



## INTERNATIONAL PROGRAMS

### Crisis Management Plan – Short Term Study/Travel Courses

Even with the most careful planning, a crisis can occur during a travel/study course. The Emergency Response Procedures provide guidelines for dealing with several types of individual student crises. This Crisis Management Plan focuses primarily on procedures to follow in the case of a political crisis or natural disaster affecting the entire group. If you have followed the procedures listed in the information for faculty leaders of Short Term travel courses, you will already have taken all of the routine measures listed below.

#### Routine Measures

The following measures will be taken every term:

- Faculty leaders will provide the international programs office with a list of participants and a detailed itinerary for each course.
- Faculty leaders will register with the U.S. embassy in their country of destination through the on-line STEP registration process at <https://step.state.gov/step/> and will encourage all co-leaders and participants to do the same.
- Program directors will have with them a copy of the identification page of each student's passport as well as health, insurance, and emergency contact information for each student.
- Faculty leaders will have contact information for the U.S. embassies in the countries to which they will travel as well as contact information for the U.S. consulates nearest the group's destination(s). This information is available at <http://usembassy.state.gov/>.
- Faculty leaders will provide all participants with emergency contact information, including numbers for local emergency services and the nearest U.S. embassy.
- At least one faculty leader of each course will have a functioning cell phone and will provide each participant with the number and instructions on when to use it.
- Faculty leaders will devise communication plans which will enable them to be in contact with each student as quickly as possible, should the necessity arise. The plan will provide for emergency communication in both directions (director to student, student to director). Included in the plan will be the requirement that, in an emergency, students will notify the faculty leader as well as their parents of their whereabouts as soon as they are able to do so. It will also require that faculty leaders attempt to contact each student who has not contacted them.
- Students will be provided with a standard procedure to follow in emergencies, including medical emergencies or becoming lost or separated from the group.
- The orientation meetings for the course will include information on health and safety in travel abroad and on conditions in the destination country/region with regard to crime, safety, and emergency resources. Much of this information is available in the consular information sheets provided by the U.S Department of State at [www.travel.state.gov](http://www.travel.state.gov), on other web pages on safety in travel abroad at the same website, and in the information for participants that international programs provides.
- The international programs office will monitor U.S. State Department bulletins and inform the directors of any public announcements or travel warnings issued for the countries to which the group or individual students may travel.

### **Additional Measures in Times of Emergency, Crisis or Impending Crisis**

- The first step in any emergency is to deal with any immediate needs for medical care or removal from imminent danger. Once that is done, faculty leaders should notify the director of international programs of the emergency so other appropriate individuals on campus, as well as parents/guardians, can be notified. Faculty leaders should take careful notes of events, names, locations, dates, times, actions, conversations, expenditures, contact with host country and U.S. officials, and others. At no time should a faculty leader accept guilt or acknowledge responsibility for an occurrence. Responsibility has legal consequences and should be resolved with competent institutional and legal advice at a later time.
- In the event of danger or impending danger to the entire group, the measures below should be taken.
- Faculty leaders will advise students of appropriate additional situation-specific safety and security measures to be followed.
- Students will be informed of the steps they should take in the event of an immediate crisis.
- Students will be reminded of the emergency communications plans.
- In the event of an emergency, the emergency communications plan developed by the faculty leader will be implemented and the faculty leader will notify the international programs office at Hollins as soon as possible and as frequently as necessary of the status of all students in the group.
- If appropriate to the situation, faculty leaders will contact local U.S. embassy officials as often as necessary to maintain updated information on conditions and ask for advice and assistance. Any information gathered will be recorded and conveyed to the international programs office in Virginia.
- If the situation warrants, faculty leaders will develop tentative plans for evacuation from the area of danger (see Sample Evacuation Plan below). Faculty leaders will ascertain whether they have sufficient funds on hand to carry out such plans and request additional funds, if necessary. They will also consult with the director of international programs at Hollins to see if there is a Hollins Abroad or Hollins-affiliated program in the area which might be able to provide assistance.

### **Termination of a Program and Evacuation of Students to the U.S.**

In deciding whether to terminate a program and evacuate students to the U.S., the physical safety of the students will be the paramount issue in every case. Grounds for termination of a program and evacuation of students may include

- Declaration of war by the U.S. against the program country or, as warranted, in a nearby country
- Declaration of war by a third country against the program country
- Significant terrorist activity in the program city
- Disruption of public utilities and/or services
- Widespread civil unrest, violence and/or rioting
- A declaration of martial law in the program city
- Travel warning covering the course site and/or specific directive from the U.S. State Department or embassy
- Other conditions in the area which lead the faculty leader to determine that termination is the best and most responsible option.

In general, the decision to terminate the program will be made only on the advice and/or request of the U.S. Department of State. The decision will be made by the VPAA in consultation with the director of international programs and the faculty leader. If possible, any plans to evacuate students from the host country will be implemented in consultation with U.S. embassy or other appropriate U.S. government officials. Primary campus contacts for program directors in a crisis will be the director of international programs and the vice president of academic affairs (VPAA). Initial consultations regarding any plan to evacuate students from the site will include the faculty leader, the international programs director, and the

VPAA. College officials who will be consulted, if possible, before a final decision to evacuate is made include the president, vice president for finance and administration, dean of academic services, and dean of students. The campus crisis management team will be coordinated by the VPAA and the director of international programs and will include all or some of the individuals listed above.

If communication becomes impossible, the faculty leader has the authority to make all decisions regarding student safety, terminating the program, and evacuating the students.

### **Documentation and Evaluation of Procedures**

Logs will be kept of the crisis on site and in the international programs office, detailing what happened, what steps were taken, when they were taken, with whom staff members consulted, and what communications were issued. Once the crisis is over, those involved will evaluate how effective the response was and revise the crisis management plan as needed.

### **Communications**

- Program participants should be immediately instructed **not to contact anyone**, including their own family members or friends, about a serious injury or other emergency involving a program participant other than themselves until you have given them permission to do so. It is essential that parents of a student involved in an incident be notified by an appropriate officer of Hollins and not a third party.
- Public communications will be coordinated by the director of public relations to whom all press inquiries should be referred.
- Communications with parents and with other campus constituencies will be coordinated by the director of international programs in consultation with the VPAA, the dean of students, and the director of public relations.
- The switchboard and all campus offices will be notified where to direct requests for information.
- As deemed appropriate, information and updates on the situation will be posted on the Hollins website.

### **Sample Crisis Plan for Students**

In most cases, the goal will be for the entire group and the faculty leader to meet at the group's accommodations. In every case, students should notify both the faculty leader and their parents as soon as they have reached safety.

The plan for students might say "If you are with the faculty leader or another responsible adult, stay with that person and follow his or her instructions. If you are not with the faculty leader, proceed as quickly as possible to your accommodations. If you cannot proceed to your accommodations, contact your faculty leader to let him or her know where you are and what problems you are encountering and to get instructions on how to proceed."

### **Sample Evacuation Plan for Group Travel**

- In the case of an emergency, each student will be contacted in accordance with the program's emergency communications plan.
- Students and staff will proceed as soon as possible to the group's accommodations or, if everyone is not staying together, to a designated accommodation site.
- Students not with the group or able to proceed to the designated accommodations will be contacted and given instructions.
- If transportation facilities are open and operating, the faculty leader, with the help of the international programs office and/or the U.S. embassy or consulate as needed, will arrange for transportation of the group to either the U.S. or an alternate, safe destination.
- If the students cannot travel as a complete group, they will depart in smaller groups as seats become available. Unless it is unavoidable, individual students should not travel alone. If possible, students will be met at their destination by a representative of Hollins, who will

coordinate transportation to their destinations in the U.S. or to accommodations in an alternate, safe site.

- If transportation facilities are not open or operating, the faculty leader will seek the advice of the local U.S. embassy or consulate with regard to evacuating students.

### **Emergency Contacts at Hollins**

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540-429-6517 (h)

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Vice President of Academic Affairs  
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Michael Gettings  
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540-362-6414

Jeff Hodges  
Director of Public Relations  
540-362-6503

Campus Security  
540-362-6911  
(staffed 24 hours/day and will contact other staff members for you)