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Note: This plan goes through continuous ongoing changes based on the results of actual events, changes in policy or procedure, staffing or responsibility changes, and input from stakeholders. International Travel Health and Safety (ITHS) will review this plan on an annual basis, but will also make incremental changes, modifications, and adjustments.		

INTERNATIONAL INCIDENT RESPONSE PLAN

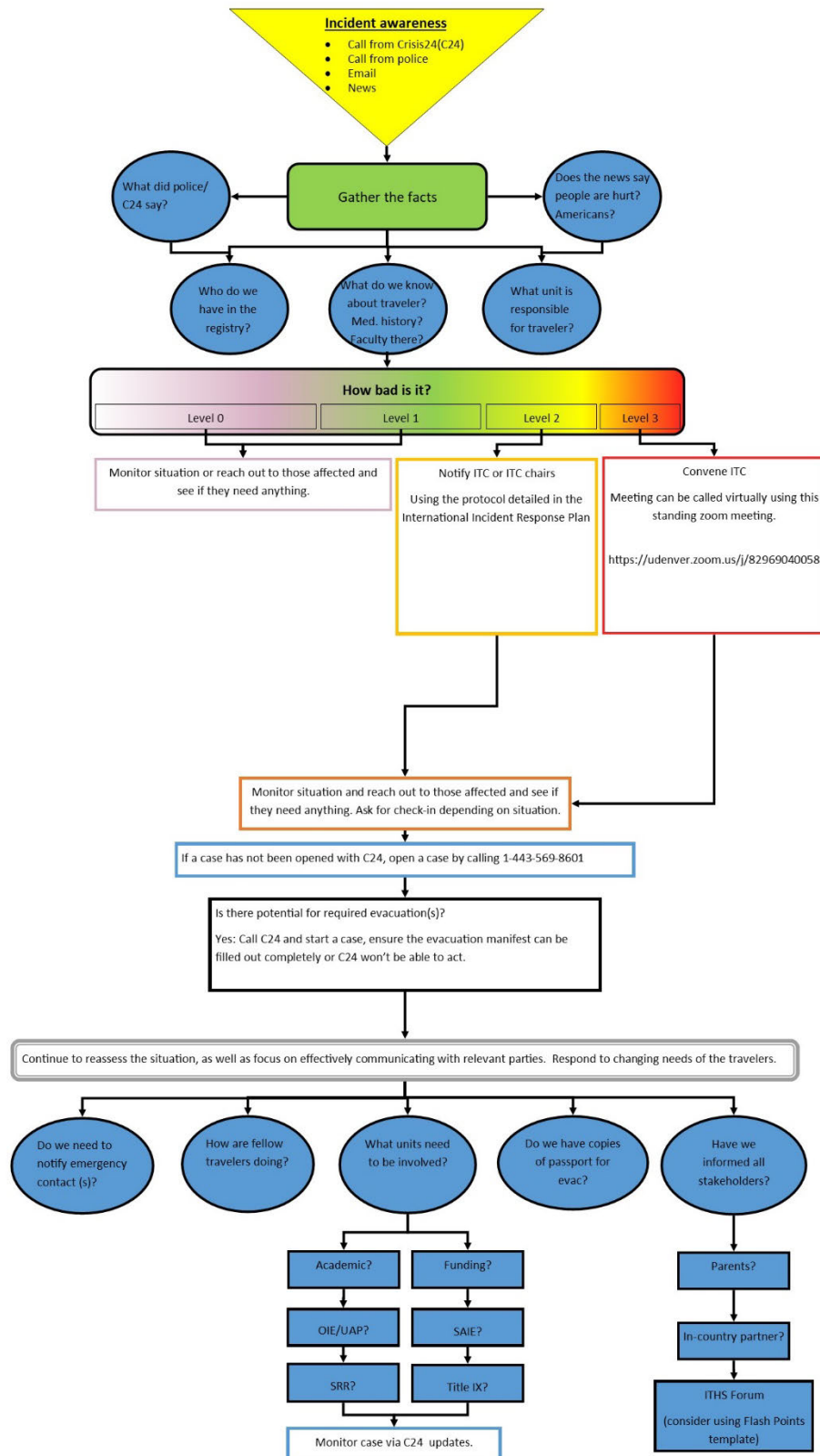
University of Denver
International Travel Health and Safety
1/20/2026

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International Travel Health & Safety General Response



International Incident Response Plan (IIRP)

Purpose of Plan

As the University of Denver (DU) expands its global presence, the number of students, faculty, and staff traveling internationally on behalf of the institution continues to grow. Providing these travelers with effective pre-travel information, risk-mitigation resources, and responsive support while abroad and upon return is a University priority. In today's global environment, and given the inherent risks associated with international travel, DU must take proactive steps to prepare for both foreseeable and unforeseen incidents that may require a coordinated institutional response.

The purpose of this plan is to establish a clear structure and provide actionable guidance for responding to international incidents involving or affecting DU travelers and the broader DU community. The plan reflects DU's capacity to mitigate risk through its internal capabilities and partnerships with external resources.

This International Incident Response Plan (IIRP) builds upon existing [emergency-management documents](#) at DU, incorporating their terminology, coordination mechanisms, and standardized protocols. These foundational elements are largely informed by structures developed by FEMA's Emergency Management Institute (EMI) and the International Organization for Standardization (ISO). Members of the International Travel Committee, along with other key stakeholders, should be familiar with these documents. However, each incident is unique, and justified deviations from this plan may be necessary and appropriate.

Benefits of Plan

DU recognizes the value of prioritizing International Travel Health and Safety. Implementing this plan provides several key benefits, including:

- **Protecting the safety and well-being of DU travelers** through proactive preparation, risk mitigation, and coordinated response.
- **Reducing legal and financial exposure** by establishing clear procedures and responsibilities before, during, and after travel.
- **Enabling University activities in higher-risk locations** by ensuring appropriate risk-assessment and support mechanisms are in place.
- **Strengthening the University's reputation** as a responsible and globally engaged institution.
- **Demonstrating DU's capability to effectively manage and control international travel risks**, while meeting or exceeding relevant external standards and expectations.
- **Enhancing confidence within the DU community** by showing that international travel risks are being responsibly managed.
- **Supporting business continuity and institutional resilience** by enabling DU operations to adapt and recover effectively from international incidents.

DU Emergency Management Framework (EMF)

All crises and emergencies affecting the DU community are governed by the Emergency Management Framework (EMF) and the Emergency Management Plan (EMP), both maintained by the Department of Campus Safety, Office of Emergency Preparedness and Fire Safety. The EMF provides the overarching structure for developing department-specific plans and establishes a consistent approach for organizing

resources before, during, and after an emergency. The EMP complements this by outlining a systematic, all-hazards methodology for preparing for and responding to incidents, regardless of their cause, size, location, or complexity.

The shared intent of the EMF and the International Incident Response Plan (IIRP) is to identify and designate key positions with the authority and competencies needed to lead emergency preparedness, response, and recovery efforts. These documents also identify the plans, tools, and supporting instruments that must be maintained to achieve their objectives. Collectively, they help support a safe living and learning environment for the DU community to the extent that risks are foreseeable, preventable, and within the University's capacity to manage.

Recommended Context

The following trainings are recommended for familiarization with the National Incident Management System (NIMS) on which the EMF is based:

- [IS-100.C Introduction to the Incident Command System](#)
- [IS-200.C Basic Incident Command System for Initial Response](#)

Additionally, it is advisable that stakeholders are familiar with the following:

- [ISO 31030:2021](#)
- State of the Profession: International Safety & Security in Higher Education (White Paper by Joseph Levy- September 2024)
- [Risk Management for International Travel](#) (DU Policy RISK 2.50.070)

Definitions

- **Emergency Responders:** Stakeholders who are not members of the International Travel Committee (usually DU personnel) who have specialized knowledge and unit resources to assist in an emergency abroad, its stabilization, or recovery.
- **Incident Commander (IC):** The single person who maintains overall control of incident response including tactical decision making and resource management as it relates to responding to and stabilizing an emergency incident. Usually and initially, the International Travel Health and Safety Lead.
- **Incident Command Post (ICP):** The gathering place where all tactical operations and emergency response and stabilization are coordinated under the direction of the Incident Commander. In most cases, this will be a virtual space in MS Teams.
- **Insurance:** DU provides a [blanket insurance policy](#) to all travelers on DU-related business. This insurance covers urgent and emergent medical expenses, evacuation and repatriation costs. It is often referred to as travel insurance.
- **International Travel Committee (ITC):** Committee of key DU administrators who meet regularly to analyze policy and protocol regarding DU international travel and make up a core group of first responders to an emergency abroad.
- **ITC+:** Group of essential personnel, made up of International Travel Committee core members and Ad-hoc Emergency Responders, called to respond to a specific incident.
- **ITHS Forum:** The International Travel Health and Safety Forum. A broad group of DU Stakeholders with an interest or role in international travel at DU. This is largely an information sharing group that communicates via MS Teams. This group has no official role in emergency response, though, some members may.

- **Travel Assistance partner:** DU partners with a [3rd party vendor](#) who maintains a 24/7 travel assistance hotline, triages emergencies, coordinates insurance benefits with the insurance provider, and arranges evacuation logistics.

International Travel Committee (ITC)

The International Travel Committee (ITC) fulfills two primary functions:

1. **Risk Assessment of International Travel:**

The ITC regularly evaluates the safety, security, and medical conditions of proposed and existing international travel opportunities to determine whether travel to a given destination is an acceptable risk for both travelers and the University.

2. **Management of International Crisis Response:**

The ITC oversees DU's response to crises involving international travelers, including determining when evacuation or relocation is necessary due to conditions such as political instability, natural disasters, or public health concerns.

The International Travel Health and Safety (ITHS) lead, who serves as a member of the ITC, will initially assume the role of **Incident Commander** when emergencies arise involving DU travelers or individuals living abroad on behalf of the University.

In the event of an international incident that significantly impacts the DU community (Level 2 or Level 3), the ITC core members, either collectively or as a subset designated by the Incident Commander, will convene to establish an **Incident Command Post (ICP)**. This ICP functions as a working group, referred to as **ITC+**, responsible for determining the crisis level, developing the appropriate response strategy, and identifying essential personnel. For international incidents, the ICP may operate entirely within a virtual environment.

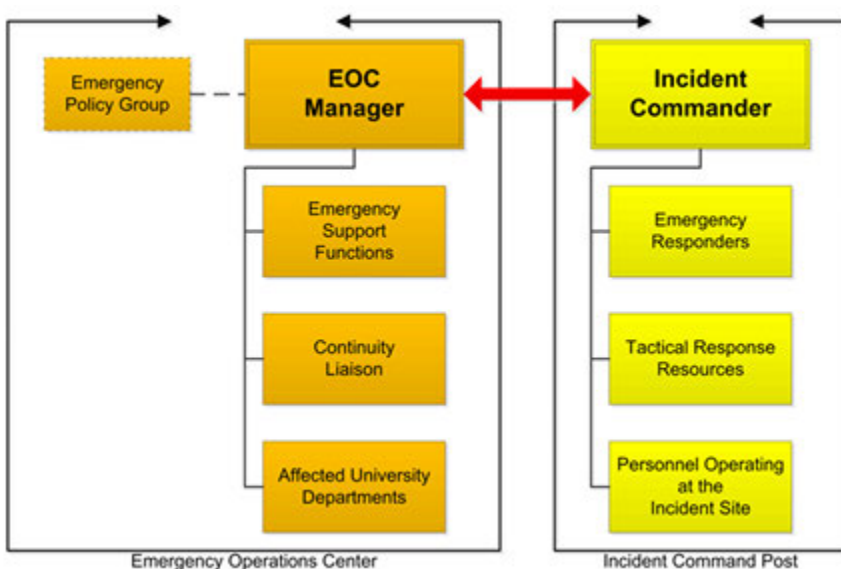
Core Members:

- Assistant Vice Chancellor, Health and Counseling Center
- Associate General Counsel, Office of General Counsel
- Chief Risk and Compliance Officer (Chair)
- Associate Vice Chancellor & Dean of Students, Student Affairs & Incl Excellence
- Director, Office of International Education
- Director, University Academic Programs
- Faculty, Daniels College of Business
- Faculty, Korbel School of International Studies
- International Travel Health and Safety lead
- Vice Provost, Internationalization (Chair)

Ad-hoc Emergency Responders:

- Associate Vice Chancellor, Communications & Issues Management
- Associate Vice Chancellor, Civil Rights and Equal Opportunity
- Commander, Campus Safety
- Director, Student Rights Student Affairs & Incl Excellence
- Designated College Representatives/Deans/Faculty
- Members, International Travel Health and Safety Forum
- Director of Student Outreach & Support (also Co-Chair of the CARE Behavioral Intervention team with the Dean of Students)

Image from DU's Emergency Management Framework highlights key relationships between roles. Most international incidents will only require the Incident Command Post structure.



International Travel Health & Safety Lead

Over the past 25 years, International Travel Health and Safety (ITHS) has evolved from an emerging priority into a recognized professional specialization. DU acknowledges that globalization in higher education now encompasses far more than traditional study-abroad programs. Today's international engagement includes independent travel, internships, research projects, academic partnerships, dual-degree programs, performance tours, and a wide range of other activities.

To meet the increasing duty-of-care expectations created by this global landscape, DU has invested in a dedicated ITHS role responsible for developing, coordinating, and leading a culture in which travel-risk management is taken seriously. This position oversees emergency-response guidelines, monitors global events, delivers training and informational resources, and coordinates DU's response during crises or emergencies involving international travelers.

When an Incident Command Post (ICP) is established, the ITHS lead will typically serve as the **initial Incident Commander (IC)** for the ITC+. As the incident evolves, the ITHS lead may transition to the role of **Safety Officer**, at their discretion and as needed, while an ITC chair assumes the IC role.

FYI Notification of ITC

Upon receiving notice of any Level 2 or Level 3 incident, the ITHS lead (or delegate) will email relevant ITC core members—identified at the discretion of the Incident Commander—with an FYI notification. This message should summarize key information, including the number and affiliation of affected travelers, the nature of the incident, and recommended next steps.

Such notifications typically arise from either a **"Critical" alert** issued by DU's Travel Assistance partner involving DU travelers, or a reliable report of a Level 2 or Level 3 incident from a traveler, staff member, or credible external source.

Guidance on next steps should include:

- Assigned action items
- Additional stakeholders who should be consulted or included
- A defined time for the next check-in

Establishing a dedicated **Microsoft Teams group** for the specific incident is often an effective measure to facilitate efficient communication. Email templates for these notifications can be found at the end of this document.

FYI Notification of stakeholders

At times, incidents occurring abroad may warrant a broader notification to a wide group of DU travelers or stakeholders across multiple academic units. These situations may include, for example, nationwide protests requiring guidance on avoiding urban centers or emerging conflicts that prompt the University to clarify its stance on travel to the affected region.

When such circumstances arise, the ITHS lead will distribute relevant information to the **ITHS Forum**, key administrators, or other targeted stakeholders to ensure situational awareness. Recipients are expected to share the information further within their respective areas, as appropriate.

A **Flash Points** template is available at the end of this document to support these communication efforts.

General Functions of ITC During an Incident

During an international incident, the International Travel Committee (ITC) fulfills the following core functions:

- **Identify DU travelers who may be affected** by the incident and determine their locations and affiliations.
- **Determine immediate actions needed** to protect the health, safety, and well-being of DU community members abroad.
- **Initiate communication attempts** with impacted travelers to assess their status and needs.
- **Assess the crisis level** of the incident and **notify relevant stakeholders** in accordance with established protocols.
- **Provide regular updates, situational awareness, and recommendations** to Emergency Responders and other stakeholders.
- **Evaluate the evolving risk environment** using information from DU's Travel Assistance partner, governmental sources, security agencies, on-site personnel, and regional experts.
- **Coordinate with insurance providers** and, when necessary, evacuation or repatriation services.
- **Serve as the primary point of contact with external entities** such as U.S. and foreign embassies, immigration authorities, law-enforcement agencies, insurance companies, host institutions, and on-site staff.
- **Collaborate with academic units** to address academic continuity or disruptions resulting from the incident.
- **Engage with central administrative offices** (e.g., Student Billing, University Financial Services, General Counsel, Student Affairs) to resolve administrative issues arising from the incident.

- **Conduct an after-action review** to evaluate the effectiveness of the response, identify needed protocol revisions, and support recovery efforts.

Crisis Levels of Emergency Response for an International Incident

Normal Operations:

There is no specific threat to the DU community.

Pending or Minor Critical Incident (Level 0):

A **Level 0 incident** is a potential or minor event that may affect the DU community but is quickly resolved and does not require activation of the full ITC or Emergency Responders.

Examples include:

- Minor injuries or illness
- Threat of an impactful weather system
- Minor earthquake
- Loss of passport

Response Actions

- **The International Travel Health & Safety (ITHS) lead communicates directly with the affected DU traveler(s)** and provides support services appropriate to the situation.
 - Cross-communication among relevant parties is essential.
- **Neither the ITC nor Emergency Responders need to be activated or notified as a whole.**
- **Select ITC+ personnel may be consulted or asked to assist** with limited aspects of the response, if needed.
- **Student Outreach and Support must be notified if:**
 - Post-trip follow-up may be required, or
 - The incident has the potential to affect the on-campus community.

Isolated or Limited Critical Incident (Level 1):

A **Level 1 incident** affects DU travelers and requires a response, but can be managed within the normal operational scope of the International Travel Health & Safety (ITHS) office over the course of several hours to several days. These incidents generally do not create major public-relations concerns, though they may receive international news coverage. Level 1 incidents may necessitate informational campus messaging and periodic internal updates.

Examples include:

- Acute medical or mental-health issues requiring hospitalization
- Threats of terrorism that do not directly impact DU travelers' immediate safety
- Major transportation disruptions that do not pose a direct health or safety threat

Response Actions

- **ITHS will communicate directly with the affected DU traveler(s)** and provide appropriate support services.
 - Cross-communication among relevant parties is essential.
- **ITC and Emergency Responders do not need to be fully activated or notified**, though individual ITC+ members, as determined by the Incident Commander, may be asked to assist with the response.
- **ITHS should be prepared to brief the ITC upon request**, especially if the incident evolves or stakeholder awareness becomes necessary.
- **Student Outreach and Support must be notified** if post-trip follow-up is anticipated or if the incident may have implications for the on-campus community.

Localized Critical Incident (Level 2):

A **Level 2 incident** involves a credible threat to DU travelers that requires a sustained response and may carry public-relations implications due to attention in international news. These incidents generally have limited immediate impact on the DU community in the United States but may require activation of emergency support resources.

Examples include:

- Social or political uprisings or protests
- Major earthquakes occurring in the immediate vicinity of DU travelers
- Volcanic eruptions affecting DU travelers
- Targeted attacks
- Coups or attempted coups near DU traveler locations
- Missing student
- Suicidal ideation
- Sexual assault*

Response Actions

- **The International Travel Health & Safety (ITHS) lead notifies the ITC via email** and coordinates with affected travelers and relevant support services.
 - ITHS will contact DU's Travel Assistance partner (if not already done) and ensure a case is created.
- **Institutional leadership is notified and briefed** at the discretion of the ITC Chairs.
- **ITC+ may be activated as needed** to coordinate the broader response.
- **Cases involving sexual assault are handled confidentially** and reported directly to the Office of Civil Rights and Equal Opportunity through the [Reporting Form for Bias Incidents, Harassment, Discrimination, or Gender-based Violence](#).
 - The Title IX Coordinator will notify additional parties only as appropriate.
 - *There is no requirement to inform the broader ITC group.*
- **Student Outreach and Support must be notified** if post-trip follow-up is anticipated or if the incident may affect the on-campus community.

Major Critical Incident (Level 3):

A **Level 3 incident** is a significant or catastrophic international emergency that requires a coordinated response involving multiple University units and personnel. These situations necessitate joint operational and policy decision-making. Level 3 incidents typically generate substantial media attention and involve ongoing public-relations considerations. Any incident abroad that suggests or necessitates the **evacuation or repatriation** of DU travelers qualifies as a Level 3 event.

Examples include:

- Violent uprisings
- Terrorist attacks in the immediate vicinity of DU travelers
- Outbreak of war in a country where DU travelers are present
- Major public-health emergencies likely to impact DU travelers
- Violent death or multiple fatalities (e.g., car accident, plane crash)
- Suicide

Response Actions

- **The ITC is convened, and an Incident Command Post (ICP) is activated.**
 - ITHS will contact DU's Travel Assistance partner (if not already done) and ensure a case is created.
- **Regular briefings are provided to the President and Provost** by the ITC Chairs to support high-level decision-making.
- **ITC+ is activated as needed** to coordinate response strategies and actions.
- **MarCom is engaged** to support communications using a *Flash Points* document.
 - *See appendices for templates.*
- **The Dean of Students Office (Dean of Students, Student Outreach & Support, Student Rights & Responsibilities)** must be notified if post-trip follow-up is required or if the incident may affect the on-campus community.
 - These offices will elevate the matter to the **SAIE Vice Chancellor**, as appropriate.

Activating ITC for Incident Response

In the event of an international emergency or crisis, the individual or office with knowledge of the situation should immediately notify the International Travel Health & Safety (ITHS) office using the procedures outlined below.

Immediate Institutional Response

For urgent emergencies requiring immediate institutional action:

- **Call DU's Travel Assistance partner at 1-443-569-8601.**
 - Notify the Global Operations Center of the incident and request contact with the **International Travel Health & Safety lead** or **"DU's Emergency Contact."**
 - The Travel Assistance partner will collect details from the caller and will contact ITHS, who will follow up promptly.

Timely Institutional Response (Within Several Hours)

For incidents requiring a response within several hours:

- **Email:** intlsafety@du.edu

Include:

- A brief description of the incident
- Names and affiliations of affected individuals
- Exact location of the incident
- Best contact information abroad and in the U.S.
- **Alternatively**, submit the online International Health and Safety Incident Report: <https://www.du.edu/international-travel/report-incident>

Protocol for Activating the ITC

When ITC activation is required, the following protocol will be used:

1. Incident Briefing Sent

The Incident Commander (typically and initially the ITHS lead) sends an incident-briefing email to relevant ITC members.

The email should include:

- Number and status of affected travelers
- Description of the incident
- A suggested ITC+ list and a request for additional recommendations
- The Standing International Incident Zoom meeting ID and/or a physical meeting location
 - Join from PC, Mac, Linux, iOS, or Android:
<https://udenver.zoom.us/j/>

2. Confirmation of Receipt

ITC members should acknowledge receipt of the briefing email **within 30 minutes**.

3. Next Update Timeline

The email should specify the expected timeframe for the next update.

ITC+ Convening

Based on the nature of the incident and responses to the initial briefing, the ITC+ may convene **virtually** (via Zoom, MS Teams, or email) to coordinate the response. The group will determine actions aimed at minimizing negative or traumatic effects on DU travelers.

Additional University or community members may be asked to assist **on an as-needed basis**, depending on the complexity of the incident.

General Incident Response Procedures

When members of the International Travel Committee (ITC) are activated, the **International Travel Health & Safety (ITHS) Lead** will initially serve as the **Incident Commander (IC)** to coordinate the response. If the ITHS Lead is unavailable, the **ITC Chair with direct supervisory responsibility for the ITHS Lead** will assume the IC role.

The **initial ITC meeting**, conducted virtually via Zoom, MS Teams, email, or other approved platforms, will be used to:

- Establish a shared understanding of the incident (“level-set”),
- Assign roles and responsibilities to ITC members, and

- Identify additional Emergency Responders or subject-matter experts who should join the response team as part of **ITC+**.

In most situations, the ITHS Lead will serve concurrently as both the **Incident Commander** and **Safety Officer**, given their comprehensive knowledge of the incident, stakeholders, and available resources. As the situation evolves, responsibilities may be reassigned or delegated to other ITC or ITC+ members to reduce task saturation and ensure effective, coordinated incident management.

Common Responsibilities Assigned

Depending on the nature of the incident, the following responsibilities may be delegated to ITC or ITC+ members:

- **Civil Rights and Equal Opportunity**
 - Investigates reports of discrimination, harassment, or bias.
 - Provides resources and guidance in accordance with University policy.
- **Student Services**
 - Coordinates academic recovery with appropriate stakeholders.
 - Supports reintegration into or withdrawal from the DU community, as needed.
- **Conduct**
 - Ensures due process under DU's Honor Code or Human Resources policies.
 - Advises on conduct-related implications of the incident.
- **Communication Lines**
 - Manages communication with travelers' emergency contacts or families.
 - Coordinates with in-country hosts and partners.
 - Supports preparation and dissemination of public statements.
- **Finance**
 - Identifies, tracks, and manages costs associated with the response.
 - Coordinates payment of non-insured expenses when required.
- **Intelligence Monitoring**
 - Tracks, analyzes, and reports relevant information from designated sources.
 - Provides situational updates to support informed decision-making.
- **Legal**
 - Reviews communications and actions for legal compliance and reputational risk.
 - Advises on regulatory, jurisdictional, or liability considerations.
- **Death Response**
 - Oversees DU's student death response and notification procedures.
 - Coordinates with internal and external partners as required.

Incident Response Roles

In response to significant incidents, roles may be defined in the following areas:

- **Incident Commander (IC)**
Sets incident objectives, establishes strategies and priorities, and maintains overall responsibility for managing the incident.

- **Safety Officer**
Monitors incident operations and advises the Incident Commander on all matters related to health, safety, and risk mitigation.
- **Public Information Officer (PIO)**
Coordinates the release of information to the public or targeted stakeholders, ensuring accuracy, consistency, and alignment with institutional messaging.
- **Finance Section Chief**
Monitors and documents all costs associated with the incident, and provides accounting, procurement support, timekeeping, and cost analyses.
- **Operations Section Chief**
Develops and implements operational strategies and tactics to meet incident objectives. Organizes, assigns, and supervises response resources.

Although specific circumstances may vary, **ITC+ (for Level 2–3 incidents)** or **ITHS (for Level 0–2 incidents)** will generally follow the crisis-response guidance outlined in the subsequent sections.

Step 1: Stabilize and Check-in

Begin by gathering essential information needed to provide immediate assistance and develop an initial action plan.

Immediate Information Gathering

- **Collect critical information**, including the names, contact details, and locations of those needing assistance, as well as others directly involved.
- **Define the emergency** by determining:
 - The nature and scope of the incident
 - The condition and safety status of the traveler(s)
 - The extent of the crisis
 - Immediate and emerging risks
- **Gather additional relevant details** as applicable. These may include:
 - Medical history
 - Contact information for local hospitals or emergency resources
 - Police reports
 - Statements from colleagues, friends, or witnesses
 - Evacuation or travel manifests
 - Information provided by in-country hosts or partners

Identify Responders and Stakeholders

- **Determine who is currently involved in the response** and who needs to be included (ITC+). This may involve:
 - Emergency contacts
 - On-site staff or program leaders
 - Counselors or physicians
 - Host-university partners
 - Other relevant DU personnel

- **Verify the contact information, relevance, and availability** of all individuals identified.
- **Establish a Microsoft Teams group** (or equivalent platform) to support efficient communication and information sharing.

Coordinate with Support Resources

- **Engage DU's assistance and insurance providers** as appropriate.
- **Communicate with hosts or partners abroad** to determine local resources, support options, and situational context.
 - Share this information with ITC+ promptly.

Traveler Communication

- **Initiate contact with the affected traveler(s)** via email (and phone/text if appropriate).
 - Depending on the severity, request a "check-in" to confirm safety and establish communication.

Step 2: Assess, Respond, and Communicate

Continue reassessing the situation and adapting the response as conditions evolve. Prioritize effective, timely communication with all relevant parties while supporting the logistical, medical, and administrative needs of affected travelers.

Ongoing Assessment and Response

- **Respond to the evolving needs of the traveler(s)** and support access to necessary care, treatment, accommodations, or protective measures.
- **Monitor changes in the incident** and adjust the response strategy as new information becomes available.

Communication Priorities

Consistent communication is critical during this stage. Consider *who* needs to be informed, *what* information is appropriate to share, and *how* to communicate effectively.

- **Maintain communication with DU's Travel Assistance partner** as appropriate for medical, security, and logistical support.
- **Coordinate with MarCom**, when appropriate, to prepare internal messages, public communications, or talking points.
 - When needed, use the *Flash Points* template to provide overview information and guidance for staff who may be tangentially involved.
- **Inform appropriate administrators in a timely manner**, following established protocols for incident type and severity.
 - Remind stakeholders to ensure appropriate communication with their relevant internal or external parties.
- **Continue outreach efforts to unaccounted-for travelers**, if applicable, until all individuals are confirmed as safe or until other response actions are taken.

Step 3: Monitor and Follow-up

Continue addressing immediate health and safety concerns while assessing the broader implications of the incident. Ongoing monitoring and thoughtful follow-up are essential to ensure that all affected individuals receive the appropriate care and that the University responds effectively and responsibly.

Ongoing Monitoring

- **Track developments abroad and domestically**, including security, health, political, and logistical conditions that may influence traveler safety or institutional decision-making.
- **Identify individuals who may be indirectly affected**, such as peers, faculty, program staff, or family members, and ensure that support resources are available.
- **Evaluate crisis communication efforts** and adjust messaging strategies as needed to maintain clarity, accuracy, and consistency.
- **Maintain communication with DU's Travel Assistance partner**, ensuring alignment on traveler support, medical or security updates, and case progression.

Key Considerations

Assess whether additional factors should be taken into account, including:

- **Physical or mental health concerns**
- **Academic impacts** (e.g., incomplete coursework, disruptions to degree progression)
- **Financial implications** (e.g., unexpected travel costs, program fees, non-insurable expenses)
- **Legal considerations** (e.g., local law implications, visa or immigration issues)
- **Available support systems abroad**, including host institutions, in-country partners, and local resources

Communications Coordination

- **ITHS will continue to coordinate with MarCom**, as appropriate, to prepare internal or public communications that reflect the evolving situation, provide guidance, and support stakeholder awareness.

Step 4: Recovery and Review

Facilitate the ongoing care of all involved individuals and ensure the provision of appropriate resources throughout and following the incident response.

Ongoing Care and Case Closure

- **Provide emotional and psychological support**, coordinating with campus and external mental-health resources as appropriate.
- **Close out cases with assistance providers**, including DU's Travel Assistance partner and relevant insurance carriers.
- **Address roadblocks with institutional partners**, ensuring that academic, administrative, financial, or logistical barriers are resolved.

- **Conduct a warm hand-off** from the Incident Commander to relevant units or individuals when ongoing tasks remain after immediate crisis response concludes.
- **Initiate an after-action review (AAR)** process (details below).

After-Action Review (AAR)

Upon completion of the University's response to the crisis, **ITC+ will conduct After-Action Reviews** for all **Level 3 incidents**, and at its discretion for Level 0–2 incidents.

Unless delegated, the **Incident Commander** is responsible for:

- Scheduling AAR meetings
- Preparing and distributing surveys or evaluation tools
- Identifying required participants

AAR Participation

Participants will include:

- ITC members
- Any additional University staff or DU community representatives who were involved in the crisis response
- External partners or advisors, when applicable

AAR Objectives

During the review, ITC+ will:

- **Reconstruct the incident timeline** and confirm factual accuracy
- **Identify follow-up needs**, including outstanding support, administrative items, or communications
- **Determine any necessary post-incident care or resolution requirements**
- **Discuss lessons learned** from the response
- **Review University policies and procedures** to identify opportunities for improvement
- **Develop specific recommendations** for future incident response
- **Assign responsibilities** for completion of follow-up tasks

ITC should aim to complete the AAR **within six weeks** of concluding crisis-response activities.

Responsibilities of ITC+ Members

<p>ITC+ members will each contribute to the crisis response effort by managing areas that pertain to their individual roles on campus or fields of expertise.</p> <p>ITC Members.</p>	<p>Responsibilities</p> <p>A timely 24/7 response and action is expected of all emergency responders. It must be noted that an international incident often takes place in a different time zone and with fewer resources available. Urgency is key.</p>
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Associate Vice Chancellor, Communications & Issues Management	<ul style="list-style-type: none"> Coordinates wider communications when incident is public newsworthy
Assistant Vice Chancellor, Health and Counseling Center	<ul style="list-style-type: none"> Provides information and guidance on health matters Coordinates HCC services for recovery
Associate General Counsel, Office of General Counsel	<ul style="list-style-type: none"> Provides information and guidance on legal matters and contracts related to international travel/emergency response
Chief Risk and Compliance Officer (Co-Chair)	<ul style="list-style-type: none"> Acts as ITC Co-Chair and 2nd in line Incident Commander Secondary liaison to university executives, Board of Trustees Provides operations direction and supervision for emergency response Serves as co-decision making authority with ITC Co-Chair May authorize evacuation or program termination In conjunction with the International Travel Health & Safety Lead, provides information and guidance related to insurance, evacuation, and other service providers
Associate Vice Chancellor & Dean of Students, Student Affairs & Incl Excellence	<ul style="list-style-type: none"> Advises on and addresses as needed student-related issues that fall within the scope of Dean of Students (e.g., medical withdrawal). Primary liaison to Student Outreach Services Advises on Behavioral Intervention as needed
Associate Vice Chancellor, Equal Opportunity/ Title IX	<ul style="list-style-type: none"> Advises on and addresses as needed student-related issues that fall within the scope of the EOTIX office Facilitates compliance with Title VI, Title VII, Title IX, Affirmative Action, Equal Pay, Age Discrimination in Employment, ADA and Section 504, VEVRAA, USERRA, GINA, as well as other applicable federal, state, and local anti-discrimination laws.
College Representatives/Deans	<ul style="list-style-type: none"> Represents and provides information and communication to the ITC+ and within their unit regarding travelers from their unit.
Commander, Campus Safety	<ul style="list-style-type: none"> Coordinates institutional response to death abroad
Director, Student Rights, Student Affairs & Incl Excellence	<ul style="list-style-type: none"> Advises on and addresses as needed student-related issues that fall within the scope the Honor Code, case resolution, and outcomes.
Director, Office of International Education	<ul style="list-style-type: none"> Advises on and addresses as needed student-related issues that fall within the scope of OIE programs Works closely with Office of Student Billing/Registrars/Colleges/Departments to address issues regarding affected academic credit, financial aid & student accounts Serves as liaison to OIE staff

Director, University Academic Programs	<ul style="list-style-type: none"> • Advises on and addresses as needed student-related issues that fall within the scope of UAP programs. • Works closely with Office of Student Billing/Registrars/Colleges/Departments to address issues regarding affected academic credit, financial aid & student accounts
Faculty, Daniels College of Business	<ul style="list-style-type: none"> • Advisory role
Faculty, Daniels Korbel School of International Studies	<ul style="list-style-type: none"> • Advisory role
International Travel Health and Safety Lead (Safety Officer)	<ul style="list-style-type: none"> • Serves as initial Incident Commander (IC) and calls initial ITC meeting • As IC, delineates responsibilities/support functions as needed • Provides information and guidance related to safety/security risks and response • Serves as central information gathering source-identify & locate travelers • Provides relevant information and guidance related to criminal activity and victim services (Title IX, Clery) • Determines warm hand-off to supporting units as appropriate
Sr. Vice Provost, Academic Affairs	<ul style="list-style-type: none"> • Coordinates Academic Advising needs as they might relate to reentry after a medical withdrawal
INTZ Top Administrator(s) (Co-Chair)	<ul style="list-style-type: none"> • Acts as ITC Co-Chair and 3rd in line Incident Commander • Primary liaison to university executives, Board of Trustees • Coordinates with Deans and Department Heads • Serves as co-decision making authority with ITC Co-Chair • May authorize evacuation or program termination

Email Templates

ITC Communication Template

Subject lines

- ITC-FYI-(*topic*)
[general information pertaining to policy, procedure, strategy, or systems]
- ITC-FYI-Response Requested- (*topic*)
[Response requested on topic]
- ITC-INCIDENT-AWARENESS-(*topic*)-(*magnitude*)
[an incident has occurred or will occur that may impact DU travelers]
- ITC-EMERGENCY-CONVENE-(*topic*)-(*magnitude*)
[a major incident has occurred and members of ITC need to convene asap]

Body of initial email

Response/Action requested from:

[name]

Response/Question(s)/Action Items:

1. [Name(s)]

Brief summary:

[Travelers in need of immediate action? Yes/No]

[# of affected travelers= “#” students, “#” staff, “#” faculty]

[Brief description of Incident/Issue/Concern/Discussion]

****If ITC must convene the following standing Zoom meeting will be included****

[REDACTED]

****If a MS Teams group is established for future communications regarding this incident, include that here****

Recommendations/options/suggestions:

[Possible solutions to the Incident/Issue/Concern/Discussion]

Detailed summary:

[Incident/Issue/Concern/Discussion]

Local scope email: Head Count

Dear DU travelers in [IMMEDIATELY AFFECTED AREA], we are reaching out regarding [INCIDENT] in [LOCATION]:

[INSERT RELIABLE NEWS SOURCES HERE]

Details are still coming in.

We are checking in to be sure that you are doing OK and encourage you **to avoid public spaces and stay put until you are positive that traveling is safe.** [ALTER AS APPROPRIATE]

Please respond to this email, if possible, so that we and others who may call us know that you are doing well. [May choose to use Crisis24's Horizon to collect responses]

In keeping with best travel practices, we encourage you to:

1. Stay put and do not travel in public spaces until you know the situation is safe [ALTER AS APPROPRIATE]

2. Update any family members or loved ones to let them know that you are OK. An easy way to do this is to forward this email.

4. If you have not already registered for the Smart Traveler Enrollment Program (STEP), please do so via this link: <https://step.state.gov/step/>. Enrollment with the State Department, or with the Embassy / Consulate of your country will enable them to better assist you in the event of an emergency during your travels.

5. Follow local news and the advice of your local contacts to remain up-to-date on the situation.

6. If needed, you can also contact DU's Travel Assistance partner to inform us of your situation by calling +1-443-569-8601

7. If needed, you can contact DU's Travel Assistance partner for advice, emergency medical assistance, evacuation or support services at +1-443-569-8601

The University is monitoring events using multiple sources. If you have any concerns or would like to discuss further, please do not hesitate to let us know.

Wide scope email: We are monitoring

Dear DU Traveler

As you have probably heard, there has been [INCIDENT] in [LOCATION] resulting in [significant casualties/police presence/etc.]. [These.... have involved]. DU has been and is currently reaching out to all travelers in the affected area as well as those of you in the region.

ADJUST AS NEEDED [While there is no information that any other terroristic activities have occurred or are planned in other locations, DU is advising students and faculty in other countries to shelter in place over the next 48-hours. Students and faculty should avoid major cities if possible, and avoid religious, tourist, sporting, political, and other locations that draw large numbers of people such as restaurants, bars, and clubs. Any unnecessary travel should be postponed, and students should notify their Program Leaders before any movements and upon return. Additionally, trains should be avoided for the next 48 hours due to lax security. Anyone traveling should allow extra time for increased security at airports.]

As part of our efforts to enhance a safe and secure experience for all students and faculty, we are monitoring the situation and taking precautionary measures. Please maintain a high level of situational awareness - remain vigilant and observant. If you observe something suspicious or dangerous, leave the area immediately and report the situation to local officials.

If you need immediate medical assistance, you should contact the local emergency lines or authorities in your area.

If you require a medical referral or security advice, please call DU's Travel Assistance partner at +1-443-569-8601

If anyone knows of a DU traveler who was affected by the incidents in [LOCATION] and is in need of help, we ask that you contact DU's Travel Assistance partner at +1-443-569-8601 or contact intlsafety@DU.edu

If you were or are in the affected area and are in need of assistance, please contact DU's Travel Assistance partner at +1-443-569-8601 or contact intlsafety@DU.edu.

Supplementals

Timeline for Incident Response & Check-in Request: Level 2 to Level 3

Supplemental 1

International Incident Response and Management Process

Supplemental 2

Incident Magnitude Reference Chart

Supplemental 3

International Crisis Communication Strategy

Supplemental 4

Notifications and Emergency Response-Communication Responsibilities

Supplemental 5

Appendices

Flash Points-Quick Reference and Talking Points Template

Appendix 1

Evacuation Decision Flow

Appendix 2

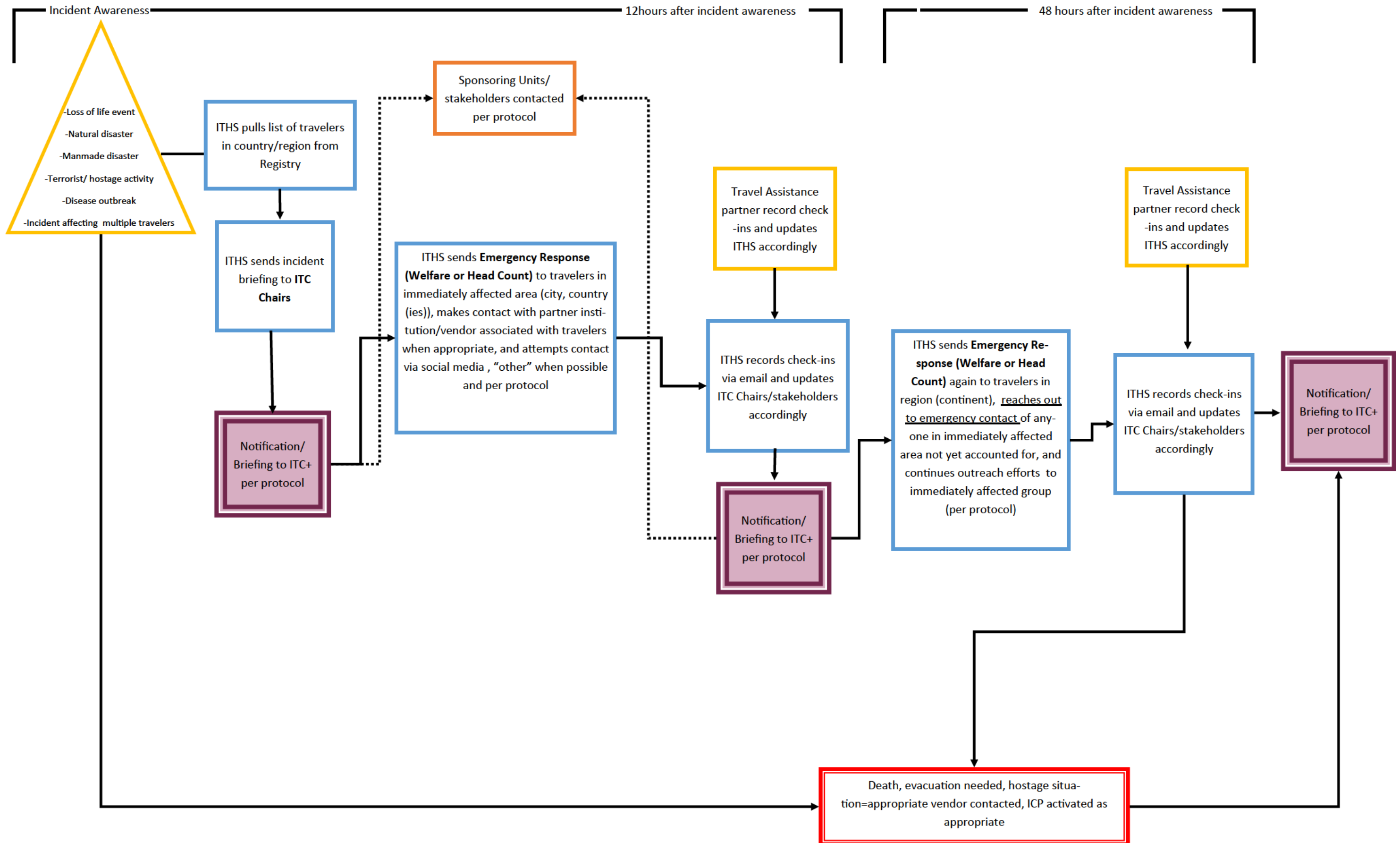
Evacuation Manifest Template

Appendix 3

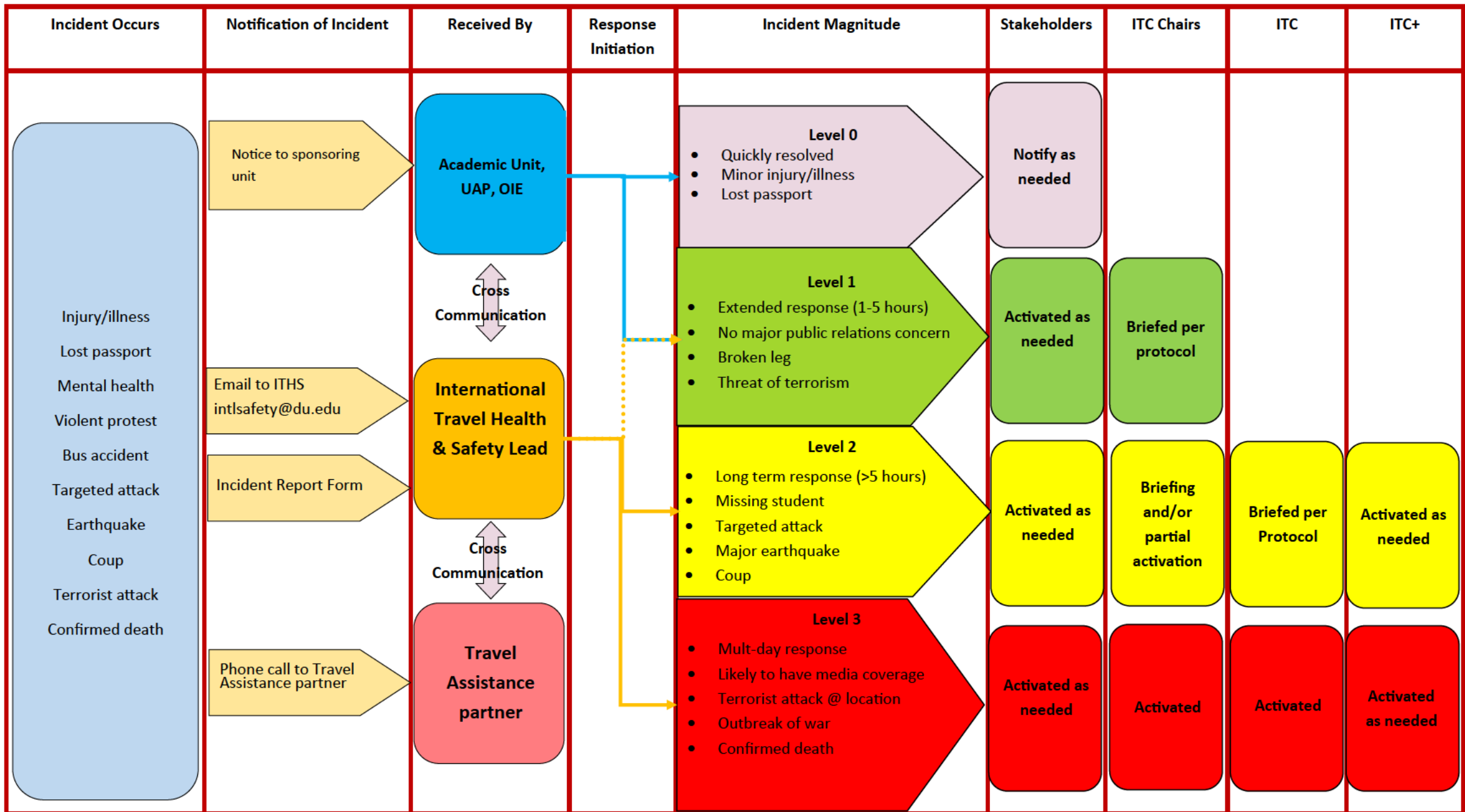
Death Protocol for International Travel Health and Safety

Appendix 4

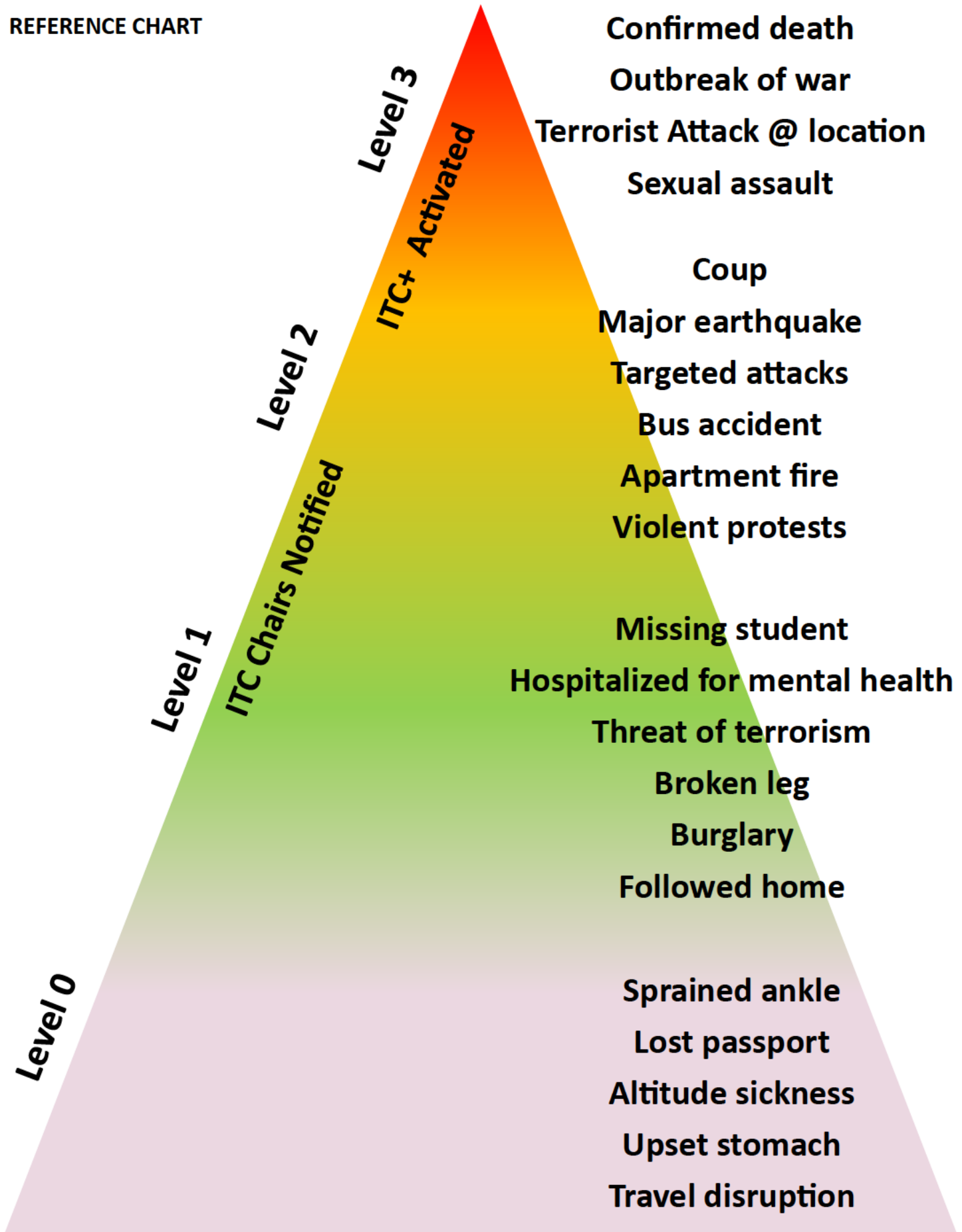
Timeline for International Incident Response & Check-in Request: Level 2 to Level 3



University of Denver International Incident Response and Management Process

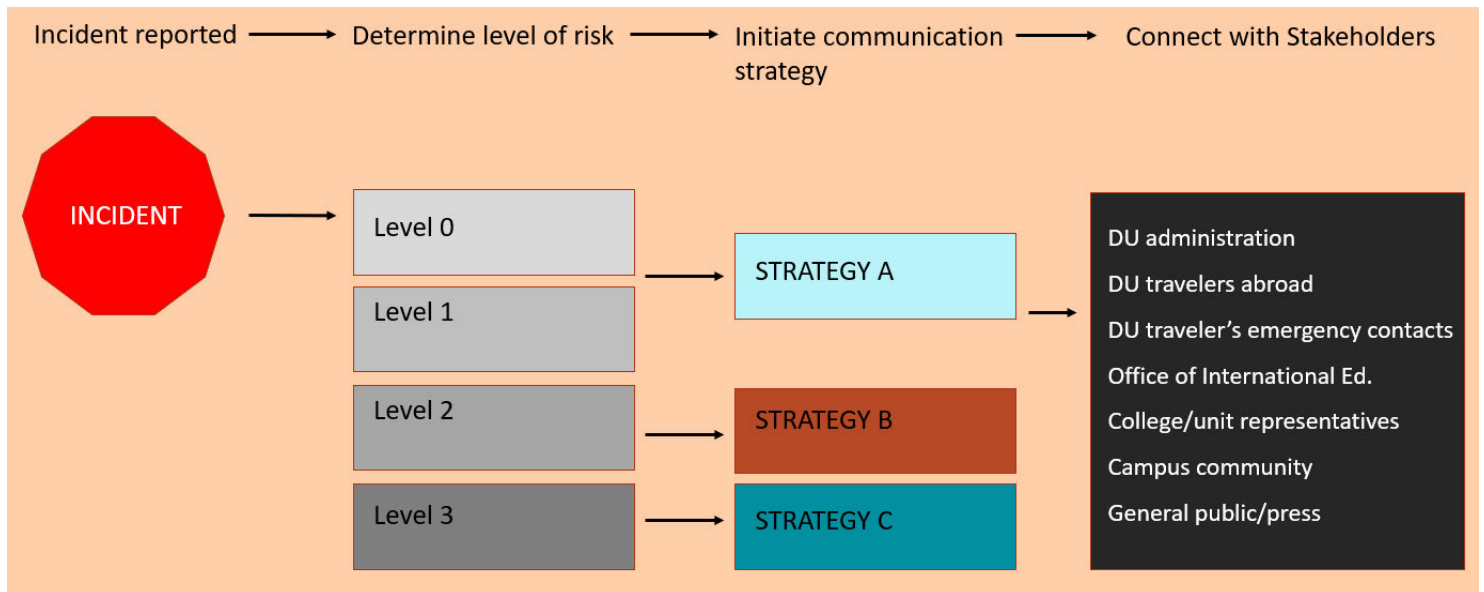


INCIDENT MAGNITUDE
REFERENCE CHART



International Travel Internal Crisis Communications Strategy

This document outlines communication among DU stakeholders during a crisis that impacts a DU international traveler’s health, welfare, or safety abroad. An assessment of each incident will determine the risk level and which stakeholders are needed to resolve the situation. During a crisis, the ITC+ will establish trust and credibility with those affected via communications that employ speed, empathy, accuracy, and transparency—balancing accuracy and speed.



KEY PLAYERS	RESPONSIBILITIES
International Travel Health and Safety (ITHS) Lead	<ul style="list-style-type: none"> - Primary liaison with all stakeholders for strategy A - Primary liaison with DU travelers abroad on health and safety matters and other key stakeholders for strategies B and C - Receives email alert, travel warning, incident reports, reads a headline, etc. - Confirms legitimacy of the source - Determines location and level of potential risk - Provides incident information - Determines appropriate communication strategy (A, B, or C) - Crafts messages, as needed, in collaboration with stakeholders - Reaches out to college director of student services or unit equivalent regarding student-specific incidents (see appendix A)
University Relations	<ul style="list-style-type: none"> - Primary liaison with university publications, INTZ websites, and key university stakeholders - In collaboration with stakeholders, drafts, vets, and distributes messages for campus community and the general public
Sponsoring Unit Representative	<ul style="list-style-type: none"> - Primary liaison with OIE, UAP, global partners, college/school representatives or unit equivalent about DU travelers abroad regarding academic matters for students on unit administering programming - May engage relevant program coordinator (i.e., study abroad advisor) to make direct communication
ITC Chair(s)	<ul style="list-style-type: none"> - Primary liaison(s) with DU administration (Provost, Chancellor, college Deans)

Definitions

LEVEL	DETAILS	EXAMPLES	STRATEGY
Level 0 (Pending or minor critical incident)	A potential incident or event that may impact the DU community, abroad or on campus but is quickly resolved. Refer to IIRP.	Minor injuries/illness, threat of an impactful weather system, minor earthquake, loss of passport	A
Level 1 (Isolated or limited critical incident)	An incident affecting the traveling DU community that requires response but can be managed within the normal framework of ITHS over the course of a few hours. An isolated or limited critical incident does not give rise to major public relations concern but may make international news. Such incidents may require informational campus messaging and periodic internal communications. Refer to IIRP.	Acute medical or mental health issue that may require hospitalization, threat of terrorism, major transportation disruptions that have not or are not likely to directly impact DU traveler's immediate health and safety	A
Level 2 (Localized critical incident)	A credible threat to the DU community that requires a long-term response and may have public relations implications due to international news prevalence. Such an incident has a limited but immediate impact on the university community in the U.S. but may require emergency support resources. Refer to IIRP.	Uprising or protests (social or political), major earthquake in immediate vicinity of DU travelers, volcanic eruption in immediate vicinity of DU travelers, targeted attacks, coup in vicinity of DU travelers, missing student, suicidal ideation, sexual assault	B
Level 3 (Major critical incident)	A significant or catastrophic international emergency that requires a response from multiple units and various personnel throughout the university community. Operational response and policy decisions must be coordinated. A major critical incident will have media coverage and, therefore, ongoing public relations concerns. A major critical incident includes a circumstance that would suggest or require the evacuation or repatriation of DU travelers. Refer to IIRP.	Violent uprising, terrorist attack in immediate vicinity of DU travelers, outbreak of war in country where there are DU travelers, major public health outbreak that has a likelihood of impacting DU travelers, violent death or multiple deaths (e.g., car accident, plane crash)	C

International Incident Response Plan (IIRP)	The IIRP is a comprehensive document that provides extensive guidance when responding to international incidents involving or impacting DU travelers and the DU community. The ITHS lead maintains and updates this plan as needed.
International Travel Committee (ITC)	A group of senior-level administrators, known as the ITC, meets regularly to discuss travel policies, ongoing situations abroad and are on stand-by to convene and respond in the event of an emergency affecting the DU community abroad.
International Travel Health and Safety Forum (ITHS Forum)	The ITHS Forum is a network of DU employees with responsibilities involving the international travel of our community. Communication is generally via MS Teams or email.
Primary	Key player who has responsibilities in a communication strategy
Secondary	Key player who may have responsibilities in a communication strategy in support of the Primary

Communications Strategies

STRATEGY	KEY PLAYERS	RESPONSIBILITIES
A	ITHS Lead (primary)	<ul style="list-style-type: none"> - Generally, level 0 or 1 incidents can be handled by the ITHS lead independently without wider communication - Travel Assistance partner may send notifications to registered travelers per their itinerary - Verify Travel Assistance partner messaging before deciding if additional messaging to DU travelers abroad is necessary. Align messaging as much as possible <ul style="list-style-type: none"> ▪ If the incident is newsworthy to DU travelers abroad or stakeholders spanning academic units, a notification may be sent to the ITHS Forum apprising them of the overall and general situation and no requirement for them to pass along the communication (i.e., a safety notice per the IIRP) - If the incident is isolated or direct involvement is needed, work directly with affected parties. These parties are often limited to the impacted DU travelers abroad, Travel Assistance partner, the traveler's sponsoring unit or host <ul style="list-style-type: none"> ▪ Connect with the DU traveler's emergency contacts only and as required. - Notify internal stakeholders as needed, based on the situation (e.g., if the impacted DU traveler abroad is a Daniels College of Business student, notify the Director of Global MBA Programs) - Brief ITC Chairs as needed, but not likely (Level 1 incidents) - If an incident could require campus or external messaging (Level 1), alert University Relations and provide a summary of the incident (with ITC Chair consent). The Flash Points template may be used here.
	Sponsoring Unit Representative	<ul style="list-style-type: none"> - If engaged by ITHS lead, work together to determine what broader communication is needed and if additional personnel (e.g., University Relations) need to know about the incident for potentially expanded communication (e.g., university website) - Draft, vet, and distribute communication as needed
B	ITHS Lead (primary)	<ul style="list-style-type: none"> - Generally, level 2 incidents will require focus on the immediate needs of the impacted DU travelers abroad and situation assessment (hence, the single PoC in stakeholder offices) - Travel Assistance partner may send notifications to registered travelers per their itinerary - Verify Travel Assistance partner messaging before deciding if additional messaging to DU travelers abroad is necessary. Align messaging as much as possible <ul style="list-style-type: none"> ○ By definition, there will be a need for direct involvement and ITHS lead will work directly with affected parties. These parties are typically limited to the impacted DU travelers abroad, Travel Assistance partner, the traveler's sponsoring unit or host ○ Connect with the DU traveler's emergency contacts only and as required. - Notify internal stakeholders as needed, based on the situation (e.g., if the impacted DU traveler abroad is a Daniels College of Business student, notify the Director of Global MBA Programs) - Brief ITC Chairs - Brief the ITC+ as needed - Brief the OIE Director, UAP Director, or Program Admin, if applicable - Brief University Relations as appropriate - If there is impact on the international community, coordinate with the ISSS Director

	Sponsoring Unit Representative (primary if applicable)	<ul style="list-style-type: none"> - Receive briefing from ITHS lead to prepare for needed communications. - Connect ITHS lead with 24/7 partner contact(s), if applicable - Draft, vet, and distribute communication as needed - Oversee and coordinate communications with academic units and partners abroad on any impacts regarding academic matters for impacted students. Collect information regarding support resources available on site that may supplement or take precedent over DU options. - If incident is newsworthy to non-impacted DU travelers abroad or stakeholders spanning academic units, a communication may be needed to apprise them of the overall and general situation, without a requirement for them to pass along (i.e., an emergency notification per the IIRP). Work with ITHS lead, possibly University Relations to send this message to all DU travelers abroad or utilize stakeholder listservs to distribute message as needed
	ITC Chairs (secondary)	<ul style="list-style-type: none"> - Receive briefing from the ITHS lead - Brief DU administration if incident requires emergency support resources (e.g., evacuation) or could potentially have public relations implications
	University Relations (secondary if applicable)	<ul style="list-style-type: none"> - Receive briefing from ITHS lead to prepare for wider communications. This may be from the Flash Points document or ITC Chairs. - Determine what wider communication may be needed - Draft, vet, and distribute communication to community-wide or public audiences
C	ITHS Lead (primary)	<ul style="list-style-type: none"> - Generally, level 3 incidents will require focus on the immediate needs of the impacted DU travelers abroad and situation assessment (hence, the single PoC in stakeholder offices) - Travel Assistance partner may send notifications to registered travelers per their itinerary - Verify Travel Assistance partner messaging before deciding if additional messaging to DU travelers abroad is necessary. Align messaging as much as possible <ul style="list-style-type: none"> o By definition, there will be a need for direct involvement by ITHS lead, who will work directly with affected parties. These parties are often limited to the impacted DU travelers abroad, Travel Assistance partner, the traveler's sponsoring unit or host o Connect with the DU traveler's emergency contacts only and as required - Notify internal stakeholders as needed, based on the situation (e.g if the impacted DU traveler abroad is a Daniels College of Business student, notify the Director of Global MBA Programs) - Brief ITC Chairs - Brief ITC+ - Brief University Relations - Brief the OIE Director, UAP Director, or Program Admin, if applicable <ul style="list-style-type: none"> o Establish daily check-in for briefings until crisis is resolved, inc. University Relations - If there is impact on the international community, coordinate with the ISSS Director - Complete the Flash Points document for distribution as appropriate
	Sponsoring Unit Representative (primary if applicable)	<ul style="list-style-type: none"> - Receive briefing from ITHS lead - Oversee and coordinate communications with academic units and partners abroad on any impacts regarding academic matters for impacted students. Collect information regarding support resources available on site that may supplement or take precedent over DU options. - Connect ITHS lead with 24/7 partner contact(s), if applicable
	University Relations (primary)	<ul style="list-style-type: none"> - Receive briefing from ITHS Lead to prepare for wider communication - Oversee and coordinate broader communications - Draft, vet, and distribute communications
	ITC Chairs (primary)	<ul style="list-style-type: none"> - Receive briefing from the ITHS lead - Brief DU administration

Appendix I: Key contacts

University stakeholders and external partners (to be updated each year)

Schools & Colleges

Engineering & Computer Science

- Dean: Michelle Sabick
michelle.sabick@du.edu

College of Business

- Director of Global MBA Programs: Amanda Cahal
Amanda.Cahal@du.edu
- Director of Global MBA and Experiential Learning
Megan.Reilly@du.edu

Natural Sciences & Mathematics

- Manager, Business and Operations: Karen Escobar
karen.escobar@du.edu

Arts, Humanities & Social Sciences

- TBD

International Studies

- Internship Program & Office Manager
Jamie.Polliard@du.edu

Education

- Dean: Michelle Knight-Manuel
michelle.knight-manuel@du.edu

Professional Psychology

- Associate Professor: Gwen Mitchell
Gwen.Mitchell@du.edu
- Coordinator: Hope Danecki
Hope.Danecki@du.edu

Social Work

- Assistant Dean: Kate Ross
Kate.ross@du.edu

Law

- Executive Associate Dean: Annecoos Wiersema
Annecoos.Wiersema@du.edu

University Academic Programs

- Associate Director, UAP: Grace Warner
Grace.warner@du.edu

Support Offices

Clery

- Clery and Compliance Coordinator: Mark Derham
Mark.Derham@du.edu

Campus Safety

- Commander: Courtney Tassin
Courtney.tassin@du.edu

Dean of Students

- Assoc. Vice Chancellor: Niki Latino
Niki.Latino@du.edu

University Relations

- Associate Vice Chancellor of Communications & Issues Management: Shira Good
shira.good@du.edu

Student Rights & Responsibilities

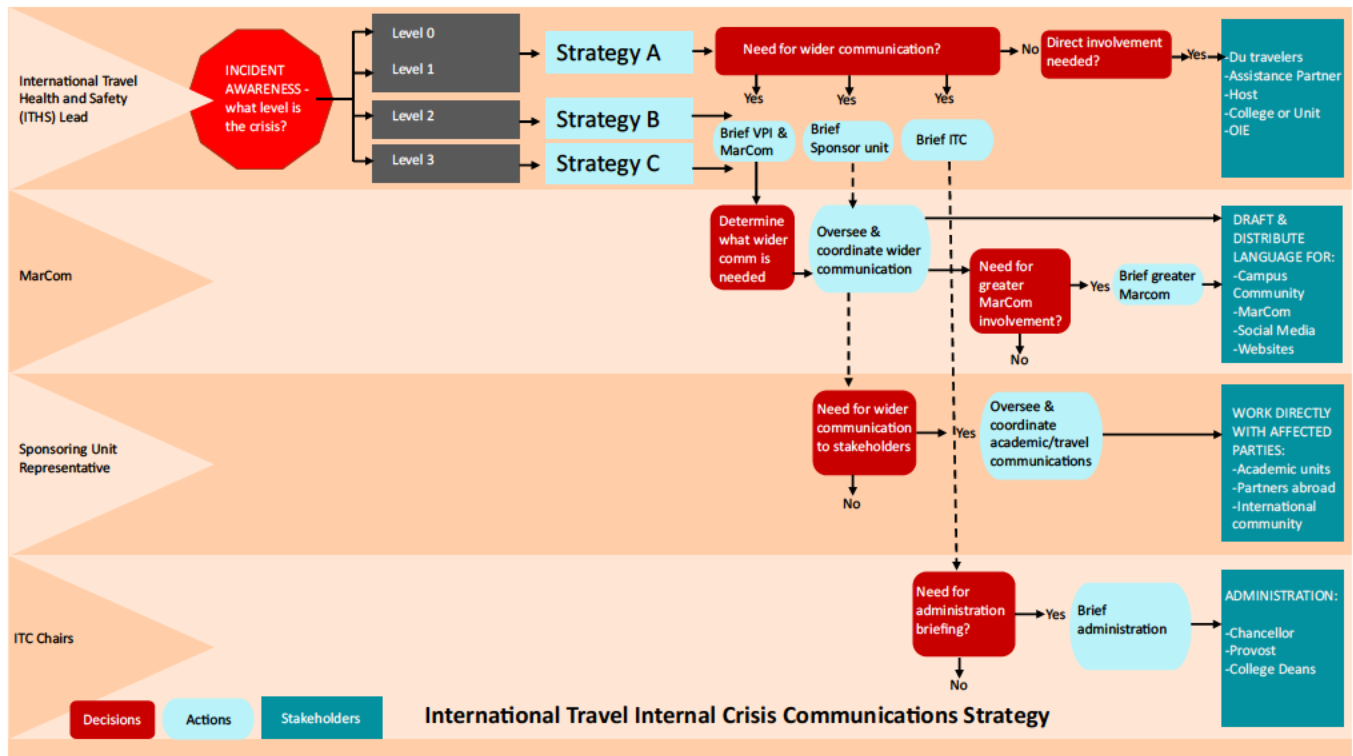
- Director: Kristine McCaslin
Kristine.mccaslin@du.edu

Civil Rights and Equal Opportunity

- Associate Vice Chancellor for Civil Rights and Equality : Michael Todd
Michael.Todd@du.edu

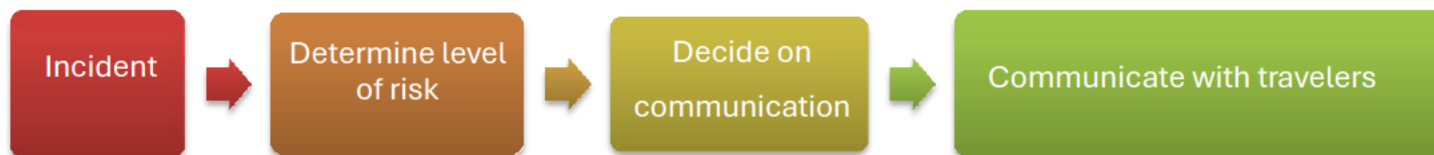
Appendix II: International Travel Internal Crisis Communication Process

See additional documentation of the flow of communication from incident reporting to stakeholder notification.



Notifications and Emergency Response-Communication Responsibilities

Members of the International Travel Committee+ may be called upon to assist with communication responsibilities during an emergency or other international incident. This document outlines the key roles and responsibilities of those involved with the issuance of Notifications and Emergency Responses to travelers and stakeholders.



Key Players		Notification & Emergency Response Responsibilities
May be the same person, depending on staffing or needs determined by IC	International Travel Health and Safety (ITHS) Lead	<ul style="list-style-type: none"> - Receives email alert, Travel Warning, reads a headline, etc. - Confirms legitimacy of the source - Determines location and level of potential risk - Involves ITC+, direct reports, “back-up” staff, or other identified persons responsible for international incident response - Determines the appropriate population to receive notice - Provides incident information and engages appropriate colleagues to initiate a Notification or Emergency Response - Crafts messages, as needed in collaboration with stakeholders
	ITHS support (direct report, back-ups, ITC)	<ul style="list-style-type: none"> - Checks travel registry, travel tracking tool, or other list of travelers to determine whether students, faculty, or staff are in the affected area - Outlines communication strategy - Initiates Notification or Emergency Response for travelers - Manages communication outreach and collects information in a timely manner
	Study Abroad or sponsoring unit’s international travel administrator	<ul style="list-style-type: none"> - May oversee direct communication with travelers - May engage relevant program coordinator (i.e., study abroad advisor) to make direct communication - Gathers information that is needed to assist - Acts as liaison to partner abroad which includes coordination of messaging to maintain consistency. - Determines if there are other parties on campus that could be affected and need to be in the communication loop (i.e., academic units) - May be responsible for communication with university and affiliate partners
	ITC	<ul style="list-style-type: none"> - Receives notification from ITHS lead when Notification/Emergency Response process is initiated - Remains responsible for communicating situation and response progress to appropriate administration - Makes or coordinates high-level decisions during a response

Notifications

Notifications are **triggered by a significant emergency or dangerous situation involving an immediate, impending, or possible threat to the health or safety of travelers** (e.g., fire, earthquake, terrorist incident, civil unrest, etc.).

Notifications should be issued immediately upon confirmation that a dangerous situation exists or has the potential to exist.

Emergency Notification	
Definition	<p>There is a significant emergency or dangerous situation involving an immediate or impending threat to the health or safety of travelers.</p> <p>Includes Worldwide Cautions, Travel Advisories/Notices, intelligence provider advice specific to an immediate threat, alert with information about an event such as a major storm or disease outbreak, terrorist incident, civil unrest, etc.</p> <p>Examples:</p> <ul style="list-style-type: none"> • "Updated Worldwide Caution" • "Honduras: New State Department Travel Alert" • "Avoid vicinities of U.S. diplomatic missions due to potential for further protests over controversial film" • "Typhoon Sanba to hit Japan & South Korea in coming days"
Communication Responsibilities	<p>ITHS Lead</p> <ul style="list-style-type: none"> • <u>Travel Assistance partner will send such notifications to registered travelers per their itinerary. Verify Travel Assistance partner messaging before deciding if additional messaging from DU is necessary</u> • Send emails directing readers to the online article or describing emergency with action items. Push emails to: <ol style="list-style-type: none"> 1. Travelers in the affected area 2. Campus stakeholders (i.e., ITHS Forum) using the Flash Points template • Stakeholders are encouraged to follow-up with travelers in the affected area (but not required) • No actions <u>required</u> by stakeholders or travelers • Time frame: To be issued immediately
Safety Notice	
Definition	<p>Does not meet minimum requirements for an "Emergency Notification" but may be useful to travelers.</p> <p>Includes interesting health/safety articles, updates to travel policy, safe travel tips, etc.</p> <p>Examples:</p> <ul style="list-style-type: none"> • "Restricted Regions List Quarterly Updates" • "Global Risk and Safety in Latin America" • "Safe travel during Diwali Festival"
Communication Responsibilities	<p>ITHS Lead</p> <ul style="list-style-type: none"> • <u>Travel Assistance partner may send such notifications to registered travelers per their itinerary. Verify Travel Assistance partner messaging before deciding if additional messaging from DU is necessary</u> • Send email directing readers to the online article. Push emails to: <ol style="list-style-type: none"> 1. Travelers in the affected area or 2. Campus stakeholders (i.e., ITHS Forum) using the Flash Points template • If only stakeholders receive message, they are encouraged to distribute to travelers • No actions <u>required</u> by stakeholders or travelers • No specific time frame

Emergency Response

Emergency Responses are **triggered by events that have already occurred but represent an ongoing threat** (e.g., shooter on site, bombing, catastrophic natural disaster, event with potential for evacuation). Emergency Responses should be issued as soon as the pertinent information is available.

The intent of the response is to enable travelers to protect themselves. The responsibility for getting the warning out rests solely with the institution although the Travel Assistance partner may send relevant messaging.

Before initiating an Emergency Response:

- Confirm that a legitimate emergency or dangerous situation exists, with an ongoing threat to travelers
- Determine the appropriate population to receive notice
- Determine content
- Determine the appropriate communication strategy (e.g., Welfare Address or Head Count)

Welfare Address	
Definition	<p>Meets the definition of a “Emergency Response,” meaning that an event has already occurred and there is an ongoing threat to travelers in the region.</p> <p>Includes major natural disasters, acts of terrorism, or other circumstances where evacuation has not been deemed necessary, but the potential for evacuation is medium-high. The intent of the Welfare Address is to enable travelers to protect themselves, assess their concerns, and to be proactive in the event the situation worsens, not necessarily to verify wellbeing.</p> <p>Examples:</p> <ul style="list-style-type: none">• <i>Violent political protests in Cairo, Egypt</i>• <i>Rocket fire in Israel</i>• <i>Earthquake with casualties or significant infrastructure damage</i>• <i>Outbreak of cholera</i>
Communication Responsibilities	<p>ITHS Lead</p> <ul style="list-style-type: none">• Immediately send email notification to travelers with summary and advice. Note, Travel Assistance partner has likely sent messaging as well. Align messaging as much as possible<ul style="list-style-type: none">• Use Travel Assistance partner Tracker system when possible, for audit purposes• Consider a proactive collection of evacuation manifest info from all affected travelers• No action <u>required</u> by travelers• Follow up with or CC program coordinators, advisors, or other stakeholders with ability to make quick, direct contact with travelers abroad should they need to be involved or know of unregistered travelers.• Flag all initial emails HIGH IMPORTANCE• Confirm all travelers have been contacted in a timely manner and immediate concerns addressed• If necessary, confirm that all stakeholder contact details have been updated• Keep ITC updated <p>Supporting roles (if applicable)</p> <ul style="list-style-type: none">• Make immediate contact with travelers or program abroad and address any immediate concerns• If requested by the ITHS lead, update and verify all stakeholder contact details• Must report back to the ITHS lead with confirmation that all travelers have been reached<ul style="list-style-type: none">• Record all unsolicited responses• Maintain list of those emailed• Time frame: TBD by the ITHS lead, although a 24-hour or less response time is expected <p>Note: ITC may be engaged or placed on standby.</p>

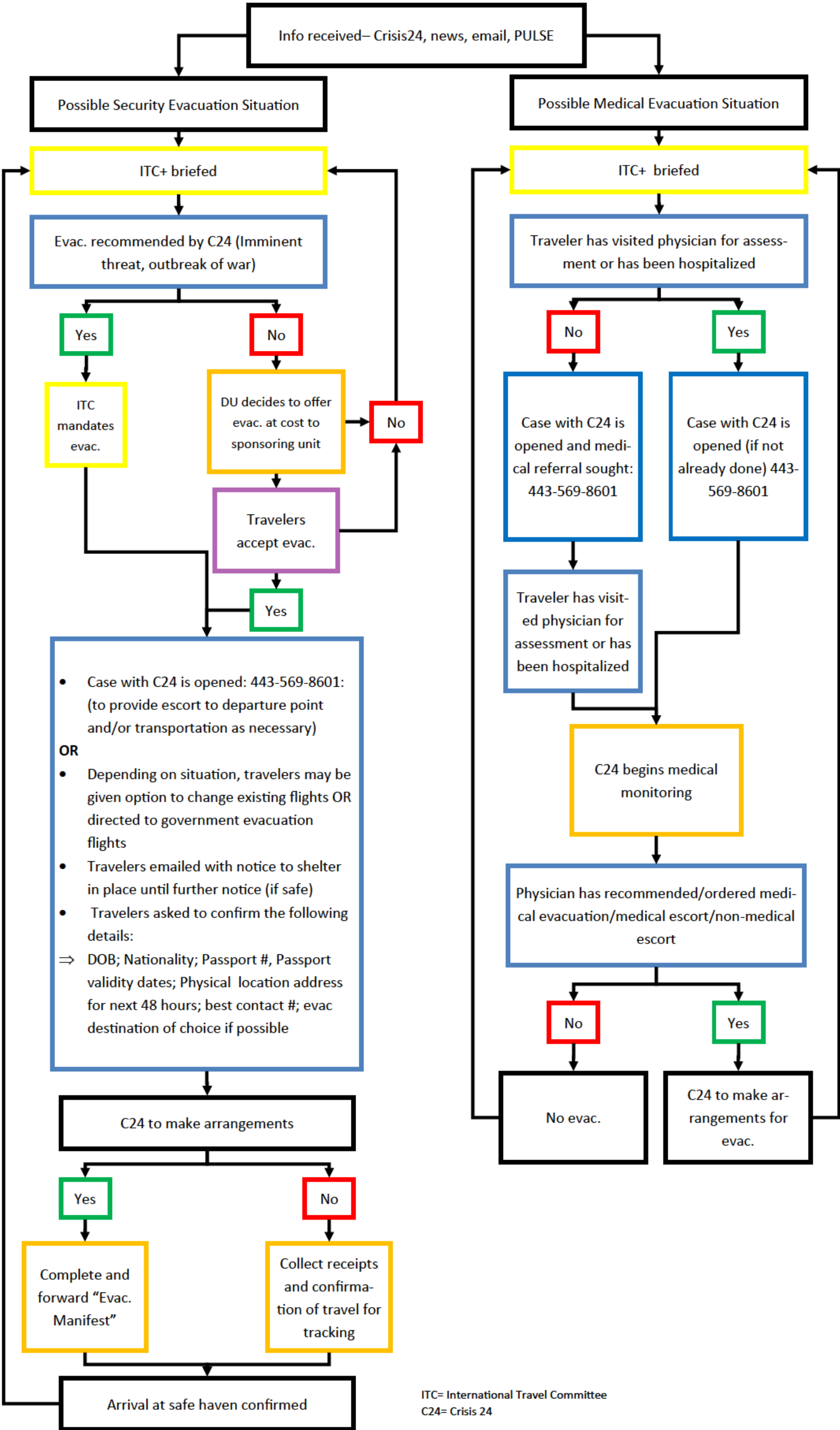
Head Count	
Definition	<p>Meets the definition of a “Emergency Response,” meaning that an event has already occurred and there is an ongoing threat to travelers in the region.</p> <p>Includes catastrophic natural disasters, critical levels of civil/political unrest, or other circumstances where the threat to foreign travelers or potential for evacuation is <u>high-imminent</u>. The intent of the Head Count is to provide assistance to travelers and prepare for possible evacuation.</p> <p>Examples:</p> <ul style="list-style-type: none"> • <i>Tsunami</i> • <i>Civil War</i>
Communication Responsibilities	<p>ITHS Lead</p> <ul style="list-style-type: none"> • Make contact with travelers or program abroad with a brief email <u>requiring</u> travelers to check in <u>immediately</u>. Phone calls, if necessary <ul style="list-style-type: none"> • Note, Travel Assistance partner has likely sent messaging as well. Align messaging as much as possible • Use Travel Assistance partner Tracker system when possible, for audit purposes • Collect evacuation manifest info from all affected travelers • Follow up with or CC program coordinators, advisors, or other stakeholders with ability to make quick, direct contact with travelers abroad should they need to be involved or know of unregistered travelers • Flag all initial emails HIGH IMPORTANCE • Confirm all travelers have been contacted in a timely manner, evacuation manifest details gathered, and concerns addressed • Keep ITC updated <p>Supporting roles (if applicable)</p> <ul style="list-style-type: none"> • Make immediate contact with travelers or program abroad with a brief email <u>requiring</u> travelers to check in <u>immediately</u>. Phone calls, if necessary. <ul style="list-style-type: none"> • Collect any necessary data used for evacuation • Record all responses • Confirm all travelers have been contacted in a timely manner, evacuation manifest details gathered, and concerns addressed • Report back to the ITHS Lead with confirmation that all known travelers have been reached and share collected information • Time frame: TBD by the ITHS lead on a case-by-case basis and communicated to supporting roles, although accounting for all travelers is expected within 24-48 hours <p>Note: ITC engaged.</p>

Flashpoints Risk – International Incident (Preparedness)

The purpose of this template is to identify and describe emerging reputational risks to the University of Denver and frame key facts, relevant policies, and administrative talking points.

Issue	International incident:
Lead	
Involved	
Facts	<p>Location:</p> <p>International partner (institution, organization, sponsoring DU unit):</p> <p>Involvement (student, faculty, staff):</p> <p>Type of travel (term-Length, short-term study abroad, research, etc.):</p> <p>Incident details (varies by incident):</p>
Talking Points	<p><u>Incident Specific:</u></p> <ul style="list-style-type: none"> • <u>General:</u> • DU has a 24/7 traveler assistance partner (Crisis24) for support during international incidents. • Crisis24 works closely with DU's International Travel Risk Analyst to coordinate, respond, and resolve incidents abroad. • All DU travelers, on DU business, have access to Crisis24 via phone, email, and app. Depending on their purpose of travel, they likely also have access to an on-site organization or institution, and/or DU faculty/staff. • All travelers are covered under a comprehensive travel insurance policy that meets all urgent and emergent medical needs with no out-of-pocket expense. • All travelers are asked to register their travel plans so that DU can proactively assist should a need arise. • Various opportunities for pre-departure education regarding resources and self-care are offered to all travelers going abroad. • DU's International Travel Risk Analysts maintains a comprehensive International Incident Response Plan which details protocols and personnel responsibilities that guides a responses and resolution.
Relevant Policy & Info.	<p>RISK 2.50.070 International Travel</p> <p>intlsafety@du.edu</p> <p>https://www.du.edu/international-travel</p>

Evacuation Decision Flow



ITC= International Travel Committee
C24= Crisis 24

Death Protocol for International Travel Health and Safety

Role	International Travel Health and Safety Lead
Current Individual	Chris Cook Back-up: Eric Hartman
Communication Obligations (both internal and external)	Primary contact for ERM, Internationalization, University Relations, host abroad, and local law enforcement
	Receives initial call from Travel Assistance partner, host abroad, sponsoring unit; contacts ITC, VP Internationalization, AVC Risk, AVC Dean of Students (DOS)
	Establishes a case with Travel Assistance partner to initiate repatriation (This process can take upwards of 6 weeks, maybe more if an infectious disease is involved in death. Travel Assistance partner must be involved for insurance coverage)
	Coordinate with the U.S. embassy or consulate
	Overall communications to ITC+ (daily until remains are repatriated, with subsequent updates at relevant points)
	Provides information to DOS on repatriation process and on the ground situation (what other community members are in the location abroad, who was involved, what resources are provided by host, possible Clery reporting necessity)
	Keeps in contact with DOS staff about protocol progress
Support - Family	Partners with DOS to support family (informational)
	Key pieces: <ul style="list-style-type: none"> - Start repatriation process (via Travel Assistance partner) - Travel (via Travel Assistance partner as needed) - Accommodation (via Travel Assistance partner as needed)
Support- Community	Partners with DOS Lead and hosts abroad if other DU travelers are in location of incident or place of study
	Partners with Travel Assistance partner and host abroad if counseling is needed
	Partner with DOS and Internationalization should a DU representative be sent overseas to represent university's interests
Support – Service of Remembrance	Not applicable
Aft-er-Cri-	Partners with DOS/ITC+ to identify and complete tasks after family leaves

	Partners with Travel Assistance partner to close case Calls After Action Review meeting	
Insurance Considerations	Coverage for all details of RMR	Yes
	Family travel to site	Case by Case
	Staff travel to site	No
	Group Counseling	Not explicitly
	Individual Counseling	Yes
	AD&D	Yes
	Shipping belongings	No
	Act as secondary	Yes, can tap into multiple policies
	Consider additional policies: Third Party Provider policy, Worker's Comp death benefit, group health insurance death benefit, Athletics' Play Practice Travel Policy, Student Health Insurance Plan, BTA policies (employees and grad students), Employee Assistance Programs (EAPs), Family policies	

TASK

► Organize and Communicate with Team

Immediate Steps

- ☐ Receive call (typically from host abroad or Travel Assistance partner) that a traveler has died.
- ☐ Notify ITC Chairs and AVC, Dean of Students.
- ☐ Call an emergency meeting of ITC+ to lay out what is known and next steps.
- ☐ Let hosts know if notification did not come from them.
- ☐ Open a case with Travel Assistance partner (unless DOS prefers otherwise).
- ☐ Ask Travel Assistance partner about protocol for embassy/consulate notification (who should and when). Student may not be U.S. citizen, and this should be considered.

Ongoing steps

- ☐ Maintain on-going communication with team working on the support, Dean of Students, ITC and Travel Assistance partner.
- ☐ Huddle periodically to coordinate tasks.
- ☐ Refer media inquiries to University Relations

TASK

► Communication – Day 1

☐ Host/Program lead/Local authorities

- Who is primary contact abroad (name, email, phone, role)?
- What details are known?
- What on-site resources are in place?
- Who has been involved?
 - Who knows?
 - What local authority involvement is there?
 - Is this in local media yet?
- How are other community members reacting?
- Are there other institutions with travelers at this location?
- Explain DU resources.

- Mental health counseling arrangements via Travel Assistance partner
 - Repatriation benefits
- Provide primary DU contact and list of those involved.

□ ITC and DOS Team

- Compile and share data on situation abroad.
 - Detailed circumstances and cause of death?
 - Is this Clery reportable and are there Title IX implications?
 - Is there an immediate danger to others on site (e.g., the death resulted from a dangerous activity, dangerous event, infectious disease)
 - Are local authorities involved?
 - Who are points of contact abroad?
 - Deceased's known personal information, purpose of travel, itinerary, citizenship, listed emergency contacts.
 - What other DU community members are nearby, were present, know the deceased, are impacted? (Number, names, email, college)
 - Who from host/abroad will be primary point of contact? (Name, email, phone, role)
 - What resources can the host provide?
- Should a DU representative be sent to assist host, support other travelers, or represent the university's interests?
- Does a family member intend to travel abroad to accompany the remains?
- Where are remains going?
- Does the deceased have a religious affiliation or preference that should be considered as part of the preparation and repatriation of remains?
- Are there preferred funeral homes abroad or here in U.S.?
- Who from DOS Team should be a point of contact or Authorized Person (AP) for Travel Assistance partner?
- Ensure family understands that all arrangements, engagements and contracts as part of preparation and repatriation must be approved or undertaken by Travel Assistance partner to ensure payment. Also, ensure family understands a realistic timeline (could be 6+ weeks)

□ Travel Assistance partner (1-443-569-8601)

- Open a case with Travel Assistance partner for repatriation.
 - Verify benefits
 - Is death a covered event?
 - What is operation time-frame?
 - What does Travel Assistance partner need to know?
 - Who is family correspondent?
 - What are claim limits?

TASK

► **Communication – As appropriate**

□ Impacted Travelers

- Verify the next of kin have been notified before sending messaging to those abroad
- Assist as needed in drafting message in cooperation with DOS and University Relations
 - Acknowledge awareness
 - Identify resources

- Travel Assistance partner arranged counseling
- Host resources
- List of contacts
- Provide memorial information (may have to be in follow up)
- Present options for early departure

□ **Other Impacted Institutions**

- Connect with any other impacted institutions- e.g., with students at the same location

□ **Embassy or Consulate**

- Verify the next of kin have been notified before contacting the appropriate embassy
 - U.S. embassy may send note of condolence to family

► **After-Crisis Follow-Up**

- Close case with Travel Assistance partner
- Partner with ITC+ to identify and complete tasks after family leaves
- Coordinate with host to ensure academic documents and financial concerns are resolved