

**Higher Education Subcommittee  
of the Missouri Homeland Security Advisory Council  
Meeting Minutes  
April 7, 2009**

**Members Attending in Person:**

Commissioner Robert Stein, Chair	Department of Higher Education
Paul Banta	St. Louis Community College – Meramec
Dianna Bryant	University of Central Missouri
Chip Byers	MOREnet
Lynn Carter	Department of Mental Health
Bruce Clemonds	Missouri State Highway Patrol
Paul Fennewald	Department of Public Safety
John Fischer	Student, St. Louis Community College – Meramec
Charles Gooden	Harris-Stowe State University
Christie Gray	Student, Park University
Michael Horn	Student, Fontbonne University
Courtney Hughes	Student, Lincoln University
Jonathan Kelley	Missouri Western State University
Bernard McCarthy	Missouri State University
Mike Sampson	Department of Health & Senior Services
Samuel Simon	St. Louis University
Don Strom	Washington University
Jack Watring	University of Missouri-Columbia
Gerald Wilmes	Northwest Missouri State University

**Members Absent**

Bill Brinton	Region H RHSOC
Julia Clark Hampton	Dean, Student Services, Jefferson College
David Fedder	Sonnenschein, Nath & Rosenthal LLP
Adam Hanna	Student, University of Missouri-Columbia
Joel LaReau	Ozarks Technical Community College
Jauhn Nash	State Fair Community College
Charles Witt	Columbia Fire Department

**Staff Present:**

Angelette Prichett	Department of Higher Education
Beth Tankersley-Bankhead	Department of Higher Education

**Guests:**

O.J. Stone	Department of Public Safety
Joel Denney	Missouri School Boards' Association

**Welcome and Introductions**

Commissioner Stein called the meeting to order at 10:05 a.m.

**Membership Update:**

Commissioner Stein provided an update on newly appointed member Samuel (Sam) Simon from St. Louis University. Commissioner Stein also introduced HES-HSAC student member Michael Horn of Fontbonne University and student advisory council member Christie Gray of Park University. Commissioner Stein also reminded the group that Courtney Hughes of Lincoln University and John

Fischer of St. Louis Community College – Meramec had been appointed as student members of HES-HSAC in January.

Each attendee then introduced him/herself.

### **Approval of Meeting Minutes from February 4, 2009**

**ACTION:** Mr. Gooden moved and Mr. McCarthy seconded that the February 4, 2009 minutes be approved. Minutes were unanimously approved.

### **Single-Focus Working Meeting on Best Practices:**

#### ***Setting the Stage and Direction –Commissioner Stein***

The HES-HSAC decided at its February 2009 meeting to devote this meeting to the single issue of best practices for creating safe campus environment. In preparation for the meeting, HES-HSAC members were invited to submit what they deemed evidence based best practices and those documents were reviewed and summarized. Also in preparation for and to design the format of the meeting, the working group of Ms. Carter, Mr. Kelley, Mr. McCarthy, and Mr. Wilmes participated in two conference calls. The working group decided against the approach of dumping a number of best practices on the HES-HSAC Web site. Instead, the group moved toward the concept of producing a Missouri-grown toolkit or rubric that would be useful to any campus, regardless of its stage in prevention and planning.

As you will recall, the original task force set forth three overarching areas for its work:

- Planning and Prevention
- Response
- Recovery

The working group proposed that this meeting focus on developing best practices for the area of Planning and Prevention. It was stressed that the product needed to be comprehensive, balanced, integrated, and inclusive of all potential emergencies (e.g., mental health threats, suicide, alcohol and drug abuse, sexual assault, and physical violence as well as active shooter scenarios), and be focused on protection of all human life on our college campuses.

#### ***Continuous Process Improvement –Ms. Carter***

Ms. Carter then made a Power Point presentation (attached) on the continuous improvement process. The core concepts communicated included that:

- Best practice plans are works in progress, they are never complete, and they should undergo a continual process of improvement.
- The PDCA (Plan-Do-Check-Act) Process could guide HES-HSAC work on developing a best practices toolkit as well as guide individual campuses' emergency planning initiatives.
- Best practice plans include a focus on self-evaluation, learning, and adaptation of the plan.

#### ***All-Group Work –Mr. Wilmes***

Mr. Wilmes guided the group in suggesting the priorities that should be included in campus planning and prevention initiatives. What elements would be included in a planning and prevention best practices toolkit or rubric? The following components were suggested as essentials:

- Reinforce the saliency of the topic
- Get the attention and buy-in of administration
- Develop a sustained effort
- Identify stakeholders
- Garner an expression of support from stakeholders

- Integrate constituents across campus
- Use data
- Assess risks
- Establish priorities

It was also suggested that best practices plans include assessment of risk against frequency and volume. Safety and security related issues are: (1) low volume/high risk, (2) low volume/low risk, (3) low risk/high volume, or (4) high risk/high volume. Campuses will need to consider where their priorities as well as greatest risks lie when developing a plan.

***Small Group Work – Mr. Kelley, Mr. Wilmes, Mr. McCarthy***

Members then worked in small groups of seven.

**Group One**

Facilitator – Mr. Wilmes

- Communicate with the community, students, administrators, staff, and faculty
- Educate – Practice – Train
- Offer training and education that is proactive and able to be validated
- Obtain senior leadership support
- Consider the institutionalized culture
- Gain feedback from students about their knowledge of safety threats and processes and of their level of involvement
- Balance empowerment and control
- Manage expectations
- Create a connected community
- Send a consistent message and create consistent policies

**Group Two**

Facilitator – Mr. McCarthy

- Inventory vital assets and conduct a risk analysis
- Plan for post-event response as well as pre-event planning
- Build redundancy into processes
- Include the student voice and multi-level participation
- Use peer pressure
- Build campus safety messages and processes in to recruitment and retention efforts
- Develop scorecards for benchmarking
- Create a system of voluntary standards, self-assessment, and reporting
- Develop a higher education safety accreditation or recognition that incorporates self-assessment and external assessment (similar to IACLEA safety standards) (perhaps tie the accreditation to funding)
- Compensate in the difference of perception and reality of preparedness
- Promote a culture of survival rather than one of victim
- Offer training for students
- Incorporate a student notification system
- Develop a train the trainer program
- Consider a goal of a certain % of campus population undergoing CERT training
- Develop a Web-based tutorial for students and tie it to incentives (training modules, customized to campus)
- Develop an instructor orientation to hazards plans

- Work from the framework of citizen preparedness and organizational preparedness
- Practice the plan
- Educate and train
- Include a statement about safety on all class syllabi
- Develop digitized plans (building floor plans)

### **Group Three**

Facilitator – Mr. Kelley

- Focus energy and resources on more common risks (e.g., alcohol and drug abuse, sexual assault, suicide)
- Communication is key (the public focus is on communications preparedness and competency)
- Create a list of all hazards specific to Missouri and use this list to develop emergency preparedness plans
- Get resources in place so campuses can respond to emergencies (e.g., there are no resources for additional security efforts; many campus police departments are able to respond to calls for service, work special events, investigate some crimes and conduct some programming; beyond that many do not have the financial or manpower resources to move ahead as a professional police department)
- Consider what stakeholders expect of us and involve stakeholders in the planning process (e.g., everyone on campus)
- Be prepared to respond at the local level first – all emergencies are local
- Design new campus facilities with security in mind
- Consider developing state protocols for safety of new capital projects that are state funded
- Have a front-end discussion of the type of campus environment desired (what is the level of risk the campus and its students are willing to tolerate? Do you accept the risks associated with an open campus?)
- Work from a liability, risk, consequence management framework using the risk probability matrix
- Meet law enforcement accreditation standards
- Designate a position to focus on safety and security issues and to coordinate others and delegate responsibilities (level of reporting and budget sends a message about the campuses' commitment)
- Let the questions: “Did you know? Should you have known?” drive your efforts and activities
- Build safety and security processes into the campus strategic plan
- Share best practice ideas across and between campuses
- Create and support student-initiated and –run initiatives (work with student government)
- Hold a required safety and security seminar for all entering students
- Build safety and security initiatives into existing campuses processes (must sign up for alert notification system before you can register for class)
- Utilize existing best practices in developing campus-specific processes
- Develop a culture of preparedness
- Identify concerns shared by all higher education institutions
- Involve all departments responsible for safety issues and who have a natural interest in safety issues and collaborate and integrate across silos (e.g., departments of criminal justice, homeland security, geography)
- Develop self-evaluation tools
- Develop and host simulations and practices
- Develop plans to target specific campus constituents (e.g., commuter students, faculty, staff, and students)
- Develop separate communications plans for various campus constituents

- Ask students to help design the communication system (campuses need communicate system designed for how students communicate – face book, twitter, blogs)
- Ask students for multiple contacts in the case that someone cannot be reached
- Plan for phase-ins or incremental steps toward the desired goal
- Change or challenge the paradigm that all campus security is the responsibility of Campus Police
- Train campus constituents to proactively think about: “What if? What would I do?”
- Scan the environment for potential threats and risks
- Ask students their perceptions about campus safety
- Develop a benchmarking plan:
  - Internal
  - External
  - Range of practice with minimal acceptable standards
  - Process to communicate standards
  - Self-evaluate
  - Create a culture of safety
  - Invest resources
  - Evaluate the plan and processes
- The process piece is part of the toolkit
- Utilize existing centers of excellence

***All-Group Wrap-up and Next Steps –Ms. Carter and Commissioner Stein***

Discussion ensued about what next steps might include. Suggestions included:

- Develop a Missouri peer-reviewed stamp of approval for best practices,
- Develop a plan that includes short-term steps as well as long-term vision,
- Develop strategies for overcoming barriers
- Develop student friendly tools,
- Develop minimum standards that all campuses should meet, a voluntary process of assessment, and offer assistance to those who fall below the standards,
- Offer a Web-based incentive driven course,
- Address issues of resources (lack of) and investment,
- Use the July Safety and Security Conference as a tool (hold a forum at the conference),
- Solicit best practices from Missouri higher education institutions and highlight them on the Web site,
- Design a survey or probing questions that could be used as a self-assessment tool,
- Share data that is influential and motivating,
- Post major principles of best practices on the HES-HSAC Web site, providing a methodology for developing best practices,
- Feature leadership stories in the form of case studies in press releases and on the HES-HSAC Web site, and
- End up with a product that could be shared at the July Safety and Security Conference.

**ACTION:** It was decided that Ms. Carter, Mr. Kelley, Mr. McCarthy, and Mr. Wilmes, with assistance from MDHE staff members Ms. Prichett and Ms. Tankersley-Bankhead, will:

- summarize the working groups’ comments, and
- e-mail the summary, proposed Next Steps, and a suggested timeframe to HES-HSAC.

**July 30 and 31 School and College Safety and Security Conference**

Dr. Joel Denney of the Missouri School Boards' Association (MSBA) attended the meeting to share an update of the 3<sup>rd</sup> Annual School and College Safety and Security Conference, specifically regarding the higher education track sessions.

Dr. Denney emphasized that K-12 and higher education share much in common, particularly regarding safety and security issues. He also commended the collaborative vision of Dr. Carter Ward of the MSBA and Commissioner Stein of the Department of Higher Education and expressed his pleasure at how the agencies are working together to plan the conference and commended the work of the HES-HSAC.

The HES-HSAC then brainstormed ways to promote the conference. Members suggested numerous venues in which to promote the conference, including:

- National weekly newsletter posting (Homeland Security)
- COPHE, MCCA, Linn State Technical College, ICUM presidents and chancellors
- MACLEA/IACLEA
- National Association of Business Officers (NACUBO)
- Higher education institutions' Chief Academic Officers
- Higher education institutions' institutional research officers
- Local FBI
- Higher education institutions' student government bodies
- Mental health venues (Ms. Carter)
- AUCCD
- American College Counseling Association
- Statewide Student Services associations and groups (MOACPA)
- Higher education institutions' core emergency management courses and students
- Encourage other groups to meet in conjunction with the conference
- Missouri Police Chiefs' Association
- Missouri School Resource Officers
- HES-HSAC members each make 7-8 personal calls to encourage people to attend
- Department of Health and Senior Services Friday Facts to 119 health jurisdictions in the state (Mr. Sampson)

Members also talked about ways to encourage student attendance. It was suggested that campuses could provide vans for students. It was suggested that we explore development of a student scholarship to offset cost of conference attendance. It was asked if it was possible to offer a reduced conference for students.

**ACTION:** Mr. McCarthy moved and Mr. Banta seconded that MSBA explore the possibility of a reduced conference fee for students. The motion was unanimously approved.

As a follow-up to this motion, on April 8, 2009, Dr. Denney communicated that MSBA will provide a student registration fee for the 2009 Safety and Security Conference of \$125 – a one hundred dollar discount off the regular registration fee of \$225. When a student registers for the conference, they will be asked to indicate the higher education institution in which they are enrolled and the discounted fee will be available only to college students who are enrolled for at least twelve hours of credit for the fall 2009 semester.

**Other:**

HES-HSAC will have a dinner meeting on July 30, 2009, 6:00 – 9:00 p.m. at the Holiday Inn Executive Center in Columbia, in conjunction with the 3<sup>rd</sup> Annual Coordinated Conference on School and College Safety and Security. Keynote speaker and retired FBI profiler Mary Ellen O'Toole will attend the dinner meeting as will representatives of Northern Illinois University, and the University of Central Arkansas.

**June 3, 2009 Meeting:**

Commissioner Stein reminded members to ask colleagues for feedback about the HES-HSAC Web site and bring feedback to the June 3 meeting:

- Do they know about it?
- Do they use it?
- Is it user friendly? If so, in what ways? If not, how could it be improved?

Ms. Carter also asked that data about Web site use be presented to the HES-HSAC at the June 3 meeting.

**Closing Comments:** Commissioner Stein commended the working group (Ms. Carter, Mr. Kelley, Mr. McCarthy, and Mr. Wilmes) that had prepared and facilitated today's single-focus meeting.

Commissioner Stein also thanked student members for their involvement in today's meeting and invited them to provide feedback about the meeting.

The meeting was adjourned at 2:00 p.m.