



# Crisis Management for Outbound Students

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# Crisis Management Goals

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- International Partner Crisis Plans updated and in place
- Crisis teams identified with back-ups
- Crisis teams trained
- Crisis preparation in place
  - Emergency response plans
  - Outside resources in place
  - Contact information in place



## The Value of Effective Crisis Response

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- Can keep crisis from escalating to higher level
  - Can reduce damage/ injury
  - Can reduce cost and liability
  - Can enhance the organization's image
  - Help promote your mission
- \* Remember the power of the compassionate response



# Defining and Assessing Crises

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## Defining Crises

- Sudden
- Unexpected
- Must be handled immediately
- Requires senior management attention
- Can have serious impact on organization

## Three Levels of Crises at AFS

- Internal
- External
- Full Impact



## Crisis Level 1: Internal Impact

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- Business, financial, personnel or property loss.
- Participant-related matters that do not involve significant injury or threat to personal safety.



## Crisis Level 2: External Impact

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- An event of national scope
  - not specific to AFS activities
  - but AFS must respond
  - Participants are not seriously hurt or endangered



## Crisis Level 3: Full Impact

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- Event in the hosting country which directly affects AFS operations, or has a negative impact on someone or something resulting from AFS operations.
- Significant participant illness or injury.
- Endangerment to participant safety, both mental and physical.
- Significant event(s) involving several students at the same time.




## Why Make Crisis Level Distinctions?

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The 3 levels of crisis determine:

- What kind of response is needed
- By whom
- With what kind of support

Note: If the crisis is not diagnosed adequately at first, the response will not be effective.



# How to Assess a Crisis Using the Crisis Assessment Tool (CAT)

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- Kind of event
- How many partners are directly involved?
- Media interest (include Internet)
- Degree of perceived responsibility of AFS for the crisis
- Special factors that might affect public perception



# Examples of Crises with Americans Abroad

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- Serious injury of student while swimming in Costa Rica.
- Civil unrest in Bolivia, airports close and US Embassy evacuates family members.
- German host father and American student have an affair.
- Student alleges rape and mental abuse by Argentinean host brother.
- Student alleges that he was denied food by Egyptian host family.



# Special Notes regarding Americans Abroad

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- American Parents-what do they expect?
- Media Attention in the US
- Working with foreign partners to address American cultural needs in times of crises
- Americans can be targeted-Country Risk Assessments should take that into consideration
- American Citizen Services at Embassy can be helpful
- Refunds and legal threats