



# Campus Law Enforcement JOURNAL



**IACLEA'S 2021-2022 PRESIDENT PATRICK OGDEN**  
**OUR ANNUAL REPORT**  
**Barriers to Women in Security**



# The Leading Safety, Security and Emergency Management Solution



[See How It Works!](#)



# CAMPUS LAW ENFORCEMENT JOURNAL

*A Publication of the International Association of Campus Law Enforcement Administrators*

Summer 2021 | Volume 51, No. 3

## IACLEA 2022 Annual Conference LAS VEGAS

*IACLEA is planning for an in-person Annual Conference & Exposition in Las Vegas from June 27-30, 2022.*

### features

**46** **Three Steps to Reduce Barriers to Women in Security**  
*by Patricia Patton, Director, Security and Operations, University of Regina, Saskatchewan, Canada*

**50** **The Pandemic May Be Waning, But It's Not a Time for Complacency**  
*By Phil Lancaster, Bob Mueck, and Eric Plummer*

**52** **The Function of Campus Emergency Management During Special Events**  
*By Andy Altizer, Director of Emergency Management, Kennesaw State University*

**54** **Principled Policing**  
*By Cmdr. Eric Holmes, MS*

*Campus Law Enforcement Journal* is the official publication of the International Association of Campus Law Enforcement Administrators. It is published quarterly 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. ©2021 International Association of Campus Law Enforcement Administrators. All rights reserved. Business and Publication Address: PO Box 825345, Philadelphia, PA 19182-5345.

### association news

- 4** President's Message
- 8** Virtual Annual Conference
- 10** New Board Members
- 11** President's Award
- 12** Award Winners
- 14** Accredited Agencies
- 18** 2022 Conference
- 20** Annual Report
- 25** 30X30 Initiative
- 39** A Board Appointment and Two New Board Members Through Acclamation
- 44** Book Club

### member news

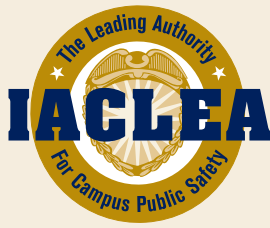
- 56** Transitions
- 59** Pollard Retires

#### Cover Photo:

New IACLEA President Patrick Ogden

#### Cover Photo Credit:

Kathy Atkinson, University of Delaware



**2021–2022 Board of Directors**

**President**

Patrick Ogden  
University of Delaware

**President-Elect**

John Ojeisekhoba  
Biola University

**Vice President for Finance**

Paul Dean  
University of New Hampshire

**Immediate Past President**

Eric M. Heath  
University of Chicago

**Canada**

Rob Kilfoyle  
Humber College

**International**

Terry Branch  
Imperial College London

**North Atlantic Region**

Michael Kaselouskas  
University of Hartford

**Mid-Atlantic Region**

John Blaisdell  
Marist College

**Mountain Pacific Region**

Matt Pedersen  
Utah Valley University

**Southeast Region**

Vance Rice  
Mississippi State University

**Southwest Region**

Michael Thompson  
Arizona State University

**Director-At-Large**

Lewis Eakins, PhD  
Ivy Tech Community College

Kristen Roman  
University of Wisconsin-Madison

L. Angela Webb  
Southwest Tennessee  
Community College

**Managing Editor**

Lisa Foster

**Advertising Coordinator**

Elizabeth Welsh

**Association Writers**

Josh Bronson  
Lisa Foster  
Jerry Murphy  
O'Neil Singleton  
Elizabeth Welsh

**Layout Design**

Tanya Burek

# Forging Forward: IACLEA is Committed to Global Networking, Problem Solving and Establishing Best Practices

By Patrick Ogden, President

Greetings from the first state. It is my sincere honor to serve the University of Delaware as Chief of Police and the International Association of Campus Law Enforcement Administrators as your new President.

I am humbled and excited to continue my service to IACLEA. I have been blessed with amazing opportunities to serve in various leadership roles over the past three decades and I will use my experience and enthusiasm to give back to this wonderful Association.

As we take time to reflect upon this past year and prepare for a new academic semester, I want to thank Immediate Past President Eric Heath for his leadership and dedicated service during a time of immense disruption. The last year has meant living through a global pandemic, an economic crash as a result of COVID-19; and, simultaneously, calls for police reform. Under Eric's tenure as President, we made it through the worst of these most unfortunate situations, and we will be stronger as a result.

In addition, I would like to recognize retired University of Delaware Director of Public Safety Doug Tuttle, who served as IACLEA President in 1995-1996, as well as the other 61



© Evan Krape University of Delaware

Patrick Ogden

of the fall semester, a sense of normalcy will have returned; and by this time next year, we will have our greatest conference to date in Las Vegas!

Our robust Association of 4,000+ dedicated professionals, representing over 1,000 institutions of higher education, in 10 countries around the world are committed

*Our robust Association of 4,000+ dedicated professionals, representing over 1,000 institutions of higher education, in 10 countries around the world are committed to global networking, problem solving, and establishing best practices.*

presidents who paved the way for IACLEA to become and remain the Leading Authority for Campus Public Safety.

There is no doubt that all of us are disappointed that we were not able to gather in person in Atlanta this year for our annual conference, but I'm confident that by the start

to global networking, problem solving and establishing best practices. Put simply, we will continue to work together, and share resources to accomplish our collective goals, while forging a new and constructive path forward.

As the largest professional association committed to excellence in campus public

Continued on page 7

# IACLEA and Its Members Respond Rapidly to Challenges Presented During COVID-19

By John Bernhards, Executive Director

These past 12 months, we witnessed a year of unparalleled challenges and societal change, all in the wake of the global COVID-19 pandemic. It is estimated that the pandemic will cost colleges and universities in the U.S. and Canada alone more than 200 billion U.S. dollars. The past year has been a time of great cost and interruption to the lives of students, families, and campus communities; and to IACLEA and its member agencies. We can be thankful that we are now nearing the end of this most difficult period and turning our sights to better times ahead.

IACLEA and its members responded rapidly to the change and challenges presented to us. We continued to serve our mission, and by working together we continued to network, learn, stay nimble, adapt, and overcome.

More than a year ago, COVID-19 began to shut down businesses and offices, and our college and university classrooms. At IACLEA, we immediately went to work on a rapid response effort to ensure members received the latest information, updates and best practices on how campus public safety agencies were adapting their operations as the pandemic spread. Members shared their knowledge and experiences on our CONNECTIONS networking platform. We posted numerous pandemic policies and procedures, best practices, and training materials shared by members on our online and website resource pages.

Thankfully, just prior to the pandemic, our staff had been building the IACLEA Online Education Center which was launched in time for our first virtual Annual Conference & Exposition one year ago. Since then, we have significantly expanded our web and online learning offerings, reaching more members than ever before. This past April, we adapted our highly popular First Line Supervisor Institute and Executive Development Institute programs for online delivery. We saw a record attendance for both leadership institutes, and we look forward to returning these important offerings to in-person events in 2022. IACLEA also continued to deliver its training-on-request programs in a virtual format, as well as our CRI-TAC program deliveries.

IACLEA also responded quickly as the national and global focus on social change, equity and racial justice began to take shape; and with it, calls for police reform. Last summer, IACLEA published its "Five Commitments" — a pledge to Higher Education, Campus Policing and Safety. In our five commitments we reaffirmed the critical role of campus public safety agencies and their personnel.

We also identified a 12-month program of work designed to showcase our members' commitment to the mission of higher education, transparency, community engagement, continuous learning and improvement, and the adoption of best practices and standards.



© Andy Harper, 60iMedia Productions

John Bernhards

*A strong focus was made by IACLEA this year on agency policies, procedures, and the IACLEA Accreditation program.*

Among the highlights of that workplan was our summit series entitled "Shaping the Future of Policing and Public Safety." Monographs featuring key findings from the summit series were shared with other higher education membership associations. IACLEA also published a monograph on the **Role and Purpose of Campus Public Safety Agencies**, designed to encourage discussion and dialogue among agency personnel and with campus stakeholders.

A strong focus was made by IACLEA this year on agency policies, procedures, and the IACLEA Accreditation program. The IACLEA Accreditation Commission, led by Jessica Luedtke, thoroughly reviewed and revised the IACLEA Accreditation standards which were released last month.

IACLEA's leadership in and reputation for developing campus law enforcement policies, procedures and standards is recognized among our federal partners. As an accreditation body, IACLEA was selected by the former U.S. Attorney General to serve as a certifying body under the presidential Executive Order 13929, generally known as the Executive Order on Safe Policing for Safe Communities. Last fall and winter, IACLEA certified 135 campus law enforcement agencies for compliance with the U.S.



## Build peace of mind.

More than just a partner, Allied Universal is your trusted advisor, dedicated to creating solutions for a safer campus.

- ▶ Experienced and Dedicated Support Team
- ▶ Clery Center Partner and Training
- ▶ Trained, Knowledgeable and Friendly Security Professionals
- ▶ Remote Monitoring and Access Control
- ▶ Full Suite of Technology Solutions
- ▶ Event Staffing and Security
- ▶ Risk Advisory and Consulting

[www.aus.com](http://www.aus.com)

**ALLIED UNIVERSAL**  
There for you.

safety, our members have been catalysts for positive change, who elevate leadership, provide creative vision, and remain committed to a culture of innovation to prevent crime, enhance safety, and build trust within the campus communities we faithfully serve.

Brighter days are ahead, and your board of directors is committed to providing high quality, contemporary and forward-thinking programs to ensure we are aligned and consistently utilizing the best practices in our profession.

During this next year, your Board of Directors will enhance our accreditation program, streamline our committees, establish state and provincial representatives to assist our regional directors, and focus the efforts of our At-Large Directors on our most critical functions: training and education, accreditation, especially for our non-sworn members, and government relations.

In the coming months, we will initiate a strategic planning process to focus on the following core areas:

- Improving campus public safety resources and training;
- Clarifying and streamlining federal compliance regulations;
- Rebuilding trust and enhancing accountability;
- Supporting officer wellness and safety;
- Enhancing threat assessment to reduce incidents of mass violence; and

- Improving mental health resources for campus community members.

As your President, I will work tirelessly to enhance opportunities for our members, assist agencies in achieving accreditation, increase membership by collaborating with other well-established campus safety organizations, and ensure that our association remains fiscally responsible.

I plan to use my proximity to Washington, DC to cultivate stronger relationships with our Executive Director, staff, Corporate Partners, and government officials. In these efforts, I will dedicate myself to gaining the necessary support to streamline the cumbersome Clery compliance process and crossover with Title IX regulations. This is an ambitious goal, but it is crucial and long overdue.

In closing, I understand the significance of serving in this critically important position and the magnitude of what is at stake. I do not take this responsibility lightly. I am passionate and committed to advancing the mission of our Association, guiding it to the next level, and will face any difficult challenges that may lie ahead and stand in service with all of you to make our campus communities safer.

With all sincerity, thank you, be well and stay safe! 🙏

---

**IACLEA and Its Members Respond Rapidly to Challenges Presented During COVID-19, continued from page 5**

---

Department of Justice (DOJ) for Certification.

The certification is now mandatory for campus law enforcement agencies seeking eligibility for grant funding through the DOJ. And just last week, COPS—the Office of Community Oriented Policing Services—announced the availability of grant funding for agencies seeking agency accreditation. IACLEA is now reaching out to agencies it has certified to provide information on this grant support.

We continue to work closely with the DOJ and our many federal partners to disseminate vital updates and information to our members on hate crimes and extremist group activity. The importance of these partnerships was highlighted immediately following the storming of the U.S. Capitol building in Washington and calls for unlawful and potentially violent acts by groups leading up to the U.S. presidential inauguration in January. IACLEA worked

aggressively to share federal partner updates on extremist group activity in state capitols and other U.S. cities leading up to the inauguration.

IACLEA is also supporting its members through our government and external relations program. Last month, our Government Relations Committee adopted and published the IACLEA 2021 Public Policy Agenda, now available on the IACLEA website. In it, we outline our legislative priorities as the vast majority of college campuses resume with full operations this year.

We will continue to improvise, adapt and overcome while remaining true to our mission. Please share your feedback through your IACLEA Regional Director on the Board. Let us know how we are doing and share your ideas and observations. And always feel free to reach out to me if I can be of assistance to you. We value your commitment to IACLEA and your input. 🙏



JUNE 2021

Annual Conference & Exposition

V I R T U A L 

## COVID-19's Global Grip Meant Another Virtual Annual Conference

*We Look Forward to Seeing You in Las Vegas Next Year!*

On the heels of the 2020 Virtual Annual Conference—a sudden pivot from IACLEA's and everyone else's plans—we were hopeful that the COVID-19 pandemic would abate and that we would be able to meet again in person in Atlanta in June 2021. IACLEA staff immediately started planning for an in-person event to make up for 2020's missed face-to-face gathering.

Initially, there was hope on the horizon—vaccines started being distributed as early as January 2021 and positivity rates started a downward trajectory after alarmingly high rates following the (U.S.) Thanksgiving and Christmas holidays. Yet even with the encouraging outlook, many of our members were still recovering.


IACLEA surveyed our agencies to determine the feasibility of holding an in-person conference. Even with vaccinations, the financial health of most of our members was struggling. Based on the feedback, the Board of Directors and IACLEA staff determined that it would be fiscally responsible to meet virtually for one more conference.

IACLEA staff worked with conference vendors in Atlanta and were able to postpone their contractual obligations to a future year resulting in zero financial penalties. With this relief, the Association was able to invest in a virtual event platform with technical support, and the creation of the event could begin. The decision was made at this time to offer an affordable and desirable registration fee to have as many IACLEA members participate as possible. One registration fee was assessed for the entire agency to attend!

Last December, the Annual Conference Education Committee (chaired by Becky Wilkey from Gonzaga University) reviewed nearly 100 proposals and narrowed the original list down to approximately 40 sessions. Speakers were given the option to participate "live" at the virtual conference or pre-record their sessions.

IACLEA Corporate Partners, supporting members, and vendors learned about the virtual exposition opportunities and we were fortunate to receive their continued support. Understanding that in-person is preferred, we worked with the options we had and created a dynamic and interactive expo allowing for vendors and peers to connect.

In the months and weeks leading up to the conference, IACLEA staff worked with the event producers, speakers, vendors, sponsors, and the Board of Directors to hold multiple rehearsals and training sessions so all would be familiar with the new platform.

At 9 a.m. ET on June 22, IACLEA launched the 2021 Virtual Annual Conference with nearly 1,400 pre-registered attendees. The next four days provided timely and important trainings, networking with peers, updates from IACLEA headquarters and the swearing-in of our newest Board of Directors. All sessions were recorded and later made available to all conference registrants through CONNECTIONS. Content will be available until August 31. 



## FEEDBACK WE'VE RECEIVED:

(Responses were recorded from those who participated anonymously in our post-conference survey.)

*"I attended for information regarding Accreditation and found all the information very useful. We will be using the information obtained to assist with our accreditation."*

---

*"The Clery presentation will help facilitate more collaboration on campus and the Prospective on Bias training was valuable."*

---

*"Notes on mental health and just leadership and strategic planning ideas were excellent!"*

---

*"Mental health for our officers as well as mental health of our students is always an ongoing issue and continuously growing."*

---

*"Content was timely and very relevant. Highly beneficial to the membership. Keep up the great work!"*

---

*"I thought the content was very diverse. In most blocks, I had to make a choice between competing sessions. I appreciate the diversity."*

---

*"Excellent group of subject matter experts. Great to see the view from multiple perspectives (policing/security, administration, outside agencies, etc.)"*

---

*"Based on the information presented regarding how to interact with autism spectrum students, such students will be more effectively served."*

---

*"[I] liked the variety of presenters and the style of coming from different perspectives on the topic."*

---

*"Very much appreciate the group pricing, which allowed us to register people from all shifts who might otherwise not be able to be considered at all because their participation at one session or one day wouldn't justify the cost of one person's attendance. This is impactful to our agency."*

---

*"Great information showing how a working relationship is possible and beneficial." (Regarding Public Safety & Student Life: Keys to Building a Cohesive Partnership)*

---

*"Content will be useful as we implement recommendations of the policing task force this coming year."*

---

*"Fabulous presentation on history of policing and current EDI considerations. Outstanding speakers!" (Regarding From Bobbies to "Five-O": Policing and Community Throughout History)*

---



# President Ogden, New Board Members Sworn In to Office



Patrick Ogden, associate vice president and chief of police at the University of Delaware, was sworn into office on June 25, during IACLEA's (second virtual) Annual Conference & Exposition. He immediately assumed his duties.

"It is my sincere honor to serve the University of Delaware as Chief of Police and the International Association of Campus Law Enforcement Administrators as your new President," Ogden said during the Annual Business Meeting & Installation of Officers at the annual conference in late June.

"I am humbled and excited to continue my service to IACLEA," he continued. "I have been blessed with amazing opportunities to serve in various leadership roles over the past three decades and I will use my experience and enthusiasm to give back to this wonderful Association."

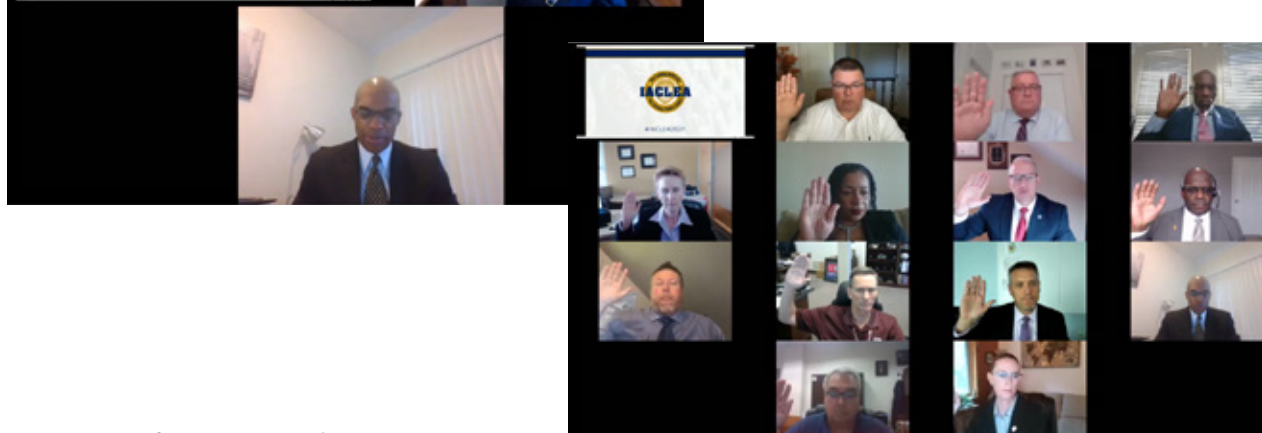
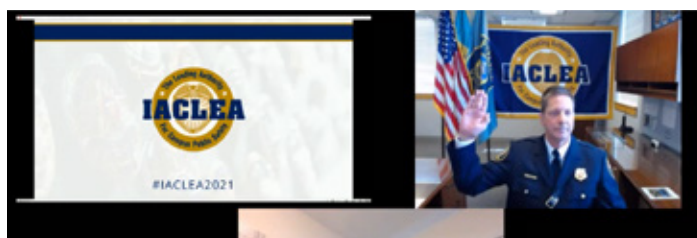
Former Immediate Past-President John Vinson swore in the remainder of the Board of Directors. Two new faces to the Board of Directors include Rob Kilfoyle and John Blaisdell.

Rob is the director of public safety & emergency management at Humber College in Etobicoke, Ontario. He is the Director for Canada (all provinces) with a term lasting until 2024.

John is the director of safety & security at Marist College in Poughkeepsie, New York. He is Director of the Mid-Atlantic Region with a term also lasting until 2024.

Two more faces will be joining the Board of Directors in mid-August, due to a special election that was called at the start of the annual conference. For details, see page 39.

For a complete look at IACLEA's 2021-2022 Board of Directors, visit <https://www.iaclea.org/board>. 📄



# President's Award Goes to Two Recipients

## *Pat Patton and Aerin Washington-Ritch Receive Honors*



Former IACLEA President Eric M. Heath bestowed the President's Award to two people on June 25 during the Annual Business Meeting at this year's (second virtual) Annual Conference & Exposition. The following are statements that were made as the awards were being presented.



*Pat Patton*

This year, I have elected to present the President's Award to two outstanding and dedicated IACLEA members. The first IACLEA President's Award is being given to Pat Patton.

I cannot overstate the leadership and dedication that Pat has brought to IACLEA over the last several years as IACLEA's Canadian

Regional Director. A steadfast supporter of international initiatives, Pat ensures that as an association and a board, we are constantly considering the international perspective. An example of this was the successful Canadian Initiative that Pat proposed and IACLEA adopted which allowed IACLEA to share its services with all Canadian campuses—both members and non-members alike—to improve long-term Canadian membership.

In addition to Pat's leadership on a variety of international initiatives, one of her greatest assets to IACLEA is the principled ways she leads and contributes to the work of IACLEA and its board. Pat's impact up front and behind the scenes has positively impacted IACLEA and will for many years to come. Thank you, Pat, for your dedication and commitment to IACLEA and its membership.



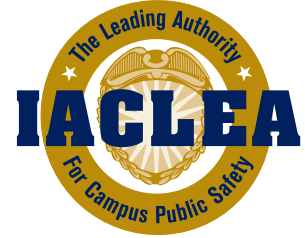
*Aerin Washington-Ritch*

The second IACLEA President's Award is being presented to Aerin Washington-Ritch, Director of Campus Security and Compliance at the University of Utah. IACLEA's mission is executed by a considerable amount of dedication by its volunteers. Aerin has proved to be an outstanding and dedicated example of

servant leadership that has greatly benefited our association.

During the past year, Aerin volunteered her time on several important committees serving as the Co-Chair of the Future Leaders in Public Safety Committee and as an active member of the Membership Committee. IACLEA staff have routinely commended Aerin's dedication to the committees she serves on and her admirable approach to completing committee work and assisting IACLEA with new endeavors. Thank you, Aerin, for your dedicated leadership and commitment to IACLEA and its membership.

Both Pat and Aerin will receive an individualized plaque in recognition of the award. 🏆



# The 2021 IACLEA Award Winners

## *IACLEA Award for Administrative Excellence*

### **IACLEA Award for Administrative Excellence**



**Assistant Chief Vicki King, University of Texas Police at Houston**

University of Texas Police at Houston Assistant Chief Vicki King has improved safety and translated threat safety science into actual lifesaving situations at the University of Texas M.D. Anderson Cancer Center and the University of Texas

Health Science Center at Houston.

Vicki King has used her expertise in risk prevention to work with law enforcement partners in the Houston area to apprehend multiple suspects and prevent violent crimes on the campuses and surrounding areas.

As a member of the institutions' Behavioral Intervention Teams (STOP Teams), King has cultivated partnerships with an array of leaders that have led to the prevention of major critical incidents.

### **IACLEA Award for Innovations in Community Oriented Policing**



**Vice President Paul Morris, Dixie State University**

Paul Morris, Vice President for Administrative Affairs at Dixie State University, created a culture of community-oriented policing in the Department of Public Safety. By providing the agency with necessary resources and working closely with

Chief Blair Barfuss to implement innovative programs, the agency has succeeded in building meaningful partnerships with multiple campus stakeholders.

The agency created two dedicated community-oriented positions. One officer is the Student Housing Liaison Officer, focusing on student housing concerns, training, and assistance. The second officer works with staff, faculty, and student groups to provide assistance, training, and special accommodations.

Assistant Chief King provided leadership and coordination with the Houston Police Department in the search, arrest, and eventual conviction of an active shooter in UTHealth Employee Assistance Department.

Another case involved the murder of a renowned cardiologist in the Texas Medical Center. As the suspect remained at large, Assistant Chief King moved quickly to enact personalized safety plans for other physicians who had had professional ties with the suspect and his mother.

In another example, at the onset of the COVID-19 pandemic, King utilized risk mitigation principles to develop and implement new security protocols to manage, control, and track personal protective equipment (PPE) at University of Texas M.D. Anderson Cancer Center.

Her commitment extends beyond law enforcement. As the President of the Texas chapter of Association of Threat Assessment Professionals, she regularly educates industry leaders on intervention strategies and collaborative opportunities.

Because of her innovative work in threat safety science that has contributed to crime prevention and investigations Assistant Chief Vicki King is presented with the IACLEA Award for Administrative Excellence.

In response to calls for transparency and accountability arising from George Floyd's death, the agency created a TRANSPARENCY website to answer community concerns. The website explains agency policies and procedures on topics such as body-worn cameras, anti-bias training, conduct and complaints, and use of force.

The agency created a police patch campaign that has raised awareness about the work of key community organizations the agency works with. The proceeds of sold patches have gone to eight non-profit community organizations.

In response to requests from community partners, the agency created the Self-Defense Awareness and Female Empowerment (SAFE) Course. Taught by public safety staff members the eight-hour course focuses on self-defense and empowerment. Because of high demand, each SAFE Course has been filled within minutes of being announced.

The emphasis on community-oriented policing has been noticed beyond the campus, with several civic and religious organizations in the city of St. George, Utah providing the agency with recognition and awards. By instilling a foundation of community-oriented policing, Vice President Paul Morris is presented with the IACLEA Award for Innovations in Community Oriented Policing.

## IACLEA Award for Merit



### Dispatch Supervisor Michelle Garza University of Texas Arlington Police Department

Upon joining the University of Texas Arlington Police Department in 2016, Michelle Garza brought 25 years of public safety communications experience to revamp and revitalize the police dispatch center, bringing

it into compliance and establishing benchmark processes and procedures that have increased agency service delivery to the university. Here are a few of her achievements:

#### Revamped the telecommunicator training program by:

- Developing a training “team” to standardize training processes for new hires;
- Creating mandatory and regular dispatch and trainer meetings;
- Ensuring three top senior dispatchers obtained their “Master” telecommunicator status; and
- Arranging for telecommunicators to attend training/conferences.

#### Obtained two new Texas Law Enforcement Telecommunications System (TLETS) terminals to ensure more timely returns and validations, and then:

- Ensured biannual training for 150 police and IT personnel with access to agency CJI;
- Created a team “validations” process for TLETS records; and
- Successfully passed two CJIS audits and one state audit.

#### She brought the dispatch center into ADA compliance with TDD/TTY, including:

- Obtaining two free TDD/TTY machines (valued at \$500 each); and
- Establishing onset and monthly ADA required training.

#### She consistently assisted in Emergency Management processes by:

- Developing a monthly process for equipment testing and EOC inspections;
- Organizing and maintaining an operable EOC;
- Obtaining approval for four laptops to be maintained in dispatch/EOC in case of emergency; and
- Obtaining Federal Outdoor Warning System and the indoor annunciator updates to ensure consistent performance during testing and use.

Because of Michelle’s persistent efforts to improve efficiency and effectiveness, raise morale, and develop career advancement opportunities for telecommunicators in the University of Texas Arlington Police Department, Michelle Garza is presented with the IACLEA Award for Merit. 🏆

## National Police Week 2021

### Remembering Campus Police Colleagues We Have Lost



Former President Eric M. Heath sent the following note to IACLEA members this past spring:

In May of each year, the United States recognizes the many law enforcement officers who have given their lives or have been seriously injured in the line of duty. These officers have done so for the protection of the communities they serve. Rightfully so, we pay respect to those brothers, sisters, and their families for their sacrifice.

This past year has been uniquely difficult with the way COVID-19 has impacted our agencies and more importantly the lives of our public safety personnel throughout the world. According to the National Law Enforcement Memorial Fund, there were 295 line-of-duty deaths in 2020, more than double the number in 2019 and the highest total since 1974. More than half of the Officer fatalities in the United States alone were COVID-19 related. For those in our profession who contracted COVID-19 and recovered, the long-term effects may not be known for some time.

Ours is a noble profession and our public safety employees serve with compassion, dedication, and a desire to help and protect others in deference to their own personal

safety. Throughout the struggles of 2020 and those that have continued in 2021, let us remember and honor those that have sacrificed the most. Former U.S. President John F. Kennedy signed a proclamation in 1962 to make May 15 Peace Officers Memorial Day and this day always falls during National Police Week. Please join me in remembering those campus police colleagues we have lost in the past year, including:

- **Officer Jose Antonio Buso, Sr.** – Alamo Colleges Police Department
- **Sergeant Parnell L. Guyton** – University of Alabama Birmingham Police Department
- **Officer Jerry Steven Hemphill** – Lanier Technical College Police Department
- **Sergeant Lionel Martinez** – Alamo Colleges Police Department
- **Corporal Martinus Mitchum** – Tulane University Police Department
- **Sergeant Jeffery Robert Smith** – Berry College Police Department



## IACLEA Recognizes 15 Accredited Agencies

The IACLEA Accreditation Commission announced that 15 member agencies have acquired accredited status since the June 2020 Annual Conference.

"We are thrilled to recognize the five agencies that achieved their initial award of 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. We especially welcome the non-sworn agencies and the

example they have set for all non-sworn agencies to pursue accreditation."

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. 🍌

### Initial Accreditation



#### **Bowdoin College Office of Safety and Security**

Executive Director Randall Nichols  
Accreditation Manager David Profit



#### **University of California Davis Police Department**

Chief of Police Joseph A. Farrow  
Accreditation Manager Kate Shasky



#### **Southern University at New Orleans Police Department**

Chief of Police Bruce Adams  
Accreditation Manager Lt. Albert Ernest



**Stephen F. Austin State University Police Department**

Chief of Police John Fields, Jr.

Accreditation Manager Dep. Chief Craig Goodman



**Yavapai College Campus Safety**

Chief Jerald Monahan

Accreditation Manager Lieutenant Tyran Payne

## First Reaccreditation



**University of Maryland Baltimore Police Department**

Chief of Police Thomas Leone

Accreditation Manager Lt. Christopher Finn



**Towson University Police Department**

Chief of Police Charles J. Herring

Accreditation Manager Lt. Robert Reed



**University of South Carolina Police Department**

Associate VP for Law Enforcement and Safety &  
Chief of Police Chris Wuchenich

Accreditation Manager Captain David Dannels

## Second Reaccreditation

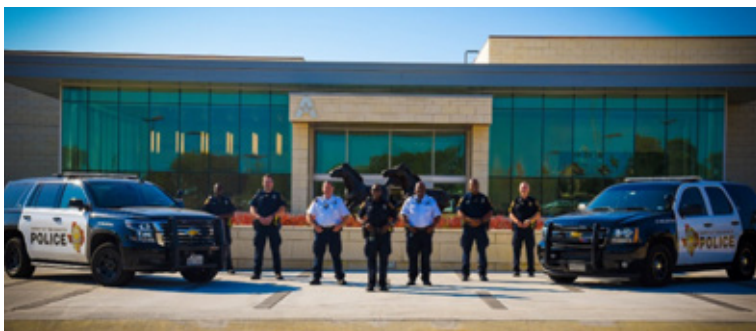


**University of Delaware Police Department**  
Chief of Police Patrick Ogden  
Accreditation Manager Sergeant Jeff Gates

## Third Reaccreditation



**Cornell University Police Department**  
Chief of Police David Honan  
Accreditation Manager Denise Schulze



**University of Texas Arlington Police Department**  
Chief of Police Kim Lemaux  
Accreditation Manager Ms. Amanda L. Moss



**University of Wisconsin Police Department**  
Chief of Police Kristen Roman  
Accreditation Manager Ms. Rebecca Skinner

## Fourth Reaccreditation



**University of New Hampshire Police Department**  
Chief of Police Paul H. Dean  
Accreditation Manager Ms. Allison Jean



**University of Texas Health Science Center Police Department**  
Chief of Police Michael Parks  
Accreditation Manager Ms. Evelyn Castilleja



**University of Texas at Houston Police Department**  
Chief of Police William Adcox  
Accreditation Manager Sergeant Everton Long



### Interested in learning more about Accreditation?

Now is an ideal time, as community members are highly attuned to the practices of police and public safety agencies. Visit: <https://www.iaclea.org/accreditation> or contact Director of Accreditation Jerry Murphy at 202-618-4545 or [jmurphy@iaclea.org](mailto:jmurphy@iaclea.org)



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



## Share Your Knowledge in Las Vegas!

### 2022 Call for Proposals is Open

On the heels of a successful second Virtual Annual Conference, IACLEA is excited to plan for the 2022 Annual Conference & Exposition in Las Vegas, Nevada. We will meet in person at the MGM Grand, June 27-30, 2022, for the four-day conference packed with educational workshops, plenary sessions, exhibitor trade show, and face-to-face networking with your peers.

Las Vegas is the city famous for having “something for everyone.” Attracting nearly 43 million visitors a year, the city offers the grandest hotels, biggest entertainment starts, the highest caliber of award-winning chefs and sommeliers, and, of course, the brightest lights.

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. IACLEA wants your help to present a diverse, relevant, and engaging program.

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. 🍷

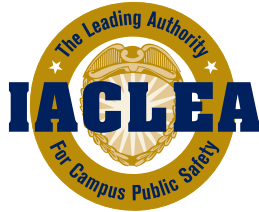
*“Excellent group of subject matter experts. Great to see the [point-of-] view from multiple perspectives.”  
– 2021 Conference Attendee*

### Suggested Topics of Interest

- Mental Health & Wellness
- Gender-based Offenses
- Leadership & Management
- Technology
- Compliance & Legislation
- Non-Sworn Issues
- Canadian & International Issues
- Alcohol & Drugs

## 2022 Annual Conference & Exposition Call for Proposals Is Open

Deadline to submit is November 5, 2021.  
To submit your proposal, please visit [www.iaclea.org/call-for-proposals](http://www.iaclea.org/call-for-proposals).



# Annual Conference & Exposition

# VIRTUAL



## CORPORATE PARTNERS



## CONFERENCE SPONSORS





# 2020-2021 Annual Report

Over the current membership year, IACLEA continued to provide rapid response to the global COVID-19 pandemic, unveiled significant new member training benefits, and took part in ongoing international discussion on police reform.

The following timeline provides a look back at last year's key achievements and highlights.

## SEPTEMBER 2020

- Last fall, IACLEA published its **“five commitments”** — a pledge to higher education, campus policing and safety (Shaping the Future of Policy & Public Safety). In these five commitments, the Association reaffirmed the critical role of campus public safety agencies and their personnel. It also identified a 12-month program of work designed to showcase our members' commitment to the mission of higher education, transparency, community engagement, continuous learning and improvement, and the adoption of best practices and standards.
- Director of Education & Leadership Development Josh Bronson led a summit series titled **“Shaping the Future of Policing and Public Safety.”** Key findings from this summit series were shared with other higher education membership associations. The summit series began in September and ended in January. IACLEA also published a monograph on the Role and Purpose of Campus Public Safety Agencies designed to encourage discussion and dialogue among agency personnel and with campus stakeholders.

## OCTOBER 2020

- IACLEA bade a bittersweet **farewell to International Director Malcolm Dawson**, BEM (British Empire Medal), who voluntarily stepped down from his role on the Board of Directors. Head of Security at the University of Leeds in England, Dawson was elected to the Board in 2019 and sworn in during the Annual Business Meeting in June 2019.
- IACLEA Past-President Eric Heath announces that **Terry Branch, head of Security Services at Imperial College London, joined the Board of Directors as the new International Director** in a term that lasts through 2022.

- **Former U.S. Attorney General Robert Barr announces the selection of IACLEA to serve as an independent credentialing body for police agencies** established in former President Donald Trump's Executive Order (EO) No. 13929, Safe Policing for Safe Communities. In the months following the EO, IACLEA certified 135 campus police and special police agencies for compliance with the U.S. Department of Justice (DOJ) Standards of Certification. The certification is mandatory for any police agency seeking eligibility for grant funding through the DOJ.

## December 2020

- **L. Angela Webb is appointed to the Board of Directors as Director-at-Large** in a term lasting through June 2021.

## JANUARY 2021

- After the U.S. Capitol building was stormed on January 6, IACLEA collaborated closely with the DOJ and other federal partners to disseminate vital updates and information to members on hate crimes and extremist group activity. The importance of these partnerships was highlighted immediately following the events of January 6 and calls for unlawful and potentially violent acts by groups leading up to the U.S. presidential inauguration on January 20. **IACLEA worked aggressively to share federal partner updates on extremist group activity in state capitals and other U.S. cities.**
- Past-President Eric Heath releases a statement ahead of **Law Enforcement Appreciation Day on January 9.**

## MARCH 2021

- IACLEA holds an election for President-Elect, Director-at Large “C”, Director for Canada, Director of the Mid-Atlantic, and Director of Mountain-Pacific on the Board of Directors.

## APRIL 2021

- The Board of Directors welcomes President-Elect John Ojeisekhoba, Canadian Director Rob Kilfoyle, Director-at-Large L. Angela Webb, Director of the Mid-Atlantic John Blaisdell, and Director of Mountain-Pacific Lewis Eakins into their new roles.
- Director of Communications Gwen Fitzgerald departs IACLEA after serving in the role since December 2016.
- **IACLEA partners with the U.S. Department of Homeland Security's Blue Campaign**, designed to assist IACLEA members with training and resources to combat human trafficking.
- IACLEA releases a list of **"Top Ten Questions Asked by Students and Families"** regarding campus public safety. The list was developed with the support and assistance of IACLEA members, staff, and the IACLEA Communications Committee.
- **IACLEA runs their popular leadership institutes, Executive Development Institute and First Line Supervisor Institute, virtually for the first time.** More than 130 police and public safety leaders took part in the program. We look forward to returning these important offerings to in-person events in 2022.

## MAY 2021

- Director of Government & External Relations Altmann Pannell departs IACLEA after serving in the role since January 2019.
- Past-President Eric Heath releases a statement during **Police Week** and commemorates officers lost in the line of duty.
- The **second edition of IACLEA Standards** was issued. Agencies currently enrolled in the Accreditation Program seeking their first accreditation or re-accreditation have the option of complying with the first or second edition until December 31, 2021. **After January 1, 2022, all agencies will demonstrate compliance with the second edition of standards.**
- Lisa Foster is hired into the role of Director of Communications.
- **IACLEA Partners with Faith & Blue**, a U.S.-wide initiative that strengthens communities by fostering relationships between houses of worship and law enforcement entities.
- IACLEA's Government Relations Committee adopts and publishes its **2021 Public Policy Agenda**. This document outlines IACLEA's legislative priorities as most college campuses resume with full operations.
- The IACLEA Accreditation Commission, led by Jessica Luedtke, thoroughly reviewed, revised, and released the **IACLEA Accreditation Standards**.
- A Special Election is called to elect a new VP of Finance after John Ojeisekhoba became President-Elect.

## JUNE 2021

- **Paul Dean is elected VP of Finance.** All Board members are sworn into their roles at the conclusion of the (second virtual) Annual Conference & Exposition.
- **IACLEA's Annual Conference & Exposition takes place June 22-25** with a new, interactive platform.
- **Lewis Eakins is appointed Director-at-Large** by outgoing President Eric M. Heath and a call for a Special Election to fill two regional directorships is called.
- The DOJ's Community Oriented Policing Services Office (COPS) announced the availability of grant funding for agencies seeking agency accreditation. IACLEA is now reaching out to agencies it has certified to provide information on this grant support.
- IACLEA, in collaboration with ADL, Cley Center and the FBI, released a guide for responding to and reporting hate crimes for campus public safety leaders.
- Throughout the year, IACLEA continued to deliver its **Training-on-Request** programs in a virtual format, adding several new trainings such as Principled Policing, Preparing for Civil Unrest, and more to its course catalog. Many campuses took advantage of free IACLEA training through grants such as CRI-TAC and OVW grants. IACLEA provided numerous webinars and panel discussions on timely topics held at no cost to members. Hundreds of attendees were able to take part in IACLEA's virtual offerings.

## JULY 2021

- **Police Executive Research Forum collaborates with IACLEA** on a new resource, *"Municipal and Campus Police: Strategies for Working Together During Turbulent Times,"* with several members playing a key role in its release.
- **IACLEA partners with the 30X30 Initiative**, a national initiative to advance policing by increasing the number of women in law enforcement.
- **Two new regional directors win through acclamation.** Please welcome **Mike Kaselouskas as Director of the North Atlantic**, and **Matt Pedersen as Director of Mountain Pacific**. Learn more about them on page 39.

*We encourage you to follow Association developments year-round on CONNECTIONS, in The Bulletin (sent weekly), on our social media and by clicking on Association News under the Newsroom tab on our website. Please send your Member News for consideration on our website and our social media to Director of Communications Lisa Foster, [lfoster@iaclea.org](mailto:lfoster@iaclea.org).*

# Thank you, President Heath!

© Mike Ritter

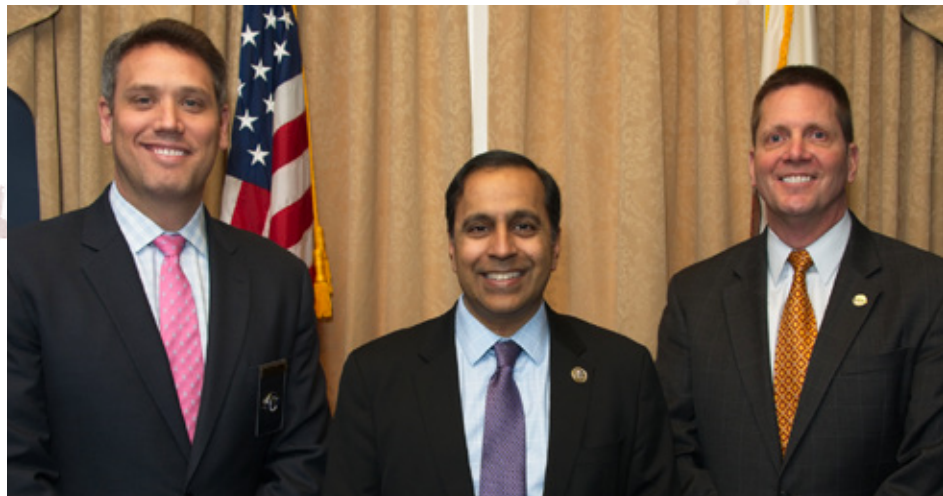


Immediate Past President Eric M. Heath addresses the crowd at IACLEA'S 2018 Annual Conference in his former role as IACLEA's Vice President of Finance.

Eric M. Heath, served as IACLEA president from June 25, 2020, until June 25, 2021. During his tenure, Eric led IACLEA and its members to finding creative and safe ways to address not only the impact of the COVID-19 pandemic, but in calls for policy and public safety reform around the globe. Eric has stated that leading virtually—instead of working with others in person—was not quite what he had envisioned during his time as president. Yet Eric took on the challenge to lead—albeit virtually—with finesse.

We thank you, President Heath, for your steadfast dedication and unwavering commitment to IACLEA and its members. We look forward to seeing you in person soon!

© Andy Harper, 60Media Productions, LLC



Eric M. Heath (Immediate Past President) and President Patrick Ogden meet with U.S. Representative Raja Krishnamoorti of the Illinois 8th District during IACLEA's Capitol Hill Day in 2018.



Patrick Ogden

*"I want to thank Eric for his leadership and dedicated service during a time of immense disruption. Under Eric's tenure as president, we made it through the worst of these most unfortunate situations, and we will be stronger as a result."*

—IACLEA President Patrick Ogden (2021-2022)

*"Eric was the right president at the right time. His steady presence was a constant support over the past year. Thank you for your endless support and confidence in me during our shared time on IACLEA's Board of Directors. I have been comfortable talking through issues with you to understand a different perspective. I value our friendship. Thank you for all you have done for IACLEA, all regions of the Association and for me. Best wishes."*

—Patricia "Pat" Patton, former Canadian Regional Director (2020-2021) and a 2021 recipient of the President's Award



Pat Patton



Immediate Past President Eric M. Heath meets with representative Wade Stormer, Law Enforcement Liaison for Uber, an IACLEA Corporate Partner, during the 2019 Annual Conference.

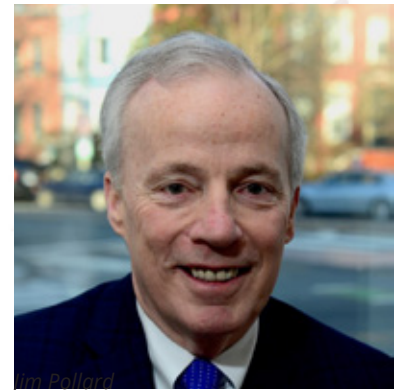
*"Eric came into the leadership of IACLEA during a very trying period when most of the membership was dealing with the response to COVID-19. Despite the challenges, Eric did a stellar job in leading our organization, engaging with the Board, and working with Association staff. I want to express my appreciation to Eric for the time and effort he put into keeping our Association on track despite all the COVID-19 related distractions." —Lewis A. Eakins, PhD, appointed Director-at-Large (2022)*



Lewis A. Eakins

*"I knew it would be a challenging year for Eric from the day he was sworn in as IACLEA's President. The fact it occurred online instead of in person in New Orleans and during a worldwide pandemic were the first clues. Eric's leadership was immediately challenged during these very disruptive times, whether it was his professional responsibilities at the University of Chicago or in his role as IACLEA's president directing the Association. Eric faced immense disruptions caused by the pandemic but was focused on meeting the needs of the IACLEA community in providing the services our members have grown to expect even under strained economic and budget restrictions. The additional national challenges of police reform, daily public scrutiny of police departments across the country and on our campuses compounded the issues. Eric kept the Board of Directors updated and worked closely with IACLEA's Executive Director and staff ensuring our Association would continue to provide the most appropriate webinars, forums, and panels on subjects not only pandemic-related, but on other vital topics requested by the members. Under Eric's leadership as president, IACLEA came through to its members in what has to be one of the most challenging years any of us have ever seen."*

*—Jim Pollard, former Director of the North Atlantic (retired; term was until 2023)*



Jim Pollard



Helen Haire

*"President Heath demonstrated true leadership during last year's numerous challenges. His passion and commitment for IACLEA, its members, and its staff is unrivaled."*  
– Helen Haire, Director of Mid-America (2022)

# Clear the Road Quicker

Driver Exchange helps keep you and your citizens safe.

**SAVE UP TO  
30 MINUTES  
PER ACCIDENT**



## SAVE TIME

Clear accidents in half the time.



## IMPROVE SAFETY

Reduce time road side.



## DIGITIZE FORMS

Eliminate messy, handwritten forms.

**A FREE, CLOUD-BASED  
MOBILE APP FOR  
REPORTABLE AND  
NON-REPORTABLE  
ACCIDENTS.**

*“Driver Exchange speeds up the process and clears the accident scene quicker.”*

- CARFAX for Police agency partner in Louisiana

**REGISTER FOR A DEMO AT  
CARFAXFORPOLICE.COM/TRAININGS**

Contact: 800.990.2452 or [CFPMarketing@carfax.com](mailto:CFPMarketing@carfax.com)



[CARFAXFORPOLICE.COM](http://CARFAXFORPOLICE.COM)

# IACLEA Partners with the 30X30 Initiative

IACLEA is pleased to announce a new partnership with the 30X30 Initiative, a national initiative to advance policing by increasing the number of women in law enforcement. Its ultimate goal is to increase the representation of women in police recruit classes to 30 percent by 2030, and to ensure police policies and culture intentionally support the success of qualified women officers throughout their careers.



Kristen Roman



Patrick Ogden

“We signed on to this initiative early on, and while UWPD currently sits at about 25 percent female, we—like so many agencies—continue to strive to diversify our ranks,” Roman continued. “30X30 aligns with our department’s values around diversity, equity, and inclusion. Policing as a profession has a responsibility to meaningfully contribute to a more equitable society and our involvement with this initiative is another demonstration of this commitment.”

In the United States, women currently make up only 12 percent of sworn officers and three percent of police leadership. According to 30X30’s website, this under-representation of women in policing undermines public safety. Research shows women officers use less force and less excessive force when faced with the same circumstances than their male counterparts, are named in fewer complaints and lawsuits, are perceived by communities as being more honest and compassionate, see better outcomes for crime victims, and make fewer discretionary arrests.

“With recruiting and retaining officers such a significant challenge right now, IACLEA was excited to begin working with 30x30 to become a partner on this important initiative,” said IACLEA President Patrick Ogden. “Through this partnership, IACLEA hopes to not only increase the number of women in policing, but also to help its members with the difficulty many have had when it comes to recruitment and retention,” he added.

“30x30 provides free programs, toolkits, and evidence-based practices on how to better recruit and retain female officers,” said IACLEA Director-at-Large Kristen Roman, Chief of Police at the University of Wisconsin-Madison.

Furthermore, Roman went on to offer commentary from the benefits UWPD has seen from the 30X30 Initiative. It has increased exposure and reach, as well as resources.

“Despite our unique history, not enough people in our community are aware of the impact women continue to have in our sworn ranks,” Roman said. “30X30 has provided a platform for us to tell this story in a way that supports ongoing recruitment and community relations efforts. This has already yielded at UWPD, with media coverage in *The Badger Herald*.

“[At UWPD] the organizers have already hosted a couple webinars, produced survey templates, offered data tracking resources, and more. This menu of resources is helpful to inspire ideas and generally evaluate current practices from a hiring/recruitment standpoint,” Roman added.

The 30x30 Initiative is a coalition of police leaders, researchers, and professional organizations who have joined together to advance the representation and experiences of women in police agencies across the United States.

Visit 30X30 online at <https://30x30initiative.org>.

*With recruiting and retaining officers such a significant challenge right now, IACLEA was excited to begin working with 30x30 to become a partner on this important initiative.*

# New Resource Provides Campus Policy and Public Safety with Best Practices

*IACLEA, in partnership with ADL and Clery Center, release hate crimes resource*

IACLEA is pleased to announce a new resource: “Combating Hate Crimes on College and University Campuses: Essential Considerations for Public Safety Officials.”

Created through a partnership between Anti-Defamation League (ADL), Clery Center, and IACLEA, this new resource provides campus police and public safety with best practices for addressing hate crimes and incidents. It includes guidance for identifying hate crimes, recommendations to enhance communication before and after a hate crime or bias incident occurs, and information on where hate crimes should be reported.

This new resource was officially introduced by Vice President David Friedman of ADL during his opening remarks during the opening ceremonies at IACLEA’s Annual Conference & Exposition in late June. Friedman spoke about the importance of partnering with campus police and public safety and thanked IACLEA and its members for their dedication to addressing hate crimes on campuses.

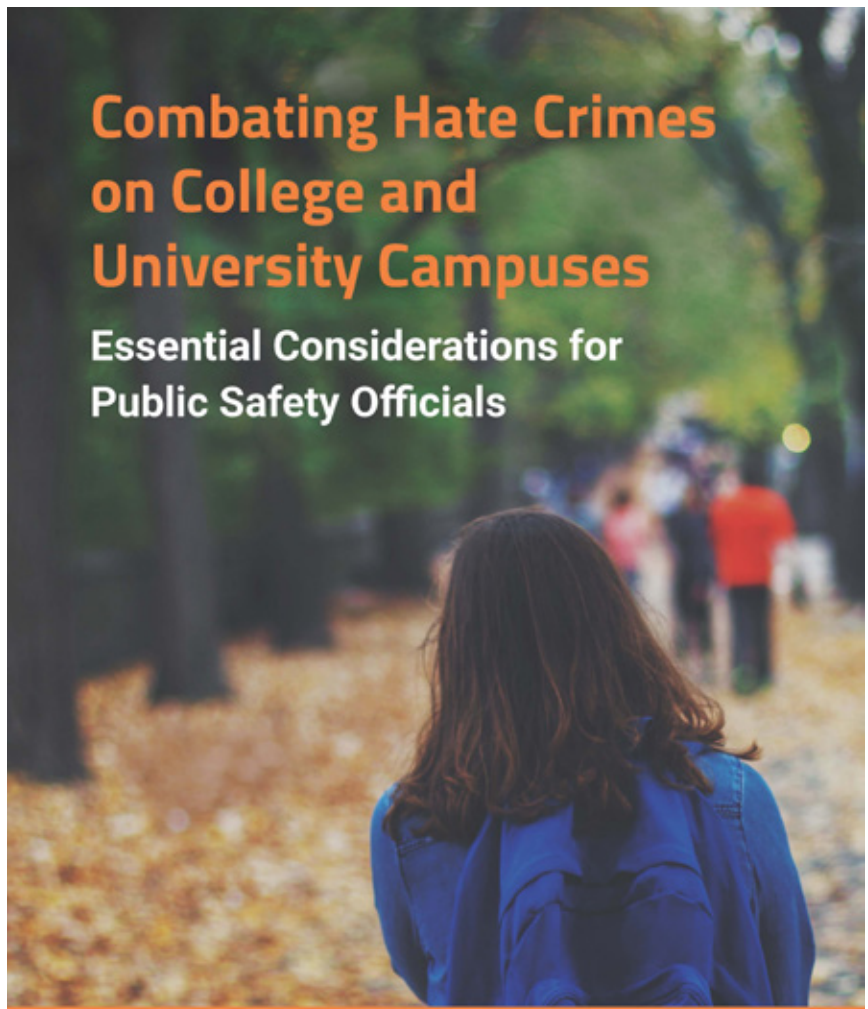
While “Combating Hate Crimes on College and University Campuses” was written primarily for college and university campus police and public safety officials, the information it contains has relevance to the hate crime prevention and response efforts of all campus community members.

“Working collaboratively on this project with ADL, Clery Center, and the FBI, who provided input on UCR/NIBRS, was a great experience and we believe the guide that was created will be very useful to campus public safety,” said Josh Bronson, IACLEA’s Director of Education & Leadership Development. “Considering the steady rise in hate crimes, this new resource couldn’t be timelier.”

ADL is a leading anti-hate organization that works closely with law enforcement to assist them in protecting communities from extremism and hate and, as a leader in the fight against

hate crimes, provides expertise in community response, legislative advocacy, and inclusive school climates. Founded in 1913, ADL’s mission is to stop the defamation of the Jewish people and to secure justice and fair treatment to all.

Founded in 1987, Clery Center was the first nonprofit organization dedicated to the prevention of criminal violence at colleges and universities nationwide and continues to be the national leader today. Their mission is to work together with colleges and universities to create safer campuses through education, awareness, policy, and prevention initiatives. 🌱



# CAMPUS PROCEDURAL JUSTICE

## **Fostering trust. Promoting accountability. Instilling confidence in your agency.**

Procedural Justice is a belief that the administration of justice, the allocation and use of departmental resources, and the impartial resolution of conflicts produces trust and promotes positive relationships between police/public safety and the communities they serve.

D. Stafford & Associates has developed an array of Procedural Justice Services to assist campuses with continued calls for accountability and reform among campus police and public safety agencies. This service includes two key initiatives:



### **PROCEDURAL JUSTICE ASSESSMENT SERVICE**

A Procedural Justice assessment will provide college and university leaders with the framework necessary to empower proactive, inclusive, transparent, and community-centric campus police and public safety agencies.

By implementing recommendations arising from this review, institutions will be able to better understand how concepts of legitimacy and procedural justice can be embedded into the fabric of a campus police or public safety agency.

Ancillary services include, but are not limited to:

- Providing an external campus public safety or law enforcement expert to participate in existing or new groups designed to provide feedback and guidance to campus public safety and police departments
- Conducting third-party external investigations into reports of officer-involved bias incidents



### **PROCEDURAL JUSTICE TRAINING INSTITUTE**

National class offerings in 2021 include:

- First Amendment and Higher Education: From Protests to Biased Speech
- Organizational Ethics and Biased Policing
- Recruitment and Retention in Today's Modern Campus Police/Public Safety Agency
- Professional Standards Investigations: A 21st Century Procedural Justice Approach

Additional classes and course offerings will be added annually.

Procedural Justice training programs can be tailored to individual campus police and public safety departments. Both virtual classes and in-person classes are available.

For additional information about the services and classes, visit [www.campusproceduraljustice.com](http://www.campusproceduraljustice.com)



**D. STAFFORD  
& ASSOCIATES**



**CAMPUS  
PROCEDURAL JUSTICE**

# Safety with Uber



Campus Safety is essential to Uber. From building new safety features and investing in cutting-edge technology, to strengthening policies, and growing our safety teams across the globe, we are always working to raise the bar on safety.

Here's a guide that shows how Uber approaches safety



## Working with Law Enforcement

We have a global law enforcement team made up of former law enforcement professionals who have the expertise to handle requests from public safety officials during active investigations. For more information go to [lert.uber.com](http://lert.uber.com)



## Verify Your Ride

Riders on campus will have the option to verify each of their rides with a unique, 4-digit PIN that they can verbally provide to their driver, who will have to enter it into their own app in order to start the trip. This helps riders ensure that they're getting into the right car, and it helps drivers ensure they're picking up the right rider.



## RideCheck

The feature uses GPS and sensors from the driver's smartphone to identify rare events like unexpected long stops or possible crashes. In these situations, Uber will initiate a RideCheck by proactively reaching out to both the rider and the driver through the app.



## Driver screenings

All potential drivers are required to go through our background check process, which checks MVR and criminal offenses at the local, state and federal level. Drivers are re-screened annually and we also have a continuous monitoring process in place. Our process complies with local requirements and laws in the jurisdictions where we operate.

# Vistelar Renews as IACLEA Corporate Partner

## *Vistelar's Renewed Commitment with IACLEA Focuses on Virtual Instructor-Led Training and Thought Leadership*



IACLEA announced in early June that Vistelar had renewed its commitment as an Association Corporate Partner through August 2022. Vistelar offers a range of de-escalation training to IACLEA's members around the world and has been an IACLEA Corporate Partner since 2018.

Vistelar is a world leader in conflict management licensing, training, and consulting. For more than four decades, their conflict management experts have been committed to eradicating the negative outcomes of poorly managed conflict. They are focused on building respectful and safer environments of care.

In Vistelar's renewed commitment with IACLEA, it will focus on two important initiatives—virtual instructor-led training and thought leadership.

"Our virtual instructor-led training program has really become the foundation of our Unified Conflict Management Training System," said Vistelar Chief Executive Officer Ann Newman. "The expertise of our instructors—coupled with world-class technology—has given us a platform to provide elite level non-escalation/de-escalation/crisis management instruction more efficiently than we've ever had before," she added.

Vistelar will offer IACLEA member pricing for the non-escalation/de-escalation/crisis management course. Depending on the number of registrants from each agency, IACLEA members can expect significant cost savings of either \$400 or \$500 off the normal price for this course.

"This training option saves the departments time and money while still delivering the best instructor training in the industry," Newman said. "We are beyond excited to partner with IACLEA on this offer to its members."

With the Thought Leadership program, Vistelar will sponsor, with input from IACLEA:

- A 12-month Thought Leadership Calendar;
- Ten articles authored by Vistelar to support the Thought Leaders program and made available free of charge to IACLEA members; and
- Ten webinars, in support of the articles, offered on Vistelar's webinar platform and also offered complimentary to IACLEA members.

"Vistelar is excited to embark on our Thought Leadership initiative with IACLEA," Newman said. "We feel that the focus on specific topics each month will provide enhanced awareness and education in the campus communities that will assist campus public safety in building respectful and safer environments of care."

"We are fortunate to have Vistelar continue with its Corporate Partnership and join IACLEA on this new Thought Leadership program," said James Pollard of Babson College, IACLEA's most recent North Atlantic Regional Director and board liaison for the Corporate Partner Advisory Committee. Pollard retired on July 1 (see page 59).

"We are fortunate to have Vistelar continue with its Corporate Partnership and join IACLEA on this new Thought Leadership program," Babson said. "Vistelar is a renowned subject matter expert in conflict management and our members can expect phenomenal results."

Additional information on IACLEA's Corporate Partnership Program can be found at [www.iaclea.org/corporate-partners/](http://www.iaclea.org/corporate-partners/).

Visit Vistelar online at <https://vistelar.com>. 🌐

# VISTELAR



# IACLEA Announces Staff Transitions and a New Hire

## *Bittersweet Moment: Two IACLEA Departures*

This past spring, Gwen Fitzgerald and Altmann Pannell resigned from their positions at IACLEA. Fitzgerald served as Director of Communications from December 2016 until her departure in April, and Pannell served as Director of Government & External Relations from January 2019 until his departure in May.



Gwen Fitzgerald



Altmann Pannell

“Gwen is professional, personable, and cares about people and animals,” said Maj. Cleveland “Smitty” Smith, who works for the Department of Public Safety & Police at Anne Arundel Community College in Maryland and considers himself a friend. “She is fun and loves to dance. I found out she’s got some moves at one of the annual conferences!”

“Both Gwen and Altmann were exemplary stewards of IACLEA’s mission and values and lived and breathed them through their impeccable work ethic,” said IACLEA Executive Director John Bernhards. “Both of them taught me a tremendous amount about the Association and their talents will be missed.”

Bernhards isn’t the only one at IACLEA who will miss these two stalwart staffers.

President-Elect John Ojeisekhoba said of Altmann: “I have such a deep appreciation for Altmann and his relentless work during his time with IACLEA. He is a consummate professional and a strategic thinker who contributed significantly to many aspects of the Association, including elevating our relationship with other government and partner organizations, resources and programming, and high quality of services to our members. He will be missed.” 🙏



Continued on page 30

# Introducing IACLEA's New Director of Communications

Lisa Foster was hired to be the new Director of Communications and started in the role on May 17. Prior to joining IACLEA, Lisa worked in internal communications at the Urban Institute in Washington, DC. She also has worked in higher education as a Communications and Marketing Strategist at Creighton University School of Law in Omaha, Nebraska. A native of Wisconsin, Lisa spent a decade of her life in Germany. While living in Germany, she worked as a magazine editor.

"We're excited to have Lisa here at IACLEA and get her up-to-speed on all things communications-related," Bernhards said. "She joined us at a busy time, right before this year's Annual Conference & Exposition, as well as getting her right to work on this issue of the Campus Law Enforcement Journal, and having her get meetings with the Communications Committee up and running again," he added.

IACLEA is also pleased to announce title changes for three other staff members. Josh Bronson is now the Director of Education & Leadership Development, O'Neil Singleton's title is Digital Engagement & External Relations Program Manager, and Elizabeth Welsh is Director of Meetings, Membership & Business Development. Jerry Murphy, IACLEA's Director of Professional Services, has resumed full-time hours.

"IACLEA staff have been so dedicated and have really gone above and beyond during the COVID-19 pandemic as we all continue to work from home," Bernhards said. "These title changes are definitely well deserved; and if you haven't already congratulated them during this year's conference, please take a moment to email them a note of congratulations." 🎉

## IACLEA Staff



John Bernhards



Josh Bronson



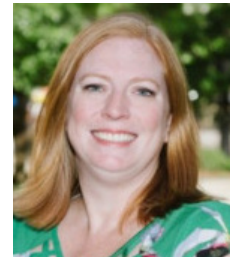
Lisa Foster



Jerry Murphy



O'Neil Singleton



Elizabeth Welsh

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

Like us on  Follow us on  on  on  and 

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



**TAG US ON TWITTER!**

We're learning so much about member agencies on Twitter. Please tag @IACLEA\_Members in your posts, so we can keep up with your news!

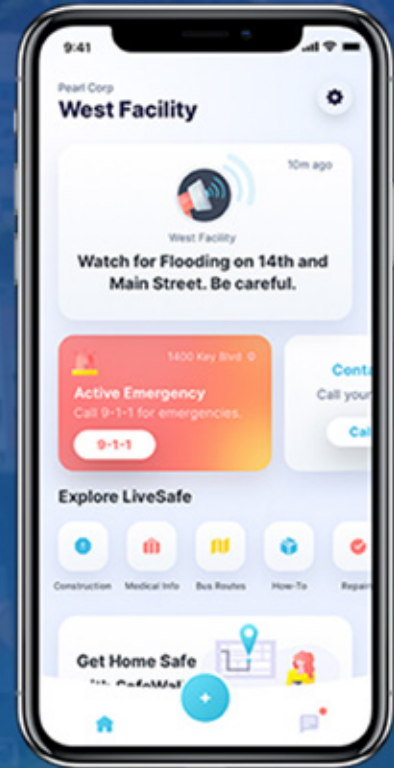
# Keep Faculty, Staff, and Students Safe with Vector LiveSafe



*Trusted by 200+ Colleges and Universities*

- Tip Reporting and Two-Way Chat
- Broadcast and Check-In Messaging
- Virtual Peer-to-Peer Escort Services
- Emergency Services and Panic Button
- Powerful Analytics & Integrations

**Get Started Today! [VectorSolutions.com/HE](https://VectorSolutions.com/HE)**



## Use AmazonSmile to Support IACLEA When You Shop

IACLEA is a beneficiary of the AmazonSmile program. Please select IACLEA as your designated charity, and the Association will receive a donation from the AmazonSmile Foundation to support our educational and professional development initiatives.

AmazonSmile is a website operated by Amazon with the same products, prices, and shopping features as Amazon.com. When you shop on AmazonSmile, the AmazonSmile Foundation will donate 0.5% of the purchase price of eligible products to the charitable organization of your choice, including IACLEA.

It's easy to support IACLEA.

1. Sign in to [smile.amazon.com](https://smile.amazon.com) on your desktop or mobile phone browser.
2. From your desktop, go to Your Account from the navigation at the top of any page, and then select the option to Change your Charity.
3. Select IACLEA as your designated charity.
4. Thank you! 🙏





Training for the  
**REALITY OF TODAY.**

---

Learn more at [axon.com/vr](https://axon.com/vr)

 **AXON**

# PERF Collaborates with IACLEA on New Resource

## *Municipal and Campus Police: Strategies for Working Together During Turbulent Times*

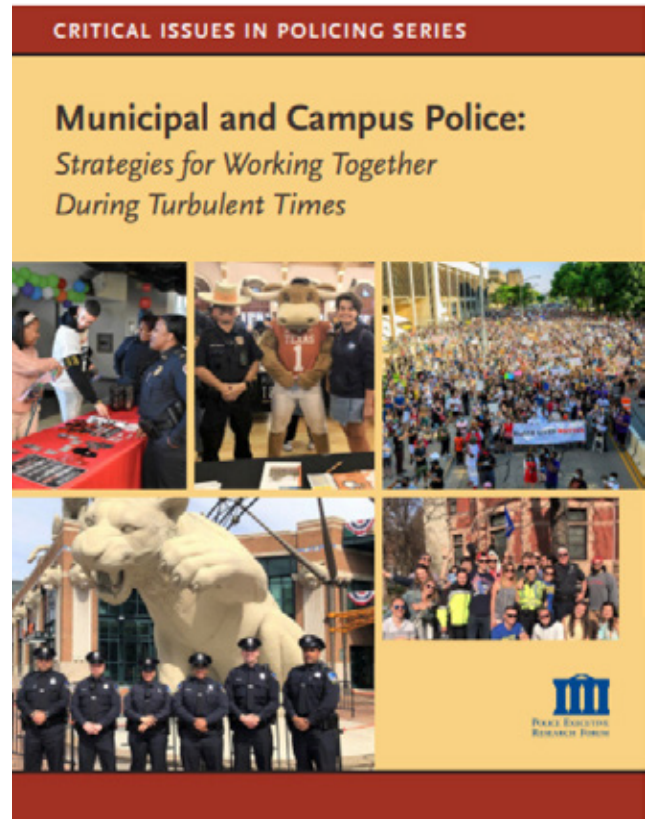
As part of Police Executive Research Forum (PERF)'s Critical Issues in Policing Series, "Municipal and Campus Police: Strategies for Working Together During Turbulent Times" was released earlier this summer. Several IACLEA members played an invaluable role in its release.

According to the Acknowledgements section at the beginning of this 52-page report, the idea for this project initially came from former Tempe Police Department (AZ) Chief Sylvia Moir, who was also PERF President at the time. Her agency and the Arizona State University Police Department, led by Chief Michael Thompson (IACLEA's Director for the Southwest Region until 2023), have implemented some innovative approaches to working together, and Chief Moir was interested in sharing their story and learning from other agencies.

Other campus public safety personnel who participated in this project and who are IACLEA members include:

- Chief Debra Williams, Clark Atlanta University
- Chief David Carter, University of Texas at Austin
- Chief Kelly Nee, Boston University
- Chief Anthony Holt, Wayne State University
- Chief Kristen Roman, University of Wisconsin-Madison (Director-at-Large until 2023)

IACLEA also received praise for its leadership on the issues addressed in the report and its support of this project. Executive Director John Bernhards and Director of Education & Leadership Development Josh Bronson also provided valuable insights into the workings of campus police agencies and in helping advance PERF'S latest work. 🍷








# AppArmor


## Fall 2021 Will Be Busy on Campus

Prepare for it with a Custom Safety App from AppArmor

 Unlimited emergency & mass notifications

 End user in-app self assessments

 Vaccine Passport for end user access

 Real-time pandemic resource aggregation

 Fully custom branded to the institution



Pictured Apps: Virginia Tech and University of North Carolina Chapel Hill

Try for free at [www.AppArmor.com/Free](http://www.AppArmor.com/Free)

“

I can't think of any other company that has been as easy and beneficial to work with.

Ed Posey, University of Florida  
Police Department





# NACCOP CLERY COMPLIANCE OFFICER CERTIFICATION PROGRAM

## About the Program

The Clery Compliance Officer (CCO) Certification Program will provide candidates with the opportunity to immerse themselves in a comprehensive professional development program that leads to a professional credential from the only association serving the needs of Clery compliance officers and professionals.

### Individual Benefits

- Achieve a professional-level credential
- Develop expertise in Clery Act compliance
- Become a leader in the field
- Learn how to develop an effective system to keep the institution in compliance
- Interact and network with other CCO Certification Program Candidates
- Prepare for growth and future advancement
- Participate in a rigorous combination of educational initiatives designed to prepare you to effectively lead your institution's Clery Act compliance program

### Institutional Benefits

- Ensure that your staff has mastered essential concepts to effectively lead the institution's Clery Act compliance program
- Make a strategic investment in the professional development of your staff
- Mitigate the risk of noncompliance and its consequences (i.e. fines, negative media publicity, etc.)
- Provide your staff with a network of other credentialed practitioners
- Enhance administrative capacity to manage Clery Act compliance, as expected by the Department of Education

## CCO Certification Program Pricing

NACCOP Members

**\$2,800**

(\$275 annual recertification fee\* after successful completion)

NACCOP Non-members

**\$3,800**

(\$375 annual recertification fee\* after successful completion)

The Certification Fee can be paid in one, two or three installments (see NACCOP website for details).

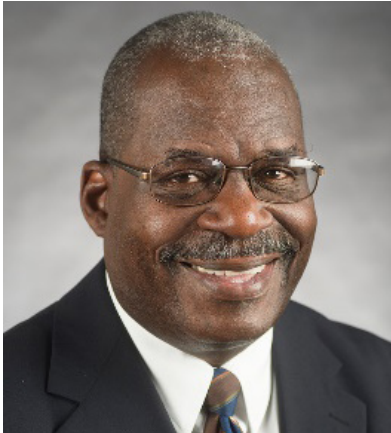
\*Candidates who successfully earn the NACCOP CCO Certification will be required to complete several online classes each year to maintain the certification.

Apply for the NACCOP CCO Certification Program and other training programs at  
[www.NACCOP.org](http://www.NACCOP.org)



# Lewis Eakins is Appointed Director-at-Large

## *Introducing Two New Members to the Board of Directors*



Lewis A. Eakins



Matt Pedersen



Michael Kaselouskas

At the start of IACLEA's 2021 Annual Conference & Exposition, former President Eric Heath appointed Lewis Eakins, PhD, to serve as Director-at-Large for a one-year term. He replaces Paul Dean, who was recently sworn in as the Vice President of Finance after winning a special election for the position last spring.

Prior to this appointment, Eakins was the Regional Director for Mountain Pacific; and in an email to IACLEA Institutional Member Representatives in late June, Immediate Past-President Eric Heath—now Chair of the Leadership Development Committee—announced both Eakins' appointment and the call for a special election (originally set for August 3) for two regional directorships: Director of Mountain Pacific and Director of the North Atlantic, to replace Jim Pollard who retired on July 1.

Prior to the appointment of Director-at-Large, Eakins was the Chief Security Officer & Director of Public Safety at Idaho State University, a position he left earlier this summer. He is now the Vice President for Public Safety & Emergency Preparedness at Ivy Tech Community College in Indiana.

"Please join me in congratulating Lewis Eakins to the appointment of Director-at-Large. He has been a valued member of the Board of Directors for several years, and despite his recent move to Indiana, IACLEA is lucky to retain his invaluable service," President Patrick Ogden said.

For the position of Director of the North Atlantic, the Leadership Development Committee received a sole nomination for Mike Kaselouskas, Chief, Department of Public Safety at the University of Hartford (Connecticut).

For the position of Director of Mountain Pacific, the Leadership Development Committee received a sole nomination for Matt Pedersen, Director of Public Safety & Chief of Police at Utah Valley University.

Because each candidate is running unopposed, the Leadership Committee voted in late July to elect both candidates by acclamation; and such, a special election by each region's membership is no longer necessary. Please join us in welcoming Chief Kaselouskas and Director Pederson to their new roles.

Both Kaselouskas and Pedersen will serve in their respective roles for three years.

"Each member of the IACLEA Board of Directors contributes significant time to their volunteer leadership role," said Eric Heath, Immediate Past President and Chair of the Leadership Development Committee. "The committee and I thank all the candidates for their willingness to serve. If you have any questions about these appointments, please do not hesitate to reach out to me," he concluded.

For complete biographies on Kaselouskas and Pedersen, see the news release on our website: <https://www.iaclea.org/association-news/2021/07/28/announcing-two-new-regional-directors/>. 📄



# IACLEA Government Affairs Committee Finalizes 2021 Policy Agenda

A few months ago, the IACLEA Government Affairs Committee, chaired by Captain Andrew Turco of the Massachusetts Institute of Technology, finalized the IACLEA 2021 Policy Agenda. Summarized below, the policy agenda serves as the blueprint for IACLEA's legislative priorities for the 117th U.S. Congress and the current U.S. administration.

## IACLEA 2021-2022 Policy Agenda – Core Areas of Focus

### Improve Campus Public Safety Resources and Training

Campus public safety agencies have seen a reduction in funding, resources, and officer personnel. The negative effects of these reductions were significantly exacerbated by the COVID-19 pandemic.

#### What Is Needed:

- Increase in funding sources geared toward campus law enforcement and public safety agencies;
- Improved funding to support technology, training, and personnel;
- Funding supporting purchase of needed technology and systems to protect students and property; and the
- Adoption of best practices for interaction between municipal and campus law enforcement.

### Reduce Risk of Mass Violence on Campus

IACLEA recognizes the threat of active shooters and violent intruders and the risks they pose to soft targets like higher educational institutions. As campuses reopen, the risk of active shooter and violent intruder events return as well.

#### What Is Needed:

- Policies and training focused on threat assessment and risk management;
- Improved access to mental health service for students and employees;
- Legislation and regulation focusing on deterring gun violence;
- Comprehensive studies on gun-related violence including suicide; and

- Support for the policies and legislation that protect law enforcement from gun violence.

### Support Officer Wellness and Safety

Campus public safety professionals face enormous pressures and threats and place themselves in harm's way to serve and protect the nation's campus communities. To protect the long-term health of campus public safety professionals, agencies must adopt a culture of proper stress management and critical incident debriefing.

#### What Is Needed:

- Policies and procedures that support officer wellness and mental health;
- Training and systems within agencies to promote officer physical and mental health wellness;
- Training and systems within agencies to respond to officer mental health concerns; and to
- Provide the same policies, protections, benefits, and treatment toward sworn officers serving at private universities that are afforded to sworn officers serving at public universities.

### Improve Mental Health Resources for Community Members

Campus public safety personnel encounter persons exhibiting signs of mental health distress more frequently and during hours when mental health staff members are off-site or unavailable. Proper training in recognizing and responding to mental health calls and crises is vital to ensuring the safety of potential patients, bystanders, and to responding to public safety personnel.

#### What Is Needed:

- Training and systems within agencies and the campus community to respond to and address community mental health concerns;

*Continued on page 41*



- Crisis intervention training and additional support from federal agencies; and
- Access to 24-hour mental health resources for campus community members, as well as resources to advise campus public safety professionals during acute mental health situations.

### Rebuilding Trust and Demanding Accountability

IACLEA is leading the discussion and supporting members' efforts to engage in police reform discussions both within the campus and with outside municipal and state counterparts. IACLEA and its member departments value the advancement of learning, fostering acceptance and respect, as well as cultivating a community of trust, care, and understanding.

#### What Is Needed:

- Policies embracing the value of Community Oriented Policing Standards;
- Expansion of and access to community policing and community engagement training;
- Best practices for building and maintaining relationships between campus and local/municipal police departments;
- Acknowledged standards and best practices for maintaining and updating policies and procedures;
- Best practices for promoting officer accountability and the use of officer discipline when necessary;

- Voluntary public safety agency accreditation through IACLEA and other accreditation organizations, based on these standards;
- Improved transparency and communications with students and all campus stakeholders; and
- Increased funding and access to training and field training, especially in areas requested by community members.

### Ongoing Compliance Clarification and Facilitation

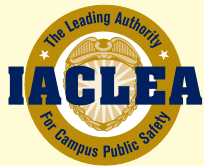
IACLEA supports the important missions behind Title IX and the Clery Act and their roles in improving safety, promoting transparency, and guaranteeing the fundamental rights of equal access to education.

#### What Is Needed:

- A thorough review and improvement of the amended Title IX regulations which took effect on August 14, 2020; and
- Improvements to the Clery Act to promote an efficient reporting process.

### Further Information

To review the full policy agenda, visit <https://www.iaclea.org/public-policy-agenda>. 📄



## Online Education Center

IACLEA members can now participate in self-paced training from the location of your choice through IACLEA's new Online Education Center.

The online platform is designed to present and organize training content so that you can easily find relevant courses and participate.

The Online Education Center will be a central component of IACLEA's ongoing training program. The Education and Learning Committee will develop courses that will be added continuously and cover a range of current topics. If there are topics that

you would like to see presented in the Online Education Center, please contact Director of Training Josh Bronson, [jbronson@iaclea.org](mailto:jbronson@iaclea.org).

Make the Online Education Center a frequent stop when you visit IACLEA online!



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

Vistelar is excited to announce that you can now attend **Non-Escalation / De-Escalation / Crisis Management Instructor training virtually!**

To learn more go to [VistelarAcademy.com](https://VistelarAcademy.com)

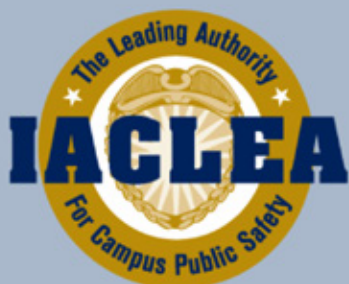
**Inside of you, there is a passion and skill to help.** You have a gift for teaching others how to deal with life's challenges. You are ready and interested in being an authorized instructor for the Vistelar Non-Escalation, De-Escalation, and Crisis Management training program.

We do limit the class size of our virtual training courses, so if you think you might be interested in taking either of these courses, you'll want to check out this web page right now.



*Addressing the Entire Spectrum of Human Conflict*

If you have any questions, please contact us at **877-690-8230** or [info@vistelar.com](mailto:info@vistelar.com).



The 2021 membership year ends on August 31.

**RENEW NOW!**

Don't miss any of the opportunities and benefits that support you & your agency.

**Call 855-4-IACLEA to renew today!**

[iaclea.org](https://iaclea.org) | [info@iaclea.org](mailto:info@iaclea.org)

# IACLEA's Library of Training-on-Request Offerings Has Increased

*Trainings Can Be Done Virtually or In-Person and Are for Both Sworn and Non-Sworn Agencies*

IACLEA is pleased to announce a new, larger library of training-on-request offerings. In addition to IACLEA's very popular and customizable Sexual Assault on Campus: A Trauma Informed Response and Mental Health Concerns on Campus classes, you can now select from an expanded catalogue of reasonably priced offerings including:

- Principled Policing;
- Building Community with the LGBTQ+ Community;
- Preparing for and Responding to Civil Unrest; and
- Enhancing Your Agency's Training Program.

Each class is taught by an experienced instructor(s) and can be tailored to fit the needs of your agency. All classes can be taught in-person or virtually. However, IACLEA recommends taking in-person classes for topics such as sexual assault and principled policing as the in-person environment is more conducive to taking part in certain exercises and having conversations about material that may be new and sometimes difficult.

Please note that all classes—including principled policing—are appropriate for both sworn and non-sworn agencies. The following descriptions provide a more detailed look into our new training-on-request offerings:

## **Principled Policing**

This training provides instruction on topics such as procedural justice, implicit bias, and building communities (for more information, see our feature article on this topic on page 54).

## **Building Community with the LGBTQ+ Community**

This course examines how police and public safety can better work with the LGBTQ+ Community and offers education on terminology and a historical perspective.

## **Preparing for and Responding to Civil Unrest**

This training looks at how police and public safety can work with members of their campus who are looking to engage in First Amendment activities to provide safety and security for all involved. It also provides current and historical examples of civil unrest and examines them through the lens of current events.

## **Enhancing Your Agency's Training Program**

This course provides instruction on how to implement an effective training in your department. It will also provide examples of how you can use virtual instruction methods to overcome challenges related to staffing and scheduling issues. 🍷

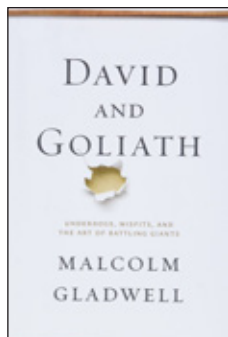


For more information on these and other IACLEA educational programs—including funding opportunities—contact Director of Education & Leadership Development Josh Bronson at [jbronson@iaclea.org](mailto:jbronson@iaclea.org).

## Book Club

### Recommended Books on Leadership, Team Building Lead List

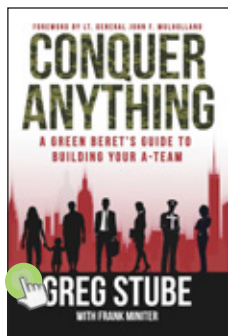
In the spring edition of the Campus Law Enforcement Journal, we introduced a new column called Book Club. These book selections are submitted by IACLEA members as recommendations of reading material they have found helpful in their careers. To submit book recommendations, please contact Director of Education & Leadership Development Josh Bronson, at [jbronson@iaclea.org](mailto:jbronson@iaclea.org). In your submission, please include your reason for recommending your book. (Unless otherwise noted, all descriptions are from Amazon.com)



**David and Goliath: Underdogs, Misfits, and the Art of Battling Giants** by Malcolm Gladwell (*Back Bay Books*; 352 pages)

Three thousand years ago on a battlefield in ancient Palestine, a shepherd boy felled a mighty warrior with nothing more than a stone and a sling, and ever since then the names of David and Goliath have stood

for battles between underdogs and giants. David's victory was improbable and miraculous. He shouldn't have won. Or should he have? In *David and Goliath*, Malcolm Gladwell challenges how we think about obstacles and disadvantages, offering a new interpretation of what it means to be discriminated against, or cope with a disability, or lose a parent, or attend a mediocre school, or suffer from any number of other apparent setbacks. Gladwell begins with the real story of what happened between the giant and the shepherd boy those many years ago. From there, *David and Goliath* examines Northern Ireland's Troubles, the minds of cancer researchers and civil rights leaders, murder and the high costs of revenge, and the dynamics of successful and unsuccessful classrooms—all to demonstrate how much of what is beautiful and important in the world arises from what looks like suffering and adversity. In the tradition of Gladwell's previous bestsellers—*The Tipping Point*, *Blink*, *Outliers* and *What the Dog Saw*—*David and Goliath* draws upon history, psychology, and powerful storytelling to reshape the way we think of the world around us.

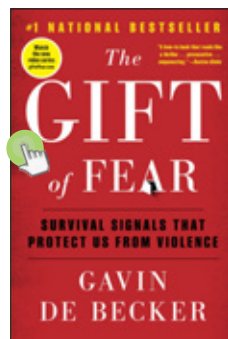


**Conquer Anything: A Green Beret's Guide to Building Your A-Team** by Greg Stube, Frank Miniter, et al. (*Post Hill Press*; 208 pages)

War has a way of shooting holes in your best-laid plans. Sgt. 1st Class Gregory Stube (Ret.) suffered life-changing wounds during the battle of Operation Medusa in Afghanistan in 2006, but using the Green

Beret methods he learned in the Special Forces, Stube knew he could conquer anything. Service in the elite A-Team

teaches you to come up with smart, well-researched, and flexible battle plans for completing the mission—every mission. Even when that mission is to spend an arduous year in a hospital recovering from being blown up, badly burned, and shot multiple times. Greg shares the leadership principles and values he learned as a member of an A-Team and teaches us how to apply Special Forces strategies to our personal and business lives. *Conquer Anything* is a Special Forces book, but even more than that it is a leadership book designed to help each of us achieve the highest goals possible in our professional and private lives.

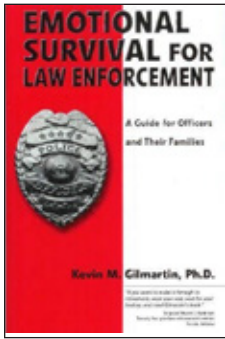


**The Gift of Fear** by Gavin de Becker (*Back Bay Books*; 400 pages)

A carjacker lurking in a shopping mall parking lot. An abusive husband pounding on the door. A disgruntled employee brandishing a gun. These days, no one is safe from the specter of violence. But according to Gavin de Becker, everyone can feel safer, act safer, be safer—if they learn how to

listen to their own sixth sense about danger. De Becker has made a career of protecting people and predicting violent behavior. His firm handles security for many of the leading figures in Hollywood and Silicon Valley, and his computerized risk-assessment system helps analyze threats to members of Congress and the Supreme Court. Now, in this unprecedented guide, de Becker shares his expertise with everyone. Covering all the dangerous situations people typically face—street crime, domestic abuse, violence in the workplace—de Becker provides real-life examples and offers specific advice on restraining orders, self-defense, and more. But the key to self-protection, he demonstrates, is learning how to trust our own intuitions. For everyone who's ever felt threatened, this book is essential reading.

*Continued on page 45*



### Emotional Survival for Law Enforcement: A Guide for Officers and Their Families

By Kevin Gilmartin (E-S Press; 142 pages)  
(Description from <https://hopeforheroes.com/>)

[This guide] addresses the dynamics that can transform within a matter of a few years, idealistic and committed law

enforcement officers/employees into cynical, angry individuals who begin having difficulties in both the personal and professional

aspects of their lives. It points out how law enforcement personnel develop a social perceptual set that can potentially see employees engaging in inappropriate behavior patterns and decision-making that leads to both administrative and can unfortunately in some personnel lead to criminal difficulties. The basic theme and goal of the book is to provide information that lets the officer/employee see how the deterioration process can take place and what specific preventative strategies can be employed to reduce the negative emotional impact of a law enforcement career. The book was written with the goal to provide information that assists law enforcement personnel to remain committed and engaged in productive law enforcement. 🍷

## PM AM HCM Partnership Offers Great Benefits for Members



If accreditation is important to your agency, PM AM HCM is the online solution to ensure successful outcomes. Used by IACLEA assessors and IACLEA members, PM AM HCM consolidates activities around accreditation to simplify the process, organize your efforts, and deliver accreditation to your agency.

In addition, access incredible pre-built training content on courses such as de-escalation, active assailant response, and leadership with PM AM HCM! With pre-made content across policies and training, using PM AM HCM will jump start the journey.

IACLEA is proud to continue our partnership with PM AM. For every purchase of PM AM HCM, IACLEA receives a donation – so your agency supports IACLEA by working with PM AM HCM. IACLEA encourages its members to take advantage of this partnership coupled with extremely affordable pricing exclusive to IACLEA members.

With PM AM HCM, agencies manage:

#### Policy & Documents:

- Full Workflow, Legally Defensible Sign-Offs
- Including Existing Policy Content Used by Agencies Nationwide

#### Accreditation:

- Capability to Prepare for Assessment
- Submit Directly to IACLEA for Review

#### Training:

- Track Onsite
- Online Training

#### Pre-Built Training:

- Courses Developed in 2020, Updated Regularly
- Renown Instructors such as FBI NA Instructor Paul Butler
- Meets IACLEA Accreditation Standard Requirements
- Course List includes De-Escalation, Racial Profiling, Leadership & More

#### Early Intervention System:

- Proactively Identifies Behavioral Red Flags
- Science-Based

#### Forms:

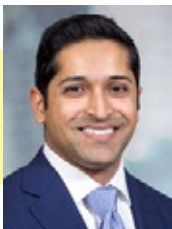
- Use of Force
- Pursuits
- Any Fillable Form

#### Employee Database

- All Records Stored Centrally

#### Performance Reviews

- Guidance on best practices



PM AM packages all this in an affordable bundle so being forward-thinking doesn't break the bank. Start your journey today with a free consultation. Contact Archit Kumar at [ArchitK@pmam.com](mailto:ArchitK@pmam.com) or (214) 597-6132 to learn more.

# Three Steps to Reduce Barriers to Women in Security

by Patricia Patton, Director, Security and Operations, University of Regina, Saskatchewan, Canada

Recently I had the opportunity to continue my education, and in my masters of business coursework, I was able to examine a subject that was of special interest to me: barriers to women leaders in security, and most particularly, campus security.

According to Statistics Canada, in 2016, while women made up slightly more than half of the population in Canada, men make up a greater share of the work force. The data indicate 77.5 percent of women are in the paid workplace, while 85.3 percent of men are. According to Pettey (2019), only 25 percent of executives are women in the security and risk management professions. In the United States, the Department of Justice reports that in 2019, women occupied 13 percent of policing jobs, with fewer in leadership roles.

So, what is it that is keeping women from reaching the leadership levels in the world of security and—in particular—campus security/public safety? I explored the barriers to women leaders in campus security through academic literature and subject interviews. The role of security today has evolved from a traditional night watch and building surveillance role to a model similar to municipal policing; and, in fact, many universities have their own police departments. This role has shifted toward a law enforcement style role to deal with gaps in local policing and the increasingly complex environment of a university or college. As issues continue to evolve, so must the role of securing people and assets.

Having more women in the workplace provides increased diversity reflecting the communities in which we live and work and is a positive business strategy for many reasons,



Pat Patton

according to a study by Hunt, Layton and Prince (2014). Mainly, diversity provides different perspectives in thinking. It provides workplaces with the ability to bring different experiences and thoughts together to deal with issues and concerns in unique ways. Businesses that are representative of the people they serve make better decisions and policy to support their customers, including marginalized people.

One common thread throughout the various security/law enforcement occupations is that women are underrepresented in policing and security front-line staff ranks, the pipeline to leadership roles in the campus security/policing industry. This creates challenges in recruiting women to leadership roles when the number of applicants with required education and experience is small. Research shows there to be three key barriers for women leaders in campus security. Not surprisingly, those barriers are work-life balance, workplace culture, and leadership style.

When it comes to work-life balance, female participants are required to fit into the male-dominated work environments and may, therefore, face longer than average hours and harsher environments than in most female-dominated roles. For example, in construction and policing, workers identified as high-performing work more than eight hours per day, which conflicts with traditional roles placed on women as the primary caregiver of children and lead person in household tasks.

The issues of family obligations noted by Schultz in 2004

indicated that for women in policing/security, childcare and traditional domestic roles are

*The role of security today has evolved from a traditional night watch and building surveillance role to a model similar to municipal policing; and, in fact, many universities have their own police departments.*

still a problem for women who want to progress to leadership roles. Society has traditionally supported the masculine role in the workplace as the primary breadwinner, while the feminine role was more expected to perform the domestic role. It is true, however, that challenges of shift work and long hours are apparent in female-dominated roles such as nursing, as well. It remains typical that society “penalizes” women in occupations like nursing as they maintain the role of prime caregiver of children when the same is not expected of men in occupations requiring shift work and long hours. In a study by Milan in

Continued on page 47

2015 of single parents with primary childcare responsibilities, 79 percent of single parents are women (compared with 21 percent of men), making a huge challenge for women in the workplace not seen by men.

The issue of shift work as a barrier for women entering male-dominated work becomes even more problematic when combined with other barriers. As a result, industries that are male-dominated may not have had to face issues connected to child-raising pressures as much as those that are dominated by women. Callouts for emergency advising at odd hours, high-pressure situations, and the male-dominated environment still present challenges of childcare and gender role bias in leadership roles in the campus public safety world; however, they appear more problematic in performance of jobs that provide career progression toward leadership roles.

Shift work is one factor that appears to be more of a barrier for women in policing and security roles, due to family situations. There is also evidence that men are seen to have a higher level of organizational commitment in shift-work roles, which indicates that it may be more socially acceptable for men to put in the long hours necessary to forward their career. If women do not gain that work experience on the front line, it is difficult to stay in the pipeline occupations leading to leadership roles.

The next barrier appears to be leadership style. Men and women differ in their basic styles of leadership. Men are typically agentic (assertive and confident) in their leadership style, while women usually lean to a more communal (helpful and kind; generally showing significant concern for the group) in style according to Eagly and Karau's work in 2002. Society's vision of strong leadership is typically associated with agentic leadership. These norms create barriers for women who try to lead in the way men traditionally do. In fact, adopting a male leadership style may actually penalize women, as they are not leading in their natural style and that confident and assertive style may be seen as violating social norms.

The formal structure of campus public safety/policing lends itself to a hierarchical, transactional style of leadership, according to Kingshott in 2009, which is defined as a style based on the basic exchanges and transactions between a leader and follower. Meanwhile a woman's more natural style involves transformational leadership, more engagement and involvement between two people with an increased attentiveness by the leader. The transactional form of leadership seems to be the predominant model in paramilitary roles, taking into account the formal "top-down" structure. This authoritarian style leaves minimal room for the

transformational style or communal style that may suit women leaders better.

Despite this, transformational leadership is seen as one of the most effective forms of leadership, especially with new generations of employees. Having more women in leadership roles may help with the move from transactional to more transformational leadership styles. Although the military-style leadership of command and control is needed in times of crisis, it is not as organizationally efficient outside of crisis situations and Drummond-Smith (2018) felt sometimes it fails to adequately motivate and incentivize employees.

In the case of workplace culture, women must try to fit into a work environment that is hyper-masculine and not as supportive to women if they wish to ascend to a leadership role. The male-dominated culture in the security/policing industry challenges women's legitimacy in the workplace. In looking at the workplace culture in campus public safety, it is noted that the lack of women mentors makes it very difficult for women to see themselves working in a leadership environment. Many women speak of powerful male mentors in campus public

safety, but a scarcity of strong female mentors in the industry make it challenging for women

*Shift work is one factor that appears to be more of a barrier for women in policing and security roles, due to family situations.*

to see themselves in the role of a director or chief. Women interviewed mentioned that they could take bits and pieces from each male mentor, but they did not have a consistent female role model or support system as their male colleagues have. It is hard for women at times to relate to male mentors because the way they would deal with an issue was often different from the expectations of a woman in that role.

There does seem to be some opportunity to encourage change and create leadership opportunities for women in campus public safety. First, as leaders in this industry, we must increase mentorship opportunities in pipeline education and occupations leading into the security profession. For example, help develop a mentorship program within your college or university justice academic program. This would focus on providing female role models for young women looking to advance their career and build their confidence to compete for leadership positions.

Second, raise the profile of the campus public safety industry in law enforcement and humanities education programs. It is very apparent that this industry is not well known as a career option. Increasing the profile could show additional career opportunities to students as they graduate. Highlighting this opportunity for young women may bring opportunities where they were not previously noticed. The vast expanse of opportunities within the security industry is often unknown to

students who as a result cannot picture themselves a part of—much less leading—a security team at a university campus.

The third recommendation is to provide leadership training for women, by women. This training should focus on enhancing the leadership traits inherent in women while also teaching them how to modify their natural leadership style to a style that fits within the setting of a traditionally male-dominated occupation.

Recognizing the barriers and working to minimize or eliminate them is the first step in diversifying our workforce. By looking at the barriers of work-life balance, workplace culture, and leadership style, it is hoped that this recognition might create the career options and women are better able to flourish and move into leadership roles in the security industry. 🍷

Author's Note: You will see references to authors in this article—and if you wish to see detailed footnotes—feel free to reach out to me: pat.patton@uregina.ca

**Editor's Note:** IACLEA recently began collaborating with the 30X30 Initiative, a coalition of police leaders, researchers, and professional organizations who have joined together to advance the representation and experiences of women in policing agencies in the United States and Canada. For more information, please see page 25.

## 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](mailto:jmurphy@iaclea.org)



*"The progression from 'good' to 'great' never ceases to inspire and affirm the power of this management tool."*

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



## IACLEA Accreditation

*The Designation of Excellence in Campus Public Safety*



© Mike Ritter

*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.*

IACLEA Accreditation signifies an agency's ongoing commitment to excellent, state-of-the-art performance in every aspect of its operations. Accredited agencies demonstrate to their personnel, the campus community, and outside experts their professionalism and mission focus.

The IACLEA Accreditation Program—developed by and for campus public safety professionals—offers an accreditation process for non-sworn and sworn campus public safety agencies at colleges and universities across the United States.

**Accountability**  
**Best Practices**  
**Continuous Improvement**

**Professional and  
Public Recognition**  
**Risk Management**

***Ready to Take Your Agency to the Next Level?***

Learn more at: <https://www.iaclea.org/accreditation>

Email us at: [accreditation@iaclea.org](mailto:accreditation@iaclea.org)

# The Pandemic May Be Waning, But It's Not a Time for Complacency

## *Recommendations for Public Safety Personnel to Keep Their Campus Communities Safe*

By Phil Lancaster, Bob Mueck, and Eric Plummer

While the spring and early summer brought hope with infection and mortality rates drastically reduced, July and August are showing us a new resurgence in the epidemic with the delta variant. Sadly, COVID-19 is still with us—with newer variants emerging and reaching us from all corners of the globe. As campus public safety personnel, right now is an ideal time as any to redouble our efforts and maintain appropriate security postures, especially as our campuses return to a new normal. Now is not the time to be complacent.

In the spring of 2020, many of our organizations moved to remote operating environments and numerous businesses closed due to the pandemic and the associated lockdowns. Depending on your geographic location, your entire campus may have functioned in a largely remote fashion for over a year. Many institutions had buildings that sat empty, while physical and site security initiatives were reprioritized due to lack of monetary resources and business activity.

Has this lack of activity caused organizational leadership to become complacent regarding their security posture, and is this potentially detrimental to our soft-target locations? As we have suffered from Zoom fatigue, COVID-19 fatigue, mental exhaustion from lockdowns, political and social turmoil, and more, we cannot forget we still have a mission to fulfill.

Over the past few months, we have seen an increase in the number of attacks focused not only on soft-target locations, but also on traditionally hardened sites. This includes the attack on a supermarket in Boulder, Colorado (March 2021); the attacks on several spas in the Atlanta, Georgia area (March 2021); as well as the attack on the U.S. Capitol complex (January 2021) and shootings (April and May 2021) involving Fort Detrick in Frederick, Maryland (which borders a community college). These examples highlight the fact that violence and extremism still exist—even in the “lockdown” time in the pandemic.



Phil Lancaster



Bob Mueck



Eric Plummer

### Site and Force Protection

As colleges and universities begin to repopulate their campuses, public safety agencies must consider existing and new threats. Keeping

updated on the threats on and around your institution can be critical. On campus you may consider threats toward your research enterprise as well as threats within, such as those in the form of chemicals or materials that may have an associated level of hazard. Security procedures by staff and the response protocols of your officers are important and need to be reviewed and maintained.

Threat intelligence that is received needs to be pushed to your officers to give them situational awareness when they are on patrol. This provides them the opportunity to make connections which may otherwise seem trivial. Knowing if a hate group has established a local presence near your campus is important, as well as potential for demonstrations and protests which may lead to violence against persons and property damage.

Site Assessments  
Updated assessments of various locations may present open targets.

This includes soft targets such as stadiums, arenas, and other gathering areas of the campus. These assessments should also include hardened targets, to include your own police station, as well as your individual officers. This is the time to update site assessments to verify nothing has changed to your threat landscape. Consider what areas of your campus may be prone to vehicle attacks, or other attack methods we are seeing around the country and at international locations.

### Training

Clery requirements for annual exercises still exist. While the U.S. Department of Education gave a reprieve on this in 2020 due to the pandemic, it has not done so in 2021. You should plan on meeting this mandate.

*Over the past few months, we have seen an increase in the number of attacks focused not only on soft-target locations, but also on traditionally hardened sites.*

Continued on page 51

As faculty and staff return to work, you may need to provide training (or a refresher) to remind them of suspicious activity and how to report it. This may also apply to faculty regarding behavior they may encounter in the classroom or lab. Situational awareness training and all-hazards refresher training will be key to ensuring your community feels protected and equipped to handle situations as we repopulate our campus environments.

### Technology

The public are used to seeing closed-circuit television (CCTV) cameras and law enforcement on the streets, but with a rise in crime, the constant danger from active shooters, terrorism, and new, invisible threats compromising the safety of members of the public, it is time to explore ways in which technology can act as a force multiplier to create safer environments.

Surveillance cameras have played a large part globally in keeping cities safe, but unfortunately, they are only useful during and post-event.

While they can track people who have committed a crime or be used as evidence to bring people to justice, surveillance cameras cannot prevent an incident from happening. Moreover, it is sometimes difficult to instill a degree of confidence in the public regarding the use of CCTV when there are concerns around privacy and the use of facial recognition software.

Furthermore, COVID-19 creates a new microbiological threat to people trying to move around their communities and resume a normal life after lockdown. Frequent flouting of rules designed to stop the spread of the virus is hampering efforts to get the pandemic under control. While many cities have considered in-person marshals to help advise those not conforming to the rules and remove those deliberately disregarding them, it is difficult to catch everyone and the marshals themselves are at risk of infection if someone comes too close to them without wearing appropriate personal protective equipment (PPE).

With that said, with careful introduction of new technology and support from the public, new innovative technology can not only help create safer communities, but it can also support and help alleviate the increased stress placed on first responders. Real-time artificial intelligence (AI) is now being deployed to recognize behaviors that may put the wider public at risk.

With smart AI, behavioral anomalies can be detected and even categorized. Using video analytic software, traditional video cameras can be used to categorize a type of disturbance and/or become remote video health screening tools. Example capabilities include identifying an elevated body temperature, which could indicate a viral fever, or recognizing if someone isn't wearing a face mask or following social distancing guidelines, for health and safety compliance.

Sensors and new innovations can also be utilized at venues and other areas where the public gather. These sensors can not only detect potential concealed threats on an individual, but also help reduce the inconvenience of airport style screening when entering a sports stadium or large public event.

There is still a mammoth amount of work to be done to keep citizens safe and AI must only be a tool to help law enforcement

agencies, it cannot be there to replace human interaction. There are still those who are cautious around the use of AI. Civil liberty concerns and racial bias lead to question Quis custodiet Ipsos custodes, "Who will guard the guards themselves." That said, AI used in conjunction with other threat detection technologies that are monitored as part of a safe city infrastructure will keep the public safe in a non-intrusive way and help shape the future in soft target hardening.

As mentioned, technology can be a force multiplier in keeping facilities and systems safe, but it can also be a threat. College and university campuses have seen an increase in cybersecurity issues over the years, ranging from ransomware to phishing. The FBI issued a Flash warning in March of 2021 about an increase in PYSAs ransomware targeting education institutions across the U.S. and Britain.

PYSA, also known as Mespinoza, is a malware capable of exfiltrating data and encrypting

users' critical files and data stored on their systems. The recent DarkSide and REvil ransomware attacks (May 2021) revealed that this is a real and pressing issue. Public safety agencies should collaborate with their IT departments to coordinate on this issue, particularly now that we live in the age of the Internet of Things (IoT) where systems are controlled via the web.

As we all work through the COVID-19 pandemic—and given the context of existing and emerging threats in all aspects of our work—we all must remain vigilant in our efforts to keep our campuses safe places to live, learn, work and visit. 🍌

*Surveillance cameras have played a large part globally in keeping cities safe, but unfortunately, they are only useful during and post-event.*

### BIOS:

**Phil Lancaster** is a former British police officer who brings years of experience working internationally in VIP close protection, as well as service in British Overseas Territories. Throughout his career, Phil received several notable awards and has been recognized for his efforts both in the UK and overseas. He currently leads a successful consultancy company primarily focused on threat detection, global security, research and development.

**Bob Mueck** is Director of Public Safety at St. John's College in Annapolis. A member of the IACLEA Domestic Preparedness Committee, Bob is also an instructor for Texas A&M's Engineering Extension Service (TEEX) and the University of Maryland Global Campus. Bob has 35 years of experience in higher education law enforcement, having served previously at the University of Maryland College Park and the George Washington University.

**Eric Plummer, PhD**, is Chief of Police at Radford University in Virginia. The chair of the IACLEA Domestic Preparedness Committee, Eric is also an instructor for Texas A&M's Engineering Extension Service (TEEX) and has 24 years of experience in law enforcement, having served previously with the Florida Highway Patrol, Southern Arkansas University and the University of North Dakota.

# The Function of Campus Emergency Management During Special Events

## *Recommendations for Public Safety Personnel to Keep Their Campus Communities Safe*

By Andy Altizer, Director of Emergency Management, Kennesaw State University



Andy Altizer

The evolution of campus emergency management continues to grow with time and experience. Campus emergency management provides a wide range of functions depending on the university or college itself and may even differ depending on where the emergency management function rests within the overall organization (public safety, environmental

health and safety, standalone,

etc.). Nearly all campus emergency management departments play a role in large special events, especially as it relates to preparation—assessments and planning.

But what is their function during large special events? Again, their function varies from campus to campus. These functions may change due to the nature or needs of the event. Regardless of the roles and responsibilities, emergency management must support the Incident Commander and often advise the event coordinator, when relevant.

### Likely Functions include:

**Emergency Response** – Respond to major incidents within the warm zone to provide eyes on the incident. Provide Incident Command and county and state emergency management with situational awareness.

**Observation** – Provide behavioral anomalies to the Incident Commander or Operations Chief.

**Resource Management** – Provide onsite emergency response equipment depending on the event, threat, and risk. Arrange additional resources if needed and/or requested. Keep track of any resources used.

**Weather** – Set up the weather platform based on the event triggers. Request National Weather Service spot forecast for outdoor events when forecast suggests potential severe weather. Monitor weather and advise Incident Command and Event Coordinator of weather threats throughout the special event.

Other functions not traditionally thought of as an emergency management responsibility during special events, but can add value to the event if personnel have the training include:

**Drone Operation** – If trained and licensed, provide drone observation support if requested and not providing other functional support.

**First Aid** – Operate first aid site or complement emergency medical personnel.

Emergency management personnel supporting special events must remain flexible to assist when called upon. Emergency management will always fall within the incident command structure, and that too, may depend on the nature of the support or the event itself. Often emergency management will report directly to the Incident Command, but it is feasible to fall within the Operations or Resource section, or even as a Liaison.

Again, emergency management personnel can only provide support in areas where they have been trained. Some of these training needs and opportunities suggestions include:

### Required

- ICS 100, 200, 700
- FEMA IS 15.b: Special Event Contingency Planning
- CPR/AED
- Stop the Bleed
- Weather Sentry Operations (inhouse)
- Storm Spotter class
- Bomb Threat Management
- Vehicle Borne Improvised Explosive Detection Course
- Fire Safety
- Sport Event Risk Management
- Threat and Risk Assessment

### Suggested

- Emergency Medical Responder
- ICS 300, 400
- Site Protection through Observational Techniques
- Surveillance Detection
- Visual Weapons Screening Course
- Awareness for Initial Response to Hazardous Material Incidents
- Mass Fatalities Incident Response Course
- Hazardous Weather course
- Soft Target Awareness Course
- Enhanced Threat and Risk Assessment Course
- Active Shooter Events and Response
- Behaviors and Baseline Course
- Part 107 Small Unmanned Aircraft Systems
- Special Events Incident Management
- Sport Venue Evacuation and Protective Actions

At the risk of using an overused adage, university emergency management is truly a force multiplier for large special events. Although universities will undoubtedly “use” their emergency managers differently for special events, they are a critical component of the success and safety of the event. Training and experience are both key components for the university emergency management to be valuable members of the incident command team. 🍷

# IACLEA Delivers the Training You Need at the Venue You Choose-or *Virtually!*

Select the participants, location, and topic. IACLEA crafts a training customized to your unique needs. And, at a greatly reduced cost than sending numerous personnel to training locations. *Most courses now offered virtually.*



**IACLEA's Training on Request** option crafts affordable, quality training for your campus agency.

## Benefits of Training on Request

**Cost effective.** Train more staff for fewer training dollars.

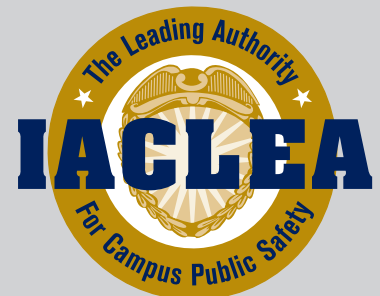
**Credit hours available.** IACLEA has worked with state POSTs and other accrediting bodies and can provide the information needed for submission for credit hours.

**Greater customization.** Customize much of the content to fit your specific needs.

**Pay with grant funds.** IACLEA toes the line on expenses, so your training may qualify for grant funding.

**Share the cost.** Split the cost among local agencies you routinely work with and train multiple students for a fraction of the cost.

**Wider variety of topics.** IACLEA can develop the content you need, working with our many subject matter experts. 🧠



Contact IACLEA  
Director of Training  
Josh Bronson,  
jbronson@iaclea.org,  
202-618-8840

# Principled Policing

## *Shaping the Next Generation of Campus Public Safety Personnel*

By *Cmdr. Eric Holmes, MS*



*Cmdr. Eric Holmes*

Principled policing is not just the “buzz phrase” of the day, it is part of a defining moment in the history of higher education public safety. The work we do today will shape the next generation of campus law enforcement and security professionals; and as a profession, this is our moment. The challenges in front of us today provide opportunities for tomorrow and principled policing is that opportunity.

There are more than 800,000 police officers and more than 17,000 police departments in the U.S. These numbers include federal, state, county, city, local, university, college, and private police agencies. There are also thousands of others employed in public safety who support law enforcement. Principled policing should be one of the resources at the disposal of those charged with providing policing services and public safety on our college campuses.

The purpose of the class is to trace the development of principled policing. This is done by first addressing the what and the why. Campus policing is the what, but the true answer we should be in search of is the why. Why do people become campus police officers? When we discover the why as a profession, our aim will have personal meaning and we can deliver our work as campus police and public safety professionals with reverence to the university communities we serve.

Policing is a noble profession. Most police officers, public safety, and security professionals serve above reproach and respect their badge as a symbol of honor and pride. The same officers and public safety members work every day to ensure our freedoms are protected, the American dream is guarded, and go about their work in a positive way so learning can take place in a safe environment as students’ study at our institutions of higher learning across the country.

*Most police officers, public safety, and security professionals serve above reproach and respect their badge as a symbol of honor and pride.*

Relationship-based policing is the foundation of our work. The relationship between law enforcement, public safety, and the campus communities they serve must be grounded in trust—and relationships can only be built on trust. This is even truer on college campuses. Universities are a microcosm of the larger society; and as such, higher education law enforcement and public safety organizations need to be equipped with the appropriate tools to carry out their mission.

Principled policing attempts to bridge the many complex aspects of campus community: police, public safety, and their inter-connectivity. The principled policing class broadens our understanding of the history of policing in the United States and its effect on society at present. The goal of the class is to unpack the concept of principled policing and how it strengthens trust between police/public safety and the campus community.

Police departments, campus public safety agencies, and college security organizations should operate with a relentless commitment to the training and development of their staff (both sworn and non-sworn), specifically for those on the front lines of policing, public safety, and security. Implicit bias training, de-escalation training, and active intervention training are quintessential to the delivery of professional campus policing and public safety services. Principled policing sets the context and provides this opportunity.

The principled policing class begins with a look at early policing in the United States, and our struggles as a nation

from a historical context to aid in a well-developed understanding of the Civil Rights Movement through

the lens of minority communities. This includes a conversation about the Tuskegee Syphilis Experiment and the Ferris State University Jim Crow Museum of Racist Memorabilia. These discussions provide a broad perspective and underscores some of the causes of distrust between the police, public safety, and the government.

In U.S. history, law enforcement has been a focal point of distrust because it stands on a foundation of oppression. A policing system of citizen enforcement rooted in maltreatment which brought out the worst in mankind. A history which at times has been shameful and hurtful. Our history cannot be ignored. It must be studied and accepted for progress to be achieved. The principled policing class provides the perfect

*Continued on page 55*

opportunity to understand the intersection of the History of Policing in America and our aspirations to achieve 21st century policing as a society.

Principled policing is intertwined with our individual political philosophies, personal understanding of right and wrong, faith, values, and morality. The idea that an understanding of procedural justice, (internal and external) as well as the factors that act as barriers to it, can enhance a campus police officer's ability to do their job with honor.

The principled policing course is a must for any higher education police department, public safety organization, and security agency. The principled policing class is interactive, participation is a MUST, debate is required, self-reflection is celebrated, and thought-provoking conversations are encouraged.

We must lay the foundation to build a bridge to 21st century policing together. Our public safety work on college campuses must be based on trust and grounded in positive relationships. This starts with principled policing.

Sadly, there are some who have betrayed their oath and tarnished the badge. These individual officers have singlehandedly eroded the trust society has in the criminal justice system. As a result, negative events have highlighted the ongoing challenges to building trust between law enforcement/public safety and the campus communities they serve. No part of this country is immune to the unjust acts by some in law enforcement and public safety. This why principled policing matters.

The issues surrounding race relations often finds its way to the streets across the U.S., on the doorsteps of our college campuses, and rest at the feet of law enforcement and public safety officers. We have seen this play out in vivid detail. Every police and public safety officer in the United States has a partner and that partner is the history of America. This involves the baggage of the past which includes the good, the bad, and the ugly. As a result of the American story a class in principled policing is important and could not be timelier.

This class is an expedition on how and why principled policing matters and why it is the premise for relationship-based policing. The class focuses on how our individual foundational beliefs inform our personal ethics, and how our ethics as a society are the bedrock of our laws, and how flawed individual ethical choices, both personal and professional, coupled with acting on implicit bias can undermine and at times destroy the roots of our relationships, families, communities, society, and the law enforcement profession. 🍌

**Editor's Note:** IACLEA offers training on principled policing on request, both in-person and virtually. For information on how to request such a training, please reach out to IACLEA's Director of Education & Leadership Development Josh Bronson at [jbronson@iaclea.org](mailto:jbronson@iaclea.org).

AS CAMPUSES REOPEN,  
THERE'S ANOTHER LOOMING  
THREAT: **GUN VIOLENCE**

Don't wait until it's too late.  
Protect students, faculty and staff  
with gunshot detection.

Learn more at:  
[ShotSpotter.com/campus-safety](https://ShotSpotter.com/campus-safety)

\*ShotSpotter SecureCampus® and the ShotSpotter® logo are Registered trademarks of ShotSpotter, Inc. © 2021 ShotSpotter® All rights reserved.



## 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:** Laura Bennett

**Campus:** Columbus State University

**Move:** Appointed Chief of Police

**Quoted:** "My desire to keep the campus safe is my top priority. I will continue to lead UPD in an equitable, fair, and just manner. I will employ honest and trustworthy officers who model integrity and servant leadership."



**Who:** Lewis Eakins

**Campus:** Ivy Tech Community College

**Move:** Named Vice President for Public Safety and Emergency Preparedness

**Quoted:** "I am excited for this opportunity to serve the students, faculty, and staff at Ivy Tech Community College. I look forward to building strong partnerships across the campuses to foster a collaborative approach to public safety and emergency preparedness."



**Who:** Jason Ellis

**Campus:** Abilene Christian University

**Move:** Abilene Christian University

**Quoted:** "I look forward to partnering with and investing in the future leaders of the world. I hope to bring continuity to a department that already has a great reputation. I want the faculty, students, and parents at ACU to see our genuine affection for the students."



**Who:** Ray Hawkins

**Campus:** Ray Hawkins

**Move:** Retiring after 24 years with University of Mississippi

**Quoted:** "Working with students is probably the most gratifying part of the job. Getting to know them. Every time you interface with them, you have a conversation that is worthwhile because of the things they share with you: their goals and aspirations, or their family life."

# 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:** Michael A. Jagoda

**Campus:** University of Rhode Island

**Move:** Appointed Chief of Police and Director of Public Safety

**Quoted:** "I am honored to have been chosen for a position that is central to our entire campus community's safety, well-being, and security. As a URI graduate, I am proud of my alma mater's growth and its global reputation for excellence. I will work closely with students, faculty and staff to ensure that all public safety units continue to work to ensure that URI is a welcoming and exciting place where everyone feels at home."



**Who:** Eric James

**Campus:** University of Nevada, Reno

**Move:** Named Assistant Vice President/ Director, University Police Services

**Quoted:** "I am extremely grateful to serve our community. I have been mentored by great leaders, like Todd, who taught me the value of meeting people where they are and always listening to the needs of our students, faculty and staff of our Northern Nevada Institutions."



**Who:** Bradford Medeiros

**Campus:** Framingham State University

**Move:** Retiring as Chief of Police after 20 years of services

**Quoted:** "Having someone like Brad Medeiros, with his heart and common sense and his calm demeanor for a university chief of police — you are an example. You are a role model. You will be hard to replace," said Framingham State University President Javier Cevallos



**Who:** J.C. Paez

**Campus:** McHenry County College

**Move:** Named Chief of Police

**Quoted:** "We are pleased to welcome MCC's new Police Chief, J.C. Paez. He was sworn in this morning by President Gabbard in the presence MCC police officers and administration. Welcome J.C.—we're glad to have you as part of the MCC team!"

*Continued on page 56*

## 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:** James Pollard

**Campus:** Babson College

**Move:** Retiring after 10 years with University

**Quoted:** "I'm going to miss Babson and the terrific people I've had the privilege of working with for over 10 years," he said

\*For more on Jim, see page 59.



**Who:** Mary Ritayik

**Campus:** State University of New York, New Paltz

**Move:** Appointed to New York State University Police Commissioner

**Quoted:** "Our campuses are microcosms of our society, and an environment of constant change with each graduation and each incoming class. And while our goal is their safety—first and foremost—we must know their expectations of us will always evolve. I am honored to take on this responsibility for the larger SUNY system and appreciate the support from Chancellor Malatras."



**Who:** Yolanda Smith

**Campus:** Tufts University

**Move:** Named Executive Director of Public Safety

**Quoted:** "We have found in [Yolanda Smith] a leader whose unwavering commitment to diversity and inclusion, collaborative leadership, and thoughtful innovation distinguished her in an exceptionally strong pool of candidates," said the Tuft University Search Committee



**Who:** Steve Tosh

**Campus:** Northwest Arkansas Community College

**Move:** Retired after 14 years with NACC, effective June 1, 2021

**Quoted:** "[Steve] Tosh has been 'a blessing' to all on the college's campus throughout his 14 years there," said NACC President Evelyn Jorgenson.



**Who:** Derek Watts

**Campus:** Western Illinois University

**Move:** Named Chief of Police, June 1, 2021

**Quoted:** "It is my honor to continue my career at Western Illinois University's Office of Public Safety as the Chief of Police/Director of Public Safety. I joined WIU in 1998 with the intent to remain at my alma mater for the remainder of my law enforcement career and I appreciate the many people who have assisted me along this journey. I will take great pride in leading an outstanding group of officers, telecommunicators, and civilian staff into the future."

# Jim Pollard Retires After a Nearly 50-Year Career in Campus Public Safety

## *Pollard Served on IACLEA's Board of Directors for the Past Four Years*



After 10 years with Babson College, former IACLEA North Atlantic Regional Director James "Jim" Pollard retired after a nearly 50-year career in campus public safety. Chief Pollard has served as an IACLEA board member for more than four years. During this time, he has served on a multitude

of committees, including IACLEA's Membership Development & Retention Committee and the Corporate Partner Advisory Committee.

Pollard played a pivotal role in the success of IACLEA and its members during IACLEA's Capitol Hill Day, meeting with Congressional members and their staff in 2019 on Capitol Hill in Washington, D.C. to discuss the Officer Sean Collier Act. Prior to joining Babson, Chief Pollard served with Northeastern University's Public Safety Division in Boston for more than 33 years. Jim spent the last 25 years as a Lieutenant Detective and Commanding Officer of the Special Services Unit. Jim earned both a Bachelor of Science in Criminal Justice degree and a Master of Public Administration degree from Northeastern University.

With Chief Pollard's leadership, IACLEA has been able to grow and expand its influence, provide its members with the resources and training needed, and maintain its status as the leading authority for campus public safety.

The quotes below were posted on IACLEA's social media earlier this summer when news of his retirement broke.

Thank you, Jim Pollard, for the excellent service you have provided IACLEA. Your presence will be missed.

*"Congrats Jim! IACLEA has benefited greatly from your service on the Board of Directors! Thank you for your leadership and service to the association and to Babson!"*

– John Bernhards, IACLEA, Executive Director

*"Happy retirement, Jim. It was my absolute pleasure to have worked with you for IACLEA and to have spent time with you. You made me feel very welcome, and you really are a true gentleman and friend. Best wishes for a long and happy retirement."* – Malcolm Dawson, former IACLEA International Regional Director

# Please Renew Your Membership for 2022

## *IACLEA Offers the Best Leadership Development in the Profession*

### 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 & 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 2021 membership year ends August 31.***

**IACLEA values your participation in the Association and invites you to renew your membership for 2022.**

**To renew for 2022: Please visit [iaclea.org/renew-now](http://iaclea.org/renew-now)**

**Call 855-4IACLEA (renew with a credit card of request an invoice)**



*"I've been a member of IACLEA since 2006. I like the networking and training opportunities that IACLEA provides. I've attended more training through IACLEA webinars in the last year than I ever have before. The technology makes it easy, but IACLEA has brought together people that are able to share real knowledge about issues affecting us—and unique to us—in higher education. I appreciate the ability to learn from others who share my issues or experiences in higher ed, as well as being able to give back to others. We make progress by learning from each other, and IACLEA provides the capability to do that. It's that networking and learning that keeps me tied to the organization. My identity in higher education public safety is stronger because of the 'we are all in this together' mentality that IACLEA fosters."*  
—Chief Bob Mueck, Director of Public Safety, St. John's College (Maryland)

*"I am a relatively new member—and Canadian member—of IACLEA. I have been a member for less than two years, but what I am enjoying about IACLEA is being able to connect, learn, and share with others. The Association offers opportunities for excellence, whether that be in personal development or in creating capacity to enhance campus community safety and security. Although we share a land border, the U.S. and Canadian perspective and experiences related to issues and opportunities and inherently and uniquely similar in a lot of respects. The ability to share and learn from one another serves to create greater resiliency for the creation of safer and inclusive campus communities."*  
—Wade Carriere, Director, Campus Security and Risk Management, University of Winnipeg



*Continued on page 12*

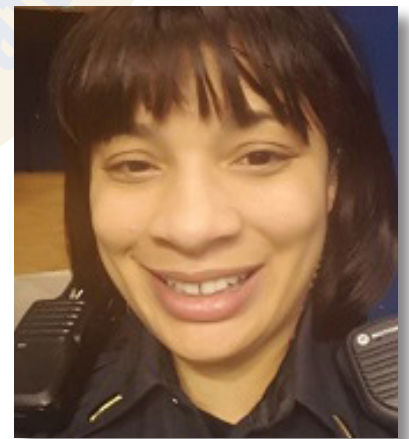
*"I have been involved with IACLEA for 20 years and my institution has been a member for more than 25 years. The Association's networking is incredible and I sustain our membership because of the leadership of IACLEA and its members. Being involved has allowed me an opportunity to connect with others across the world to help address challenges and gather diverse perspectives. The trainings that have been deployed have allowed my team and me to seek understanding about a myriad of issues. I enjoy the opportunity to spend time with members at our regional and annual conference. The time together allows for a deeper understanding of the work we are doing, as well as what opportunities are available."*

—Clarence Green, Jr., Chief of Police, Northwest Missouri State University



*"I have been a member of IACLEA since 2008. The number one thing that motivates me to keep my membership are the people—the caring leadership and the active members. Through IACLEA, I have gained a wealth of knowledge and information from other members who are experts in the field of law enforcement in higher education. Knowing there are other people who have experienced what I am going through and are ready with helpful advice has been a tremendous help and a great benefit of being a member. Some of my favorite things about being an IACLEA member include having caring mentors and the development of lasting relationships with great people from all around the world. I have enjoyed several conferences and I especially enjoy being part of the Domestic Preparedness Committee for IACLEA. It is gratifying to know that our work helps fellow members."* —Bill Corner, Campus Safety Director, Calvin University (Michigan)

*"As a member of IACLEA since 2012, I particularly find the training and networking opportunities extremely helpful. I enjoy helping others when and where I can to better their institutions and to bring ideas back that may ultimately benefit my institution as well. I love the fact that IACLEA provides its members with a space to share ideas and showcase their talent to advance campus public safety. Also, with being an accredited agency with IACLEA, I feel that my agency has a solid foundation when it comes to policies and procedures to be in a better position to address a lot of the challenges that campus public safety departments are facing such as, liability issues, training needs, and community engagement/support. In my opinion, IACLEA is the leader in campus law enforcement and public safety initiatives. A benefit to being a member is the access to leaders in campus public safety. It is nice to be able to have knowledgeable campus public safety officers and professionals to discuss issues facing your campus community and work together to find plausible solutions."* —Tamara McCollough, Police Lieutenant, Indiana State University



International Association of Campus  
Law Enforcement Administrators  
IACLEA  
P.O. Box 825345  
Philadelphia, PA 19182-5345

Non-Profit Org.  
US Postage  
PAID  
Hartford, CT  
Permit No. 1754

**Change Service Requested**

## Mark Your Calendar

IACLEA offers numerous professional development training conferences, webinars, and seminars all year. The fees are low or complimentary for members. We hope you can participate to further your expertise and collaborate with other members. Here are some important upcoming dates.

**For more information or to register, visit [iaclea.org/calendar](https://iaclea.org/calendar)!**

**AUG  
2021**

31<sup>ST</sup>



### **BUSINESS:**

#### **MEMBERSHIP RENEWAL DEADLINE—**

*All 2021 institutional and individual memberships expire August 31. Please renew before that date to ensure your membership benefits are not interrupted.*

**SEPT  
2021**

7<sup>TH</sup>-10<sup>TH</sup>



### **TRAINING:**

**FOUNDATIONS OF THE CLERY ACT, NACCOP**  
Virtual.



**NOV  
2021**

5<sup>TH</sup>



### **ANNUAL CONFERENCE & EXPOSITION**

Call for Proposals Deadline



9<sup>TH</sup>-12<sup>TH</sup>



### **TRAINING:**

**FOUNDATIONS OF THE CLERY ACT, NAACOP**  
Call for Proposals Deadline



For additional presentations  
of Foundations of the Clery Act,  
please visit: [https://www.naccop.org/  
naccop-classes](https://www.naccop.org/naccop-classes)



Keep up with IACLEA trainings, seminars,  
webinars, other opportunities, by checking the  
calendar page on the website often.