



# CRISIS MANAGEMENT 101

FIRST STEPS TO CREATING A PLAN

## YOUR PRESENTERS

### **Lisa Jacobson**

International Student Advisor, DSO

Cascadia College

Member, NAFSA Subcommittee on  
Crisis Management

### **Laura Caferro**

Regional Sales Director

LewerMark Insurance

## SESSION GOALS

- Introduce you to NAFSA crisis management resources
- Share ideas and best practices for creating an effective crisis management plan
- Get started on your own plan!

# SUBCOMMITTEE ON CRISIS MANAGEMENT

- Part of NAFSA's Knowledge Community for International Student & Scholar Services (KC ISSS)
- Subcommittee tasks:
  - "Rapid Responders" to assist with crises
  - Outreach to NAFSA members
  - Create and disseminate crisis management resources (webinars, online guides, workshops)

## FIRST STEPS TO CREATING A PLAN

- STEP 1: DON'T REINVENT THE WHEEL

Identify the resources that already exist for you to use

## ONLINE CRISIS RESOURCES

- Subcommittee checklists of action items to consider when dealing with crises involving international students and scholars.
  - Responding to arrest of a nonimmigrant student
  - Responding to a crisis in a student's/scholar's home country
  - Responding to an international student/scholar death
  - Working with international students and scholars with mental health issues
  - Responding to a missing student/scholar
  - Responding to a natural disaster in a student's/scholar's institution within the United States
  - Responding to a serious injury of a student/scholar
  - Responding to a world-wide crisis: Ebola Resource for ISSS

## FIRST STEPS TO CREATING A PLAN

- STEP 2: IDENTIFY WHAT YOU DON'T KNOW

## EXAMPLE: WORKING THROUGH A CHECKLIST

- Sample checklist: “Responding to an International Student or Scholar Death”
- Identify what research you would need to do in advance in order to be able to quickly respond in this situation



## ACTION ITEMS

- Create a case file and include the following items:
  - Copies of the student's or scholar's records from the institution's information systems (contact info, immigration information, advising notes, class schedule, *emergency contact information*)
  - *Contact page* (a template in which you can quickly note every individual you contact regarding the case, and notes regarding the conversations)
- Contact *highest level of campus administration* appropriate to handle communication with family, embassy, university relations, and media. If necessary, find *a translator* to assist with communication to the student's/scholar's family/next of kin. **Do not speak to media unless given permission by *administration/public affairs*.** Public affairs is typically the spokesperson for the institution.
- Do not provide information about the student's or scholar's status unless it is to pertinent departments who are assisting with the handling of the death. Disclosing information to friends or classmates without consent is a violation of *FERPA*.
- If death occurred on campus, consult your institution's *legal counsel* regarding any possible liability concerns.

1.  Immediately contact your institution's counseling center. Students/friends experiencing trauma, grief, or loss may need to seek counseling. If you feel a student is in crisis and needs to see a counselor ASAP, ask if there is a crisis counselor available.
2.  Refer employees who are in distress to the Employee Assistance Program. Institutional Human Resources Web Pages will have information available. If applicable, contact the student or scholar's faith community to arrange a service.
3.  Consult with faculty if s/he would like the counseling center response team to go into the student's classes or meet with a department at a regularly scheduled time to offer a debriefing session. Help with arrangements as necessary.
4.  Consult with the residence hall for debriefing for students following the death. Again, counselors from the counseling center should be present.
5.  Determine if any university constituency (e.g., friends, coworkers, roommates) is interested in hosting a memorial for the student or scholar. If so, consult with the family about the memorial service, keeping in mind the cultural differences regarding death, memorializing, and grieving.

1.  If appropriate, discuss more formal announcements (e.g. newspaper article) with university relations and or public affairs.
2.  Offer condolences in a culturally appropriate manner, and advise the family of the appropriate documentation needed to process/close the deceased student's or scholar's records. Inform the family that the university will take care of all administrative details related to the student (i.e. registrar, financial aid, university housing, student accounts, and faculty). This will avoid having the family needlessly contacted at a later date about details of withdrawal from classes, refund due, etc.
3.  Upon receipt of official documentation, draft and distribute an official death notification for designated university officials *if your office is responsible for this*.
4.  If applicable, contact your institution's sponsoring health insurance company regarding repatriation procedures. If not your responsibility, then inform the campus liaison to the insurance company.
5.  If applicable, forward family request(s) for posthumous degree conferment for students to the appropriate college/school/department. The college/school/department will determine whether or not to initiate a formal request to the office of the registrar.
6.  If the student or scholar lived in on-campus housing, coordinate with university housing to arrange to have the individual's personal property packed. The room may be sealed by the coroner, and this may have to wait until the room is "unsealed."
7.  SEVIS—update SEVIS if necessary.
8.  Assist with arrangements for the individual's belongings, including academic work, to be returned to the family.

## FIRST STEPS TO CREATING A PLAN

- STEP 3: RESEARCH AND OUTREACH

Collect information and connect with allies you will need to manage a crisis

## EXAMPLE: CASCADIA COLLEGE CRISIS MANAGEMENT RESOURCE SHEET

- This is the product of one office's research
- Remember, this is just an example, not the “right” way – do what works for you and your office

- Campus Safety: 425-352-5222 (emergencies)
    - o Director: Rich Lewis ([rwlewis@uw.edu](mailto:rwlewis@uw.edu)); 425-352-5359 (dispatch #/non-emergencies)
    - o Cham Kao ([ckao@uw.edu](mailto:ckao@uw.edu)); Phone (?) 425-352-5010, 425-314-7665; Fax: 425-352-0162
  - Counseling:
    - o Rosemary Simmons ([res2014@uw.edu](mailto:res2014@uw.edu)); UW1-080; 425-352-3183
    - o Northshore Youth & Family Services
      - 10309 NE 185<sup>th</sup>, Bothell, WA 98011
      - 425-485-6541
  - Dean of Student Success Services:
    - o Erin Blakeney ([eblakeney@cascadia.edu](mailto:eblakeney@cascadia.edu)); 425-352-8534; CC1-152
      - Cell: 425-765-3051
      - Vickie Ashe ([vashe@cascadia.edu](mailto:vashe@cascadia.edu)); 425-352-8149 – Administrative Assistant
  - CARE team: [careteam@cascadia.edu](mailto:careteam@cascadia.edu)
    - o Members:
      - Gordon Dutrisac (Chair) – Director of Student Advising & Support Services/Student Conduct Officer; 425-352-8828
      - Erin Blakeney – Dean for Student Success Services; 425-352-8534
      - Becky Riopel – Director of Student Life; 425-352-8545
      - Erik Tingelstad – Dean for Student Learning; 425-352-8277
      - Cham Kao – Acting Director for Campus Safety; 425-352-5359
      - Catherine Crain – Founding Faculty; 425-352-8241
  - VP of Administrative Services:
    - o Terence Hsiao ([thsiao@cascadia.edu](mailto:thsiao@cascadia.edu)); 425-352-8196; CC3-338
  - Media, Public Information, Communication, Marketing
    - o General public contact: 425-352-8491; [cascadiacomm@cascadia.edu](mailto:cascadiacomm@cascadia.edu)
    - o Executive Director of College Relations:
      - Meagan Walker ([mwalker@cascadia.edu](mailto:mwalker@cascadia.edu)); 425-352-8491; CC2-281F
    - o Public Records Officer, Executive Assistant to the President:
      - Dede Gonzales ([dgonzales@cascadia.edu](mailto:dgonzales@cascadia.edu)); 425-352-8252
  - President of Cascadia College:
    - o Eric Murray ([emurray@cascadia.edu](mailto:emurray@cascadia.edu)); 425-352-8810; CC2-281
  - Legal Counsel:
    - o Alan Smith – Assistant Attorney General
      - Repatriation: \$25,000\* (additional benefits from Scholastic Emergency Services)
  - o Scholastic Emergency Services: 1-877-488-9833; [medservices@assistamerica.com](mailto:medservices@assistamerica.com)
    - If there is life-threatening injury or illness more than 100 miles from school
      - Medical evacuation/transport
      - Repatriation
      - Compassionate family visit
      - Assistance finding provider, translation, counseling, critical care monitoring, prescription assistance
  - o MyNurse 24/7 (Medical Help Line): 1-866-549-5076
    - Assistance with any health issue/question (i.e. where to go if feeling sick)
  - o LewerMark Student Assist (Counseling & Legal Services): 1-855-492-3624
    - Short-term guidance on issues like substance abuse, cultural adjustment, etc.
- Hospitals/Urgent Care Centers near Cascadia
  - o Hospitals
    - **Pacific Medical Center**
      - 12910 Totem Lake Blvd NE, Suite 101, Kirkland, WA 98034
      - 425-814-5080
    - **Evergreenhealth Medical Center**
      - 12040 NE 128<sup>th</sup> Street, Kirkland, WA 98034
      - 425-899-1000
  - o Urgent Care Centers
    - **Evergreen Urgent Care Center**
      - 16916 140<sup>th</sup> Ave NE, Woodinville, WA 98072
      - 425-483-2273
    - **Care Plus Medical Center**
      - 17511 68<sup>th</sup> Ave NE, Suite C, Kenmore, WA 98028
      - 425-486-8300
- Funeral Homes near Cascadia
  - o Evergreen Washelli ([washelli.com](http://washelli.com); 425-486-1281)
    - 18224 103<sup>rd</sup> Ave NE, Bothell, WA
    - Cremation, burial, funeral/celebration of life
  - o Acacia Memorial Park & Funeral Home ([acaciafuneralhome.com](http://acaciafuneralhome.com); 206-362-5525)
    - 14951 NE Bothell Way, Seattle, WA
    - Cremation, burial, funerals (including Muslim funerals)

## FIRST STEPS TO CREATING A PLAN

- STEP 4: CUSTOMIZATION

Creating unique response protocols for your office and institution

# EXAMPLE: CASCADIA COLLEGE

## IP Office Staff

- Emergency Contact Info
  - o Shared Drive – Office Administration – Emergency Contact
- Chain of Command
  1. Mari Acob-Nash
  2. Yukari Zednick
  3. Scott Han
  4. Lisa Jacobson
- Emergency Meet Up Procedures
  - o For any evacuation at work that is not a drill or clear false alarm, staff will go to the bus stop at the north end of campus to meet. Any missing staff will be contacted by text or phone call to confirm location.
- Overseas Emergency Preparedness
  - o Staff marketing overseas will provide their travel itineraries to the IP Dean and Associate Directors
    - Dean and ADs will track any political, health, weather, and other situations abroad for overlap with staff's travel itinerary
  - o Photocopies of passports and other identification will be kept in Shared Drive (Office Administration – HR)



## YOUR TURN!

- Review a sample checklist and start making notes
- Work individually or in pairs



QUESTIONS?