

Medical? Criminal? Critical? The 20 Questions of Crisis Management

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Why Crisis Management?

- Recently in the national news
- NAFSA developing practice resource on this topic
- Opportunity to get proactive!

Goals of this session

- Give you an opportunity to reflect on questions relevant to crisis management
- Give you hands-on experience in developing a response to specific types of crises (case studies)
- Help you to develop or re-evaluate your own campus crisis management plan considering the three stages of a crisis: pre, during and post

Resources Available to International Students

- Through campus health insurance
- Through state contracts – usually applies to students on university business
 - See <http://risk.arizona.edu/insurance/index.shtml> for examples
- Through institutional contracts

PRE-
CRISIS

Building Relationships in Advance

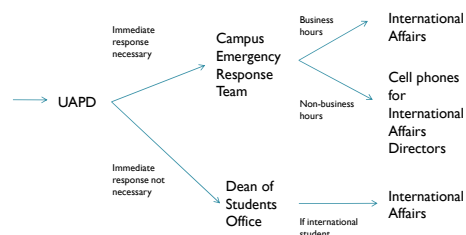
- Who will you need to work with in different cases?

Examples: University Communication, Risk Management, Dean of Students, University Police, Residence Life, Counseling and Psychological Services, Campus Health, Campus Center for Relationship Violence, Registrars Office

PRE-
CRISIS

Lines of Communication

- If an emergency occurs who will be notified? Who will they notify?



PRE-CRISIS**Student Population and Appropriate Support**

- Is the student a part of your population?
 - What is your office's role? (Immigration, programming, academic advising, exchange programs, admissions, code of conduct)
- What are the roles of other offices around campus?
- Determine levels of support appropriate for your office to provide.

**PRE-CRISIS****Preparing Students for a Crisis**

- Resources helpful in avoiding a crisis
- Presenting resources in orientation
 - Campus police
 - 911 and non-emergency phone numbers

**PRE-CRISIS****Preparing Students for a Crisis**

- Take a pro-active approach to find out about pitfalls/dangers for your students
 - Campus drinking
 - Alcohol to minors

**PRE-CRISIS****Consequences of Help**

- Legality of accepting public assistance
- Immigration consequences
- Financial consequences
- Academic consequences

**PRE-CRISIS****Institutional Responsibility**

- How do you decide/who decides if action is needed?
- Who will do what?

Department	Bursar
Student Affairs	Risk Management
Legal Affairs	Health/Counseling
Public Relations	President's Office
- How much will you do?

PRE-CRISIS**Areas of Responsibility**

Who is responsible for what at your institution?

- Mental health emergencies
- Criminal activity
- Notifying family members in the event of death
- Talking with the media

PRE-
CRISIS

Required Contacts

- Dean of Students
- Campus Police
- President's Office
- Department
- Family members
- Cultural/Religious groups
- Insurance
- Media

DURING
THE
CRISIS

What is the emergency?

- Medical? Criminal? Immigration?
- How serious is it?
- How quickly do you need to respond?
- Do you have time to deliberate?

DURING
THE
CRISIS

Are There Immigration Consequences?

- Does the student need to drop out?
- Can you work with Faculty to help the student stay in status?
- Is disciplinary action being taken as a result of a conviction of a crime?
- How much time do you have before you have to report information in SEVIS?

DURING
THE
CRISIS

Who to Inform?

- Lots of "inquiring minds"
- What do you do to keep confidentiality while at the same time getting support for the student?

DURING
THE
CRISIS

What permissions are needed?

- Do you have a release forms?
- What is the policy on talking to parents?
- What is the policy on release of educational records?

DURING
THE
CRISIS

Should you be involved?

- Not every emergency requires your involvement!
- Limited involvement is often the solution, be careful playing a role beyond your responsibilities and expertise.
- Active management may or may not be the appropriate role to play

DURING
THE
CRISIS

Applicable Resources

- 80% of your homework should be done before this point
- Pursue multiple resources simultaneously
 - Student Health Insurance
 - State contracts for HEIs
 - Institutional Legal Advisors
 - Home country health insurance
- Build personal relationships
- Actively manage the behaviors of medical personnel, insurance companies, and campus staff

DURING
THE
CRISIS

Type of Student

- Emergencies involving different students
 - Require different responses
 - Have different implications
- Consider if the student is: exchange, sponsored, research, undergraduate, graduate, or degree-seeking
- Consider the students' native language

DURING
THE
CRISIS

Who else is involved?

- Emergencies usually involve other students
 - Do these students need support due to their role in the emergency?
 - These students may be useful to you. Collect names and contact information.
- Who is making decisions?
- If other campus offices are involved, start at the top.

POST-
CRISIS

What worked and what didn't?

- Reflect and react
 - What worked and needs to be kept in place?
 - What did not work and needs to be changed?

POST-
CRISIS

Preventing the Next Crisis

- Include main issues in orientation, written materials and web resources
- Develop programs that inform students and help them avoid problems
- Ensure that students get health insurance including repatriation
- Develop policies that help students understand and comply with legal requirements

POST-
CRISIS

What follow up is needed?

- What follow up is culturally appropriate?
- Is a memorial service needed/wanted?
- Who do you have to thank (university staff, family members, other students)?
- Do you have to renegotiate insurance policies in light of the crisis?
- What other contacts do you need to develop for next time?

Crises Management Case Studies

References/Resources

- Crisis Management in a Cross-Cultural Setting, *Edited by Patricia A. Burak and William W. Hoffa, NAFSA, 2001*
- Crisis Management in a Cross-Cultural Setting, *William W. Hoffa, Patricia Burak and Michael Smithee, International Educator Magazine, NAFSA, 1999*