic and hospital admissions and coroner's records for unidentified bodies.
- \_\_\_\_\_ Program Leader notifies the nearest U.S. Embassy or consulate (if student is not a U.S. citizen or permanent resident, notify embassy or consulate of citizenship).
- \_\_\_\_\_ Advisor notifies Director (and student's home institution if not PSU) and maintains communication as situation evolves.
- \_\_\_\_\_ Director notifies PSU campus authorities and remaining Crisis Management Team members as necessary, including notifying the CARE team.
- \_\_\_\_\_ Advisor notifies parents/emergency contacts, if appropriate and in coordination with the home campus (if relevant) if possible. Parents can be notified if it is a "health or safety emergency" situation, meaning that the disclosure of the information is necessary to protect the health or safety of the student or other individuals. Some factors that we consider, in deciding whether to disclose pursuant to the exemption, include:
  1. the severity of the threat to the health or safety of those involved
  2. the need for the information (i.e. don't disclose lots of irrelevant information)
  3. the time required to deal with the emergency (i.e. is it urgent or is there plenty of time?)
  4. the ability of the parties to whom the information is to be given to deal with the emergency (i.e. can the father help the situation?)

It is generally preferable for the student to contact the parents themselves, but if the criteria above are met, FERPA would allow contacting parents. When in doubt, note that guarding confidentiality is important but concern for a student's welfare is more important. Given the choice of keeping information confidential versus keeping students safe, opt for safety

- \_\_\_\_\_ Program Leader provides information and reassurance to other program participants as appropriate
- \_\_\_\_\_ When the student is located: if possible, Program Leader personally interviews the student, notifies all involved on-site as well as the Advisor.



- \_\_\_\_\_ If the student is injured, physically or mentally ill, etc., see the appropriate checklist for additional steps.
- \_\_\_\_\_ If Program Leader contacted by the media, take contact information and consult with the Advisor before responding. Do not give the student's name or speak on behalf of PSU Education Abroad without contacting the Advisor.
- \_\_\_\_\_ Program Leader completes an incident report with the help of Education Abroad
- \_\_\_\_\_ Program Leader evaluates the adequacy of crisis and safety planning based on lessons learned, and makes modifications as necessary. Update the Advisor and suggest changes.
- \_\_\_\_\_ Depending on the severity of the incident, Program Leader and Advisor schedule a long-distance debriefing.
- \_\_\_\_\_ As needed, hold at least one follow-up session with staff (Portland and site) to address unresolved concerns and any new issues that arose since the first "lessons learned" meeting.

## CHECKLIST FOR A ROBBERY OR MUGGING OF A STUDENT

### Program Leader initial response:

- \_\_\_\_\_ If the student was physically attacked or threatened, make sure that the student receives medical and psychological assessment/attention, even if no physical injuries are obvious.
- \_\_\_\_\_ Contact the Advisor as soon as feasible to report; assessment of situation, discussion of next steps, determination of whether/who will notify emergency contacts, home campus (if relevant), etc. Follow up with Advisor in writing as soon as possible after the initial report.
- \_\_\_\_\_ Begin a written log; keep basic notes regarding circumstances, outcome of any discussions with law enforcement officials, conversations with PSU Education Abroad, emergency contacts, etc.

### Additional steps:

- \_\_\_\_\_ Program Leader ensures that the student understands the laws and procedures for dealing with property crimes in the host country and how they may vary from those in the U.S. (consult local resources if necessary)
  - \_\_\_\_\_ Program Leader suggests that the student file a police report. Assist the student in doing so, if willing. If passport, green card or other documents were stolen assist the student in reporting the theft to the U.S. embassy or consulate (and/or home country embassy/consulate if the student is not a U.S. citizen).
- NOTE:** Under the provisions of the Privacy Act, a U.S. citizen/national victimized by crime has the right to obtain copies of reports the U.S. Embassy receives from host country authorities, as well as any cables, e-mails, and memoranda concerning the incident that is sent to the Division of Consular Affairs.
- \_\_\_\_\_ If the incident took place in host university-owned residence or on campus, Program Leader notifies host institution authorities.
  - \_\_\_\_\_ Advisor notifies Director (and student's home institution if not PSU) and maintains communication as situation evolves.
  - \_\_\_\_\_ Director notifies PSU campus authorities and remaining Crisis Management Team members as necessary, including notifying the CARE team.
  - \_\_\_\_\_ Program Leader provides information and reassurance to other program participants as appropriate
  - \_\_\_\_\_ If the student is physically injured, see the "Physical Injury" checklist above for additional steps.
  - \_\_\_\_\_ Program Leader completes in VikingsAbroad (Linked in your Program Proposal in Crisis Management Docs) a PSU Education Abroad "Safety and Incident Report" to the Advisor, conducts meetings with staff to review lessons learned from the experience.
  - \_\_\_\_\_ Program Leader evaluates the adequacy of crisis and safety planning based on lessons learned, and makes modifications as necessary. Update the Advisor and suggest changes.
  - \_\_\_\_\_ Depending on the severity of the incident, Program Leader and Advisor schedule a long-distance debriefing.
  - \_\_\_\_\_ As needed, hold at least one follow-up session with staff (Portland and site) to address unresolved concerns and any new issues that arose since the first "lessons learned" meeting.

## CHECKLIST FOR STUDENT REPORT OF SEXUAL HARRASSMENT

PSU Education Abroad will respond promptly and effectively to reports of sexual harassment, and will take appropriate action to prevent, to correct, and if necessary and possible, to discipline sexual harassment behavior.

Sexual harassment is defined by the PSU Office of Equity & Compliance as:

*Sexual Harassment refers to unwelcome sexual advances, requests for sexual favors, and other verbal comments, graphic or written statements, or physical conduct of a sexual nature when:*

- *Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment or educational experience; or*
- *Submission to or rejection of such conduct is used as a basis for employment, salary, or other benefit changes affecting an employee, or as a basis for educational decisions or benefits affecting a student; or*
- *Such conduct interferes with an individual's work or educational experience and creates an intimidating, hostile, or offensive working environment.*

*Examples of inappropriate behavior include: sexual or derogatory comments; grabbing or touching parts of the body; and sending letters, notes, cartoons, emails, text or audio messages of a sexually suggestive nature. Sexual harassment does not refer to occasional compliments of a socially acceptable nature.*

### Program Leader initial response:

- \_\_\_\_\_ Respond expeditiously. Try to make the student feel safe and protected from further harassment. Listen with empathy and care.
- \_\_\_\_\_ Respond in a nonjudgmental way and reassure the student that reactions such as fear, rage, guilt, and concerns about safety, are not uncommon. Encourage the student to contact family/friends for support.
- \_\_\_\_\_ Contact the Advisor as soon as feasible to report; assessment of situation, discussion of next steps, determination of whether/who will notify emergency contacts, home campus (if relevant), etc. Follow up with Advisor in writing as soon as possible after the initial report.
- \_\_\_\_\_ Begin a written log; keep basic notes regarding circumstances, outcome of any discussions with law enforcement officials, conversations with PSU Education Abroad, emergency contacts, etc.

### Additional steps:

- \_\_\_\_\_ If the alleged harasser is a fellow PSU Education Abroad student, follow the procedures outlined in the [Prohibited Discrimination and Harassment Policy](#).
- \_\_\_\_\_ If the alleged harasser is an PSU Education Abroad or host institution staff person, instructor, or visiting faculty member, or host institution student, the Program Leader, Advisor, and Director will consult regarding next steps.
- \_\_\_\_\_ Program Leader works with local law enforcement, as possible and understanding that local laws may approach the topic of sexual harassment quite differently if at all.
- \_\_\_\_\_ Advisor notifies Director (and student's home institution if not PSU) and maintains communication as situation evolves.
- \_\_\_\_\_ Director notifies PSU campus authorities and remaining Crisis Management Team members as necessary, including notifying the CARE team.

- \_\_\_\_\_ Program Leader monitors the student's well-being .
- \_\_\_\_\_ Program Leader completes an incident report with the help of Education Abroad
- \_\_\_\_\_ Program Leader evaluates the adequacy of crisis and safety planning based on lessons learned, and makes modifications as necessary. Update the Advisor and suggest changes.
- \_\_\_\_\_ Depending on the severity of the incident, Program Leader and Advisor schedule a long-distance debriefing.
- \_\_\_\_\_ As needed, hold at least one follow-up session with staff (Portland and site) to address unresolved concerns and any new issues that arose since the first "lessons learned" meeting.

## CHECKLIST FOR SEXUAL ASSAULT OF A STUDENT

*Example:* Student is a victim of attempted rape or rape, or other alleged sexual assault.

If the victim reports the assault soon after it happens, they may be in shock, physically harmed and emotionally distraught. Treat the victim gently without judgment. Ask if they would like to have a friend present during any follow-up conversations.

Sexual Assault is defined by the PSU Office of Dean of Student Life as the:

*"...unwanted sexual contact of any kind or threat of such contact or attempt to engage in such conduct. Sexual contact includes vaginal, oral, or anal sex, touching the intimate parts of another person, or causing a person to touch the intimate parts of another person. Sexual conduct is "unwanted" if no Effective Consent is given or if the student knew or should have known that the person was incapable of giving Effective Consent by reason of mental or physical impairment, mental disorder or mental incapacitation."*

Sexual assault includes rape, forced sodomy, forced oral copulation, and sexual battery (the unwanted touching of an intimate part of another person for the purpose of sexual arousal or sexual gratification). Most sexual assaults in the U.S. are committed by someone the victim knows.

It is important to note that the trauma of sexual assault often results in delayed reporting to authorities and requests for assistance.

**Note: Participants may not wish to share details regarding their victimization. They should not be required to do so. On-site representatives can use language such as "If you are comfortable sharing, collecting this information will help us to provide support."**

### Background for Program Leaders/Advisors:

- \_\_\_\_\_ The trauma of sexual assault often results in delayed reporting to authorities and requests for assistance.
- \_\_\_\_\_ Become familiar with local laws related to rape and sexual assault, and how these may differ from the general legal context that U.S. students are familiar with at home.
- \_\_\_\_\_ Gather information about the procedures used in such cases by law enforcement and prosecutors in investigating and prosecuting sexual assaults. Also determine whether forensic examinations are routinely done and by whom.
- \_\_\_\_\_ Refer to your crisis management plan for a list of local resources, including medical facilities, and medical care and mental health providers such as doctors, nurse examiners and counselors, who have training in examining and treating rape or sexual assault victims.

### Program Leader initial response:

- \_\_\_\_\_ Be sensitive to the emotional needs and feelings of the student.
- \_\_\_\_\_ Begin a written log; keep basic notes regarding circumstances, outcome of any discussions with law enforcement officials, conversations with PSU Education Abroad, emergency contacts, etc. It is important to handle and report these cases sensitively and with discretion. Report enough detail to convey the gravity of the incident, without including sensational or graphic details that would be particularly painful or personal for the victim. While you must take reports of sexual assault very seriously, do not include conjecture or speculation.
- \_\_\_\_\_ Even if there are no obvious physical injuries, make sure that the student receives medical and psychological assessment/attention; determine if specialized services such as rape crisis counseling and medical/forensic examination are available and needed. Work with local service providers to identify and address the medical needs of the student. To be most effective these examinations should be done within 72 hours, if possible. If specialized services such as rape crisis counseling and medical/forensic examination are available, make them available to the student.

- \_\_\_\_\_ Determine the student's concerns and assist in dealing with immediate practical consequences of the crime.
- \_\_\_\_\_ Ensure that the student understands the laws and procedures for dealing with sexual assault in the host country and how they may vary from those in the U.S. (consult local resources if necessary)
- \_\_\_\_\_ Suggest that the student file a police report. Assist the student in doing so if willing, and in having a forensic examination as soon as possible, if willing.
- \_\_\_\_\_ Encourage the student to visit a rape crisis center (if available locally). If the student agrees, escort him or her or arrange for transportation.
- \_\_\_\_\_ If no rape crisis center is available, encourage the student to seek counseling of some kind and assist him or her in obtaining counseling services. If no counselor specializing in this area is available locally, you may be able to obtain referrals through Axa Assist/Gallagher Global Assistance, the local U.S. Embassy, or to arrange counseling by telephone or email from the student's PSU's (or student's home campus, if not PSU) rape crisis services (contact the Advisor to facilitate).
- \_\_\_\_\_ Contact the Advisor as soon as feasible to report; assessment of situation, discussion of next steps, determination of whether/who will notify emergency contacts, home campus (if relevant), etc. Follow up with Advisor in writing as soon as possible after the initial report.

### **IF STUDENT DECLINES ASSISTANCE:**

- \_\_\_\_\_ Escort or arrange transport for the student to home or other safe location (friend's residence etc.)
- \_\_\_\_\_ Let student know that you will contact him or her later to see if assistance is needed.
- \_\_\_\_\_ Ensure that the student has contact information for local hospital, counseling, rape crisis resources (as available), and law enforcement.
- \_\_\_\_\_ Contact a local counselor specializing in this area and seek advice on next steps. If no counselor specializing in this area is available locally, you may be able to obtain referrals through Axa Assist/Gallagher Global Assistance, the local U.S. Embassy, or to seek advice by telephone or email from PSU's (or student's home campus, if not PSU) rape crisis services (contact Advisor to facilitate).

#### **Additional steps:**

- \_\_\_\_\_ If the incident took place in host university-owned residence or on campus, Program Leader notifies host institution authorities.
- \_\_\_\_\_ If the student wishes, the Program Leader should continue to talk with the student about the incident; the student may need to tell his/her story over and over again. Acknowledge his/her traumatic reactions and provide emotional support.
- \_\_\_\_\_ Advisor notifies Director (and student's home institution if not PSU) and maintains communication as situation evolves.
- \_\_\_\_\_ Director notifies PSU campus authorities and remaining Crisis Management Team members as necessary, including notifying the CARE team.
- \_\_\_\_\_ Program Leader helps the student anticipate and prepare for the range of feelings he/she may experience such as anxiety, preoccupation with the traumatic event, concerns about personal safety, or flashbacks when they experience reminders of the crime, such as seeing someone who looks like the assailant. Provide reassurance that the above reactions are common and help them anticipate them.

- \_\_\_\_\_ Program Leader completes in VikingsAbroad (Linked in your Program Proposal in Crisis Management Docs) a PSU Education Abroad “Safety and Incident Report” to the Advisor, conducts meetings with staff to review lessons learned from the experience.
- \_\_\_\_\_ Program Leader evaluates the adequacy of crisis and safety planning based on lessons learned, and makes modifications as necessary. Update the Advisor and suggest changes.
- \_\_\_\_\_ Depending on the severity of the incident, Program Leader and Advisor schedule a long-distance debriefing.
- \_\_\_\_\_ As needed, hold at least one follow-up session with staff (Portland and site) to address unresolved concerns and any new issues that arose since the first “lessons learned” meeting.

## CHECKLIST FOR ARREST OF A STUDENT

*Example:* Student is arrested for theft, assault, drug possession

### Program Leader initial steps:

- \_\_\_\_\_ Begin obtaining as much detail as possible. If you have valid reason to believe that a student has been arrested or charged unjustly, for political, monetary or other reasons, you should let the U.S. Consular officer know.
- \_\_\_\_\_ Contact the Advisor as soon as feasible to report; assessment of situation, discussion of next steps, determination of whether/who will notify emergency contacts, home campus (if relevant), etc. Follow up with Advisor in writing as soon as possible after the initial report.
- \_\_\_\_\_ Begin keeping a written log; keep basic notes regarding circumstances, conversations with Portland, etc. Update as crisis progresses.
- \_\_\_\_\_ Contact the U.S. Embassy Consular Officer. Request names of local lawyers who can assist the student, if necessary. If the student is not a U.S. citizen or permanent resident, contact the embassy of citizenship regarding legal assistance options. Neither arrest nor conviction deprives a U.S. citizen of the right to the consular officer's best efforts in protecting the citizen's legal and human rights.
- \_\_\_\_\_ Visit the student as soon as possible, provide him or her with legal contacts, and explain any legal procedures, especially those that may be different from those in the U.S.; determine if the student wishes his or her emergency contacts to be notified.
- \_\_\_\_\_ If local circumstances necessitate, and if allowed, consider putting some necessities in a clear plastic bag to give to the student on your first visit. This could include:
  - Soap
  - Deodorant/antiperspirant
  - Toothbrush and toothpaste
  - Writing paper, pen or pencil
  - Comb
  - Magazine or other reading material

### Additional steps:

- \_\_\_\_\_ Program Leader remains in contact with the U.S. Embassy Officer assigned to the student, and monitor the situation.
- \_\_\_\_\_ If the incident and/or arrest took place in host university-owned residence or on campus, Program Leader notifies host institution authorities.
- \_\_\_\_\_ Advisor notifies Director (and student's home institution if not PSU) and maintains communication as situation evolves.
- \_\_\_\_\_ Director notifies PSU campus authorities and remaining Crisis Management Team members as necessary, including notifying the CARE team.
- \_\_\_\_\_ With the student's consent (ideally, obtained in advance and in writing), and in coordination with the home campus if possible, Advisor arranges to notify his/her emergency contacts and maintains communication with the emergency contacts as the situation evolves.
- \_\_\_\_\_ Program Leader completes an incident report with the help of Education Abroad
- \_\_\_\_\_ Program Leader evaluates the adequacy of crisis and safety planning based on lessons learned, and makes modifications as necessary. Update the Advisor and suggest changes.



\_\_\_\_\_ Depending on the severity of the incident, Program Leader and Advisor schedule a long-distance debriefing.

\_\_\_\_\_ As needed, hold at least one follow-up session with staff (Portland and site) to address unresolved concerns and any new issues that arose since the first “lessons learned” meeting.

See Appendix for more information about U.S. Department of State assistance to U.S. students abroad.

## CHECKLIST FOR BOMB THREAT

### Initial response:

- \_\_\_\_\_ Any person who receives a telephone bomb threat of any nature should carefully record the circumstances and notify immediate supervisor, the local police, and the U.S. Embassy.
- \_\_\_\_\_ The individual receiving the call should stay calm and try to obtain as much information as possible (See Appendix).
- \_\_\_\_\_ The objective is to keep the caller on the phone and develop as much information as possible. Obviously, at some point the caller will hang up and at that point, the person who received the call should notify their immediate supervisor.
- \_\_\_\_\_ If an evacuation is ordered, doors and windows should be left open to minimize the blast effect. Staff/faculty/students should leave only through exits that have been thoroughly searched.
- \_\_\_\_\_ In the event of an explosion in the building, remain in your area. Under no circumstances should anyone look out your window or proceed to the site of the explosion. Wait for further instructions from local police.
- \_\_\_\_\_ Program Leader contacts the Advisor as soon as feasible to report; assessment of situation, discussion of next steps, determination of whether/who will notify emergency contacts, home campus (if relevant), etc. Follow up with Advisor in writing as soon as possible after the initial report.

### Additional steps:

- \_\_\_\_\_ Advisor notifies Director (and student's home institution if not PSU) and maintains communication as situation evolves.
- \_\_\_\_\_ Director notifies PSU campus authorities and remaining Crisis Management Team members as necessary, including notifying the CARE team.
- \_\_\_\_\_ Program Leader completes "Safety and Incident Report" in VikingsAbroad (Linked in your Program Proposal in Crisis Management Docs) & conducts meetings with staff to review lessons learned from the experience.
- \_\_\_\_\_ Program Leader evaluates the adequacy of crisis and safety planning based on lessons learned, and makes modifications as necessary. Update the Advisor and suggest changes.
- \_\_\_\_\_ Depending on the severity of the incident, Program Leader and Advisor schedule a long-distance debriefing.
- \_\_\_\_\_ As needed, hold at least one follow-up session with staff (Portland and site) to address unresolved concerns and any new issues that arose since the first "lessons learned" meeting.

## CHECKLIST FOR LARGE-SCALE CRISIS

*Example: earthquake, flood, other natural disaster, severe political unrest, terrorist attack*

*Be aware that when a large-scale crisis occurs there is a considerable demand for information at the site from staff and students, from PSU Education Abroad, emergency contacts and home institutions, etc. If at all possible designate two people, on rotating schedules, to be the reporters so you have 24/7 coverage. As the Program Leader, try not to do this all yourself since you will be coordinating the overall assistance effort and often won't have time to draft emails or reports.*

### Program Leader initial response:

- \_\_\_\_\_ **Secure safe location.** Using all available information sources (host institution resources, local media, disaster relief, U.S. Embassy), determine initial safety plan for students – should they stay where they are, assemble in a central location, move to Embassy, etc.
- \_\_\_\_\_ Using the site's communication tree, determine whereabouts and safety of students. Relay any instructions (For example: Stay where you are, assemble in a given location) and further communication plans.
- \_\_\_\_\_ Begin keeping a written log; keep basic notes regarding circumstances, conversations with PSU Education Abroad, etc. Update as crisis progresses.
- \_\_\_\_\_ Contact the Advisor as soon as feasible to report; assessment of situation, discussion of next steps, recommendations regarding program suspension and/or evacuation of students to another location. If communication with PSU Education Abroad is impossible and students are in immediate danger of physical harm, take any steps needed to maximize student safety, in consultation with local authorities and the U.S. Embassy/Consulate.
- \_\_\_\_\_ Advisor notifies Director (and student's home institution if not PSU) and maintains communication as situation evolves.
- \_\_\_\_\_ Director notifies PSU campus authorities and convenes Crisis Management Team members as necessary to assess situation and advise on next steps.

### Additional steps:

- \_\_\_\_\_ With the student's consent (ideally if possible, obtained in advance and in writing), and in coordination with the home campus (if relevant) if necessary, Advisor arranges to notify his/her emergency contacts and maintains communication with the emergency contacts as the situation evolves.
- \_\_\_\_\_ Director works with Campus Communications to manage public statements and interactions with news media as needed.
- \_\_\_\_\_ Program Leader completes an incident report with the help of Education Abroad
- \_\_\_\_\_ Program Leader evaluates the adequacy of crisis and safety planning based on lessons learned, and makes modifications as necessary. Update the Advisor and suggest changes.
- \_\_\_\_\_ Depending on the severity of the incident, Program Leader and Advisor schedule a long-distance debriefing.
- \_\_\_\_\_ As needed, hold at least one follow-up session with staff (Portland and site) to address unresolved concerns and any new issues that arose since the first "lessons learned" meeting.

## IF A DECISION IS MADE BY PSU EDUCATION ABROAD TO SUSPEND/EVACUATE PROGRAM

### Program Leader initial response:

- \_\_\_\_\_ Seek guidance/advice from the nearest U.S. Embassy/Consulate regarding evacuation plans.
- \_\_\_\_\_ In coordination with the Advisor, communicate specific instructions to students and staff (in writing if feasible and appropriate). Communicate in writing with all students regarding official date of suspension, consequences of remaining in program location after that date, etc. Obtain written confirmation from each student of his or her intent to depart or remain in the program location.
- \_\_\_\_\_ If the U.S. Department of State is organizing group evacuation, coordinate transport of students and belongings; communicate any space limitations to students in advance. In addition to using the U.S. Embassy services, you may contact Axa Assist/Gallagher Global Assistance for assistance in organizing emergency travel. Axa Assist/Gallagher Global Assistance can provide 24-hour emergency travel agency services for individual students or for groups (note that in some locations abroad services may be limited).
- \_\_\_\_\_ Arrange temporary housing at arrival destination if evacuating to another location abroad.
- \_\_\_\_\_ If students are returning individually to the U.S., assist students with transportation arrangements as necessary. In addition to using any local travel services, students can contact Axa Assist/Gallagher Global Assistance for assistance with 24-hour emergency travel agency services (note that in some locations abroad services may be limited).
- \_\_\_\_\_ Advise students about arranging personal affairs in the host country to extent feasible; closing bank accounts, notifying landlords/host family, etc.

## CHECKLIST WHEN PROGRAM DIRECTOR IS INCAPACITATED

### PRIORITIES FOR ON-SITE PERSONNEL

- \_\_\_\_\_ Provide support to director as needed using the above guidelines that fit the situation (i.e., if program director is injured, refer to the section on what to do if a participant is injured, etc.).
- \_\_\_\_\_ Ensure group is continuing to receive support.
- \_\_\_\_\_ Begin keeping a written log; keep basic notes regarding circumstances, conversations with PSU Education Abroad, etc. Update as crisis progresses.
- \_\_\_\_\_ Contact the Advisor as soon as feasible to report; assessment of situation, discussion of next steps, recommendations regarding program suspension and/or evacuation of students to another location. If communication with PSU Education Abroad is impossible and students are in immediate danger of physical harm, take any steps needed to maximize student safety, in consultation with local authorities and the U.S. Embassy/Consulate.
- \_\_\_\_\_ Advisor notifies Director (and student's home institution if not PSU) and maintains communication as situation evolves.
- \_\_\_\_\_ Director notifies PSU campus authorities and convenes Crisis Management Team members as necessary to assess situation and advise on next steps.

## SECTION V: On Site Program Safety and Security Checklist

Site Location: \_\_\_\_\_

### 1. Establish solid contact with each student.

- Have up-to-date contact information for each student readily at hand including address, telephone numbers (home and mobile) and email address.
- Make sure each student has your contact number as well as a backup contact in the event you are traveling or unreachable.
- Emphasize to students they must stay in contact with you and be able to contact staff, academic liaison, or the contacts at their host university/overseas partner as specified by you.

(A) Have completed \_\_\_\_\_ (B) In Progress \_\_\_\_\_

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### 2. Establish a communications tree in the event of emergency.

- See below for communications tree examples
- Establish procedures to follow if a particular student is unreachable.

(A) Have completed \_\_\_\_\_ (B) In Progress \_\_\_\_\_

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### 3. Review Site contingency preparedness plan.

- Have basic medical supplies on hand
  - Should include basic supplies that any staff or students (without specific medical training) can use in an emergency.
  - A ready-made first-aid kit should be sufficient; minimum supplies should include a variety of bandages/gauze, antiseptic wipes, aspirin or other over-the-counter pain medication, antibiotic ointment, burn cream, surgical/first aid tape, butterfly closures, scissors, tweezers, cold and heat packs, disposable gloves, basic first aid guide.
  - Depending on the location and circumstances of the Site, consider keeping other basic emergency supplies (water, flashlights, batteries, radio, etc.) on hand.
- Consider what to do if regular means of communication go down.

(A) Have completed \_\_\_\_\_ (B) In Progress \_\_\_\_\_

### 4. Remind students to make some personal contingency plans.

- Have some cash on hand.
- Have an adequate supply of prescription drugs.
- Carry emergency contact phone numbers with them.
- Have their passport, other documents, and plane ticket easily accessible, and keep photocopies of these documents.

(A) Have completed \_\_\_\_\_ (B) In Progress \_\_\_\_\_

## **5. Ensure students are enrolled in the STEP program.**

(A) Have completed \_\_\_\_\_ (B) In Progress \_\_\_\_\_

Registration in STEP (Smart Traveler Enrollment Program) makes the students' presence and whereabouts known, in case it is necessary for a consular officer to contact them in an emergency. During a disaster overseas, American consular officers can assist in evacuation were that to become necessary.

Registration in the STEP program is done online at <https://step.state.gov/step/>

As a Program Leader, you can establish an "organization account" which allows you to register each group of students and use the site address as their local contact, so you can better work with the embassy/consulate in case of an emergency. This prevents consular officials from thinking that they need to find or locate students independently; they will realize that they are a group. In addition, you may want to send the embassy/consulate a letter with the students' names and their city location, or if the embassy/consulate is local, go in person to provide a list.

When initially joining the Warden Network in your location, make an appointment, if possible, with the Consular Section/American Citizen Services Section of the embassy or consulate, to introduce yourself, make them aware of the fact that you are the Director for a U.S. study program and responsible for a group of U.S. students, the size of the group, contact information for the program, etc. If you are not a U.S. citizen, it is particularly important to make an appointment in person with the Consular Section/American Citizen Services Section to alert them as above. Note, however, that depending on the embassy or consulate it may take some persistence on your part to get in touch with the ACS.

NON-U.S. CITIZEN STUDENTS: Students who are not U.S. citizens should register with the embassy/consulate of their home country if possible (may not be if the student is stateless or no home country embassy is available). They will still have access to U.S. embassy information and recommendations through your participation in the Warden Network.

## **6. Familiarize yourself with the emergency plans and student support systems of your host universities, if applicable, for handling of U.S. students.**

(A) Have completed \_\_\_\_\_ (B) In Progress \_\_\_\_\_

## **7. Familiarize yourself with the host countries' planning, alert response capabilities regarding natural disasters.**

(A) Have completed \_\_\_\_\_ (B) In Progress \_\_\_\_\_

## **8. Develop an evacuation plan and cover the following eventualities.**

- Security of students is under immediate threat at the site: Where would students go?
- Students are forced to evacuate the country:

- to return to the U.S.: via what means? (Have in mind scenarios that include both air and land transportation)
- if a direct return to U.S. is not possible. Where would students go?

(A) Have completed \_\_\_\_\_ (B) In Progress \_\_\_\_\_

## **9. Monitor student travel away from the Site.**

- Inform students they must alert the Program Leader whenever they travel away from the site in case you need to contact them during a program or U.S. emergency.
- Have students use a sign out form or email notification, indicating how they can be contacted during such travel and specifying that they agree to contact the site should any emergency occur while traveling.
- Encourage students to register their trips with STEP when traveling independently to other countries during program breaks. Registration is particularly important for our students when they will travel to:
  1. A country that is experiencing civil unrest, has an unstable political climate, or is undergoing a natural disaster, such as an earthquake or a hurricane.
  2. A country where there are no U.S. officials. In such cases, the student should register at the U.S. embassy or consulate in an adjacent country, leave an itinerary with the Consular Section, ask about conditions in the country that the student will visit and ask about the third country that may represent U.S. interests there.

(A) Have completed \_\_\_\_\_ (B) In Progress \_\_\_\_\_

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## **10. Provide or be prepared to provide information about and access to available counseling services for students.**

(A) Have completed \_\_\_\_\_ (B) In Progress \_\_\_\_\_

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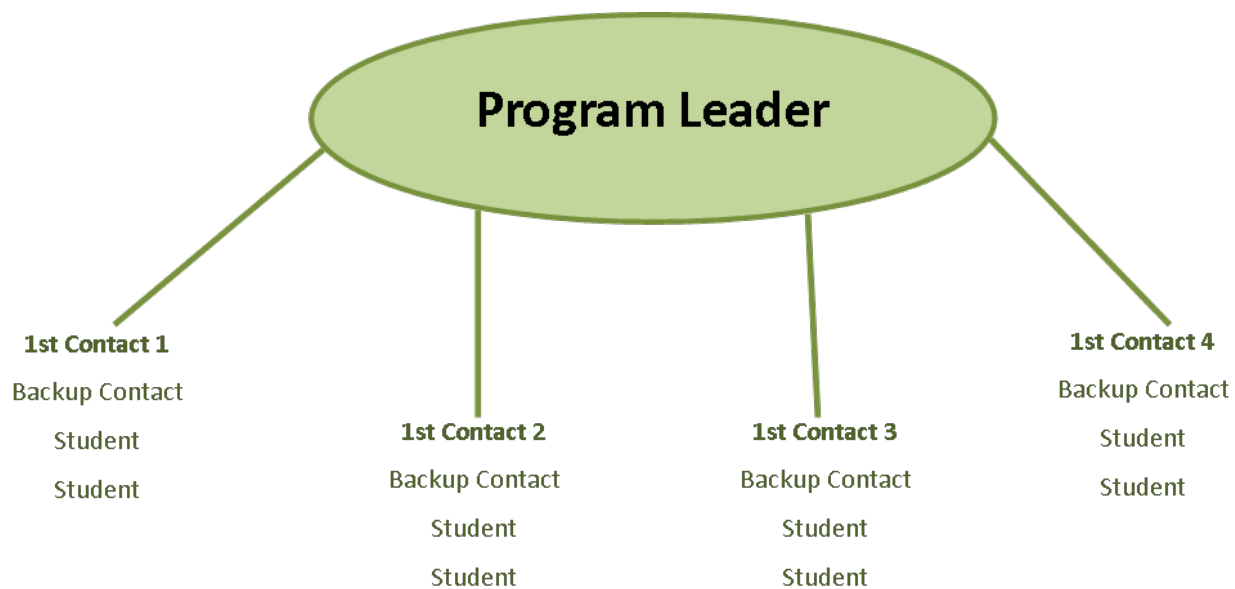
## COMMUNICATION TREE

Each program should establish a “Communication Tree” at the start of the program, so that each student can be contacted quickly in the event of an emergency. Depending on the size of the program, a communication tree could be as simple as a student roster or a more developed tree such as the examples shown below. Program Leaders and staff are encouraged to share best practices with each other and PSU Education Abroad.

The Communication Tree can be used to confirm that all students are safe and secure after an event (earthquake, other natural disaster, terrorist attack, etc.); communicate information such as a meeting point; etc. The “Communication Tree” is headed by the Program Leader or other designated staff person. Each participant in the program should have a copy of the Communication Tree. It is recommended that the Communication Tree include all possible means of communication (telephone, e-mail, cell phone) available to participants. The groups also should be organized geographically (i.e., students living near each other) so that contact can be made in person if contact is not possible by telephone. The Program Leader should stress that contact should be made immediately in any serious emergency, unless not advisable for safety reasons.

The examples on the following pages show different style of communication trees. No matter what style you end up choosing as Program Leader, it’s important to disseminate the information to all participants.

### EXAMPLE 1:

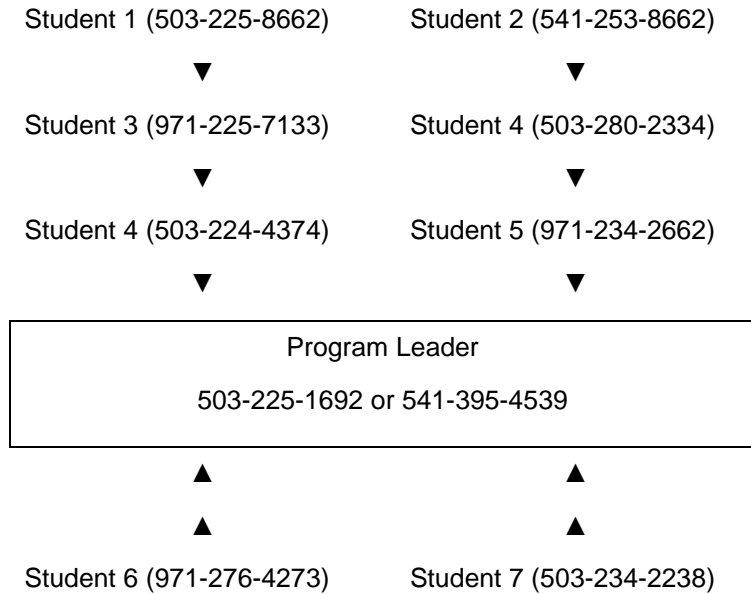


Depending on the size of the group, the “head” of the communication tree, in this case the Program Leader, will designate several students as “1st Contacts”. Each of these students will be assigned a group of several additional students to contact, and each first contact student should have a backup student within their group. In the event of an emergency, the “Head” should contact each first contact student (or backup contact if a first contact student is unavailable) and instruct them to contact all the other students in their group with information and/or instructions. Once each first contact student has attempted to contact each member of their group, they will report to the Program Leader (or other designated staff person).



## EXAMPLE 2: (sample phone numbers)

Please make sure you call immediately after an emergency.



### Please remember:

- If the person does not respond, call the next one on the list

## EXAMPLE 3:

### VIETNAM - Emergency Contact Numbers

Program Leader	0913513012
SOS Clinic	934-0666
SOS Clinic Emergency	934-0555
Police	113
Fire	114
US Embassy	722-1500

### Student Telephone numbers

[List numbers]

### Emergency Instructions

In the event of an accident, medical emergency, or fire, take steps to stabilize the situation (for example immobilize the accident victim and call an ambulance), then contact the Program Leader immediately. If you cannot contact the Program Leader, then contact x, y, and z in that order.

In the event of a large-scale emergency (for example a flood or a terrorist attack), all students should return to the library at A2 and await instructions. If A2 is under threat, then meet at the US Embassy Consular section.

### Telephone Tree

If the director needs to contact the group quickly, he will contact assigned point students who then have responsibility for reaching the other students, either by telephoning or by speaking with them directly.

## **SECTION VI: Student Rosters**

Keep a current set of student rosters with all pertinent contact information in this section (for quick/easy access in emergencies, etc.) - *To be filled in by Program Leader*

## SECTION VII: Safety and Incident Reports

### PSU Education Abroad Safety & Incident Report

Program Leaders should complete this form for any incidents that involve **serious illness, bodily harm, the threat of bodily harm, harassment, or robbery** and submit to the Advisor.

**Program:**

**Today's date:**

**Report submitted by:**

#### Incident details

Student's Name:

Date and time of incident:

Location of incident:

Were other PSU students involved?

☐ Yes

☐ No

List full name(s) of person(s) involved:

**Incident Summary (please be as specific as possible):**

Were medical professionals consulted?

☐ Yes

☐ No

Was insurance contacted?

☐ Yes

☐ No

Case #

Was medical treatment required?

☐ Yes

☐ No

If so, brief description:

Were host university authorities notified, if applicable?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Was the U.S. Consulate/Embassy notified?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Were local police notified?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
If 'yes,' was a report filed?	<input type="checkbox"/> Yes	<input type="checkbox"/> No Report # _____
Were there witnesses?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Were witness statements collected?	<input type="checkbox"/> Yes	<input type="checkbox"/> No

**For behavioral incidents violating program rules or student code of conduct. PSU Education Abroad can work with you to provide guidance and support in responding to behavioral incidents.**

- ☐ Verbal Warning (Describe)
- ☐ Written Warning (Attach Copy)
- ☐ Expulsion (Attach Copy) -- Consult with PSU Education Abroad before removing student from program

## SECTION VIII: PSU Education Abroad Annual Safety & Incident Report

Program Leaders should complete this form at the end of each program and submit to the Advisor before the start date of the term immediately after the term spent abroad (i.e., Summer Programs should submit this form prior to the start of Fall Term). Forms will be completed through VikingsAbroad.

**Program:**

**Today's date:**

**Report submitted by:**

**Totals:**

Total number of incidents (accidents, crime, other)

Reported to host university authorities (if applicable)

Reported to police

Reported to U.S. Consulate/Embassy

*Accidents:*

Total number of accidents during year

Number of accidents requiring students to seek medical help

Number of accidents requiring students to return home

Involving:

Bicycles

Motorcycles

Vehicles (bus, car, train)

Other

*Violent crimes:*

Total number of violent crimes during year

Homicide

Rape/sexual assault

Robbery

Assault

Location

In student's home

At program campus/site

Near (within 1 km) of campus/site

In primary city of residence

While traveling

Other

*Property crimes:*

Total number of property crimes reported during year

Location

In student's home

At program campus/site

Near (within 1 km) of campus/site

In primary city of residence

While traveling

Other

## **APPENDIX 1: Incoming Call Intake Questionnaire**

*PSU Ed Abroad uses this form upon receipt of an incoming call reported as a real or perceived emergency.*

Date: \_\_\_\_\_

Time: \_\_\_\_\_

Name of person receiving the call: \_\_\_\_\_

### **Ask following questions and document the response:**

Name of caller and program:

\_\_\_\_\_

Telephone number where caller can be reached:

(Country code)

(City Code)

\_\_\_\_\_ - \_\_\_\_\_

How long caller will be at this number: \_\_\_\_\_

Other ways of communicating (e-mail, other numbers, skype, etc.):

\_\_\_\_\_

When caller will call us back if disconnected (indicate a specific time for both time zones):

\_\_\_\_\_

Name of affected participant(s) and PSU ID or Dates of Birth, if available:

\_\_\_\_\_

Reason for the call?

\_\_\_\_\_

Is the affected person(s) safe at the moment?

\_\_\_\_\_

What is the current physical and/or psychological condition of the affected person(s)?

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Location of caller (country, city): \_\_\_\_\_

Nature of Incident (briefly): \_\_\_\_\_

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What is the current location of the director or other staff member? (If caller is other than the director or staff member.) \_\_\_\_\_

Is the director aware of the incident? \_\_\_\_\_

**If possible, keep the call live on the line. The responder should find the most senior [PSU Ed Abroad advising staff member present in the office](#):**

1. Jen Hamlow, Director
2. Hannah Marrs, Faculty-Led Program Coordinator
3. Alyse Collins, Senior Advisor
4. Rachel Goff, Advisor
5. Ron Witczak, Executive Director



## **SECTION VIII: Appendix - Additional Resources**

### **U.S. CONSULAR ASSISTANCE IN EMERGENCIES, CONSULAR RESOURCE LINKS**

<https://travel.state.gov/content/travel/en/international-travel/emergencies/what-state-dept-can-cant-do-crisis.html>

Including

- Death or Injury of an American citizen abroad
- Arrest/detention of an American citizen abroad
- Victims of crime abroad
- American citizens missing abroad
- Abduction of a child abroad
- Crisis abroad involving American citizens

Other Information:

- How to Prepare for Any Crisis - Links to crisis sites of the USG and private agencies
- Crisis Preparedness
- Prepare Before You Go
- Get Help in a Foreign Country
- Help for American Victims of Crime Overseas
- Natural Disasters
- Avian Influenza and Shelter-in-Place Guidance
- Terrorism
- Technological Disasters
- Transportation Safety
- Evacuations
- Disaster Victims

### **HELPING A DISTRESSED STUDENT**

PSU Student Health and Counseling Faculty and Student Resources:

<https://www.pdx.edu/dean-student-life/facultystaff-resources>

## Outside Resources

To appropriately respond to a reported incident, the following people and organizations may be contacted:

Centers for Disease Control ([www.cdc.gov](http://www.cdc.gov)) or 1-800-311-3435 or 404-639-3311.

Global Opportunities Knowledge Communities: ([http://nafsa.org/knowledge\\_community\\_network.sec](http://nafsa.org/knowledge_community_network.sec))

Axa Assist/Gallagher Global Assistance USA (24-Hour Emergency Assistance):

Toll-Free (U.S./Canada): 1-312-935-9242

Call Collect (Outside the U.S.): 1-866-693-6873

Overseas Security Advisory Council, OSAC, <http://www.osac.gov/>. Telephone: 571-345-2223.

U.S. Embassy or Consulate nearest the program site ([www.travel.state.gov](http://www.travel.state.gov))

U.S. State Department's Counter-Terrorist Office 202-647-9892. For information concerning a terrorist threat or action.

U.S. State Department Operations Center Office of Crisis Management, 202-647-0900.

The U.S. State Department Overseas Citizen Services toll-free in the U.S., 1-888-407-4747. If calling from outside the U.S., call (202) 501-4444.

On-site partners or personnel affiliated with the experience (Contact information will vary by program)

Key web sources of information

U. S. State Department	<a href="http://www.travel.state.gov">www.travel.state.gov</a>
U. S. Centers for Disease Control	<a href="http://www.cdc.gov">www.cdc.gov</a>
U. S. Overseas Security Advisory Council	<a href="http://www.osac.gov/">www.osac.gov/</a>
World Health Organization	<a href="http://www.who.org">www.who.org</a>