

**Safety in University of Delaware Study Abroad Programs:
Crisis Response Protocols**

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A Brief Introduction	3
1.0 For faculty abroad/off-site: Contact information/reporting incidents.....	4
2.0 Dealing with serious injury or illness	4
2.1 On-site: Find out what happened	4
2.2 On-site: Go where the student has been taken for treatment.....	5
2.3 On-site: Contact the Center for International Studies	5
2.4 On-site: Keep tabs on the situation.....	6
2.5 On-site: Protocols for medical evacuation	6
2.6 On-campus protocols	6
2.6.1 The Director of International Student Programs' responsibilities	6
2.6.2 Convene the crisis management team.....	7
2.6.3 Keep the crisis management team updated	7
3.0 Sexual assault	7
3.1 On-site: What to do when a sexual assault is reported	7
3.2 On-site: What to do if the victim declines assistance	8
3.3 On-site: Start a log of the incident	9
3.4 On-site: Contact the Center for International Studies	9
3.5 On-site: Follow up with the student.....	9
3.6 On-site: Follow up protocols.....	10
3.7 On-site: Follow up protocols—other program participants.....	11
3.8 On-campus: When the victim has declined assistance	11
3.9 On-campus: When the victim has accepted assistance	12
3.10 Post-program duties: Faculty director and crisis management team.....	13
4.0 A student's death.....	13
4.1 On-site: What to do when news of a death arrives	13
4.2 On-site: Call the Center for International Studies	13
4.3 On-site: Help the local authorities.....	14
4.4 On-site: Help the other students on the program	14
4.5 On-site: Take care of administrative matters.....	14
4.6 On-campus protocols—When news of a death is received.....	14
4.6.1 Convene a crisis management team	14
4.6.2 Contact the student's family	15
4.6.3 What to do once the death is made public	16
4.7 On-site: Resident/faculty directors' responsibilities after the death.....	18
4.8 Post-program assessment.....	19
5.0 Evacuating the program	20
5.1 Steps for faculty/resident directors	20
5.1.1 On-site: Find out what's happening and how serious the situation is.....	20
5.1.2 On-site: What to do if it's a real emergency involving all of the participants	20
5.2 On-campus response protocols	23
5.2.1 Contact U.S. government agencies/other institutions	23
5.2.2 Convene a crisis management team	23
5.3 On-site: What to do if the program is suspended	24
5.4 On-campus: What to do if the program is suspended.....	24
Emergency Contact Information Form.....	27

A Brief Introduction

Most of the University of Delaware's study abroad programs run without incident. Of course, there are the usual hitches—lost passports, students skipping lectures—but there have been few true emergencies.

This document outlines how the Center for International Studies, its overseas representatives and the University of Delaware should respond to a student death, illness, assault, or other emergency at an off-campus location.

Copies will be kept at the Center, in the Office of the Vice Provost for Academic Programs and Planning, and in the office of the Department of Foreign Languages and Literatures' Study Abroad Coordinator, and will be distributed to all of those named in the plan.

The plan has been developed in response to the events of Sept. 11, 2001, and as a part of the Campus Disaster Planning Group. It has been drawn from the University of Delaware's student crisis management response procedure and from other sources (noted in document footnotes).

The procedures outlined are intended to:

- Assist those involved in dealing with a crisis to respond in a timely and appropriate manner
- Provide coordination with external individuals and agencies
- Provide communication with the University community
- Assist in post-crisis support, resolution and evaluation

1.0 For faculty abroad/off-site: Contact information/reporting incidents

When a serious incident occurs (illness, injury, sexual assault, death, political unrest), the faculty director should contact the Center for International Studies and let them know what has happened. If it's after hours, the faculty director should contact Public Safety, who will relay the message. The faculty director may also convey the above information by email:

lchieffo@udel.edu.

The director should dial the access code for the U.S. (this will vary depending on the faculty director's site), then:

Lesa Griffiths	(302) 831-2852 (home 410-392-9751)
Lisa Chieffo	(302) 831-2852 (home 368-4113)
Diane Henker	(302) 831-4082
Public Safety	(302) 831-2222
Karen Lundin	(302) 831-4399
Christina Andrews	(302) 831-4065
Marie Gleason	(302) 831-6112
Marion Bernard-Amos	(302) 831-4385

When the faculty director calls, he or she should provide details about:

- His or her name, and the program he's or she's directing
- Where he or she is calling from
- Nature of the emergency (name and current state of student in question)
- Tel. number and where administrator(s) may contact the faculty director
- Until when/for how long
- When the faculty director will call back if the faculty director has not been called
- Whether the student's family is aware of the situation¹

If the faculty director is calling UD Public Safety, he or she may call collect, but the faculty director must immediately state that he or she is the director of a study abroad program, otherwise Public Safety will not accept the call.

The faculty director should stress that this is an urgent or emergency situation! And should note the conversation in his or her log of the incident.

Public Safety will then contact the relevant personnel, and relay the information.

2.0 Dealing with serious injury or illness

2.1 On-site: Find out what happened

When the faculty director gets the first report of a serious injury/illness, he or she should ask the following questions²:

- What happened?
- Who is involved?

¹ It's generally not a good idea for faculty directors to call students' families themselves, as this constitutes a breach of confidence. Faculty directors should encourage students to call their families, and, if they refuse, the director should call his or her program coordinator for guidance.

² Taken from the University of Akron's **Emergency Response Plan for Study, Work, Travel Abroad Programs**, <http://www.uakron.edu/oip/emerg.htm>

- Where is the student now?
- Does he or she need medical attention immediately?/Are rescue operations needed?
- Has anyone called for help? If not, get help! If so, who's been called?
- If help has arrived, what's being done?
- What medical treatment has the victim received?
- Were there witnesses (in cases of accident, assault, or other crime)?

The faculty director should note the answers, as well as the date and time of the call; plus who gave the information.

If the student needs to be taken to a hospital/clinic, the faculty director should help the student get there—whether the faculty director take her or him, or call for an ambulance, or advise on-the-scene participants to get help for the student (especially if the illness occurs across town, or while students are traveling).

In an emergency situation that requires immediate medical action (like surgery), the faculty director may call the emergency contact provided by the student on his or her program application. If the faculty director is uncomfortable doing so, the call will be made for the faculty director; the faculty director should contact Public Safety and ask to be connected with Cynthia Cummings, Associate Vice-President for Residential Life, and tell her what has happened. She will call the emergency contact and explain the situation. Or, the faculty director may contact his or her program coordinator.

2.2 On-site: Go where the student has been taken for treatment

As soon as possible, the faculty director should go to the student; the faculty director should be where he or she needs to be to make sure that the student is receiving appropriate care.

Once there, the faculty director should get the answers to these basic questions³:

- Who is the attending physician (if any)?
- Does the attending physician speak English?
- What is the diagnosis?
- What is the prescribed treatment?
- What is the prognosis?
- Has the student's insurance been contacted?
- Are other participants at risk (physical or psychological)?
- Is airlift a desirable and/or viable action?

If the faculty director can't get to the student (for example, if the student has gone to another country for the weekend), the faculty director should call the Center for International Studies to talk about what to do.

2.3 On-site: Contact the Center for International Studies

Once the faculty director is sure that the student's physical state is being taken care of, he or she should contact the Center for International Studies and let them know what has happened (the faculty director should see section 1.0 for contact numbers and information to provide).

³ Taken from the University of Akron's **Emergency Response Plan for Study, Work, Travel Abroad Programs**, <http://www.uakron.edu/oip/emerg.htm>

2.4 On-site: Keep tabs on the situation

At all times, the faculty director should be respectful of a student's privacy⁴: The faculty director shouldn't divulge information, even to a student's family members, without the student's express consent.

However, other students in the program may hear about the illness or injury, and quickly. The faculty director should explain that the student involved is being taken care of—but also caution them about speculative communication and advise them to wait until clear information is available before contacting home. If the faculty director promises to keep them posted, he or she should do so in a way that protects the privacy of the student.

The faculty director should stay in contact with any physicians involved in the case, and keep the log of the incident up-to-date. The faculty director should also keep the Director of International Student Programs informed of what's happening.

2.5 On-site: Protocols for medical evacuation

If medical evacuation⁵ is recommended: It may be necessary to take a student to the nearest medical facility (in-country or out-of-country) equipped to deal with the illness or injury. If the faculty director has a co-director, one of the faculty directors should accompany the student, if possible. Otherwise, the faculty director should call the Center for International Studies and talk through possible solutions.

2.6 On-campus protocols

2.6.1 The Director of International Student Programs' responsibilities

The Director of International Student Programs (or another member of staff) will:

- a) Contact the person who's listed as the student's emergency contact, and explain what has happened, how the student is and what's being done to help the student. Provide contact info—name, address, fax, email and hours of availability, so the emergency contact knows how to get in touch. The Director is responsible for keeping the emergency contact informed about the situation.

⁴ According to the Dept. of State, which complies with the Buckley Amendment (a.k.a., the Privacy Act): "The provisions of the Privacy Act are designed to protect the privacy and rights of Americans, but occasionally they complicate our efforts to assist citizens abroad. As a rule, consular officers may not reveal information regarding an individual American's location, welfare, intentions, or problems to anyone, including family members and Congressional representatives, without the expressed consent of that individual. Although sympathetic to the distress this can cause concerned families, consular officers must comply with the provisions of the Privacy Act." We offer this commentary as a guideline.

⁵ Background on medical evacuation, taken from U.S.C. Center for Global Education's **SAFETI Resources for Administrators**: "Medical evacuation insurance covers a need for transportation to an appropriate medical facility. This may be a facility in the host country, a neighboring country, or the U.S. A medical evacuation in the worst-case scenario with a full medical team from abroad to the U.S. can cost upwards of \$50,000 and even \$100,000. It is important to consider how much coverage [the student's] evacuation insurance includes.

"In the case of medical evacuation, there are times when the insurance company may disagree with the student, parent, or study abroad professional on where appropriate care can be found. It is important to have medical advice abroad and in the U.S. for consultation on where medical care should take place to make an effective case for the insurance company. This coverage includes transportation care costs only, not the cost of the actual major medical care once the student arrives at a medical facility."

- b) If medical evacuation may become necessary, contact a physician at Student Health Services, and explain the nature of the illness or injury. Her/his medical opinion may be necessary if the insurance company balks at medical evacuation.
- c) At the Director's discretion, either a crisis management team may be convened, or the members of such a team may be notified and kept updated on the situation⁶. Notification will include:

Vice-Provost for Academic Programs and Planning
 Representative from the Student Health Center
 Representative from the risk management office
 Vice Provost for Minority Affairs
 Associate Vice President for Campus Life
 Associate Vice President for Counseling and Student Development
 Assistant to the President and Director of Public Relations
 Director for Residence Life
 Director of Public Safety
 Other University personnel, as appropriate

The Director will call, email or page these people and let them know that there's a situation involving an ill/injured student; if a meeting is necessary, the Director will designate a date, time and place to meet.

2.6.2 Convene the crisis management team

At the meeting of the crisis management team, the Director will explain what has happened and what's currently being done to handle the situation; the director should also remind team members about the importance of maintaining the student's privacy.

- The Assistant to the President and Director of Public Relations will keep the President apprised of the situation, and handle all media inquiries. S/he will craft a message to be released to the public and the media. All non-family inquiries about the incident will be referred to this person.
- The representative from the risk management office will notify the University's legal staff.

2.6.3 Keep the crisis management team updated

The Director will keep the crisis management team updated as the situation develops.

3.0 Sexual assault

3.1 On-site: What to do when a sexual assault is reported

This is a difficult and sensitive situation, and will require all of the faculty director's concern, tact and understanding. The faculty director should do what's best for the student, physically and emotionally. The faculty director should keep careful notes of details and conversations. And he

⁶ It's the Director's call. Any illness of concern should set off a notification chain, so that members of a crisis response team will know what the situation is, and how to respond appropriately to family and community concerns. The degree of illness will determine whether the Director physically convenes a crisis response team.

or she should listen to the student's wishes—especially if she⁷ asks the faculty director not to contact the person she has listed as an emergency contact.

If the victim reports the assault soon after it happens, she may be in shock, physically harmed and/or emotionally distraught (often with accompanying feelings of guilt, shame and/or anger). The faculty director (especially if the faculty director and the victim are of opposite sexes) should bear in mind that the victim may respond badly to physical contact, too-close physical proximity or other aspects of the situation. The faculty director should treat the victim gently, without judgment. The faculty director should ask whether the student would like a friend present while she speaks with the faculty director.

If a student reports a sexual assault to the faculty director, or if a student tells the faculty director that another student has been victimized⁸, the faculty director should:

- Ask--If the reporter isn't the victim, how does the reporting student know about the assault? What is the reporting student's name? Where is the victim now?
- Find out what happened; who was involved; when the incident took place.
- Ask the victim whether, and to what extent, she wishes to involve local police.
- Ask the victim whether she wants her emergency contact to be notified of the situation.
- Look for any obvious signs of physical distress or injury—if there are, the faculty director should take the student to a local hospital or clinic that the faculty director trusts.
- Look for any obvious signs of emotional distress—if there are, the faculty director should note them and, as soon as possible, consult a rape counselor, psychologist or psychiatrist and start the process of getting support for the student.
- Reassure her that the assault isn't her fault and that she didn't cause it.
- Explain the host country's laws and procedures for dealing with sexual assault, so the victim can be prepared if she chooses to go to the police, hospital or another rape-crisis agency.
- If there's no obvious physical injury, the faculty director should ask the victim whether she's willing to go to a hospital or clinic. **If so, the faculty director should help her get there, and stay as long as necessary.**

3.2 On-site: What to do if the victim declines assistance

If the victim declines assistance⁹:

- The faculty director should escort her to student housing and make sure she gets to her room safely
- The faculty director should tell her that he or she or someone designated by the program (a local rape counselor, for example) will re-contact her to see whether she requires assistance
- The faculty director should give her the names, phone numbers and addresses of local authorities she can contact if she wants assistance or counseling: police; counseling/mental health agencies or hotlines; local psychiatrist/psychologist; rape crisis centers or other appropriate on-site services.
- The faculty director should give her the number for the University's Rape Crisis Hotline, SOS: 302-831-2226.

⁷ In this document, "she" will be used generically to refer to a hypothetical sexual assault victim, recognizing that while men also experience sexual assault, the majority of victims are female.

⁸ This list of procedures is adapted from NAFSA's **Crisis Management in a Cross-cultural Setting**.

⁹ This list of procedures is adapted from NAFSA's **Crisis Management in a Cross-cultural Setting**.

- The faculty director should contact the local psychiatrist/psychologist whose name the faculty director has given to the victim, and explain that there has been an assault, and though the victim declined assistance, the faculty director provided her with this professional's contact information.
- The faculty director should continue to check in on the student, and (without pressing the issue), remind her that there are resources at her disposal should she decide that she requires assistance.

3.3 On-site: Start a log of the incident

The faculty director should start a log—and write down everything he or she knows about what has happened, including:

- What happened; who was involved; when the incident took place
- Victim's wishes about involving local police, and notification of her emergency contact
- Obvious signs of physical distress or injury—what are they? Describe appearance and location.
- Obvious signs of emotional distress—describe student's demeanor, and apparent state of mind
- What the faculty director told victim about the host country's laws and procedures for dealing with sexual assault
- Victim's wishes about care
- Name and phone number of local hospital or clinic that's caring for the student, as well as physicians' names
- **Student's wishes to decline care, reporting, emergency contact protocol—note the circumstances under which the offers were made and declined (each time the faculty director offers assistance, he or she should note the circumstances, the offer and the outcome)**

If the accused attacker is also a student, or is affiliated with the program in some way: The faculty director should do what he or she can to keep the alleged attacker away from the victim. **This is not a presumption of guilt.** It is in the interest of the injured student to help deflect a potentially upsetting presence. In this case, no matter what the wishes of the student, **the faculty director must call the University of Delaware immediately (Center for International Studies or Public Safety)**; this is protocol in cases of accusations of sexual assault.

The faculty director should not call the family. Generally, if a student wishes her family to know, she will call them herself; the faculty director may offer to help her do so (a conference call with a counselor can be arranged), but shouldn't push her.

3.4 On-site: Contact the Center for International Studies

Once the faculty director is sure that the student's physical state is being taken care of, or that the victim is reasonably stable, he or she should contact the Center for International Studies and let them know what has happened (the faculty director should see section 1.0 for contact numbers and information to provide).

3.5 On-site: Follow up with the student

The faculty director should:

- Check in with the student to see how she's doing
- Pass along the materials on coping with the aftermath of sexual assault; provide student with a list of on-campus services for victims of sexual assault

- Give her the number for the University's Rape Crisis Hotline, SOS: 302-831-2226.
- If the student wishes, facilitate contact with her family, friends or other support network members at home
- If she needs assistance contacting or getting to counseling (or another official agency), help her to do so
- Be aware of the student's general spirits, appearance; if she's absent from class, the faculty director should follow up—if she develops emotional, eating or psychological difficulties, the faculty director should send her to the appropriate professional. If she refuses help, the faculty director should get advice from the appropriate professional, and do what he or she can to support the student. The faculty director should call the Center for International Studies and let them know.

3.6 On-site: Follow up protocols

The faculty director should:

- Be respectful of a student's privacy¹⁰: The faculty director shouldn't divulge information, even to a student's family members, without the student's express consent
- Keep the faculty director incident log up-to-date, and note conversations with the student.
- Stay in contact with any physicians involved in the case
- Keep the Director of International Student Programs informed of what's happening
- Work with local authorities to help advance any investigation
- Call the Center for International Studies if he or she is worried about the student's behavior, academic performance or health, and discuss options, including sending the student home
- If the accused attacker is a program participant, do what he or she can to separate him from the assault victim—both in the classroom and in student housing
- Note the University's policy on victim's rights (from the Undergraduate Student Handbook):

“The University of Delaware is committed to extending those rights offered to the accused equally to victims of serious assault as appropriate. For instance, victims have the right to be treated with dignity and seriousness by campus personnel, have the right to be reasonably free from intimidation and harm, are entitled to the same support opportunities the University permits the accused in a campus disciplinary proceeding, and may be informed of the status of the case as well as relevant sanctions or bans placed on the accused at any point during the judicial process.”

- Balance the needs of the victim and an accused participant. If the victim decides to press charges at the official level, and through the University, the faculty director must help her do so; likewise, while the accused is bound by the laws of the host country (which may limit the faculty director's ability to be of help), the faculty director must help him process his case and protect his privacy, as well.

If the accused is a University of Delaware student, the Director of Judicial Affairs may decide to invoke an emergency suspension, depending on the circumstances of the case. These are the circumstances in which an emergency suspension may be imposed:

¹⁰ According to the Dept. of State, which complies with the Buckley Amendment (a.k.a., the Privacy Act): “ The provisions of the Privacy Act are designed to protect the privacy and rights of Americans, but occasionally they complicate our efforts to assist citizens abroad. As a rule, consular officers may not reveal information regarding an individual American's location, welfare, intentions, or problems to anyone, including family members and Congressional representatives, without the expressed consent of that individual. Although sympathetic to the distress this can cause concerned families, consular officers must comply with the provisions of the Privacy Act.” We offer this commentary as a guideline.

In instances where an individual or group fails to demonstrate responsibility by repeating or persisting in an offense, or, where the continued presence of a student [in the travel study program] poses a threat to his or her well-being or to the rights and property of members of the University community, the Director of Judicial Affairs or his or her designee may impose an emergency suspension.

An emergency suspension is an interim action, effective immediately, designed to prohibit the presence of the student [on any part of the travel study program] until the student's judicial case can be resolved in accordance with prescribed judicial procedures.

The suspended student will have the right to have the case handled through the administrative action route or by an administrative hearing within three class days from receipt of the written notice of charges and emergency suspension.¹¹

3.7 On-site: Follow up protocols—other program participants

The grapevine may be faster than the speed of light, and rumors of an assault will likely have reached the group by this time. If a participant brings it up, the faculty director should protect the victim's privacy as much possible; the faculty director may want to say that a participant has been the victim of an (unspecified) assault, and that it's very, very important for other members of the group to be careful and to look out for each other. The faculty director should reiterate safety guidelines. If pressed for details, the faculty director should explain that he or she is obligated to protect the victim's privacy—just as the faculty director would protect the privacy of the person asking for details.

3.8 On-campus: When the victim has declined assistance

If the victim has declined assistance, the Director for International Student Programs should:

- Ask the faculty director to send a copy of her/his incident log, and all updates on offers of assistance
- Encourage the faculty director to repeat offers of help
- Contact the Director of the Office for Women's Affairs
- Collect and send materials on support for victims of sexual assault (available from the Office of Women's Affairs and the Center for Counseling and Student Development)
- Collect and send list (with contact information) of on-campus services for victims of sexual assault
- Make faculty director aware of the procedures to follow in case the student decides to return home
- Talk with the faculty director about whether there's a need to provide a change of housing assignments, or to make academic arrangements (in case the assault impacts the student's ability to function in the classroom); if so, the faculty director will take care of changing housing, and the Director will discuss possible classroom alternatives with the student's academic dean (without naming the student) and will advise the faculty director of the options
- Make the University's legal staff aware (without revealing the name of the victim) that a sexual assault has occurred overseas; that the victim has declined all offers of

¹¹ Taken from the 2001-2002 **Official Student Handbook**; Rules and Responsibilities: Student Guide to University Policies (www.udel.edu/stuhb/01-02/campuslife/ujud).

assistance; and that she has, in her possession, a log of the incident and supporting materials

3.9 On-campus: When the victim has accepted assistance

If the victim has accepted assistance, the Director for International Student Programs should:

- Contact and convene members of the crisis management team (CMT), including:
 - Vice-Provost for Academic Programs and Planning
 - Representative from the Student Health Center
 - Representative from the risk management office
 - Associate Vice President for Residence Life
 - Associate Vice President for Counseling and Student Development
 - Assistant to the President and Director of Public Relations
 - Director of Public Safety
 - Representative from the Office of Women's Affairs
 - Academic dean for the victim's college
 - Academic dean for the accused attacker's college, if necessary
 - Other University personnel, as appropriate.
- The Director of International Student Programs will brief the CMT on what has happened, and what steps have been taken to deal with the situation.
- The Associate Vice President for Counseling and Student Development, and the representative from the Office of Women's Affairs will, after the meeting, assemble any of their offices' printed materials that are appropriate to give to the student or to the faculty director, as well as a list of on-campus/nearby services offering counseling
- The Assistant to the President and Director of Public Relations will inform the president, and keep him updated on the situation; also, she will handle any inquiries (besides those of the emergency contact, and/or family that's been notified, or those of police officials) about the incident. She will also prepare any statements that may become necessary.
- All CMT members should be reminded that the privacy of the victim is paramount, and that any statements on the matter will come from the Assistant to the President and Director of Public Relations.

The Director for International Studies will then:

- Work with the representative from the Office of Women's Affairs to help the student
- Ask the faculty director to send a copy of her/his incident log, and all updates on offers of assistance
- Encourage the faculty director to repeat offers of help
- Collect and send materials on support for victims of sexual assault (provided by the Office of Women's Affairs and the Center for Counseling and Student Development)
- Collect and send list (with contact information) of on-campus/near-by services for victims of sexual assault (provided by the Office of Women's Affairs and the Center for Counseling and Student Development)
- Make faculty director aware of the procedures to follow in case the student decides to return home
- Talk with the faculty director about whether there's a need to provide a change of on-site housing assignments, or to make academic arrangements (in case the assault impacts the student's ability to function in the classroom); if so, the faculty director will take care of changing housing, and the Director will discuss possible classroom alternatives with the student's academic dean and will advise the faculty director of the options

3.10 Post-program duties: Faculty director and crisis management team

After the crisis has passed, the crisis management response team will meet and review/evaluate how the situation was handled.

The group will consider the following issues:

1. Which protocols worked well? Which didn't? How should the response be changed to better cope with similar future situations?
2. What will be done on-campus to continue support for the victim's emotional/psychological state?
3. Will the victim require a change of housing? Are there academic adjustments that may need to be made?
4. If the victim is taking her (fellow student) attacker to court, within and/or outside the University, to what extent will the Center for International Studies (and, by extension, members of the crisis management team) be involved? What are the legal ramifications?

4.0 A student's death

4.1 On-site: What to do when news of a death arrives

- Get to where the incident has occurred as soon as possible. If the death has occurred far from the program's base, the faculty director should do his or her best to get there; if the faculty director can't, then he or she should gather information about the student in order to help local authorities.
- At the scene: If the faculty director thinks that the person is dead, he or she shouldn't try to move the body or interfere with it in any way until help arrives. If possible, the faculty director should try to screen off the area, for example by keeping onlookers away. The faculty director should not touch the body. If possible, the faculty director should seal off the site.
- At the scene: If there are other students in the vicinity, the faculty director should gather them together; provide any help that he or she can; the faculty director should explain that he or she wants to talk with them, and should ask that they wait for him or her to return. If possible, the faculty director should have another program administrator wait with them.
- Determine the dead student's identity and correct, full name.
- Call local authorities and explain what has happened, or send someone to contact local authorities.

4.2 On-site: Call the Center for International Studies

The faculty director should call the Center for International Studies; if there is no answer at work or at home, the faculty director should call Public Safety. The faculty director should let them know what has happened (the faculty director should see section 1.0 for contact numbers and information to provide).

The faculty director should not call the family; this should be left to University professionals.

4.3 On-site: Help the local authorities

The faculty director should work with local authorities to deal with the situation. How the faculty director do so will differ according to local customs; the faculty director should make sure to give local authorities details, including information about where and how he or she can be reached. The faculty director should take notes about what he or she is advised to do; the faculty director should make sure to get the names of the officers or emergency personnel involved, as well as the name and phone number of their emergency services.

4.4 On-site: Help the other students on the program

The faculty director should help other students, especially those who might have been directly involved in the incident. As the faculty director talks with them about what happened, he or she should listen to their concerns and give any comfort and reassurance that he or she can. The faculty director should ask them not to contact anyone on the home campus until he or she has had the chance to talk with the University, and next-of-kin have been notified.

4.5 On-site: Take care of administrative matters

The faculty director should:

- Contact the in-country U.S. consulate or embassy and notify them of what has happened.
- Gather his or her notes and start a written log of all conversations, phone calls and steps taken in response to what's happened. This will help keep the faculty director organized, and help others in reconstructing events as they occurred.
- Review the student's record for medical history, contact information and insurance information.

On-campus protocols—When news of a death is received

4.6.1 Convene a crisis management team

The Director of International Student Programs will contact and convene members of the crisis management team (CMT), including:

- Vice-Provost for Academic Programs and Planning
- Representative from the Student Health Center
- Representative from the risk management office
- Vice Provost for Minority Affairs
- Associate Vice President for Campus Life
- Associate Vice President for Counseling and Student Development
- Assistant to the President and Director of Public Relations
- Director for Residence Life
- Associate Vice President of Residence Life
- Director of Public Safety
- Other University personnel, as appropriate

The Director of International Student Programs will brief the CMT on what has happened, and what steps have been taken to deal with the situation.

- The Assistant to the President and Director of Public Relations will keep the President apprised of the situation, and handle all media inquiries. S/he will craft a message to be released to the public and the media.
- The Director for Residence Life will prepare to brief the residence life staff, as appropriate.
- Vice presidents will be briefed, and may brief members of their divisions as appropriate.
- The representative from the risk management office will notify the University's legal staff and the U.S. State Department.
- **Members of the CMT should be aware, and should remind their staff members, that all inquiries about the incident should be referred to the Assistant to the President and Director of Public Relations.**

The Associate Vice President of Residence Life will serve as the family's primary point of contact.

4.6.2 Contact the student's family

If the student's family has not already been notified by local authorities from abroad, the Associate Vice President of Residence Life will call the emergency contact that the student has listed, and break the news. Hints for this difficult task:

- Choose the environment sensitively.
- Check that you are speaking to the correct person, warn them that you have some bad news about the individual concerned and then explain as simply and accurately as possible what has happened.
- Try and ascertain whether the person to whom you are speaking is with someone who will be able to provide sensible advice and offer whatever help you think is appropriate and reasonable.
- Leave your phone number or other information to enable future contact.
- Keep details of addresses and telephone numbers; these might be useful later on¹².
- Advise the family regarding U.S. State Department procedures¹³.

¹² These hints were taken from http://www.lboro.ac.uk/admin/policy/sudden_death.pdf.

¹³ From: <http://www.travel.state.gov/return.html>:

RETURN OF REMAINS OF DECEASED AMERICANS

SUMMARY: One of the most essential tasks of the Department of State and of U.S. embassies and consulates abroad is to provide assistance to families of U.S. citizens who die abroad. The U.S. consular officer in the foreign country will assist the family in making arrangements with local authorities for preparation and disposition of the remains, following the family's instructions in accordance with local law. The authority and responsibilities of a U.S. consular officer concerning return of remains of a deceased U.S. citizen abroad are based on U.S. laws (22 U.S.C. 4196; 22 CFR 72.1), treaties and international practice. Options available to a family depend upon local law and practice in the foreign country. Certain documents are required by U.S. and foreign law before remains can be sent from one country to another. These requirements may vary depending on the circumstances of the death.

CONSULAR MORTUARY CERTIFICATE: A U.S. consular mortuary certificate is required to ensure orderly shipment of remains and to facilitate U.S. Customs clearance. The certificate is in English and confirms essential information concerning the cause of death. The U.S. consular officer will prepare the certificate and ensure that the foreign death certificate (if available), affidavit of the foreign funeral director, and transit permit, together with the consular mortuary certificate accompany the remains to the United States.

AFFIDAVIT OF FOREIGN FUNERAL DIRECTOR AND TRANSIT PERMIT: The U.S. consular officer will ensure that the required affidavit is executed by the local (foreign) funeral director. This affidavit attests to the fact that the casket contains only the remains of the deceased and the necessary clothing and packing materials. The affidavit may also state that the remains have been embalmed or otherwise prepared. In addition, the U.S. consular officer ensures that a transit permit accompanies the remains. The transit permit is issued by local health authorities at the port of embarkation.

4.6.3 What to do once the death is made public

Once the news of a death has been made public:

- The Associate Vice President of Residence Life will:
 1. Answer as many of the family's questions as possible, and meet with them should they choose to come to the campus.
 2. Help the family make arrangements to get the deceased home¹⁴.
 - a) In addition to reiterating condolences, in a subsequent phone call, the Associate Vice President of Residence Life will talk with the family about their wishes/instructions for repatriation of their student's remains.
 - b) The body may be brought home by the U.S. Dept. of State, or by a family member or friend. If the family doesn't want the U.S. State Department to make arrangements and handle repatriation, they must send a notarized letter to whomever they wish to handle the situation. This letter should grant the designee "power of attorney" and describe the family's specific instructions for dealing with treatment and repatriation of remains.
 - c) Mention any insurance policies that might have been taken out for the student, and explain what they cover.
 - d) Determine whether a parent/guardian/family will be traveling to pick up the remains and what, if any, arrangements you can assist with.
 - e) Provide contact info—name, address, fax, email and hours of availability.
 2. Work with the on-site or faculty director to bring the student and his/her possessions home.
 3. Keep the other members of the crisis management team up-to-date on the situation.
 4. Send a letter of condolence to the family, as well as flowers.
- The Associate Vice President for Campus Life will:
 1. Direct staff members in his/her office to immediately notify the families of students with

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SHIPMENT OF UNEMBALMED REMAINS: If the remains are not embalmed, the U.S. consular officer should alert U.S. Customs and the U.S. Public Health Service at point of entry in advance, faxing copies of the consular mortuary certificate, local death certificate (if available), affidavit of foreign funeral director, and a formal statement from competent foreign authorities stating that the individual did not die from a communicable disease. This statement generally is required even if the exact cause of death is unknown in order for unembalmed remains to enter the United States.

ADDITIONAL INFORMATION: For additional information concerning return of remains of a diseased U.S. citizen, contact the appropriate geographic division of the Office of American Citizens Services, Department of State, Room 4817 N.S., 2201 C. Street, N.W., Washington, D.C. 20520, tel: (202) 647-5225 or (202) 647-5226 or the consular officer in the American Citizens Services Section of the U.S. embassy or consulate in the foreign country where the death occurred.

CA/OCS/ACS/EAP 9/97

[American Citizens Services](#)

¹⁴ These four steps are taken from the Institute for Shipboard Education's Safety and Risk Management Program.

the same name as the deceased student to tell them that their student is safe and not involved in the current situation. When this has been completed, the Associate Vice President for Campus Life will contact the Director of International Student Programs to let her know that it's done.

2. Direct his/her senior staff members to contact the following offices:

- a) Registrar—Close the student's academic records
- b) Billing and collection—Process any allowable refund of tuition and fees; coordinate and confirm the return of any funds to the family of the deceased student (UD's policy is to return all tuition funds to the family of the deceased student).
- c) Payroll office—Finalize any remaining wage payments, forward the check to the Associate Vice President for Campus Life's office, and close any employment records
- d) Library—check to see whether the student had any materials on loan from the library, and eliminate any overdue or fine notices.
- e) University housing and dining offices—Process any allowable refunds of room, meal plan and/or Flex payments.
- f) Financial aid—Check to see if the student has any financial aid (if a student has taken out federal loans, they are forgiven as long as the University obtains a death certificate)
- g) Parking services—Refund the cost of the student's parking sticker
- h) Center for International Studies—Refund student's program fee.
- i) Dept. of State, Consular Division—to obtain a record of the overseas death (this will help the financial aid office to cancel student's federal loans)¹⁵

¹⁵ **CONSULAR REPORTS OF BIRTH, DEATH, AND MARRIAGE ON FILE WITH THE DEPARTMENT OF STATE**

Definitions

Report of the Death of an American Citizen

A document issued by an American embassy or consulate reflecting the facts of a death abroad of an American citizen. The document is based upon the local death certificate.

How to Apply for a Certified Copy of One of These Reports

Submit a signed, written request including all pertinent facts of the occasion along with requester's return address and telephone number. Only the subject, parent, or legal guardian may request a birth record. If the request is for an FS-240, the original FS-240 or a notarized affidavit attesting to its disposition must be included with the request. If a birth record is to be amended or corrected, appropriate certified documents supporting the request must be included.

Where to Write

U.S. Department of State
Passport Services
Vital Records Section
1111 19th St., NW, Suite 510
Washington, D.C. 20524

Cost

\$40.00 for one copy FS-240.
\$20.00 for first copy and \$10.00 for each additional copy for DS-1350, Report of Death, Certificate of Witness to Marriage and Certificate of No Record.

Turnaround Time

Unlike passport agencies which receive all of the documentation needed from the applicant, most consular vital records must be retrieved from off site repositories, including the National Archives. Since the time required to retrieve these records varies significantly based upon the type of record and date of occurrence, it is impossible to give a definite turnaround time. However, most cases can be completed between four and eight weeks.

Additional Information

The Vital Records Section can be reached at (202) 955-0307. A clerk or caseworker will be pleased to assist you.

For more details, including a request form, go to: http://www.travel.state.gov/consular_records.html

3. Provide assistance for those who wish to hold a campus memorial for the deceased student.
- The Assistant to the President and Director of Public Relations will release the message about the death, and will field all media inquiries. This person serves as the coordinator for all information that is released to the public.
 - The Director for Residence Life will brief the residence life staff on what has happened, and provide information to them on counseling for students. Persons to consider when providing support for individuals close to the incident include past roommates, floormates, girlfriends/boyfriends, classmates, club members, athletic team members, fraternity/sorority members.
 - The Associate Vice President for Counseling and Student Development will brief the counseling staff on what has happened. The Center for Counseling and Student Development will be responsible for coordinating psychological counseling and emotional support for students in need of assistance as a result of the death. Persons to consider when providing support for individuals close to the incident include past roommates, floormates, girlfriends/boyfriends, classmates, club members, athletic team members, fraternity/sorority members.

4.7 On-site: Resident/faculty directors' responsibilities after the death

The University may consider sending personnel to carry out these tasks, or another faculty member to complete the program while the original faculty member copes with the aftermath.

The faculty director should:

- Work with local authorities to handle the student's remains, in accordance with the wishes of the family and with local laws and facilities. (This combination may not always be possible—for example, in a location that doesn't have a crematorium. But the faculty director should do his or her best, and call the embassy or consulate for assistance.)
- Work with local authorities to have a death certificate prepared. Note: Depending on the location, this may not be written in English. The embassy or consulate will need a copy of it so that they can issue their own certificate of death (which must accompany the remains on the flight back to the U.S.).
- Work with the U.S. embassy or consulate to repatriate the student's remains and effects¹⁶. Overseas consulates/embassies are technically responsible for sending home

¹⁶ Here's what the U.S. Department of State says about repatriating remains of a U.S. citizen:

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the effects of U.S. citizens who die overseas; talk with them about how this should be handled.

- Gather the student's effects, and box them up for transport.
- Once the faculty director knows when and how the student's body will be brought home, the faculty director should notify the Director of International Student Programs, who will notify the Associate Vice President of Residence Life.
- **Pay attention to the other students in the program!** They will likely be shaken by the loss—especially those students who witnessed the incident, or were close to the student. The faculty director should be as supportive as possible; if the faculty director needs advice or assistance on helping students cope, he or she should call the Center for Counseling and Student Development at 831-2141.
- Likewise, if **the faculty director** needs to talk, he or she should contact his or her employee assistance program.

4.8 Post-program assessment

After the crisis has passed, the crisis management response team will meet and review/evaluate how the situation was handled.

The group will consider the following issues¹⁷:

a) What debriefing is needed, and who should be included?

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CA/OCS/ACS/EAP 9/97

[American Citizens Services](#)

¹⁷ The questions are taken from NAFSA's **Crisis Management in a Cross-Cultural Setting**.

- b) **What post-trauma counseling is needed?** The Associate Vice President for Counseling and Student Development should talk about what's being done for students who knew the deceased; their mental and emotional state; and the state of the faculty director who was involved. S/he should also address what went well with the counseling, as well as what might be done to enhance the procedures.
- c) **What letters and other forms of communication need to be undertaken?** The representative from the risk management office should let the group know, from a legal standpoint, what communications remain to be made, and should assign appropriate group members (or legal staff) to make them.
- d) **What legal action, if any, should be reviewed and initiated?** The representative from the risk management office should let the group know what the legal staff's opinions/actions on this are.
- e) **Who will gather all information?** The Director of International Student Programs is responsible for gathering all communications and notes pertaining to the incident, and, when assembled, will give them to the legal staff. The Director should set a deadline for members of the crisis team to produce all materials.
- f) **Who will write the report?** The Director of International Student Programs, with the advice of the University's legal staff, will write the final incident report (if necessary).

5.0 Evacuating the program

In some cases—a serious civil disturbance, or a naturally-occurring disaster--it may be necessary to close down the program and get everyone home. **These procedures are meant first and foremost to ensure the safety and well being of participants and faculty.**

5.1 Steps for faculty/resident directors

5.1.1 On-site: Find out what's happening and how serious the situation is

Is it a real or perceived emergency? In other words, is there really something to worry about? If there's a natural disaster, will it affect the program? What about rumors of a coup d'etat? Because the faculty director will be closest to what's going on in the country, he or she is the University's best source of information.

5.1.2 On-site: What to do if it's a real emergency involving all of the participants

The faculty director should:

- **Contact all students** to make sure that they are accounted for and are safe, using the phone chain that he or she has set up.
- **Contact the U.S. Embassy or other official government agency** and ask for advice and assistance. If the U.S. Embassy is closed, the faculty director should determine the location from which the Embassy is operating (i.e., other embassy within the country, U.S. embassy in a neighboring country).

The faculty director should ask questions and take notes about the:

Target of unrest and possible danger to U.S. citizens
 Advice regarding minimizing danger to students
 Probable impact of the event on availability of food, water, and medical supplies
 Intensity of the emergency or political unrest
 Presence of emergency or military personnel
 Feasibility of continuing classes, etc.

- Begin writing a log. The faculty director should continue to update this log as the emergency progresses.
- Make notes about who/what is involved, date and time, and a description of what's happened; as the faculty director can, fill out the crisis information form, which can be faxed to the Center in case the faculty director can't reach anyone on campus, and which will become part of the final report on the program.

**University of Delaware Study Abroad/U.S. Travel Study
Crisis Information Form
Fax to: 302-831-6042**

Today's date: _____

Program name: _____

UD Staff/Faculty Completing Report and Contact Information:

What is the target of unrest? Is there possible danger to U.S. citizens?

How intense is the emergency or political unrest?

How intense is the emergency or political unrest?

How can we minimize danger to students?

What's the probable impact of the event on availability of food, water, and medical supplies?

Are emergency or military personnel being deployed in the area?

Are other schools closing? Are Americans being advised to leave the area/country?

What's your assessment of the situation? What's your recommendation on what to do?

Additional information:

- **Call the Center for International Studies** and tell them what's happening (the faculty director should see section 1.0 for contact numbers and information to provide).
- Caution students about speculative communication and advise them to wait until clear information is available before contacting home.

The Director of International Student Programs will contact the faculty director once there's consensus on suspending the program or allowing it to continue.

5.2 On-campus response protocols

5.2.1 Contact U.S. government agencies/other institutions

The Director of International Student Programs (or another member of staff) will:

- Contact the U.S. Department of State's Citizen Emergency Center at (202) 647-5225 for suggestions and assistance.
- Contact the U.S. Embassy abroad.
- Contact U.S. study abroad offices at other institutions that have programs in the region to develop a common plan of action. She will continue to be in contact with these offices as the situation develops.

5.2.2 Convene a crisis management team

The Director of International Student Programs will contact and convene a crisis management team (CMT), including appropriate University personnel:

- Vice-Provost for Academic Programs and Planning
- Representative from the Student Health Center
- Representative from the risk management office
- Vice Provost for Minority Affairs
- Associate Vice President for Campus Life
- Associate Vice President for Counseling and Student Development
- Assistant to the President and Director of Public Relations
- Director for Residence Life
- Director of Public Safety
- Other University personnel, as appropriate

The Director of International Student Programs, in consultation with Center for International Studies staff (and, as appropriate, with study abroad advisors from other campuses) will advise the CMT on whether the program(s) abroad should be cancelled immediately. Factors to consider include:

- Target of unrest and possible danger to U.S. citizens
- How on-site director is handling the situation
- Probable impact of the event on availability of food, water, and medical supplies
- Intensity of the emergency or political unrest
- Presence of emergency or military personnel
- Feasibility of continuing classes, etc.
- Availability of support/infrastructure on-site

Once the CMT reaches consensus on suspending the program—or allowing it to continue—the Director of International Student Programs will contact and advise the on-site director.

5.3 On-site: What to do if the program is suspended

If the program is to be suspended, the faculty director should:

- Use the phone chain to gather all students in a single place. The faculty director should discuss the problem and draw up a list of acceptable actions, including: the need for moving or evacuation; methods of not calling attention to the group; ways to contact families once an agreed-upon course of action is established (and contact is possible); reporting of any suspicious persons or activities; evacuation readiness and plans to reconvene¹⁸.
- Tell students to pack one carry-on bag that includes medications (prescription and over the counter), passports, travelers checks; U.S. currency, if possible; personal items and a change of clothing (appropriate to destination climate).
- Work with Center to make alternate arrangements with the travel agents to book passage out of the country.
- Make arrangements for transportation to airport/bus station/railroad.
- Reconvene group, ready to travel.
- Get the group to the designated transportation site and on its way home.

5.4 On-campus: What to do if the program is suspended

The CMT will establish a central point of contact for the University and the public, and the Assistant to the President and Director of Public Relations will craft a message to be released to the public and the media. The University's central message should include information about the situation, assurances that students and faculty are safe, and should provide a central point of contact for students, spouses and parents who are concerned about friends and family abroad.

The Director of International Student Programs, with the assistance of Center for International Studies staff, will call the contact each student has listed on the program application and explain what is being done. The staffer should give the contact information about the crisis contact point that has been established.

The Assistant to the President and Director of Public Relations will keep the President apprised of the situation, and handle all media inquiries.

The Associate Vice President for Counseling and Student Development will prepare the counseling staff to advise students, if necessary.

The Director for Residence Life will brief the residence life staff, as appropriate.

Vice presidents will be briefed, and may brief members of their divisions as appropriate.

¹⁸ This bullet is taken from: <http://baby.indstate.edu/iac/guidprocedures/info.html>.

UD buses will be sent to pick up students at the arrival point, and will bring them back to campus. Students will be fed, helped to contact friends and family, and de-briefed on their experience. Counseling—emotional and academic--will be offered.

**University of Delaware Study Abroad/
U.S. Travel Study Incident Report Form
Fax to: 302-831-6042**

Today's date: _____

Program name/site: _____

UD Staff/Faculty Completing Report and Contact Information:

Other faculty directors on-site: _____

What happened? Describe the incident.

Date:

Location:

Students involved:

Narrative of incident, in chronological order:

Emergency Contact Information Form

Please fill in this sheet upon arrival at your destination.

University of Delaware emergency contact numbers

Dial the access code for the U.S. (this will vary depending on your site), then:

Lesa Griffiths	(302) 831-2852 (home 410-392-9751)
Lisa Chieffo	(302) 831-2852 (home 368-4113)
Diane Henker	(302) 831-4082
Public Safety	(302) 831-2222
KarenLundin	(302) 831-4399
Christina Andrews	(302)831-4065
Marie Gleason	(302) 831-6112
Marion Bernard-Amos	(302) 831-4385

Local emergency telephone numbers/directions:

Police:

Fire:

Hospital:

Sexual assault hotline/clinic:

Embassy:

Co-directors/on-site director:

Other site staff:

Home travel agency

Name:

Phone:

Local travel agency

Name:

Phone:

