



Workshop on Campus Security 2010

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What Colleges and Universities *Should* Be Doing to Advance
Campus Safety –
10 Recommendations to Create Safer Campuses

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We are all dealing with:

- High-risk drinking (beer bongs, beer pong)
- Mental illness and suicide (involuntary commitments)
- Violence (armed assaults)
 - Violence against women, including stalking, domestic violence & sexual assault
 - Mass shootings (VA Tech)
- Illegal & prescription drug use and abuse (Adderall, Ritalin)
- Natural disasters (Katrina)
- Health crises
 - Food poisoning, food-borne diseases, pandemic flu



10 Recommendations for Safer Campuses

1. Ensure compliance with federal, state, and local laws and regulations (overly regulated society)
2. Create a culture of prevention and preparedness
3. Adopt an environmental management approach to AODV (Alcohol, other Drugs, Violence) prevention
4. Resource the campus public safety department
5. Provide effective mental health services to community members

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10 Recommendations for Safer Campuses

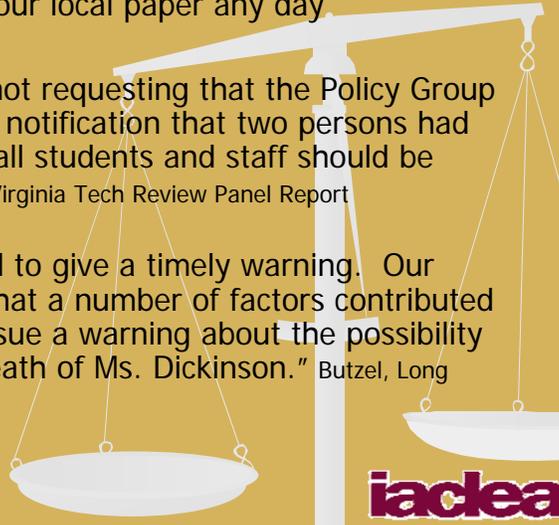
6. Collaborate with student service providers
7. Leverage technology to enhance safety efforts
8. Participate in professional associations
9. Develop a crisis communications strategy
10. Encourage support for campus safety initiatives from Federal and state governments

1. Ensure Compliance with Federal, State, Local Laws and Regulations

- The compliance environment has changed
 - Drug Free Schools & Campuses Act, Clery, FERPA, SEVIS, HIPAA, Patriot Act, and SOX
 - Make sure personnel are aware, well-trained, and policies are in place and being followed
 - Legislation may not have intended impact, but....
 - High-profile events raise consciousness
 - Virginia Tech - April 16, 2007
 - Eastern Michigan University
- Awareness creates expectations – Campuses must have their act together and be prepared when challenged!

Ensuring Compliance – An Easy Task?

- Quotes could be in your local paper any day.
- “The VTPD erred in not requesting that the Policy Group issue a campus-wide notification that two persons had been killed and that all students and staff should be cautious and alert.” Virginia Tech Review Panel Report
- “The University failed to give a timely warning. Our investigation found that a number of factors contributed to EMU’s failure to issue a warning about the possibility of homicide in the death of Ms. Dickinson.” Butzel, Long Report



Ensuring Compliance – An Easy Task?

- “In a number of discussions, participants reported circumstances in which they incorrectly believed that they were subject to liability or foreclosed from sharing information under federal law.” Report to the President on Issues Raised by the Virginia Tech Tragedy
- “Concerns about the ability to communicate critical information in an emergency are, in a large part, the result of misunderstanding about FERPA. ...FERPA is not a significant obstacle to appropriate (and desirable) communications intended to protect students, campus, or public safety.” NACUA FERPA and Campus Safety Clarification

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2. Create a Culture of Prevention and Preparedness

- September 11, 2001 drastically altered landscape
 - FBI Director says campuses are “soft” targets
- Hurricanes Katrina & Rita loom large
- Virginia Tech is a defining moment
- In spite of these, some still think:
“It can’t happen here!”

Create a Culture of Preparedness

- The Virginia Tech Review Panel:
 - Major thematic recommendation categories:
 - Emergency Planning
 - Mass Notifications/Alerting
 - Police Training
 - Operations/Physical Security
 - Information Sharing
 - Mental Health
 - Emergency Services



Create a Culture of Prevention and Preparedness

What we should do to:

- IACLEA Threat Assessment Guide for self assessment or LEMAP Team will come on site to review campus
 - Prevent, protect against, recover from and respond to catastrophic events
1. Conduct a comprehensive assessment of potentially catastrophic risks it faces
 2. Make a plan to address those risks
 - Crisis Management Plan suggest Incident Command Model. IACLEA sample EOP- Emergency Operations Plan

Create a Culture of Prevention and Preparedness

3. Form an emergency management team led by a senior administrator (NIMS National Incident Command System)
 - Civilians can take NIMS – Good idea for all crisis management teams
4. Regularly participate in emergency preparedness exercises
 - Range from table-top to full blown campus wide exercises

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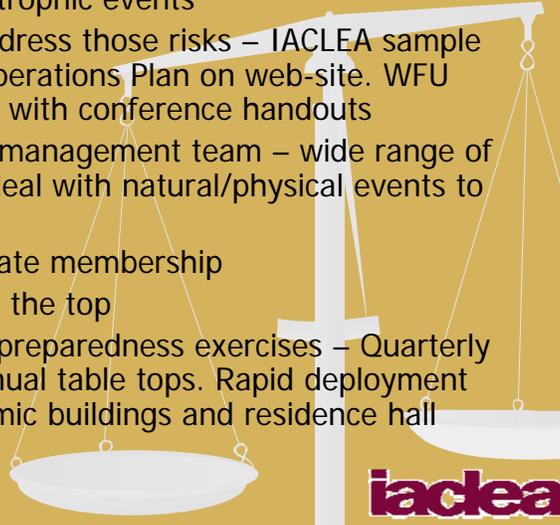
Create a Culture of Prevention and Preparedness

5. Ensure you have multiple means to communicate with students, faculty, staff, and visitors during emergencies.
 - Systems must be in place and they must be trained what to do in the event of incident: training, orientation, freshmen, new faculty/staff, drills, emergency information handbook and keeping classrooms safe. Security council, safety and security cd's loaded in laptops issued to students, faculty and staff.

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Create a Culture of Preparedness

6. The goal: Prevent, protect against, respond to & recover from catastrophic events
7. Develop a plan to address those risks – IACLEA sample EOP-Emergency Operations Plan on web-site. WFU Crisis Management with conference handouts
8. Form an emergency management team – wide range of representation to deal with natural/physical events to issue related crisis
 - Ensure appropriate membership
 - Leadership from the top
9. Conduct emergency preparedness exercises – Quarterly CMT meetings, annual table tops. Rapid deployment exercises in academic buildings and residence hall buildings.



Create a Culture of Preparedness

10. Ensure multiple point, multi-layered communications process
11. Develop formal & informal networks
 - On-campus and off-campus first responders
 - Political and health officials
12. Conduct ongoing inventory of campus resources needed during emergencies



Create a Culture of Prevention and Preparedness

13. Assess your policies and procedures for dealing with persons who may pose a significant risk – must have threat assessment procedures – can no longer ignore any action of concern (IE) email, phone calls, general comments about student behaviour. Secret Service has a free threat assessment guide to help establish protocols – must include multiple points of collection, police/security is usually last to get information.

4. Adopt an Environmental Management Approach to AODV Prevention

- Multiple prevention strategies that affect the entire campus environment;
- Strong leadership;
- A broad spectrum campus-wide task force;
- Engagement with the local community; police, fire, EMS, surrounding campuses, etc. neighborhood association
- Participation of campus administrators in public policy debates, at all levels

<http://www.higheredcenter.org/framework/>

5. Resource the Campus Protection Agency

- Institutions must be prepared to provide a high level of security for their communities
 - The standard for “adequate security” has evolved, requiring a much higher level on campus
- Dimensions to consider:
 - Nature of threats on campus;
 - Demographics;
 - Physical features;
 - Utilization;
 - Facilities;
 - Main vs. branch campuses and overseas campuses

Taken from Max Bromley in Campus Crime

Resource the Campus Protection Agency

- What does “resource” mean?
 - Do you have the right people on the bus?
 - Are they appropriately “authorized”?
 - Are they adequately trained?
 - Are they equipped to meet challenges?
 - Do they have the right financial resources?
(1.5% of the operating budget)
- Decide on the appropriate model:
 - Non-sworn, hybrid, sworn

6. Provide Effective Mental Health Services to Community Members

- Adequately staffed counseling centers
- Policies and procedures
- Professional development for counselors
- Outreach
- Interaction with first-year students
- Crisis team approach
- Mutual aid with other providers
- Clarify regulations, i.e. FERPA, etc.

7. Require Collaboration Among Student Service Providers

- Eliminate stovepipes and barriers to communication
- Multidisciplinary, collaborative, and comprehensive approaches
- Remove barriers to communication with senior level decision makers

“University officials admit that they knew the University’s statement was inaccurate. Despite those admissions, no one demonstrated sufficient initiative or took sufficient action to see that it was corrected. Here, the failure to comply resulted in regrettable and widespread anxiety and a breach of trust.” Butzel, Long Report

8. Leverage Technology

- Security technology is more affordable and attainable than any other time in history
 - Enterprise wide adoption possible based on existing networks
- What systems?
 - Automated card access, visitor management systems, intrusion detection, security video, GPS tracking, MNS
- Systems allow layered approach, integrated to overall security strategy

9. Support Participation in Consortia and Professional Associations

- Sharing of best & model practices, advocacy, educational resources, networking

10. Develop a Crisis Communications Strategy

- Guide and optimize reaction to crises
- Multi-tiered geared toward:
 - Your community
 - Press and wider public
 - Other constituents, including parents, trustees
- A strategy, plan, and practice helps you to:
 - Develop and refine key messages, to see "what really works" under the stress of simulated interviews
 - Optimizes chances of achieving balanced coverage
 - Improves presentation skills for key administrators
 - Allows you to identify who's an effective spokesperson

Develop a Crisis Communications Strategy

- Do you have multiple means to communicate in the event of an emergency?
 - Is it multi-modal?
- A mass notification allow you to:
 - Notify your crisis team, asking for input (Are you en route to the campus, press 1?)
 - Notify community members about an incident within minutes – **abating rumors**
 - Notify the media, providing updates without holding a press conference
 - Provide regular updates as needed
 - Reassure your community in your own voice

Multi-Point Communications

Message Type	Speed	Ease	Impact	Best Practices
SMS / Text Messaging	Unstable in High Volume	Low	Lowest	Best as only a supplemental alert to e-mail and voice messages. Delivery time unstable. Built as a point-to-point system not one to many. Character limits severely restrict amount of information possible. Recipients express need to get secondary evidence of an issue before believe.
Voice	High	Highest	Highest	The ease-of-use, combined with ubiquity of telephones, cell phones, voice mail, and e-mail make voice communication best for both outreach and emergency responses to reach the largest audiences, convey trust, and lend authority to important messages from voice of credible spokesperson.
E-mail	Unstable in High Volume	High	High	E-mails are best for complex information, or where transactional information is included, and can be flagged for priority. E-mail is the second most ubiquitous contact. Speed of delivery is impacted by its passive nature (one must be in front of computer to be immediately notified).
TTY/TDD	Lowest	Lowest	Low	Requires text to be printed, so limit message length if possible. Necessary hearing/speech impaired recipients and Section 508 compliance.

10. Encourage Support for Campus Safety Initiatives from Federal, State Gov't

- Several colleges and universities have active government relations personnel
 - Individuals should be actively engaged in monitoring and commenting on campus safety legislation
 - Campus public safety leaders should be consulted

What Colleges and Universities *Should* Be Doing to Advance Campus Safety

- Campuses are safe environments
 - Compared to local communities
- Existing, emerging threats will continue to challenge campus safety efforts
- Administrators must take concerted efforts to advance campus safety and security
 - Efforts require high level attention and action