

Campus Law Enforcement JOURNAL



IACLEA's 2020-2021 President Eric M. Heath
2020 ANNUAL REPORT

New Online Education Center



VAWA TRAINING FOR ADJUDICATORS. ON YOUR TERMS.

About the Online VAWA Adjudicator Training Program

Officials involved in adjudicating student conduct and employee violations involving incidents of dating violence, domestic violence, sexual assault and stalking are required to receive annual training. This program, developed by the National Association of Clery Compliance Officers and Professionals (NACCOP) will allow for these officials to participate in a low-cost, convenient training program to meet this requirement.

Program Benefits

- Online, self-paced training program provides participants with an affordable, convenient way to meet the VAWA annual training requirement.
- The training program provides information about how to conduct adjudications which are trauma-informed.
- Each campus will be able to enroll their own learners into a customized training portal in which they can manage enrollments, monitor program completion, and run administrative reports.
- Learners will be provided with a certificate of completion following successful fulfillment of all program modules.
- The training program is delivered via the dialogEDU learning management system and meets key standards set by Section 508 of the Rehabilitation Act of 1973 to provide accessibility to people with disabilities.

Training Development and Review Team

- Adrienne Meador Murray, Director, Training & Compliance Activities, National Association of Clery Compliance Officers and Professionals
- Beth Devonshire, Esq., Associate Dean of Students, University of Massachusetts Boston
- Chris Taylor, Ph.D., Director of Community Standards and Student Conduct, Wright State University
- Dolores Stafford, Executive Director, National Association of Clery Compliance Officers and Professionals
- Kathleen H. Quinn, Dean of Students, Maryville University
- Kristen A. Kawczynski, Ph.D., Deputy Title IX Coordinator and Director, Student Conduct and Conflict Resolution, Florida International University
- Michael M. DeBowes, Ph.D., Director of Research & Strategic Initiatives, National Association of Clery Compliance Officers and Professionals

Cost

\$325 flat fee for up to 20 adjudicators and \$5.00/person for users above 20.

For more information about the program, go to www.NACCOP.org

CAMPUS LAW ENFORCEMENT JOURNAL

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of Campus Law Enforcement Administrators*

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2021 Atlanta

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Campus Law Enforcement Journal is the official publication of the International Association of Campus Law Enforcement Administrators. It is published bimonthly and dedicated to the promotion of professional ideals and standards for law enforcement, security and public safety so as to better serve institutions of higher education.

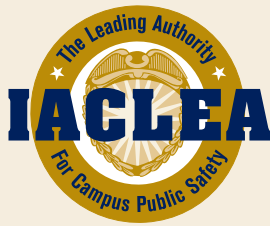
Single copy: \$7.50; subscription: \$45 annually in U.S. currency to nonmembers in U.S., Canada, Mexico. All other countries: \$55. Manuscripts, correspondence, and all contributed materials are welcome; however, publication is subject to editing and rewrite if deemed necessary to conform to editorial policy and style. Opinions expressed by contributing authors and advertisers are independent of IACLEA Journal policies or views. Authors must provide proper credit for information sources and assume responsibility for permission to reprint statements or wording regardless of the originating organ. ©2020 International Association of Campus Law Enforcement Administrators. All rights reserved. Business and Publication Office: PO Box 825345, Philadelphia, PA 19182-5345.

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IACLEA President Eric M. Heath



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IACLEA: A Vital Role to Play

By Eric M. Heath, President



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Eric M. Heath

Newly sworn-in IACLEA President Eric Heath delivered these remarks to participants during the Virtual Annual Conference June 25, 2020. A recording of the Annual Business Meeting is available in the Online Education Center for registered conference participants.

Good morning IACLEA members and guests.

Thank you all for making the choice to attend the Annual Conference in virtual format. Before I begin my remarks, I want to take a moment to thank John Vinson for his leadership and service this past year as the IACLEA President. John, please know that we greatly appreciate your steadfast support and friendship to our members and for that, we are grateful for your service.

In what marks my 20th year in campus public safety, I am honored to assume the responsibilities as your president. For more than 60 years, this association has been led by

many great leaders, volunteers both women and men, who understood the importance of public safety on our campuses and within our communities. I have been fortunate in my career to have worked for, and to have been mentored by, two past presidents of this association, Marlon Lynch and the late Lawrence Slamons. Both of these leaders—campus public safety visionaries in their own right—instilled in me the importance of this association, the value of volunteer service to our profession, and the responsibilities we all have to our membership and fellow colleagues. These principles have never been more important than they are today.

As other board members have mentioned, I assume my leadership role during some of the most difficult challenges many of us have ever faced professionally. A pandemic, a recession that has impacted many of our colleagues, and civil unrest demanding change in public safety practices will undoubtedly guide our objectives for the next year. As someone who always tries to see the positive in every situation, I think this is a time for optimism about the changes coming to our profession.

Campus police and public safety agencies worldwide emphasize community building, partnerships, and collaboration. Those factors are the very foundation of the philosophical and operational changes that we all will make to reflect the national—and international—demand for change.

The core value for each and every one of our agencies is service. Campus police and public safety agencies worldwide emphasize community building, partnerships, and collaboration. Those factors are the very foundation of the philosophical and operational changes that we all will make to reflect the national—and international—demand for change.

I firmly believe that campus police and public safety professionals have and will continue to lead change in public safety. Among our IACLEA membership are leading

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Beyond COVID: IACLEA Expands Programs to Serve Members

By John Bernhards, Executive Director

Executive Director delivered the Headquarters Report to participants during the Virtual Annual Conference June 25, 2020. A recording of the Annual Business Meeting is available in the Online Education Center for registered conference participants.

Good morning. Thank you for attending our Annual Business Meeting.

I want to start by saying I was both humbled and thrilled, ten months ago, to take on the Executive Director role for IACLEA. There is nothing more rewarding than the opportunity to follow your passion for things that make a difference. That has been the driver for my work in membership associations, and in higher education, these past ten years.

Life is not without its interruptions, and these last four months have shown us plenty. A global pandemic is challenging the operations of colleges and universities.

In late winter, IACLEA responded quickly to the COVID-19 pandemic. We immediately went to work on a Rapid Response effort. We continuously updated and educated IACLEA members on the impact of the COVID-19 pandemic on campus public safety, as well as to higher education itself. We held a variety of webinars featuring campus public safety leaders from our membership. We also invited and heard from college presidents, business officers, and campus health experts. Members shared their knowledge and latest experiences on our CONNECTIONS networking platform. We posted numerous pandemic policies and procedures, training materials, and other valuable resources which you shared with us.

IACLEA's infrastructure, IT and computer systems, and cloud network were all in place and ready for staff to work remotely in this crisis. We continued member services unabated and without interruption, as stay-at-home orders were implemented.

Of course, we anticipated challenges to our conference in New Orleans in early March. We successfully renegotiated our contracts for this year's conference—without financial penalty. Thankfully, our staff had been building, before the pandemic, the Online Education Center, which we launched in time for our annual conference this week. Our Online Education Center will expand this fall to accommodate a Public Safety Officer Institute. We are now able to reach and support more campus police and public safety officers than ever before.

We also remain attentive to what is pending on college campuses as calls for social change and racial justice continue to spread. In July, we will launch additional webinar programming on how campus public safety is responding to student groups, administration, and stake-holders. We are giving active consideration to new training offerings with our law enforcement

association partners. We expect to make announcements shortly after the conference on webinar offerings and other learning opportunities. We are also tracking closely Hill legislation on police reform recently introduced in both the U.S. House and Senate and by both parties. We are obtaining more information on implementation of the Executive Order signed by President Trump last week. Both the Executive Order and bills in Congress introduced by democrat co-sponsors are calling for mandated accreditation of agencies. This could have significant impacts to campus agencies and to IACLEA's own Accreditation program.

President Vinson recounted many of the major accomplishments of IACLEA within the last year. Communications with members is a core member benefit. We are revamping and streamlining our communications products to ensure members continue to receive timely information, without overcrowding your inboxes. I also want to add that we are working closely with our partners, including law enforcement agencies, and other higher education and law enforcement membership associations. We will, of course, continue to work closely with the Department of Justice COPS office to support member training through CRI-TAC.

And finally, we will improvise, adapt, and overcome during these challenging times. And we will continue to weather this storm while remaining true to our mission. Please provide feedback through your Regional Director on the Board. Let us know what we are missing and how we are doing. And of course, always feel free to reach me if I can be of assistance in any way possible. We value your input. I thank you for your time today. 🍷



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John Bernhards

Our Online Education Center will expand this fall to accommodate a Public Safety Officer Institute. We are now able to reach and support more campus police and public safety officers than ever before.

experts on the very issues that need to be in the forefront of the discussion on both the pandemic and eradicating racism in law enforcement and the criminal justice system. There is no doubt in my mind that we have valuable insight and experiences to share with our peers both inside and outside of campus public safety.

IACLEA has a vital role to play in showing how campus police and public safety departments function, how we adapt, and how we lead change. Our association is in a strong position to assist each of you, especially due to several of our new initiatives, including:

- Our new Online Education Center
- A more user-friendly IACLEA CONNECTIONS homepage
- And the Campus Public Safety Officer Institute that is currently in development.

In addition to these initiatives, it has never been more evident how important accreditation programs are to campus police and public safety agencies. It should not have taken the unjustifiable death of George Floyd to serve as a catalyst for agencies to ensure their policies and procedures meet best practices and take into consideration the sanctity of life. Accreditation should be the

goal for which each agency strives; yet, far too few institutional departments have achieved IACLEA Accreditation. For agencies to be successful, we need to understand how enhancements to our accreditation program might improve institutional participation.

To that end, in the coming weeks, I will announce a newly formed task force whose charge will be to examine IACLEA'S Accreditation program. The task force will be asked to develop recommendations for the enhancement and improved accessibility of accreditation for our members, including our international and non-sworn agencies.

Service to our membership, including the enhancement of programs IACLEA offers, is the highest priority for the Board of Directors. Remaining the "leading authority for campus public safety" is not merely a slogan, but an inherent guiding principle for each of us who volunteer our time to this board and to this association.

For me, there is no greater professional honor than to serve as the president of IACLEA, and I look forward to working with you all this upcoming year. 🙏



Campus Police are on the job no matter what.

Be there when it counts.

Manage shootings and active threats on or near your campus with ShotSpotter's leading gunshot detection solution.



Please Renew Your Membership for 2021

IACLEA Offers the Best Leadership Development in the Profession



"Through IACLEA, I've gained mentors who have been integral to my professional development. It is an organization in which you can call any chief and get advice, or even visit their campuses to learn more about best practices. It's been invaluable to me."

Wayne James, Assistant Vice President and Deputy Superintendent for Law Enforcement Operations, Diversity and Community Engagement, Indiana University Police Department



"The information sharing amongst the members and the networking is worth the cost of the membership alone, yet those aren't the only benefits."

Rob Kilfoyle, CPP, CMM III
Security Executive, Director Public Safety and Emergency Management, Department of Public Safety, Humber College North Campus

IACLEA Member Benefits Support You and Your Agency

Training

IACLEA offers training for sworn and non-sworn personnel, in-person or online.

IACLEA's Online Education Center delivers anytime/anywhere learning from leading experts in the profession.

IACLEA's Annual Conference & Exposition is the premier networking and educational event for campus public safety and police leaders.

Partnership & Government Relations

IACLEA's Government and External Relations outreach generates opportunities and resources, including trainings and resources from federal executive branch agencies and national associations.

Accreditation

The IACLEA Accreditation Program offers an accreditation process for non-sworn and sworn campus police and public safety agencies.

Communications

IACLEA members communicate daily on CONNECTIONS, the members-only online platform. The weekly electronic *News Bulletin* and *Campus Law Enforcement Journal* provide news and information.

Each IACLEA member agency may designate up to seven agency personnel for FULL MEMBER BENEFITS!

The 2020 membership year ends August 31.

IACLEA values your participation in the Association and invites you to renew your membership for 2021.

**To renew for 2021: Please visit iaclea.org/renew-now
Call 855-4IACLEA (renew with credit card or request an invoice)**



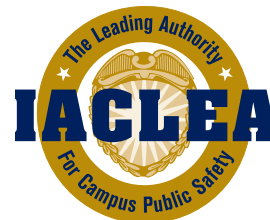
"As I transitioned from a 26-year career in military law enforcement to lead a non-sworn public safety department, the resources of IACLEA were critical to my success. IACLEA has equipped me with the knowledge to enhance the safety and security of our campus."

Michael D. Reiner
Senior Director of Public Safety
Creighton University, Omaha, Nebraska



"IACLEA has afforded me the opportunity to further develop as a leader, and for that I am thankful."

Derri G. Stormer, MAEd, MJA
Major, Support Services & Strategic Initiatives
Wake Forest University Police Department
(North Carolina)



2019–2020 Annual Report

Over the current membership year, IACLEA unveiled significant new member training benefits, provided rapid response to the unprecedented global COVID-19 pandemic, and participated in the international discussion on police reform.

Follow Association developments year-round at iaclea.org and iaclea.org/association-news.

August

John Bernhards joined IACLEA as executive director.



President John Vinson and ED Bernhards held listening sessions with members to hear member needs.



November

Member Needs Survey
IACLEA training and education programs



Members want expanded training offerings and online access.



Bylaws Task Force created to update Association's governance in keeping with best association practices.

January



First-Line Supervisor Institute earned rave reviews. "...extremely beneficial and immediately applicable to my current job..."

–2020 FLSI graduate

March and ongoing

COVID-19 Rapid Response: IACLEA provided briefing calls, webinars, resources, policies, and documents to members via iaclea.org and CONNECTIONS. Focus through fall is resilience and preparation for the fall semester.



Accreditation Program used virtual technology to conduct onsite assessments

Virtual Annual Conference

took place on IACLEA's Online Education Center.



More than **30** sessions

took place in **4** days

800+ unique users first month!

Atlanta announced as 2021 host city.



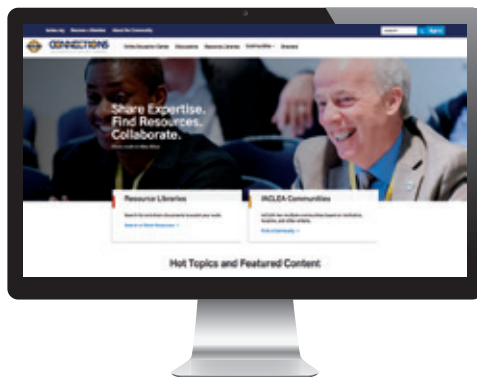
IACLEA's Online Education Center goes live.

Hosts Virtual Annual Conference; will host extensive educational curricula, including new Public Safety Officers Institute (by year-end 2020). Visit education.iaclea.org



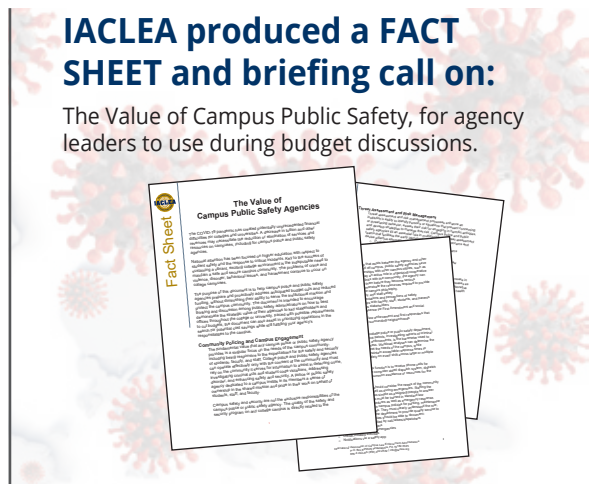
Updated CONNECTIONS homepage

providing new, consolidated members online platform goes live.



IACLEA produced a FACT SHEET and briefing call on:

The Value of Campus Public Safety, for agency leaders to use during budget discussions.



IMPORTANT: New Address for IACLEA

Please Inform Your Accounting Department



In order to improve the efficiency of processing payments to IACLEA, the Association has obtained a "lockbox." Using a lockbox system will increase the speed of processing payments and decrease the staff time involved, while maintaining security in Association financial transactions. It will therefore allow staff additional time to focus on other important Association business. 🍌

Kindly inform your Accounts Payable personnel and others who may send payments and any other correspondence to IACLEA to use this address:

International Association of Campus Law Enforcement Administrators
PO Box 825345
Philadelphia, PA 19182-5345

Many thanks for your assistance in improving our service to you and other members!

Thank You, President Vinson!

John Vinson, PhD, served as IACLEA president from June 28, 2019, until June 25, 2020. During his tenure the Association completed several important initiatives, including hiring a new executive director. IACLEA also revised its governing bylaws and conducted a member needs assessment, which led to the launch of a new Online Education Center and the development of a (non-sworn) Public Safety Officer Institute (to be released in the fall of 2020).

Additionally, the organization deployed a rapid response initiative to support members during the unprecedented COVID-19 pandemic. President Vinson's signature enthusiasm and energy were ever-present, as was his commitment to IACLEA and its members. We thank you, President Vinson, for your dedicated service. 🙏

"I want to thank John Vinson for his leadership and service this past year as the IACLEA President. John, please know that we greatly appreciate your steadfast support and friendship to our members and for that, we are grateful for your service."

– IACLEA President Eric M. Heath, during Annual Business Meeting & Installation of Officers, June 25, 2020

© Mike Ritter



"Thank you for serving in this key capacity and for all the initiatives to move our association forward."

–John Ojeisekhoba, Sr.,
Vice President for Finance



"John has been a visionary leader who has worked hard this past year to continue moving the organization forward. He has sought to better understand and address the needs of individual member institutions. Even though the Association was beset with challenges in the latter months of his leadership due to COVID-19, John never faltered. He remained resolute, focused, and positive. I look forward to working with John in his capacity as the Immediate Past President."

–Lewis A. Eakins, PhD, CPP,
Mountain Pacific Region Director



"I was honoured to be appointed on a three-year term as the IACLEA International Region Director in 2019. During my first year on the Board, I was delighted to serve under the superb leadership of President John Vinson, and to see firsthand his unwavering enthusiasm and support to, not only improving IACLEA, but ensuring that all members had an Association to be proud to be part of."

–Malcolm Dawson BEM, International Director



New Board Members Sworn In

Eric M. Heath, associate vice president for safety and security at the University of Chicago (Illinois), was sworn into office June 25, during IACLEA's Virtual Annual Conference. He immediately assumed his duties. Immediate Past President Paul Ominsky also swore in the remainder of the Board of Directors, which includes President-Elect Patrick Ogden, associate vice president and chief of police at the University of Delaware.



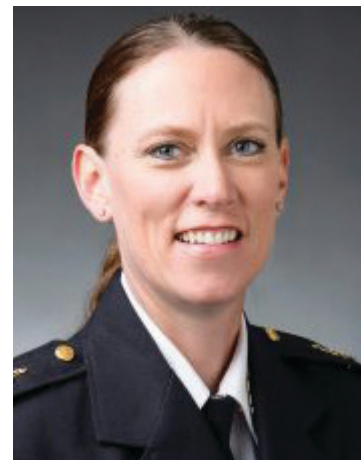
Other newly elected members of the Board of Directors are:



**President-Elect
Patrick Ogden (2020–2023)**
Associate Vice President and Chief
of Police, University of Delaware



**Vice President for Finance
John Ojeisekhoba (2020–2023)**
Associate Vice President and
Chief of Campus Safety,
Biola University (California)



**Director-at-Large
Kristen Roman (2020–2023)**
Associate Vice Chancellor and
Chief of Police, University of
Wisconsin-Madison Police Department



**North Atlantic Region Director
Jim Pollard (2020–2023)**
Director of Public Safety and Chief of
Police, Babson College (Massachusetts)



**Southeast Region Director
Vance Rice (2020–2023)**
Chief of Police,
Mississippi State University



**Southwest Region Director
Michael Thompson (2020–2023)**
Chief of Police, Arizona State University
Police Department

Continued on page 13

President Heath addressed participants in the swearing in ceremony via Zoom (this session was recorded and is part of the Virtual Annual Conference package, which can still be purchased) noting, "I have been fortunate in my career to have worked for, and to have been mentored by, two past presidents of this association, Marlon Lynch and the late Lawrence Slamons. Both of these leaders—campus public safety visionaries in their own right—instilled in me the importance of this association, the value of volunteer service to our profession, and the responsibilities we all have to our membership and fellow colleagues. These principles have never been more important than they are today."

With a national discussion about police reform underway, President Heath asserted that campus police and public safety leaders have a vital role to play. "I firmly believe that campus police and public safety professionals have and will continue to

lead change in public safety. Among our IACLEA membership are leading experts on the very issues that need to be in the forefront of the discussion on both the pandemic and eradicating racism in law enforcement and the criminal justice system. There is no doubt in my mind that we have valuable insight and experiences to share with our peers both inside and outside of campus public safety."

Chief Ogden expressed enthusiasm for his new leadership role. "The opportunity to continue my IACLEA service as President-Elect

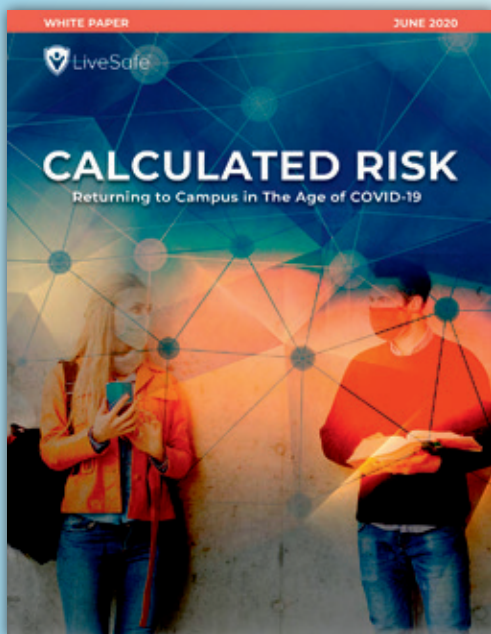
is humbling, exciting, and a tremendous honor. We have a strong association of dedicated professionals who are committed to global networking, problem-solving and establishing best practices for our profession. I look forward to the challenges ahead and fostering a collaborative spirit of innovation to advance our mission during these unprecedented times." 🙌

Both of these leaders—campus public safety visionaries in their own right—instilled in me the importance of this association, the value of volunteer service to our profession, and the responsibilities we all have to our membership and fellow colleagues. These principles have never been more important than they are today.

Read more about the new Board members here:

<https://www.iaclea.org/association-news/> 

New Study Reveals Major Challenges for College and University COVID-19 Prevention Plans



The new white paper from the risk management and prevention experts at LiveSafe, explores how some colleges and universities plan to return, the capabilities and best practices that factored into their risk calculations, and how COVID-19 has impacted the role of university risk managers and public safety officials.

Download Today





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- ▶ Remote Monitoring and Access Control
- ▶ Full Suite of Technology Solutions
- ▶ Event Staffing and Security
- ▶ Risk Advisory and Consulting

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IACLEA Releases Virtual Training Platform

CONNECTIONS Homepage Overhauled

Just in time for the Virtual Annual Conference, IACLEA in mid-June released its new virtual training platform, the Online Education Center (OEC). Now the centerpiece of IACLEA's year-round training offerings, the Online Education Center is IACLEA's new tool to provide campus public safety and police personnel with a low-cost, easy-access training option. Given that no campus public safety/police schedule is normal, the OEC was designed for 24/7, 365 days a year learning. The OEC will also allow for greater participation in the training program among IACLEA members outside the United States.

This fall, the Online Education Center will primarily focus on Virtual Annual Conference content. All live events were recorded, so you can still take all conference courses.

After August 31st, the Online Education Center will debut the new Campus Public Safety Officer Institute, which will provide basic knowledge relevant for all campus public safety officers. While still in development, the course will be approximately 40 hours and include topics such as de-escalation, professionalism, patrol techniques, gender-based violence response, and compliance (Clery, Title IX, etc.). The OEC will allow IACLEA to offer basic skills at a time when training is more important than ever—and travel

is more difficult than ever. Certificates will be issued for each class; one additional certificate of completion will be issued at the end of the full course.

Additionally, through a partnership with East Central University (Oklahoma) and the Office on Violence Against Women, IACLEA will provide a series of classes via the OEC covering gender-based violence and trauma-informed response. These classes will be free and will provide a good base level of knowledge prior to in-person training resuming.

Identifying and Responding to Stalking on College Campuses is available now at <https://education.iaclea.org/ovw-campus-program-training>. 📍



IACLEA CONNECTIONS: A Core Member Benefit

IACLEA CONNECTIONS TALK ABOUT NEW AND IMPROVED!

Please visit the homepage of IACLEA CONNECTIONS.

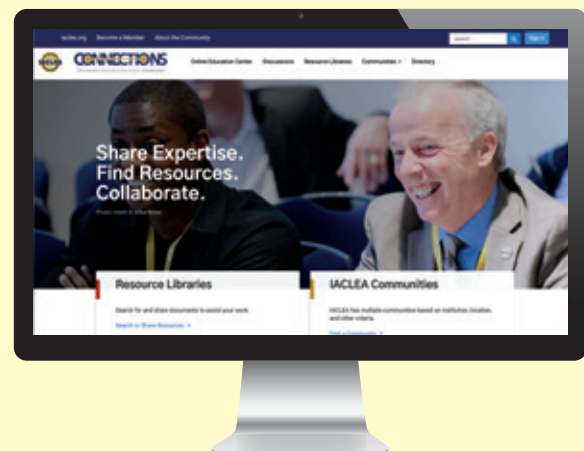
CONNECTIONS is so much more than the valuable member-to-member discussions on IACLEA-L you daily receive via email. From the CONNECTIONS homepage, you can search for documents or other members, find IACLEA news and new resources, access the Online Education Center, and more!

**IACLEA's New
Online Education Center
Year-round Training 24/7
Visit Today!**

<https://education.iaclea.org/>

CONNECTIONS

Where members come to ask, to share, to learn... to connect online



"When all is said and done, we are and must always be public servants, for all of the people, all of the time."

Margo Bennett
Chief of the University of California
Police Department, Berkeley Campus

IACLEA Statement on the Death of George Floyd

On June 1, 2020, IACLEA issued the following statement in reaction to the death of George Floyd, who died while in the custody of members of the Minneapolis Police Department. IACLEA staff and leadership are determining how to engage in the international discussion on police reform in the wake of Mr. Floyd's death.

"IACLEA extends its deepest sympathy to the family and friends of George Floyd, who died on May 25 while in the custody of Minneapolis Police Department officers. This incident has caused pain to the Minneapolis community and to millions around the globe who have witnessed it through video. The death of Mr. Floyd and the manner in which he was detained is deeply disturbing, horrific, and senseless.

"Campus public safety and law enforcement agencies work closely and in partnership with municipal and state law enforcement. These relationships are vitally important, as are the relationships campus police and public safety agencies maintain with students, faculty, staff, and all who visit and enjoy our campus communities.



"Campus police and public safety agencies support the values found within higher education and that are embraced within our campus communities. Those values include the advancement of learning; fostering acceptance and respect for others; and cultivating a community of trust and care. Like the members it serves, IACLEA continues to commit itself to

these values and will dedicate its efforts and partnerships to our communities by giving them voice, and by working side by side together with vigor, understanding, and acceptance.

"Community trust is the necessary foundation for law

enforcement to effectively carry out its core duty: to protect and serve. The relationship between communities of color and law enforcement has been tenuous, and this tragedy is a setback for efforts to create

"I have come to understand that justice is not a 'one-and-done' proposition. It's a purpose that is served, an ongoing process that continuously translates words into fair and just actions.

As such, I believe it is never too late for justice."

Chief Kristen Roman
UW-Madison Police Department
Chief's Corner: It's Never Too Late for Justice June 22, 2020

trust and build relationships. Whenever and wherever officers misuse their authority and harm the very citizens they swore to protect, they break the bond of trust between law enforcement and the community—and, in turn, taint the good work, bravery and professionalism of all law enforcement and public safety professionals." 🙏

**Trust
Dignity
Equality
Respect
Community**



TEXAS A&M UNIVERSITY

"We are completely committed to working with the Wolfpack community and our neighboring communities to ensure that the NC State University Police Department actively assess our own practices, individually and collectively as a department, and constantly seeks to nurture the trust that is fundamental to this work. We still have a lot of work to do, but know that we are committed to this goal."

Daniel Lee House Jr.
Chief of Police
NC State University Police Department

"The Virginia Tech Police Department is here to reaffirm our commitment to enhancing the safety and quality of life for all members of our dynamic university community. The department remains dedicated to fair, equitable, and compassionate policing with a focus on community outreach. We firmly reject all forms of discrimination. These fundamental values — mutual respect, civility, and service ... underscore all of our daily interactions with the campus community."

Mac Babb
Chief of Police
Virginia Tech Police Department



IOWA STATE UNIVERSITY

Chief Michael Hinaton with municipal chief in Ames, Iowa



UNIVERSITY OF TEXAS AT AUSTIN

"We want to engage with, listen and strive to understand the members of the communities which we serve in order to be able to provide public safety services that are in accordance with community expectations. We recognize that there are aspects of policing that must change in order to ensure equity, equality and campus environments where every person feels safe and secure."

Signed the Chiefs of Police/Public Safety of the PAC 12 Colleges and Universities

Michael Thompson Arizona State University	Matthew Carmichael University of Oregon	Launa Wilson Stanford University	Brain Sealstone University Arizona	Edgar Rodriguez Oregon State University
Rodney Chatman University of Utah	Margo Bennett Cal State (Berkeley)	Bill Gardner Washington State University	Randall West University of Washington	Doreen Jakerst University of Colorado
	John Thomas USC		Tony Lee UCLA	

"We are committed to the highest standards of professional behavior, with a deep respect for individual rights and the dignity of all persons. We condemn the actions of any police officers whose behavior undermines and betrays these most fundamental principles of public safety agencies."

Chief Patrick Ogden
Associate Vice President
University of Delaware Police

IACLEA Remembers Colleague and Friend Cassandra “Connie” Pair

The IACLEA staff and leadership were saddened to learn on May 26 of the sudden death of Cassandra “Connie” Pair, program coordinator for IACLEA’s Accreditation Program. Connie passed away over Memorial Day weekend in her home.

“We are shocked and dismayed by the news of Connie’s death,” said IACLEA Executive Director John Bernhards. “Connie was an integral part of IACLEA’s ‘small, but mighty’ staff. She had a love for music, and she was so very dedicated to her family. Connie had a wonderful sense of humor and usually was responsible for a few good laughs every day. She also had her colleague’s safety in mind, sending us off every day with ‘Y’all be careful out there.’ We will all miss Connie’s wit and contributions to this team.”

“Connie was such a welcome addition to IACLEA, and specifically to the Accreditation program,” said Jessica A. Luedtke, PhD, assistant director, accreditation manager, Medical College of Wisconsin Public Safety. “The Accreditation Commission’s primary goal is to see its agencies succeed, and Connie exhibited that spirit in everything she did. Connie will be greatly missed. My thoughts and prayers are with Connie’s family and friends.”

Connie joined IACLEA in December 2018 to support the Accreditation Program, Management Services, and the Awards Committee. She helped coordinate onsite Accreditation visits, support accredited agencies in their preparation for onsite assessments, and worked with the Accreditation Commission to revamp the Accreditation process.

“Connie was a highly valuable and respected member of our Professional Services team,” said Director of Professional Services Jerry Murphy. “She was always focused on the well-being of the



On her first day at IACLEA, Connie joined colleagues Josh Bronson, O’Neil Singleton, Jerry Murphy, and Jeff Allison (left to right) for a photo.

people—agency accreditation managers and assessors—that were instrumental to the Accreditation program.”

Connie was born in Washington, DC, and attended Mary Baldwin College, in Staunton, Virginia.

IACLEA thanks Connie for her devoted service to the membership, accredited agencies, and campus public safety. We’ll miss her very much. 🍷



Accreditation Commissioners gathered for a program strategy session in March 2019. Connie is seated, far left.



Keeping Your Campus Secure During The Shutdown

Universities across the globe are finding themselves in the unprecedented position of closing their campuses, partially or fully, to keep students and staff safe and to help slow the spread of the coronavirus. What we're going through is a big change in a short period - and of course the impact is being felt by the public safety, security and emergency management organizations responsible for protecting campuses and associated facilities. We are now operating in a very different, and difficult environment.

Broadly, there has been a strategic shift from a public safety mindset to one that focuses predominantly on security and wellbeing of individuals. For example, campus buildings may be at greater risk where they are unoccupied or only sparsely occupied, and there has to be greater attention to the safety of those operating in these low occupancy environments. University officials may themselves come under pressure due to staff illness and absence. They are faced with these and a myriad of other challenges which are evolving alongside the fluid nature of the COVID-19 pandemic.

For senior executive teams and public safety leaders, questions arising from closing a campus, include:

- ┆ How can we ensure designated areas are being adequately patrolled to minimize the risk of damage to property, trespassing, and looting?
- ┆ How can the leadership team keep track of the location and availability of patrol officers, contracted security guards and other resources? How can they best coordinate these resources for the most effective site coverage and risk response?
- ┆ How do we provide 24/7 safety, security and welfare for those students who have remained in university-managed residences?

“SafeZone is already protecting some of the highest-profile campuses in the US. Easy to deploy and use, it meets the unique challenges faced by campus police and emergency management teams.”

Glenn Farrant, CEO of CriticalArc

SafeZone is a secure, cloud-based solution which can be custom-configured and fully deployed in days. This makes it ideal for universities looking for a quick and easy way to adapt to risks at speed. The software is uniquely suited to assist campus police, public safety, and emergency management organizations with closing and protecting all their facilities. It provides:

- ┆ Heat-map reports with at-a-glance depictions of where, when and how often your team has patrolled designated areas, so you can validate and optimize coverage
- ┆ The ability to see in real-time the location and availability of campus patrol officers and contracted security guards, letting you direct resources for the best coverage and response to critical incidents
- ┆ Automatic check-in of full-time and contracted security teams, so anytime they enter/exit a campus perimeter or other designated zone, you have full situational awareness of their movements.

All of these capabilities are making a difference at the many campuses where SafeZone is now in service.

If you'd like to learn how SafeZone can be deployed very quickly to start helping your organization, please visit www.criticalarc.com and request a demo.

Know Your Value

IACLEA Releases Fact Sheet on the Value of Campus Police and Public Safety

In response to the COVID-19 pandemic, institutions of higher education are facing potentially unprecedented financial difficulties due to decreases in tuition and other revenues. Additionally, since the death of George Floyd in police custody, there have been calls to examine the work of or even “defund” police departments.

These dual pressures on police and public safety budgets may result in the reduction or elimination of services and resources that campus police and public safety agencies provide.

To help demonstrate the extensive value of campus police and public safety agencies, IACLEA produced a new FACT SHEET: The Value of Campus Police/Public Safety Agencies. The FACT SHEET can help campus police and public safety agencies prepare and proactively address anticipated budget cuts and reduced funding, without diminishing their ability to serve the institutional mission and protect the campus community.

The document is intended to encourage thinking and discussion among public safety administrators on how to best demonstrate the strategic value of their agencies to key stakeholders and offices throughout the college or university. Faced with possible requirements to cut budgets, the document can also assist in prioritizing operations in the search for potential cost savings while still fulfilling your agency’s responsibilities to the campus.

This document was developed in collaboration between IACLEA staff and members. IACLEA thanks all who contributed and is particularly grateful to the following members who reviewed drafts and provided insightful guidance on this project:

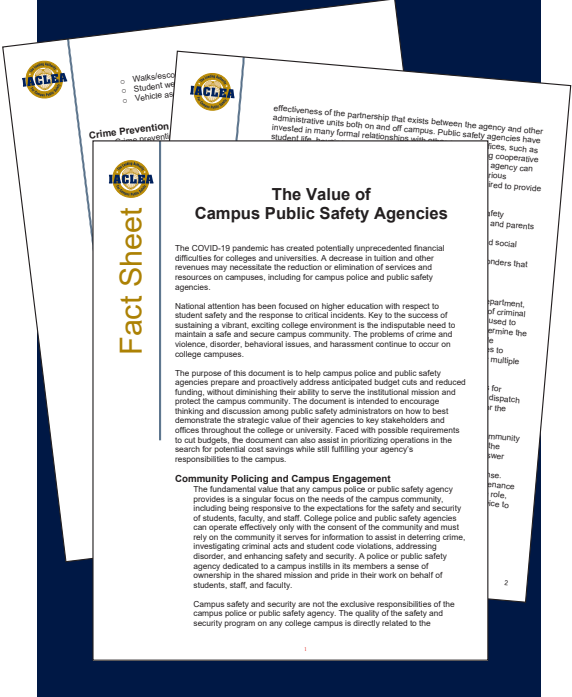
- **Regina G. Lawson**, chief of police, Wake Forest University
- **Yvonne Meyer**, associate director of public safety, operations, Swarthmore College
- **J. Michael Ragan**, director and chief of police, Texas A&M University
- **Angela Webb**, police services/public safety director, Southwest Tennessee Community College

IACLEA Director of Professional Services Jerry Murphy served as the primary author.

IACLEA hopes this document supports your efforts to improve campus public safety. 🍷

Review or Download the FACT SHEET

The FACT SHEET is available in Association News on iaclea.org.



WE'RE SOCIAL Chiefs and Directors, please ask your PIOs to



IACLEA videos are available on YouTube. Search Campus Administrators to view (and share) them!

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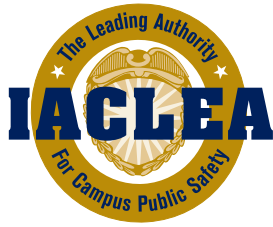
Essential Console



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HOW TO MAXIMIZE YOUR MEMBER BENEFITS

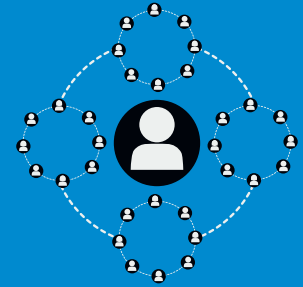
IN THREE EASY STEPS...

1

LOG IN TO IACLEA CONNECTIONS,

the members-only online platform to ask questions, gain answers, discuss trending issues, share policies and procedures...and more!

You should have received an email from IACLEA Headquarters with your login information. Don't have it? Contact us at info@iaclea.org or 855-4IACLEA.

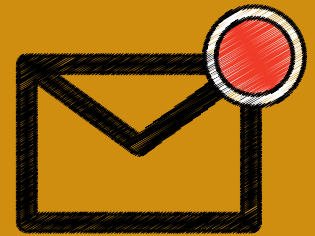


2

RECEIVE IACLEA COMMUNICATIONS VIA EMAIL.

IACLEA sends the *Campus Law Enforcement Journal*, weekly *News Bulletin*, electronic ballots, and important updates via email.

Please add IACLEA Headquarters (info@iaclea.org) to your address book and "whitelist" the address in your spam blocker. Ask your IT colleagues for the best way to do this. We want to provide useful information to you!



3

VISIT THE ASSOCIATION WEBSITE OFTEN.

Bookmark IACLEA.org.

- Check back to the homepage
- Association News: <https://www.iaclea.org/association-news/>
- IACLEA At-a-Glance: <https://www.iaclea.org/at-a-glance/>
- Calendar: <https://www.iaclea.org/calendar>



FOR MORE UPDATES, MEMBER NEWS, AND LAUGHS, PLEASE FOLLOW US ON SOCIAL MEDIA



Former Student Had Bomb-Making Materials in Apartment

A former college student was arrested after bomb-making materials, firearms, and ammunition were found in his off-campus apartment in 2018. The former student paid a straw purchaser to use a gift card at a local Walmart to buy firearms, ammunition, camping gear, drill bits, and miscellaneous tools. A Walmart employee was concerned with the items being purchased and contacted law enforcement.

Police raided the former student's apartment and found a cache of weapons and protective gear, including an AR-15 rifle, 300 rounds of ammunition, knives, a bulletproof vest, a gas mask, a flare gun, a hack saw, food rations, and medical supplies

to treat traumatic injuries. As part of a plea deal, the former student also admitted to owning a handgun that police divers found at the bottom of an inlet about a month after the raid. He was convicted in federal court for firearms violations and sentenced to two years in prison. He was ineligible to purchase firearms based on an arrest and involuntary commitment in 2016.

The former student had been placed on forced academic leave at least two

semesters before his arrest but had been taking classes at a local community college. Although authorities did not discover evidence of specific intent to carry out a mass casualty attack (e.g., a written plan or manifesto), the totality of circumstances points to a high probability of targeted violence.

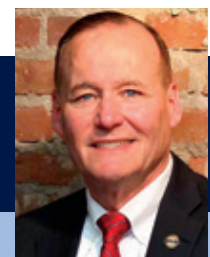
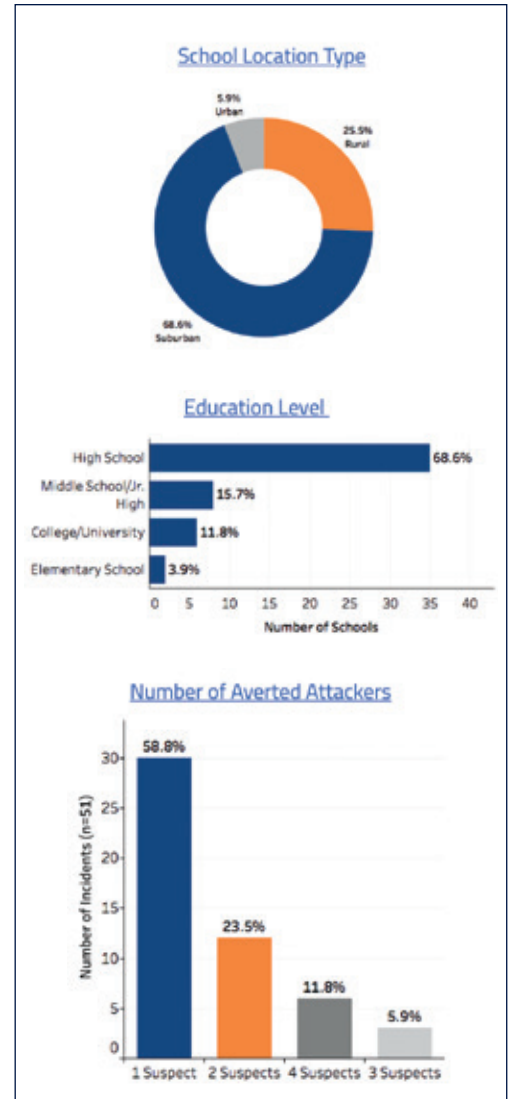
The individual making the straw purchase pled guilty in federal court to illegal purchase of a firearm.

This case and the lessons learned from it are contained in the National Averted School

Violence (ASV) Database, which is administered by the National Police Foundation with funding from the U.S. Department of Justice,

Office of Community Oriented Policing Services (COPS Office). The COPS Office made a grant award to IACLEA to expand the ASV Database to include cases from colleges and universities, in addition to K-12 schools. The ASV Database contains 236 cases of which 51 are from institutions of higher education. While the database includes completed attacks, the vast majority of cases involve targeted violence that was prevented. 🙏

The ASV Database contains 236 cases of which 51 are from institutions of higher education. While the database includes completed attacks, the vast majority of cases involve targeted violence that was prevented.



If you are aware of an averted attack at a college or university you can enter the case anonymously in the ASV Database at www.avertedschoolviolence.org.

If you would like assistance entering the case, please contact the author at jallison@iaclea.org.



Campus public safety officials are also encouraged to register as ASV Database users on the same website. This will provide full access to the cases in the database, which may be useful as you prepare presentations on targeted violence prevention for your community, or design tabletop exercises. Lessons learned from averted attacks also may help inform your policy, training, and procurement decisions.

If you have virtual training planned for your behavior threat assessment and management team, pull real-life cases from the ASV database to serve as training scenarios.

IACLEA Members Share COVID-19 Resources



IACLEA staff and members have prepared and shared numerous resources for planning for a safe fall semester. They are available in the COVID-19 Resource Library, on IACLEA CONNECTIONS.

CONNECTIONS is IACLEA's members only online discussion board and info-sharing platform. It's a prime member benefit.

Misplaced your login? Contact members services at info@iaclea.org or 855-4IACLEA.

Listed here are examples of member resources that have been posted to CONNECTIONS for your use. 🛡️

New Resources: Re-Opening Consideration Materials

IACLEA Smart Restart Considerations

CDC Considerations for Higher Education

- Encourage behaviors which reduce spread
- Maintain a Healthy Environment
- Maintain Healthy University Operations
- Prepare for when someone gets sick

Lowest Risk Level

Academic Settings

- Faculty to students engage in virtual only learning options

Social Settings

- Faculty, Staff, & Students engage in virtual only activities and events, in-person events if activities are cancelled

Housing Settings

- On-campus halls are closed, where possible

Moderate Risk Level

Academic Settings

- Small in-person classes
- Hybrid (blended) course options
- Physical distancing in place (6-6' feet apart)

Social Settings

- Small events to activities
- Physical distancing

Housing Settings

- On-campus halls are open at a low capacity and shared tables are closed (i.e., kitchen common areas)

Highest Risk Level

Academic Settings

- Full-sized in-person classes
- No Physical distancing standards in place
- Shared class rooms

Social Settings

- Full-sized events to activities
- No physical distancing standards in place

Housing Settings

- On-campus halls are open at full capacity including shared spaces

For more information visit <https://www.cdc.gov/coronavirus/2019-nCoV/community-colleges/smartrestart/considerations.html>

IACLEA Smart Restart Considerations, easy checklist

BE HEALTHY HAWKS

- Protect the flock, wear a face covering.
- Wash your hands, count to 20.
- Be wise, sanitize.
- Wipe it down, disinfect surfaces.
- Rest up, stay home if you're sick.
- Be social, from a 6-foot wingspan.

Return to On-Campus Work After Remote Work Period: Checklist
For All Supervisors (UND)

Disinfecting Computers

Overview

How to Disinfect Computer Stations

Santa Fe College shared numerous trainings and checklists


COVID REOPENING SIGNAGE

Printable Package

May 29, 2020


Indiana University and University of North Dakota share attractive public service messages for individuals on-campus.


Award-Winning Unified Emergency Notifications


 Unlimited emergency
SMS notifications

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Media Broadcasting

 Unlimited voice and
VOIP Phone alerts

 Desktop notifications
for screen lock alerts

 Unlimited emergency
email notifications

 Unlimited mobile app
and web notifications



Pictured Mechanism: Desktop and SMS Notifications. AppArmor Alert has over 12 different digital notification options.

“

"AppArmor Alert has proven to be an outstanding tool."

Greg Busch, Emergency Manager
Colorado Community College System

Additional Product Lines



AppArmor Safety
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Integrated school-wide
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Get Free Trial

Virtual Annual Conference Delivers Learning & IACLEA Business



Who's Zooming Who?



Renowned Experts Featured at IACLEA's 2020 Virtual Annual Conference!

The online event didn't miss a beat, providing member delegates top-notch training from the safe environs of their choice. Held over four days, with live events daily, the Virtual Annual Conference was a terrific alternative to an in-person gathering.

ICYMI (In Case You Missed It)...well, you didn't! The entire conference is available in IACLEA's Online Education Center through August 31. And the one reduced registration fee includes access for EVERY person in your agency. Top off your summer with some great IACLEA training!

Visit <https://www.iaclea.org/virtual-annual-conference-2020/>



800+

logins to the Online Education
Center in the first three weeks!

What They're Saying

RE: Leadership 2020: A Fresh Look at Leadership & Leadership Development in Today's World

"Best leadership class I have taken in a LONG time! Excellent! Best session of the conference!"

Re: Building Campus Environments that are Incompatible with Mental Health Crises

"[The presenter] had admirable attributes and you could tell that he is passionate about interacting with individuals requiring special needs for communication. Very insightful. I took away several things in which to be aware as it pertains to everyone and better communication."

RE: Know More, Do More: Recognizing & Responding to Stalking on Campus

"This is the first time in 8 years that I have received training on 'Stalking' specifically. It has really opened my eyes as far as its possible relation to other crimes."

"The speaker was quite engaging, even though she couldn't be face to face. It still felt as if she was."

Opening Ceremonies



"I have the opportunity to recognize your professional and selfless response to these events. I also want to recognize the thousands of law enforcement and public safety families that carry the burden with you as you work to fulfill the responsibility to protect your communities. THANK YOU for your dedication and commitment to your community, your agency, and your profession."

— John Vinson, PhD, IACLEA president

"All of our lives have been impacted from the events we have witnessed [death of George Floyd and violent protests], but the good news is the American way will prevail and we will emerge as a stronger country....we all should embrace the opportunity to make our communities stronger, robust and guided by fairness and the rule of law. This is essential for us to survive as a nation. And, our Department of Justice is committed to the citizens of our great country to help in numerous ways."

— Director Phil Keith, Community Oriented Policing Services Office and the Chair of the Presidential Commission on Law Enforcement & the Administration of Justice



"We need to focus on the why. We need to get our officers to try to recapture the reason why they joined this noble profession. What brought them here and what continues to motivate them. And for those of us in leadership roles, we need to remember our own why. This is a time when we are being pulled in a lot of directions, and it is really easy to lose focus. But we can't afford to. Anyone is capable of filling leadership roles in tranquil times. That's the easy stuff. But none of us got hired into our current positions with those times in mind. Leadership is about what we do when times are tough."

— Melissa Hyatt, police chief, Baltimore County, Maryland

Annual Business Meeting & Installation of Officers



"And while the words unprecedented....uncertain....and unimaginable ring true....perhaps, so does opportunity. Our 60+ years give us a firm foundation on which to participate in the discussions that are underway. And we have an opportunity to showcase many of the approaches that lead to well-trained and inclusive agencies; agencies that are true partners with their communities, continually working to enhance public safety and protect all community members. Now is our time."

-John Vinson, PhD, IACLEA president



"We will improvise, adapt, and overcome during these challenging times. And we will continue to weather this storm while remaining true to our mission."

-John Bernhards, IACLEA executive director



"IACLEA has a vital role to play in showing how campus police and public safety departments function, how we adapt, and how we lead change. Our association is in a strong position to assist each of you, especially due to several of our new initiatives."

**-Eric M. Heath, newly sworn in as IACLEA president,
June 25, 2020**

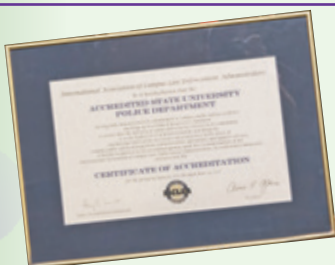
Awards Ceremony

10 Award Winners
Announced

Read more about these outstanding professionals on page 30.

2021

NOMINATIONS ARE OPEN AT
<https://www.iaclea.org/awards-program>

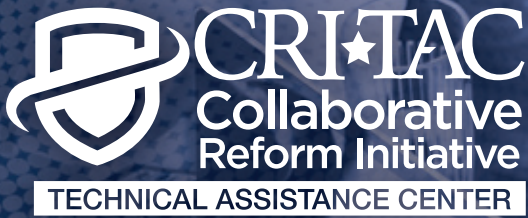


Accreditation Awards Recognition Ceremony

Congratulations to the **16** agencies

who earned IACLEA Accreditation or Re-Accreditation.

See which IACLEA member agencies earned this distinction on page 38.



CRI-TAC
Collaborative Reform Initiative
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The Collaborative Reform Initiative Technical Assistance Center (CRI-TAC) provides no-cost customized technical assistance solutions designed to meet the unique needs of state, local, tribal, and campus communities throughout the United States.

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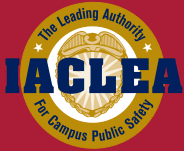
Meeting Facilitation



In-person Training



On-site Consultation



Visit www.CollaborativeReform.org for more information and to request assistance.

This project was supported, in whole or in part, by cooperative agreement number 2017-CR-WX-K001 awarded by the U.S. Department of Justice, Office of Community Oriented Policing Services. The opinions contained herein are those of the author(s) or contributor(s) and do not necessarily represent the official position or policies of the U.S. Department of Justice. References to specific individuals, agencies, companies, products, or services should not be considered an endorsement by the author(s) or the U.S. Department of Justice. Rather, the references are illustrations to supplement discussion of the issues.



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President's Award Highlights Exceptional Service to IACLEA

Then-President John Vinson recognized four dedicated IACLEA members for their exceptional service to the Association and its members with the 2020 President's Award. He selected our friends at CriticalArc as recipients of the 2020 Corporate Partner of the Year Award.

"It was genuinely an inspiring task to consider who to select for the 2020 President's Award," Vinson said. "So many members demonstrate their commitment to service by sharing their time and expertise generously with the Association."



2020 President's Award Winners



Dr. Lewis Eakins,
Idaho State University

As chair of the Education and Learning Committee, Director Eakins' influence is represented in many signature IACLEA initiatives. He led efforts to ensure IACLEA's leadership programs—the Executive Development Institute and the First-Line Supervisor Institute—reflect innovative leadership training for

all members. Additionally, he served as one of the core instructors for both leadership institutes. The committee also works to provide additional training to IACLEA members throughout the country. President Vinson noted the value of Director Eakins' guidance this year as a member of IACLEA's Strategic Planning Task Force and welcomed him to the Board of Directors.



Dr. Jessica Luedtke,
Medical College of Wisconsin

President Vinson congratulated Commission Chair Luedtke on her new "doctor" title. In addition to furthering her own education, for five years, she has chaired IACLEA's Accreditation Commission, a vital role for an Association whose members are committed to continuous improvement. During her

tenure, she has led strategic planning efforts for the Accreditation program, updating the Accreditation processes to support virtual, on-site Accreditation assessment procedures. She is committed to ensuring IACLEA Accreditation standards are consistent with best practices and appropriate for all agencies.





**Kimberly Spears-McNatt,
The Ohio State University**

Chief Spears-McNatt has been instrumental in two of the “unsung hero” projects that are imperative for a top-performing IACLEA. She served on the Conflict of Interest Review Committee and the Bylaws Review Task Force. As a member of the Education and

Learning Committee, she played a vital role in the planning and development of the inaugural First-Line Supervisor Institute. She presented at multiple workshops during the 2019 Annual Conference & Exposition. Her commitment to IACLEA helps ensure that IACLEA is consistently striving to provide services that exceed the needs of all members, noted President Vinson.



**August Washington,
Vanderbilt University**

Senior AVC Washington concluded his service on the Board, where his insights and initiatives were highly valued. He led and served on several Board committees and task forces. He is committed to increasing diversity within IACLEA and on the Board of Directors. Perhaps more than his official leadership roles, President Vinson

noted that Senior AVC Washington is known as a colleague, leader, mentor, and friend to many IACLEA members across the miles (and kilometers). He consistently contacts leaders across the country to offer support when they experience various leadership challenges. Vanderbilt University Police Department hosted one of the most highly attended Annual Conference training events, in Nashville in 2015. 🍌



IACLEA thanks our long-time sponsor SymbolArts, who created the beautiful physical awards for the recipients.

2020 Corporate Partner of the Year Award



In announcing CriticalArc as the 2020 award winner, President Vinson noted that SafeZone by CriticalArc is the first all-in-one emergency and security management solution that empowers safety and security teams to streamline their response to incidents on campuses. CriticalArc has developed incredible resources to help campus public safety

officials plan for a safe return for all in fall 2020. Under the direction of CEO Glenn Farrant (at left) and Global Marketing Director Gerard Laurain, CriticalArc has partnered with IACLEA since 2017, and President Vinson thanked them for their continued support.



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- Rydin
- Salient
- Southern Software
- Traka
- VALOR Officer Safety & Wellness Program

***See the enclosed
Supplier Guide
for additional vendor
information***



Rideshare Safety tips



To help keep the Uber platforms safe, we screen driver-partners on an annual basis and build our technology with safety in mind. There are also actions that riders and driver-partners can take to keep themselves safe. These tips and tools were created in collaboration with law enforcement agencies, like you. We invite you to share with your students and community members to enable them to stay safe while riding with Uber.

1. Request rides from inside

We recommend riders minimize the time they spend standing outside by themselves with their phone in their hand. Instead, they should wait inside until the app shows that their Uber ride has arrived.

2. Check Your Ride

Every time a rider takes a trip with Uber, they should make sure they're getting into the right car with the right driver-partner by matching the license plate, car make and model, and driver photo with what's provided in the Uber app. Uber trips can only be requested through the app, so riders should never get in a car where the vehicle or driver-partner identity doesn't match what's displayed in the app.

3. Have the driver confirm their name

In addition to the Check Your Ride safety steps, riders and drivers can also ask to confirm each other's names before getting in the car. The driver can see their rider's first name in the app, and driver's first name is displayed in the rider app. To safely exchange names, riders may ask, "Who are you here to pick up?"

4. Wear a seat belt and ride in the back-seat

Seat belt use is the most effective way to save lives and reduce injuries related to car crashes.* Additionally, whenever possible, riders should sit in the back seat, especially if they're riding alone. This helps to ensure they can safely exit on either side of the vehicle to avoid moving traffic, and it gives the rider and driver-partner some personal space.

5. Follow their intuition

Riders and driver-partners should trust their instincts and use their best judgment when riding with Uber. If they ever feel that they're in an urgent situation, riders and drivers can call 911 by using the emergency button located in the Uber app. Anytime a call to 911 is initiated from the Uber app, the app displays their real-time location and trip details, which they can share with the 911 dispatcher. In some cities and counties in the US, this information is shared automatically with the dispatcher.

Learn more at [LERT.uber.com](https://www.uber.com/LERT)

*According to the Centers for Disease Control

**In the case of an outage of this feature, phone numbers might not be anonymized.

6. Share trip details with loved ones

While en route, riders and drivers can tap "Share Trip Status" in the app to share their trip details, including driver name, photo, license plate, and location, with a friend or family member. Recipients will receive a text or push notification that tracks trip and ETA.

7. Protecting personal information

Our technology anonymizes phone numbers when riders and drivers call or message each other through the app** and also masks pickup and dropoff addresses in drivers trip history. In select areas, the driver app will only show the general area where a trip started and ended.

8. Don't stand by

While the responsibility for sexual assault lies solely with the perpetrators, in many situations, bystanders have the opportunity to help prevent crimes like sexual assault from happening. Uber has teamed up with sexual assault prevention nonprofit, NO MORE, and local law enforcement on a coordinated educational campaign to showcase the important role that bystanders play in stepping in to help.

9. Be kind and respectful

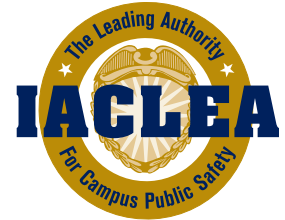
As outlined in Uber's Community Guidelines, we ask riders and driver-partners to respect each other, fellow passengers, and driver-partners' car. To learn more about our Community Guidelines, please visit <https://www.uber.com/safety/>.

10. Reach out if you need support

Our exclusive law enforcement agency response tool is staffed 24/7. Through this portal, our response team provides data and operational support in the event of an emergency, complex criminal investigation, or threat to city safety.

Support available through the portal:

- Emergency data or operational support
- Serve data through the legal process
- Preservation Requests
- Notify Uber of any unsafe situations that could affect the safety of our platform and/or your community
- Request assistance with traffic issues/venue operations in your jurisdiction



The 2020 IACLEA Award Winners

During the Virtual Annual Conference, Biola University Deputy Chief of the Campus Safety Department Randy Richardson, chair of IACLEA's Awards and Recognition Committee, had the honor of presenting the 2020 IACLEA Awards. The committee selected the winners from a large pool of open nominations among all IACLEA member institutions.

Congratulations to all the 2020 winners!

Officer Memorial Award

Presented posthumously to honor a campus public safety officer killed in the line of duty.

On the evening of May 5, Sgt. Lionel Martinez, a 21-year veteran of the Alamo Colleges Police Department in San Antonio (Texas), suffered a heart attack while responding to an emergency call. His patrol car then struck a parked car. Other responding officers immediately started CPR, and he was transported to a local hospital where he died a short time later.

IACLEA honors Sgt. Martinez for his service to Alamo Colleges and recognizes the sacrifice men and women in law enforcement make every day.



Sgt. Lionel Martinez, Alamo Colleges (Texas)

Award for Administrative Excellence

Presented for outstanding service in areas such as policy and planning, investigations, and crime prevention.

Over six years Chief Rodriguez reinvented the Quinnipiac University Public Safety Department.

In 2010 he inherited a campus security agency reliant upon a private security firm. The agency had antiquated procedures, little training, outdated technology and equipment, undependable vehicles, and poor relationships with the student body, town residents, and local police and fire agencies.

In 2013 Chief Rodriguez began the agency's transition to a public safety mission. Over the next six years he instituted numerous enhancements, including:

- Establishing it as a proprietary security department;
- Instituting a new employee selection process;
- Expanding officer training and developing field training;
- Establishing a campus-wide emergency management team;
- Forming an investigative unit;
- Updating technology and radio communications;
- Establishing sergeant positions;
- Developing community policing, prevention, outreach, and collaborative programs;
- Establishing one transportation office for all three campuses;
- Securing new, fully equipped vehicles; and
- Creating agency policies and directives.



Chief Edgar Rodriguez, Quinnipiac University (Connecticut)

Chief Rodriguez achieved his vision for the Quinnipiac University Public Safety Department and demonstrated administrative excellence by instituting new and innovative ideas, enhanced administrative techniques, management systems, and policies.

Continued on page 35



Steve Minyangadou, Communications and Emergency Service Operator, Biola University (California)

Award for Merit

Presented to someone who each day displays professionalism and excellence in performing his/her duties or whose actions and attitude bring credit to the campus law enforcement community.

Steve Minyangadou, Communications and Emergency Service Operator, Biola University (California)

On September 22, 2019, Steve Minyangadou was working a solo shift in the communications center. At 3 a.m., while managing a serious medical call involving a student, Steve noticed on one of 250 security cameras a vehicle driving through a parking structure up to the fifth floor.

The vehicle parked. A driver got out, leaned over the edge looking at the ground 75 feet below. The driver then retrieved from his car a rope with a noose. In an instant, his intention was clear.

Steve immediately dispatched officers to the scene and provided them step-by-step guidance. With Steve's information officers were able to safely make contact with the person and stop the man from committing suicide.

Today, that person—a Biola student—is in a better place, and we are so thankful.

Through his attentiveness Steve displayed professionalism and excellence in performing his duties, and his actions and commitment brought credit to the campus law enforcement community.

Award for Valor

Presented for an act or acts involving personal risk while acting on behalf of the college/university/campus or members of the college/university/campus.

Police Officer Ryan Persails, Saginaw Valley State University (Michigan)

Working the night shift on January 22, 2019, Saginaw Valley State University Police Officer Ryan Persails responded to a radio transmission from Officer Jeff Koenig of the Saginaw Township Police Department stating that he had just been shot in the face.

Officer Persails instantly left the campus and drove to the location of the shooting, unaware if the shooter was still on the scene.

Officer Persails was one of the first officers on scene and immediately attended to the injured officer's face and shoulder. And he continued life-saving medical aid in the back of a patrol car as another officer drove to the hospital.

Officer Koenig initially was in critical condition, but he survived after multiple surgeries and a long rehabilitation.

Officer Persails showed valor by responding so quickly to an officer in need without regard for his own safety, and not knowing whether the armed suspect was still present. Officer Persails' quick action to help Officer Koenig was a true example of valor.



Continued on page 36



Award for Innovations in Community Oriented Policing

Presented for outstanding service and initiative supporting the effective promotion of the Community Oriented Policing philosophy. Iowa State University Police Department Engagement and Inclusion Officers

Responding to growing hate incidents and the concerns of students and employees, the Iowa State University (ISU) Police Department enhanced its part-time outreach efforts into a substantial team of Engagement and Inclusion Officers (EIOs). Consisting of one full-time officer and nine part-time officers, the team is embedded into the fabric of ISU engagement and inclusion strategies.

The team worked closely with the office of the Vice-President of

Diversity and Inclusion to develop strong relationships with virtually every student group on campus.

The team provides safety planning, training programs, resources, referrals, engagement, and outreach. Its most significant initiative has been the “Campus Conversation,” in which the team collaborates with other campus stakeholders to organize and facilitate discussions around local and national campus climate incidents with the potential to threaten campus public safety.

By responding to student concerns about discriminatory and harassing behaviors, the Iowa State Engagement and Inclusion Officer team has relied upon education, prevention, and enforcement to become a leading voice on campus for strong community partnerships and innovative approaches to challenging problems.

Continued on page 37



Nominees

IACLEA also recognizes those individuals and units nominated for the 2020 IACLEA Awards to share their outstanding contributions to campus police and public safety.

Administrative Excellence

- Captain Christopher Bentley
University of Central Arkansas Public Safety
- Director Steve Bequette
University of Southern Indiana Public Safety
- Executive Director Ray Gerwitz
University of Texas Police at Houston
- Chief Thomas Guenther
College of Lake County Police Department
- Associate Vice President and Chief John Ojeisekhoba
Biola University Campus Safety
- Director L. Angela Webb
Southwest Tennessee Community College Public Safety/Police Services

Innovations in Community Policing

- Community Policing Team
Southern University Police Department
- Major Derri Stormer
Wake Forest University Police Department
- Police Community Outreach Team
University of Texas Police at Houston
- Director Calvin Vincent
Cranbrook Educational Community Security & Safety
- Community Engagement Officer Dahmar Wartts-Smiles
University of Washington-Seattle Police Department

Merit

- Deputy Chief Jasper Cooke
Augusta University Police Department
- Public Safety Officer Abraham Felix
Oregon State University Department of Public Safety
- Police Officer Alexander Jackson
Southern University Police Department
- Senior Public Safety Officer Diana Sabater
University of Texas Police at Houston

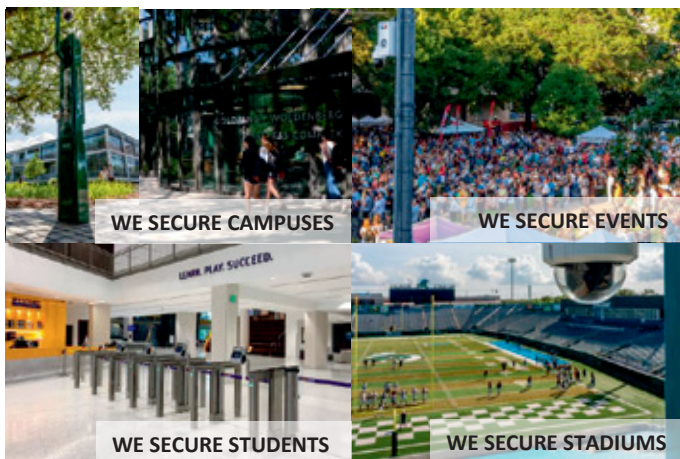
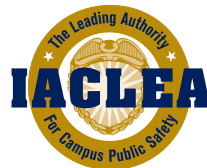
IACLEA Scholarship

The IACLEA Scholarship is awarded to Mr. Aaron Speer of the University of Texas Arlington. Aaron is a rising senior pursuing a bachelor's degree in criminal justice. Aaron is also a commissioned officer in the University of Texas Arlington Police Department as well as an emergency medical technician. IACLEA is glad to recognize Aaron's dedication to his studies and law enforcement by awarding him the IACLEA Scholarship.

Awards and Recognition Committee Members

IACLEA thanks the committee members for their work in reviewing all the nominations and selecting the 2020 Award winners.

- Deputy Chief Randy Richardson, *Biola University*
- Chief Ed Book, *Santa Fe College*
- Chief Jocelyn Johnson, *Southern University Baton Rouge*
- Commander Joseph Przybyla, *Northern Illinois University*
- Chief Mike Ragan, *Texas A&M University*



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IACLEA Recognizes 16 Accredited Agencies



The IACLEA Accreditation Commission announced that 16 member agencies have acquired accredited status since the 2019 Annual Conference.

"We are thrilled to recognize the six agencies that achieved their initial award of IACLEA Accreditation, as well as 10 agencies that have achieved accreditation multiple times," said Accreditation Commission Chair Jessica Luedtke. "This diverse group of agencies reflects the growing ranks of accredited agencies. Their combined accomplishments raised the number of accredited agencies to 68—the high-water mark for the IACLEA Accreditation Program."

Each of the departments honored elected to implement policies and procedures to comply with more than 200 applicable standards. They then documented their compliance and underwent a comprehensive evaluation by a team of independent assessors, who verified their compliance with the standards. 🍷

Congratulations to the following agencies!

INITIAL Accreditation



California State University Stanislaus Police Department

- Chief of Police Clint Strode
- Accreditation Manager: Lt. Matt Dillon



University of Cincinnati Police Division

- Director of Public Safety and Chief of Police James Whalen
- Accreditation Manager: Organizational Development Coordinator John DeJarnette

INITIAL Accreditation



Oklahoma City Community College Police Department

- Chief of Police Daniel Piazza
- Accreditation Manager: Emergency Manager Patrick "PT" Solinski



Old Dominion University Police Department

- Chief of Police Rhonda Harris
- Accreditation Manager: Sgt. Christopher Wood



University of Rochester Department of Public Safety

- Chief of Police Mark T. Fischer
- Accreditation Manager: Officer Paul Wlosinski



University of Tennessee Health Science Center Police Department

- Chief of Police Anthony Berryhill
- Accreditation Manager: Sgt. Joanne Morrow

SECOND Accreditation



University at Buffalo Police Department

- Chief of Police
Chris J. Bartolomei
- Accreditation Manager:
Deputy Chief Scott A.
Marciszewski



East Carolina University Police Department

- Chief of Police Jon R. Barnwell
- Accreditation Manager:
Tim Johnson



University of Houston Police Department

- Chief of Police
Ceaser Moore, Jr.
- Accreditation Manager:
Captain Andrea J. Black



Indiana State University Police Department

- Chief of Police
Michele Barrett
- Accreditation Manager:
Lt. Tamara McCollough

THIRD Accreditation



Anne Arundel Community College Department of Public Safety

- Chief of Police Sean Kapfhammer
- Accreditation Manager: Major Cleveland Smith



Vanderbilt University Police Department

- Senior Associate Vice Chancellor & Chief of Police August Washington
- Accreditation and Compliance Manager: Anjelica Armstrong



Virginia Tech University Police Department

- Chief of Police Mac Babb
- Accreditation and Records Coordinator: Denise Mantey

IACLEA Recognizes Recently Accredited Agencies

The IACLEA Accreditation Commission is pleased to announce that the following agencies were awarded accreditation in spring 2020. The Commission extends a hearty welcome to those agencies receiving initial IACLEA Accreditation and recognizes the hard work and dedication of those agencies that were reaccruited.

Initial Accreditation

- California State University Stanislaus Police Department
- Oklahoma City Community College Police Department
- Old Dominion University Police Department (Virginia)
- University of Rochester Department of Public Safety (New York)

- University of Tennessee Health Science Center Police Department

Second Accreditation

- University at Buffalo Police Department (New York)
- East Carolina University Police Department

Third Accreditation

- Vanderbilt University Police Department (Tennessee)

Fourth Accreditation

- North Carolina State University Police Department
- Virginia Tech University Police Department

Fifth Accreditation

- University of North Texas Police Department

FOURTH Accreditation



University of Missouri Police Department

- Chief of Police
R. Douglas Schwandt
- Accreditation Manager:
Staff Officer
Dennis J. Stroer



North Carolina State University Police Department

- Chief Daniel L. House, Jr.
- Accreditation Manager:
Professional Standards
Manager Belinda
Pounds

FIFTH Accreditation



University of North Texas Police Department

- Chief of Police
Ed Reynolds
- Accreditation Manager:
Margaret "Peg" Gant



*IACLEA thanks longtime partner
D. Stafford & Associates for its generous
sponsorship of the Accreditation Program.*

Share Your Knowledge in Atlanta! 2021 Call for Proposals is Open

On the heels of a successful Virtual Annual Conference, IACLEA is excited to plan for the 2021 Annual Conference & Exposition in Atlanta, Georgia. We will convene at the Hyatt Regency Atlanta, June 22–25, 2021, for the four-day conference packed with educational workshops, plenary sessions, exhibitor trade show, and face-to-face networking with your peers.

Atlanta is sprawling with towering glass and steel buildings and dotted with expansive green spaces. This urban oasis is a multi-cultural haven as it exudes Southern hospitality.

Atlanta sits at the intersection of Southern charm, creativity, and sophistication. It is easy to fall in love with this beautiful city—its world-class attractions, award-winning dining, and hidden wonders—and be inspired by the city's endless possibilities.

You are invited to share your knowledge at next year's conference. The IACLEA Annual Conference Education Committee is requesting submissions for workshop proposals. Share best practices, tactics, or case studies to help better the campus public safety and law enforcement profession.

There are advantages to presenting at the conference, including enhancing your professional visibility, challenging yourself and your colleagues, and helping to shape the future of the profession. The committee will judge all submissions on overall quality, timeliness of the topic, audience appeal, defined focus, and presenter's professional background and speaking experience. 🍌



ATLANTA



2021

ANNUAL CONFERENCE & EXPOSITION
JUNE 22-25, 2021

2021 Annual Conference & Exposition Call for Proposals Is Open

Deadline to submit is November 1, 2020.

**To submit your proposal, please visit
www.iaclea.org/call-for-proposals.**





IACLEA Releases Sample Non-Sworn Policies and Procedures

Through the work of IACLEA's Non-Sworn Committee, St. Thomas Aquinas College (STAC) Office of Safety and Security, and Biola University Campus Safety, IACLEA released sample non-sworn agency policies and procedures. The policies and procedures are based on STAC's, an IACLEA Accredited agency. These documents are released as an IACLEA member benefit. IACLEA reminds you that in using these policies and procedures, they should not just be copied and pasted, but rather each agency must assess the policies and procedures and adapt them to its campus community.

Documents in 17 policy categories were released, matching the IACLEA Accreditation standards. Policies and procedures on conduct, use of force, and critical incident management are among those that were released.

To find the policies and procedures go in through CONNECTIONS (community.iaclea.org) and then follow the path below:

Resource Libraries>on page 2 Sample Policies and Procedures>Non Sworn Policies and Procedures>Sample Non Sworn Policies and Procedures

IACLEA thanks everyone who played a role in getting these sample policies and procedures shared with the full membership, especially:

- Director Jim Nawoichyk (STAC) (New York)
- Chief John Ojeisekhoba and Deputy Chief Randy Richardson (Biola University) (California)
- and the Non-Sworn Committee Co-Chairs Director Bill Bessette (College of Southern Maryland) and Chief Vic Clay (California Institute of Technology).



If you have any questions, please contact our staff liaison to the Non-Sworn Committee Altmann R. Pannell at apannell@iaclea.org or (202) 618-8118.

Share Your Accredited Status with Your Campus Community

New Toolkit Available!

Your agency's success in achieving IACLEA Accreditation is beneficial to your department as well as the community on and off campus. By operating via modern best practices, your agency personnel make better public safety partners, better community representatives, and better ambassadors for your higher education institution. Especially now as police and public safety agencies face additional scrutiny, it is important for accredited agencies to demonstrate the high standards to which they perform.

IACLEA has prepared a new publication: *Recognition Toolkit for IACLEA Accredited Agencies*. Within this toolkit are various strategies and examples of ways to share your good news. Please collaborate with your campus communications office to announce this tremendous accomplishment so stakeholders are aware of your professionalism, training, and high operating standards.

Additionally, the knowledge that safety professionals who operate under the highest industry standards protect the campus will bring significant peace of mind to prospective and current students and their families. 🍀



Has your agency achieved IACLEA Accreditation?

The Toolkit was disseminated to all accredited agencies. Please confirm that agency personnel have received the Promotional Toolkit, then share it with your campus communications office, PIO, and others to spread the word! Contact Director of Professional Services Jerry Murphy to receive the toolkit: 202-618-4545 jmurphy@iaclea.org

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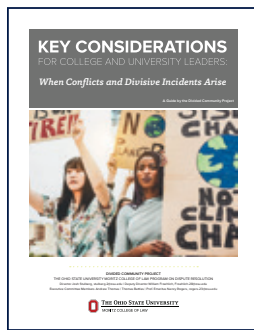
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New Resources

IACLEA outreach and partnerships with federal agencies, allied policing organizations, and non-profit organizations yield access to numerous assets—publications, reports, videos—to enhance officers' and campus public safety. Publicly available information is typically shared on iaclea.org, Facebook, and Twitter (@IACLEA_Members), and in IACLEA CONNECTIONS posted on the discussion board (Communities ►► IACLEA L) or in one of the many Resources Libraries. Law enforcement-only information is shared with members' institutional representatives via e-mail. 📧

Provided here is a sampling of recent resources that may be of value to your agency.

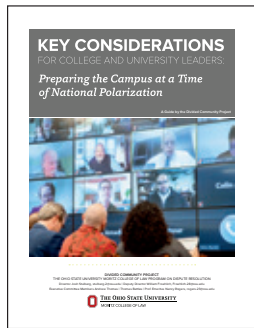
Key Considerations for College and University Leaders, The Ohio State University's Divided Community Project (housed at the Moritz College of Law)



When Conflicts and Divisive Incidents Arise

This resource addresses concern, conflicts, or divisive incidents. It provides in-depth steps including reacting early, issuing a statement that “frames the matter,” teaching and creating options, developing protocols, helping faculty, and reconciliation.

https://moritzlaw.osu.edu/dividedcommunityproject/wp-content/uploads/sites/101/2020/05/CampusDuring2020_3.30.pdf



Preparing the Campus at a Time of National Polarization

This resource helps campus leaders focus with more intention to build trust and resilience within the university community and prepare explicitly for conflicts and divisive incidents. It focuses on dealing with concerns, encouraging faculty and staff to help students find effective avenues to engage in the issues of the day, achieve their goals, and support each other.

https://moritzlaw.osu.edu/dividedcommunityproject/wp-content/uploads/sites/101/2020/05/CampusPreparation2020_3.26-2.pdf



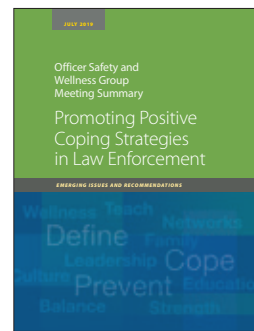
Law Enforcement Solutions by the Field, For the Field: Collaborative Reform Second Annual Review

Published by the COPS Office

In its first two years, the Collaborative Reform Initiative Technical Assistance Center (CRI-TAC) fielded more than 300 requests for assistance from campus, local, county, tribal, and state agencies on critical issues like school safety, active shooter response, de-escalation, crisis intervention, and

intelligence and information sharing. This report shows how the center has supported agencies in their efforts to ensure public safety in their communities. The COPS Office is committed to continue working diligently with its partners to provide high-quality, relevant, and timely assistance by the field, for the field.

<https://cops.usdoj.gov/RIC/Publications/cops-w0897-pub.pdf>



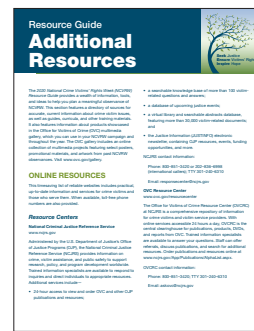
Officer Safety and Wellness Group Meeting Summary: Promoting Positive Coping Strategies in Law Enforcement—Emerging Issues and Recommendations

Published by The COPS Office

This meeting focused particularly on alcoholism, substance abuse, and other antisocial coping strategies officers might use to help them deal with the mundane day-to-day stressors

of the job that can accumulate and take their toll even in the absence of acute critical incidents. It is necessary to identify and understand the ways in which officers may struggle to manage the stress of the job in order to develop programs and services that can provide them with the skills, tools, and positive coping strategies that will enable them to build their own resilience and not merely survive but flourish.

<https://cops.usdoj.gov/RIC/Publications/cops-p375-pub.pdf>



2020 National Crime Victims' Rights Week Resource Guide

Published by the Office for Victims of Crime

The guide provides a wealth of information, tools, and ideas to promote crime victims' rights. It includes a directory of sources for information about crime victim issues, as well as guides, curricula, and other training materials.

https://ovc.ojp.gov/sites/g/files/xyckuh226/files/ncvrw2020/info_flyers/resources/eng/2020NCVRW_AdditionalResources_508.pdf

Federal Update

On behalf of the IACLEA membership, the director of membership and government relations, other headquarters staff, and IACLEA members engage with federal executive branch agencies, Congress, and national associations to promote the interests of campus police and public safety executives and their agencies. Provided here is an overview of recent activity. 🗣️

EXTERNAL RELATIONS

IACLEA PARTNERSHIP WITH THE ASSOCIATION OF AMERICAN UNIVERSITIES COUNCIL ON FEDERAL RELATIONS

On July 2, 2020, IACLEA Director of Membership and Government Relations Altmann R. Pannell and IACLEA institutional members Benjamin Hunter, associate vice president for public safety of Indiana University; Fountain L. Walker, vice president, global campus safety of New York University; and Kristen Roman, chief of police, University of Wisconsin-Madison, participated in a webinar on the importance of campus police and public safety that was sponsored by the Association of American Universities' Council on Federal Relations (AAU-CFR).

The webinar highlighted the importance and value of universities having their own police and public safety forces as well as displayed the progressive policing standards that a majority of campus police and public safety agencies have implemented over the years. In the wake of the murder of George Floyd, students at many campuses are pushing the administration to re-examine their relationship with their local police force.

IACLEA provided its branded document, *The Value of Campus Police/Public Safety Agencies*, to the AAU-CFR for dissemination to its members. The document is intended to encourage thinking and discussion among public safety administrators on how to best demonstrate the strategic value of their agencies to key stakeholders and offices throughout the college or university.

In reflecting on the new partnership with AAU-CFR Altmann Pannell states, "continuing to form partnerships with higher education associations such as the AAU-CFR will be critical as the conversation around the role of campus public safety and police reform evolves. Being a part of the conversation and having a 'seat at the table' remains a priority for IACLEA. Branded documents such as *The Value of Campus Police/Public Safety Agencies* will allow IACLEA to continue to display the value and high standards of its members."



LEGISLATIVE OVERVIEW

Public Safety Officer Pandemic Response Act of 2020

H.R. 6509

Introduced: 04/14/2020

Sponsor: Rep. Jerrold Nadler (D-NY-10)

The Public Safety Officer Pandemic Response Act of 2020 amends the Omnibus Crime Control and Safe Streets Act of 1968 to provide public safety officer death and disability benefits (PSOB) for certain public safety officers who contract COVID-19.

Under the new measure, any officer who contracts coronavirus while on duty or up to 45 days before going off-duty could become eligible for benefits if their injury results in being "permanently prevented from performing any gainful work as a public safety officer." H.R. 6509 passed the House and was referred to the Senate on June 1, 2020. Unfortunately, H.R. 6509 did not cover public safety officers at private institutions, which is concerning to IACLEA leadership.

IACLEA supports the full passage of H.R. 6509 however urges Members of Congress to expand PSOB benefits to public safety officers at private institutions.

Officer Sean Collier Campus Police Recognition Act of 2019

H.R. 816

Introduced: 01/28/2019

Sponsor: Rep. Peter T. King, (R-NY-2)

The passage and enactment of H.R. 816 remains IACLEA's top legislative priority. IACLEA leadership has worked consistently with House and Senate staff to get the Sean Collier Act passed. IACLEA members, especially those serving private colleges

and universities, are still encouraged to contact members of their Congressional delegation and request support for this legislation to highlight the importance of private institutions being covered by PSOB protections. IACLEA staff can assist you in your advocacy efforts by providing contacts, talking points, and letters of support.

IACLEA leadership encourages its members to join the Government Relations Committee to plan next steps for H.R. 816 as well as other legislative matters important to the campus public safety community. As the political and social landscape evolves, it is imperative that IACLEA members are involved in the formation of new public safety polices.

Behavioral Intervention Guidelines Act of 2019

H.R. 3539

Introduced: 06/27/2019

Sponsor: Rep. A. Drew Ferguson IV (R-GA-3)

The Behavioral Intervention Guidelines Act of 2019 (BIG) is intended to amend the Public Health Service Act to direct the Secretary of Health and Human Services to develop best practices for the establishment and use of behavioral intervention teams at schools and for other purposes. The passage of H.R. 3539 directly supports IACLEA's mission by providing law enforcement administrators and emergency management teams with access to evidence-based threat assessment training curricula and providers who will implement a caring and preventative approach to threat assessment and best practices of behavioral interventions. H.R. 3539 is valuable because it will train campus law enforcement administrators to more readily identify the earliest signs of potential crisis and take action to mitigate the damage.

IACLEA has submitted an official letter of support for the BIG Act of 2019 to Congress.

EAGLES Act of 2019

H.R. 3714

Introduced: 07/11/2019

Sponsor: Rep. Theodore E. Deutch (D-FL-22)

The EAGLES Act of 2019 amends title 18, United States Code, to reauthorize and expand the National Threat Assessment Center (NTAC) of the Department of Homeland Security. The EAGLES Act specifically establishes a national program on targeted school violence prevention and provides funding to hire additional personnel to greatly expand NTAC research and training on targeted school violence nationwide. Additionally, the act authorizes the creation of an interactive website to disseminate information and data on targeted school violence prevention.

Threat Assessment, Prevention, and Safety Act of 2019

H.R. 838

Introduced: 01/29/2019

Sponsor: Rep. Brian Babin (R-TX-36) and Rep. Val Demings (D-FL-10)

The TAPS ACT is intended to provide holistic, multi-layer, multi-disciplinary support necessary to prevent school and community violence by utilizing Behavioral Threat Assessment and Management (BTAM) best practices.

The goal of H.R. 838 is to bring the practice of BTAM to all educational entities that wish to utilize this established, lifesaving method through training, support, and communication sharing from federal agencies. H.R. 838 currently has 94 cosponsors representing bipartisan support for this bill.

IACLEA fully supports the passage of H.R. 838.

Law Enforcement Immersive Training Act of 2019

H.R. 2329

Introduced: 04/15/2019

Sponsor: Rep. Tim Ryan (D-OH-13)

The Law Enforcement Immersive Training Act of 2019 is a grant program intended to develop an immersive, real-life, scenario-based training curriculum for law enforcement personnel and for other purposes.

Furthermore, H.R. 2329 will provide a structure for the Attorney General to consult with relevant professional law enforcement associations, community-based organizations, and defense and national security agencies in the development and dissemination of the curriculum. Additionally, the office of the Attorney General will provide expertise and technical assistance to entities seeking to implement the curriculum and develop a certification process for entities that have successfully implemented the curriculum.

IACLEA does not have an official stance of H.R. 2329.

END ALL Hazing Act

H.R. 3267

Introduced: 06/13/2019

Sponsor: Rep. Marcia L. Fudge (D-OH-11)

The Educational Notification and Disclosure of Actions Risking Loss of Life by Hazing Act (END ALL Hazing) is intended to require institutions of higher education to disclose hazing-related misconduct incidents on a school-maintained web page. Each institution must provide, in a prominent location on the institution's website, a link to a web page that contains bi-annually updated information on student organizations that have been cited and/or disciplined for hazing or other misconduct that has occurred within the last five years. H.R. 3267 currently has 14 cosponsors representing bipartisan support for this bill.

IACLEA does not have an official stance on H.R. 3267 and would like for more research to be conducted on the Clery reporting impacts of the bill.

Continued on page 49

REACH Act

H.R. 662

Introduced: 01/17/2019

Sponsor: Rep. Marcia L. Fudge (D-OH-11)

The Report and Educate About Campus Hazing Act (REACH) is intended to amend the Higher Education Act of 1965 to require institutions of higher education to disclose hazing incidents, and for other purposes.

IACLEA does not have an official stance on H.R. 662 and would like for more research to be conducted on the impacts of the bill.

CAMPUS HATE Crimes Act

H.R. 761

Introduced: 01/24/2019

Sponsor: Rep. Anthony G. Brown (D-MD-4)

The Creating Accountability Measures Protecting University Students Historically Abused, Threatened, and Exposed to Crimes Act (CAMPUS HATE Crimes Act) is intended to strengthen prevention and response measures for hate crimes on college campuses by establishing robust accountability measures, providing needs-based grants, and amending the Clery Act. Additionally, H.R. 761 creates accountability measures that protect university students historically abused, threatened, and exposed to hate crimes.

IACLEA currently does not have an official stance on H.R. 761 and would like for more research to be conducted on the impacts of the bill specifically related to Clery reporting requirements.



For more information on the legislation and how to get involved, please contact IACLEA Director of Membership and Government Relations Altmann R. Pannell at apannell@iaclea.org or (202) 618-8118.

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Iowa State Police Department Earns Award from Campus



Congratulations to IACLEA member Chief Michael Newton and the Iowa State University (ISU) Police Department team for earning the Thomas B. Thielen Award for their hard work, leadership, and steadfast support of Iowa State students and strong partnership with the Division of Student Affairs.

The Thomas B. Thielen Award is named after the man who served as Iowa State University's vice president for student affairs from 1977-1997. Criteria for the award include faculty or staff member outside the Division of Student Affairs who have been a strong supporter of student success.

Throughout his tenure at Iowa State University, Chief Newton has dedicated his time to fostering strong ties with the Iowa State University community, particularly with the enhancement of its part-time outreach efforts into a substantial team of Engagement and Inclusion Officers (EIOs). With the number of trained EIOs rising, the ISU Police Department has been able to engage more effectively and enhance diversity and inclusion efforts on campus.

Chief Newton and ISU PD participate heavily in new student orientation to promote safety and resources. In every crisis, Chief Newton and his team display the type of care and concern showcasing the dedication of law enforcement, particularly exemplified during a Kneel With Us protest in which Ames and Iowa State University police knelt with protesters.

Iowa State University's Division of Student Affairs said, "Chief Newton and the ISU PD embody the spirit of what is expected of a Thomas B. Thielen Award recipient. He has shown leadership and partnership that has helped ISU through many crises. More importantly, he sets a tone that ISU PD will be fully engaged in proactive efforts that promote



Chief Michael Newton at "Tailgate with the Cops" event.

safety, diversity, inclusion, and equity, as well as the overall development of ISU students.

"Chief Newton's leadership during the COVID-19 crisis and his partnership with departments across campus, especially the Thielen Student Health Center and the Department of Residence, displays the spirit of the award named after the late Dr. Thielen," continues the statement.

Chief Newton and the Iowa State University Police Department Engagement & Inclusion Officer Team were also recipients of IACLEA's Award for Innovations in Community Policing due to their efficiency responding to growing hate incidents and the concerns of students and employees.

This award is presented to those with outstanding service and initiative supporting the effective promotion of the Community Oriented Policing philosophy. 🏆

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— Peg Gant, Accreditation Manager,
University of North Texas Police Department
and IACLEA Accreditation Assessor



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Chief Paul Chapa (left) and Lieutenant John Rowse of The Trinity University Police Department (Texas) are recognized for achieving initial IACLEA Accreditation during the 2019 Annual Conference & Exposition.

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Chief Ojeisekhoba Joins City Public Safety Commission

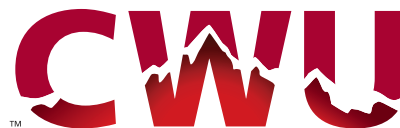


IACLEA Vice President for Finance John Ojeisekhoba was sworn in as a City of La Mirada (California) Public Safety Commissioner on June 23.

On June 23, after an appointment and unanimous vote by the City Council, Associate Vice President & Chief of Campus Safety John Ojeisekhoba was sworn in as the newest commissioner for the City of La Mirada (California) Public Safety Commission. “Chief John,” as the Biola University calls him, is looking forward to working alongside four other commissioners to provide oversight, make recommendations pertaining to safety and security in the city, evaluate traffic safety, hold public hearings, and conduct ongoing review of services provided by the Sheriff’s Department, Fire Department, and the Health Services.

Chief Ojeisekhoba, who also serves as IACLEA vice president for finance, said, “In all, I see this as a unique opportunity to help the City of La Mirada and also to build long-lasting partnerships at many levels that could eventually benefit the city and residents (including those within our university community).” 🍷

Lt. Marc McPherson Honored at Central Washington University



Lt. Marc McPherson

Congratulations to Lieutenant Marc McPherson of member institution Central Washington University (CWU) Police and Public Safety on being named an Employee of the Year. Lisa Stowe, a fiscal specialist in the Chemistry Department, was named Classified Employee of the Year. Lt. McPherson earned Exempt Employee of the Year.

Lt. McPherson, who was also the Exempt Employee of the Month for July 2019, was nominated for his leadership and professionalism handling an active shooter alert. Last year, while teaching a self-defense course—with his two children nearby—he was alerted to reports of an alleged active shooter on campus. Lt. McPherson immediately responded, leaving his children with another officer, and led the response that ultimately determined the reports were

false. He later directed the investigation into the incident.

“There isn’t a member of the University Police and Public Safety team who would not have made the same potential sacrifices to protect our community,” he noted. “That type of love for the path we chose is what makes up the core of our department and its employees.”

Over the past year, Lt. McPherson’s job duties and responsibilities have increased significantly. At every step he has excelled and shown excellent leadership, mentorship, and service to the community, according to the nomination.

Stowe and McPherson will each receive a \$2,500 award, funded by the CWU Foundation. The annual winners were selected from among the 12 Employee of the Month recipients. 🍷



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New Faces in Top Jobs at IACLEA Member Agencies!

Congratulations to the following IACLEA members on their recent transitions and promotions. Your Association colleagues offer heartfelt best wishes on your new endeavor!



Who: Alice Cary

Campus: University of Illinois at Urbana-Champaign

Move: Named executive director of public safety and chief of police

Quoted: "Chief Cary has demonstrated a commitment to community policing and public engagement. She has collaborated with university officials, local law enforcement and other stakeholders to implement policies and practices to enhance efficiencies and maintain a strong focus on the safety of students, faculty, staff and visitors," said Chancellor Robert Jones.



Who: Adan Cruz

Campus: The University of Texas Rio Grande Valley

Move: Named new chief of police

Quoted: "I really do like working with the people. When you're younger, you're looking for adventure. You want to chase bad guys. You want to do investigations. You want to do good. As I have grown in the career, I really enjoy working with people. I like working with the younger officers. I like working with the community. That's the most enjoyable part about law enforcement."



Who: Wayne James

Campus: Indiana University

Move: Assistant vice president and deputy superintendent for law enforcement operations, diversity, and community engagement.

Quoted: "Wayne James is an exceptional leader who cares deeply about the communities he serves. His focus on de-escalation, diversity and community-building has benefited law enforcement, our campuses and communities throughout the state. I'm excited about him having an expanded role and a closer connection to my office," said James C. Wimbush, IU vice president for diversity, equity and multicultural affairs; dean of the University Graduate School; and Johnson Chair for Diversity and Leadership.



Who: Christopher Prusak

Campus: State University of New York, Geneseo

Move: Appointed chief of the University Police Department



Who: Edgar Rodriguez

Campus: Oregon State University

Move: Named interim associate vice president for public safety and chief of police

Move: "This position is an outstanding opportunity to become a proactive member of an international public research university and to serve a diverse community of students, faculty and staff. This position will provide me with the opportunity to share my experience, education and commitment to serve Beaver Nation."

Do Campus Police Have Unique Training Needs in Use of Force?

By Jeremy M. Butler, PhD



Jeremy M. Butler, PhD

Police departments around the United States vary greatly in size, resources, and population demographics within the communities they serve. Some departments serve large communities with significant crime and poverty, while others work in areas where they may know nearly every citizen in their

town. In addition to size and demographic variables, campus police departments are unique in that they serve in environments where they are arguably more likely to encounter more physically fit subjects (Beck et al., 2015). With this reality, are there certain areas of training that campus police should focus on in preparing for the possibility of a use-of-force encounter? If so, what are these areas and why are they important for these agencies?

Regarding the first question, the simple answer is yes. While all police agencies should train their personnel for a variety of encounters from non-lethal to deadly, it is important to account for the reality of the environment they work in and the types of situations they commonly face, while also avoiding complacency. Campus police officers serve a population of young individuals, who are often more physically fit than the general population. This reality, along with the fact that most force encounters do not involve weapons (USDOJ, 2018), must be taken into consideration when addressing what areas of training officers should focus on. With that, there are three major areas of training that campus law enforcement officers should develop: verbal de-escalation, physical fitness, and grappling-based control tactics.

Officers who engage in regular fitness training may be more likely to have the confidence to handle a violent encounter and less likely to quickly fatigue during the physical struggle

Verbal De-Escalation

Non-escalation, de-escalation, and conflict management should be at the core of a campus police officer's preparation for any contact with the public. Non-escalation involves interacting with the public in a way that would not create conflict or unnecessarily escalate a situation (Vistelar, n.d.). De-escalation tactics involve using strategic measures to reduce tension between an officer and suspect through tactical communication. Ideally, if proper non-escalation tactics are in place, de-escalation is less likely to be necessary. However, sometimes officers enter a scene where circumstances have already escalated, therefore, verbal de-escalation is important. Consistent training in managing conflict, expressing empathy, and learning to generate voluntary compliance will aid in reducing incidents in which these situations result in the use of physical force. Additionally, this approach has the potential to improve overall police-citizen relations.

While these tactics are taught in police academies, they must remain in practice throughout an officer's career. Fortunately, verbal de-escalation training can and should easily be reviewed during roll-call meetings or departmental in-service trainings. But sometimes officers can say all the right things to defuse a situation and a physical encounter may still be inevitable. This leads to the next major areas of training.

Physical Fitness

Considering campus police serve a population that likely will contain a large concentration of young adults who may be quite physically fit, fitness training should not be underestimated. Officers who engage in regular fitness training may be more likely

to have the confidence to handle a violent encounter and less likely to quickly fatigue during the physical struggle. Beck et al. (2015) suggest campus police officers

enhance their aerobic endurance, agility, and muscular strength and endurance to improve their occupational physical ability. This recommendation is also fairly consistent with the International Association of Chiefs of Police (2017) recommended "fitness exercise program essentials," which include: aerobic exercise, anaerobic exercise, strength training, and mobility. A collaboration with the university campus recreation department may be something to consider in both offering incentives for officers to workout and building positive relations with the

Continued on page 57

campus community. The fitness attributes recommended above could also be obtained through grappling training, which would provide a dual benefit for officers.

Grappling-Based Control Tactics

The third, and often most underestimated, area of training is grappling-based control tactics. Officers have a variety of less-lethal force options to choose from including TASERs, pepper spray, batons, and empty hand control tactics. However, an over reliance on less lethal weapons can lead officers to become defenseless, or in some cases resort to deadly force, if these tools are ineffective and they are not confident in their physical skills. Moreover, the negative perceptions of excessive force associated with the use of weapons and striking techniques in certain situations could bring unwanted attention to the department, particularly in a college or university setting.

Grappling-based control tactics afford officers the ability to effectively control and subdue a subject, standing or on the ground, while minimizing harm to either individual. Many officers cringe at the concept of intentionally “grappling” with a subject in an encounter. But consider the meaning of the word: engage in a close fight or struggle without weapons; seize hold of (someone). With that, when was the last time you saw an officer arrest an active resister or aggressive assailant without having to grapple with them? Even if less-lethal tools were effectively deployed, the act of getting a subject in handcuffs often requires some form of grappling. Grappling with a suspect is not a choice, it is a reality that results from active resistance in a close quarter situation. This is why it is suggested that campus law enforcement officers make this an area of focus in their use-of-force training.

There are two steps that officers and departments can take in implementing grappling-based control tactics. Departments can seek out a control tactics program that focuses on preparing officers to effectively control an actively aggressive subject, subdue them while on the ground, and defend themselves should they end up on their back with a subject on top of them. Sending officers to become trained as instructors would be the ideal approach, as they could then provide consistent training to the rest of the department. The second step is for officers to consider devoting time in their personal life to grappling training. This will aid them in maintaining a physically active lifestyle, becoming physically fit, and gaining skills to protect themselves on the job.

The most effective grappling systems for law enforcement are those that include regular practice against live resistance in a controlled environment. Examples include: Brazilian Jiu-jitsu, wrestling, judo, and sambo. Even with these skills, officers must keep in mind the difference between these martial arts/

combat sports and the reality of violence. Considerations include, but are not limited to: weapon retention, weapon access, movement restrictions due to equipment (e.g. duty belt), and the environment of the encounter. Despite those variables, training in grappling arts give officers invaluable attributes and practice for subject control. While the risk of injury may be a deterrent for some, officers should consider the fact that all forms of physical activity come with inherent risks. More importantly, the risk of an inadequately trained officer injuring a suspect, or themselves, in a real encounter is far greater.

Conclusion

Although officers must certainly train for the possibility of a deadly force encounter, the training emphasis should be on tactics for non-lethal situations. For campus law enforcement officers, in particular, every passing year they age, while a new group of young adults often in their physical prime, enters the community. With that, it is critical that officers are equipped with the verbal skills to keep the peace and the physical skills to professionally, safely, and effectively control aggression, when appropriate. 🍌

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Biographical Sketch

Dr. Jeremy Butler is a former police officer and control tactics instructor at Illinois State University Police Department. He earned his PhD in Kinesiology from University of Illinois at Urbana-Champaign. He is currently an Assistant Professor at Judson University in Elgin, IL. For more information on Dr. Butler, visit www.jeremybutlerphd.com.

Preventing Excessive Force by Maximizing the Effects of Training

Dr. Rick Gonzalez, Deputy Chief, Chapman University Department of Public Safety (California)



Dr. Rick Gonzalez

Introduction

Excessive force incidents by the police continue to increase at an alarming rate (Swaine, Laughland and Lartley, 2015). Training deficiencies were identified as a recurring theme among many agencies that have experienced high-profile excessive force incidents. This has

prompted several law enforcement departments to evaluate the effectiveness of their training programs. A 2012 government audit of the California Border Patrol revealed that their use-of-force training reinforced aggressive behavior (Edwards, 2013). The audit came after an in-custody death and several excessive force allegations. The audit revealed that training was not realistic and recommended scenario-based testing (Edwards, 2013).

The President's Task Force on 21st Century Policing report (2015) made several recommendations to improve training with the goal of reducing excessive force incidents. The report stated that the nation has become more pluralistic, increasing the demand for more effective training (Office of Community Oriented Policing Services, 2015). The President's Task Force recommended training in bias awareness, scenario-based decision making, and interpersonal communication skills (Office of Community Oriented Policing Services, 2015). Officers who are properly trained in exercising force when making an arrest will be more likely to bring the situation to a successful resolution (Russel et al, 2002).

Pre-Training Assessment

The problem is that the task force merely made recommendations and did not provide any clear instructions for implementing the training. In order to design effective instruction based on organizational needs, instructors should conduct pre-training assessments (Aguinis and Kraiger, 2009). Having instructors assess the organizational training needs and identify appropriate responses maximizes the benefits of the training (Aguinis and Kraiger, 2009).

The training needs assessment may be completed by conducting focus group meetings with officers, polling the supervisors, or auditing internal affairs complaints. The assessment may provide a clear goal for the training that is agency specific.

Poorly Designed Training

Numerous scholars have suggested changes to police training that include designing training programs based on adult educational theories and Bloom's (1956) Taxonomy of Educational Objectives (Mugford, Corey and Bennell, 2011). This article will use Anderson and Krathwohl's (2001) revision of Bloom's Taxonomy that provides clearer action verbs that may be easier to apply to lesson objectives. Most police training focuses on the lower levels of Bloom's revised taxonomy: Remember, Understand, and Apply. Apply generally requires a demonstration of the newly acquired knowledge or skills. In theory, a successful demonstration may indicate that the officer will be able to apply this knowledge to actual situations. This may be the reason most police training places so much emphasis on application. Police officers face dynamic situations on duty that require them to perform at the highest level of Bloom's taxonomy: Analyze, Evaluate, and Create (Cleveland, 2006; Mugford, Corey and Bennell, 2011). Bloom's taxonomy should be used to develop lesson objectives focused on improving critical thinking. Critical thinking is profoundly connected to analysis and evaluation, which are inter-related. Create is the highest level of thinking and cannot be accomplished without mastery of the previous levels. The following are sample learning objectives using Bloom's Taxonomy:

Analyze: *By the end of this lesson, the officer will be able to differentiate between reasonable force and excessive force.*

Evaluate: *By the end of this lesson, the officer will be able to justify their decision for selecting a specific force option during scenario testing.*

Create: *By the end of this lesson, the officer will be able to develop a tactical plan prior to contacting a confrontational individual.*

Additionally, many training programs use outdated practices that may overload the learner, making use-of-force training ineffective. Many instructors do not design courses that incorporate contemporary adult learning theories designed to improve knowledge transfer.

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Cognitive Load Theory

Adhering to the principles of adult learning theory does not necessarily ensure learning if the learner is overloaded with too much information (Mugford, Corey and Bennell, 2011). To improve a deeper level of information processing, trainers need to understand the implications of cognitive load theory on knowledge transfer (Schraw and McGrudden, 2006). In order to be effective, police instructors need to understand that including too much information at one time can lead to cognitive overload, which limits the learner's ability to give meaning to activities (Kirschner, Kirschner and Pass, 2006). Information not properly processed in working memory will not make it to long-term memory, which is unlimited (Kirschner, Kirschner, and Pass, 2006). Working memory is limited to about seven new items that must be remembered (Baddeley, 1992; Kirschner, Kirschner, and Pass, 2006; Miller, 1956). This generally refers to a list of numbers or letters.

The number of items that can be processed is three to five, when they are in meaningful chunks (Cowan, 2001). This refers to words, phrases, or digits. This leaves very little room for processing and organizing new information (Sweller, 2008).

Research has shown that many police instructors learn the principles of basic instructional design but are not shown specific strategies in order to implement (Anderson et al, 2000; Mugford, Corey and Bennell, 2011).

Managing the Cognitive Load

Instructors should receive training that includes strategies recommended by Sweller, Van Merriënboer and Paas (1998) that include (1) how to use goal free or worked out examples, (2) how to physically integrate information into manageable clusters, (3) how to reduce repetitive information, (4) how to use auditory as well as visual information that is not redundant.

More Images, Less Text

Have you ever sat through an eight-hour training course where the instructor read each PowerPoint slide verbatim? This is referred to as "redundancy presentation," in which words are presented simultaneously as narration and on-screen text (Mayer and Moreno, 2003, p 49). According to Mayer and Moreno (2003), the learner may devote their cognitive capacity to merging the text and narration, thus reducing the amount of information that can be processed. Atkinson and Mayer (2004) support the theory that a large quantity of text is likely to cause cognitive overload. Atkinson and Mayer (2004) recommended reducing the text on-screen to reduce visual overload and narrate the content instead.

Deliberate Practice

Rote memorization and repetitive practice during use-of-force training may reinforce aggressive behavior because it focuses

on procedural knowledge (how to shoot) and not strategic knowledge (when to shoot) (Aguinis and Kraiger, 2009). The majority of law enforcement training focuses on developing procedural knowledge (Bennell and Jones, 2004). Instructors must know the difference between rote memorization and learning via deliberate practice.

Deliberate practice provides students opportunities to practice new skills designed to improve performance (Campitelli and Gobet, 2011). Deliberate practice during use-of-force training allows the students to practice newly acquired skills in various realistic scenarios. Deliberate practice assists in transferring knowledge from short-term memory into long-term memory (Brabeck, Jeffrey and Fry, 2013; Campitelli and Gobet, 2011). For example, during firearms training, the instructor should incorporate several "shoot/don't shoot" scenarios with realistic human targets aimed at improving the student's decision-making skills. Just shooting at a silhouette target during a standardized course of fire is rote memorization aimed at improving the learners' shooting skills.

Problem-Based Learning

The U.S. Department of Justice recommends that law enforcement agencies adopt Problem-Based Learning (PBL) grounded in adult learning methodologies (Cleveland and Saville, 2007). PBL has been shown to be effective at improving "use-of-deadly force training" (Russel et al, 2002). PBL is an adult learning model that incorporates problem-solving skills in real world scenarios that allow the student to apply past experiences with new knowledge (Cleveland, 2006).

For example, in police academy training, students are exposed to several traffic stop scenarios that test their newly learned traffic codes, communication skills, and safety tactics (Makin,

2016). Previously, recruits would learn each training module in a lectured-based platform that did not address critical thinking (Makin, 2016). Training design during firearms instruction should focus on retention of knowledge and coordination of other skills (Bennell and Jones, 2004). The other skills may include tactical communication or the use of less-lethal options. Problem-based learning is based on Bloom's taxonomy (Pitts, Glensor and Peak, 2007). PBL activities are believed to utilize complex skills that initiate Bloom's (1956) higher levels of taxonomy, including critical thinking (Cleveland, 2006; Mugford, Corey and Bennell, 2011).

Evaluating Learning

Documenting and evaluating the transfer of knowledge after instruction may maximize the effects of instruction (Aguinis and Kraiger, 2009). Many organizations, including law enforcement, traditionally lack methods of evaluating the effectiveness of

Scenario-based testing and longitudinal evaluation methods are the most effective way of evaluating knowledge transfer

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training or the employee's reaction (Bennell and Jones, 2004; Rasool, Bashir, Azam, and Nasir, 2015). Measuring the effects of training may take several months (Kirkpatrick, 2006). Scenario-based testing and longitudinal evaluation methods are the most effective way of evaluating knowledge transfer. This will ensure that the course is effective by using a formal, systematic approach to validate learning. Part of this assessment should include instructors reflecting on their own effectiveness as instructors (Wen, 2012). This may be accomplished through self-questioning, reflective journal writing, or a debriefing session with other instructors.

Kirkpatrick and Kirkpatrick's (2016) model for evaluating training includes four levels of evaluation: Reaction, Learning, Behavior and Results.

1. Reaction: This may be accomplished by conducting a post-training survey that focus on satisfaction.

2. Learning: Most instructors utilize "teach backs" as a learning activity, where the student stands in front of the class and recites their understanding of the newly acquired knowledge. Kirkpatrick and Kirkpatrick (2016) do support using teach backs as an effective measure of testing knowledge or concepts but not necessarily skills. These knowledge checks may confirm that the instructor has explained the material effectively. Teach backs are effective early in the curriculum when introducing new concepts. According to Clark and Estes (2008), problem-solving exercises are a valid measurement of learning. These usually include group exercises where the table collectively address a question or problem. Problem-solving group exercises should be introduced as the concepts become more complex. Group exercises help manage the learners' cognitive load by distributing the workload. Other courses use a post course written test to evaluate learning. All three methods are recommended to fully evaluate learning outcomes.

3. Behavior: In order to evaluate a skill, the knowledge assessment should require the learner to demonstrate something (Kirkpatrick and Kirkpatrick, 2016). Demonstrating the newly acquired skills (e.g., how to throw a punch, how to strike with a baton) does not necessarily test the learners' ability to apply the new skills in unforeseen situations. Problem Based Learning and scenario testing may be a more effective method to test behavior. During Arrest & Control training, the student should be presented with various scenarios in which they are forced to choose the appropriate level of force and then demonstrate their ability to perform the skill effectively.

4. Results: The delayed evaluation will focus on how learners have applied what they learned and what types of results they have accomplished. This may be accomplished by administering surveys or by polling the field supervisors several months after the initial training. The method of evaluation or matrix should be included in the course curriculum.

Conclusion

Training remains a high priority concern for agencies looking to prepare their officers for the challenges associated with 21st-century policing. Law enforcement training has historically focused on creating subject matter experts who are tasked with improving the department's technical expertise. This ensures that the organization meets the state standards but does not ensure that the learner will be able to apply the new skills in dynamic situations. The demands on police officers continue to evolve requiring new skills that may be applied to a variety of unexpected situations. Training should be carefully constructed to incorporate the latest principles of adult learning theory, using subject matter experts to create a realistic curriculum that effectively measures learning outcomes, while improving critical thinking. 🍌

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Fixing Our Police. Yes, Black Lives Matter

By Gerald W. Schoenle Jr., Chief of Police (Ret.)



Gerald W. Schoenle Jr.

This article, an excerpt from the author's unpublished memoir *Seven Shades of Blue*, provides realistic solutions on reforming the 18,000+ police departments in the United States.

Policy and lawmakers must give police the tools to do their job, and this is one area in which society has fallen short. In light

of the current crisis facing law enforcement, immediate action and change is required. This article strives to address the issues and offer concrete, research-based solutions. We must show our communities that their guardians believe that Black Lives Matter. During my career, I saved a half dozen of these precious lives. Our challenge now is to show in every word, interaction, and deed that police officers will treat all individuals with dignity and respect and in accordance with the law. I truly believe law enforcement is one of the noblest professions. After four decades in law enforcement I feel compelled to speak to the current situation surrounding my chosen profession.

The start is to hire the right type of community-centered officers who will be guardians—not warriors—implementing the best practices in training and adopting consistent policies and procedures that align with our mission and core values.

Throughout the country police are struggling to respond to actual and perceived concerns in policing practices, especially since the unconscionable murder of Mr. George Floyd by an on-duty Minneapolis Police Officer. Mr. Floyd's death may be the worst incident that has come to light in recent years. It seems obvious that multiple, serious societal problems that lead to a police response must be addressed. Immediate criminal justice reforms are warranted, and police must lead the way. Many reform advocates have said it is insufficient to just say we are going to give police more training and revise their policies; they have called for a major cultural change in policing. However, to achieve this change also requires having the appropriate hiring practices, policies, procedures, and training to effect the

desired cultural changes in cops. The start is to hire the right type of community-centered officers who will be guardians—not warriors—implementing the best practices in training and adopting consistent policies and procedures that align with our mission and core values.

The obvious challenge is a decentralized policing system with more than 18,000 police agencies in the United States, all reporting to different levels of government with little standardization. This means there are more than 18,000 different guiding principles, while acknowledging that many have similar policies and procedures. Fortunately, progressive police agencies constantly make reforms and implement best practices. This article will examine the ways some agencies have responded to the call for change and provide a blueprint forward.

The critical issues in modern policing include transparency, community relations, bias in policing, training, hiring practices, and, most notably, excessive force. The most immediate concern, for many, is use of force that results in death or police shootings. To begin to address these difficult issues mayors, city managers and council members, governors, and other CEOs who oversee police administrators need to discuss these hot-button issues with their chiefs.

One starting point is for the CEO to ask, "is our police department accredited" and develop an understanding of the accreditation process and its benefits. If the agency is not accredited, make certain that obtaining this designation is part of the agency's strategic plan. Many states offer excellent

accreditation programs. National police accrediting agencies also offer programs, such as the Commission on Accreditation for Law Enforcement Agencies (CALEA) or the International

Association of Campus Law Enforcement Administrators (IACLEA) for university police. With more than 18,000 agencies, the standardization that accreditation provides is vital. But this is only a first step.

For the chief of an agency, going through the process is the opportunity to take a hard look at all facets of the department and to use this as a blueprint for change in pursuit of excellence. Accreditation standards provide the framework for developing policies, procedures, hiring practices, and training. While the agency is going through the accreditation self-assessment process, progressive agencies pursue best practices that dovetail with it. The agency must have the support of the CEO to make

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this happen as there is a lot of work involved and may require some plant modifications. However, failure to pursue excellence through accreditation does not seem like an option in these challenging times for law enforcement.

Another critical area that must be addressed is bias in policing. The accredited agency will have policy and training in this regard. One of the better regarded programs is Fair and Impartial Policing (FIP). This philosophy is a new way of reflecting on bias, based on an understanding that all of us have biases. The training looks into explicit and implicit biases that we all have and how they may cause police to respond.

Agencies should implement the Police Executive Research Forum's Guiding Principles

on Use of Force into their policies and training. These principles offer a major culture shift from old academy training that implied officers must handle every situation immediately. Progressive agencies follow evolved policies and train officers in modern de-escalation techniques, including when tactical retreat might be the best immediate course of action. Interpersonal communications training has proven effective in reducing use-of-force incidents ("Verbal Judo" is one such program). Many agencies have developed and trained groups of officers in crisis intervention and implemented Crisis Intervention Teams (CIT) to specifically deal with individuals with mental illness or other immediate crisis.

Perhaps no area is better addressed through accreditation than procedural justice. The concept implies that when fair procedures are followed there is a greater likelihood of a fair outcome. Clearly, people feel affirmed if they are treated with respect, and there is a far greater likelihood they will accept the outcome. Every good cop has stories about being thanked after issuing a traffic ticket.

Agencies that put these concepts into practice will be transparent when their actions are called into question. Policies and procedures must be in place addressing when and what information or videos can be released, and this will go a long way to gaining community trust. The President's Task Force on 21st Century Policing, convened by President Barack Obama, addressed these issues and recommended six pillars in which every agency should strive for excellence:

- building trust and legitimacy
- policy and oversight
- technology and social media
- community policing and crime reduction
- officer training and education
- and officer safety and wellness.

Agencies must take advantage of technology such as security cameras, body-worn cameras, and less- than-lethal options. Many university police agencies offer good models on these

reforms. The University at Buffalo Police Department, which I lead for many years, has adopted all of these progressive changes. University police are the true leaders in community policing in many communities.

In summary, there are many excellent police agencies in our country, and their cops are already doing the right thing, for the right reasons. Of course, it is obvious with more than 18,000 agencies and little standardization that there are going to be problems. Highly regarded former California Highway Patrol captain and current risk manager/trainer Gordon Graham starts his sessions telling cops: "If it is predictable, it is preventable."

Clearly, in our current decentralized model

of policing it is predictable that problems will occur, so we must take steps to address this as the present situation is not sustainable. There is room for revisions, and we need national legislation to improve our police and have at least some minimum standards in areas such as hiring practices, transparency, training standards, and use-of-force policies.

- All police agencies should be required to become accredited through a recognized accrediting agency.
- The Police Executive Research Forum's Guiding Principles on Use of Force (<https://www.policeforum.org/assets/30%20guiding%20principles.pdf>) should be implemented nationally.
- Agencies should be mandated to incorporate The President's Task Force on 21st Century Policing (<https://d3n8a8pro7vhmx.cloudfront.net/nacole/pages/115/attachments/original/1570474092/President-Barack-Obama-Task-Force-on-21st-Century-Policing-Final-Report-min.pdf?1570474092>) recommendations into policies and procedures.
- All police agencies should have a citizen's advisory board to make recommendations to the chief on training, community issues, and disciplinary matters.

Satisfactorily implementing these changes will lead to a major culture change in American policing.

The American public understands that the vast majority of our police are hardworking, dedicated cops who deserve our respect. Our challenge is clear; we must constantly strive for excellence in policing. No one hates bad cops more than good cops. So yes, police reform is needed, it always has been. The good news is many progressive agencies are already doing it we just need to follow their example; we owe it to the citizens we serve. 🙏

Biographical Sketch

Chief Schoenle retired in 2018 after 39 years in law enforcement with six agencies. He is currently an Accreditation Assessor/Consultant for IACLEA and NYS DCJS. He also conducts police management studies for these agencies. Previously, he was a CALEA assessor and he was an adjunct criminal justice professor.

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