

Campus Safety[®]

ONLINE SUMMIT


Leading and Managing in a Time of Change:

How the Employment and Management
Landscape has Shifted Since March 2020

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About Me

- 35+ years in campus law enforcement
- Aunt to 17 nieces and nephews, and 4 great nieces and nephews (7 siblings)
- Mom to The Boys: JohnnyB (4) and Dobbie (17)
- TV  and Audible book junkie (159 and counting)
- Music/theatre/museum geek
- Walking, traveling, yoga, doing stuff



About this Session

Session Takeaways

- Acknowledge the impact on recruiting, supporting, training, and retaining staff, and on ourselves.
- How these changes impacted the way we see and do our jobs.
- Consider the opportunities that changed and/or improved how we operate.

In the last 15 months, how many of you:

1. Had officers request hazardous duty pay?
2. Were asked to do more (or the same) with less money and/or people?
3. Had tasks and responsibilities added to your plate?
4. Experienced an increase in bias-related incident reports?
5. Engaged in candid conversations (not just training) with staff about race & bias?
6. Had students rallying to “defund” your department?
7. Had to rethink your perspective on attendance/sick policies?
8. Felt disconnected from colleagues?
9. Seriously considered retirement or career change...more than once?
10. Used the word “pivot” and made yourself wince?

About La Salle

- A liberal arts institution in the Christian Brother (Catholic) tradition located in the Olney section of Philadelphia.
 - Philadelphia – population 1.5 million (Black/African American = 42.13%, White = 40.66%, Asian = 7.24%, Other 6.49%)
 - La Salle students who identify as “underrepresented” is about 49%. Faculty and staff is <20%.
 - Public Safety – BIPOC = 74.28%; White = 25.71% (supv-87.5%/12.5;
- Approximately 6000 students - associate, bachelor’s, master’s, and doctoral
- NCAA Division I.
- Public Safety is part of Student Development and Campus Life.

March 2020: COVID Closes Campus

Critical Issues and the ICA

- Institutional emergency management
 - Academic modality
 - Continuity of administrative operations
 - Moving students out but keeping them engaged and connected
- Health and safety
 - Lack of consistent information – it's not that bad
 - PPE availability

OPTIMISM BIAS*

- Many people minimized the threat of personal risk through **Optimism Bias**, the belief that such bad things only happen to other people.
- The demonstrated systematic tendency for people to be over-optimistic about the outcome of events.
 - **Over-estimating the likelihood of positive events and under-estimating the likelihood of negative events.**
- It is one of several kinds of **positive illusion** to which people are generally susceptible.

* Steve Crimando, Behavioral Science Applications: The Human Face of Homeland Security

April 2020: COVID Continues

- Operational Issues
 - Roll call
 - Equipment and vehicle use
 - Providing access
 - Engaging others
- Essential staff discussions
 - Perceived equity issues
 - On campus vs remote work
 - Hazardous duty pay and the union

April 2020: COVID Continues – (cont.)

- Moving from a 2-week temporary close to closed until end of semester.
 - Financial implications
 - Institutional reputation implications – social media
- Commencement plans
 - Student responses
 - Parent and family communications

May 2020: Time to breathe and then...George Floyd

- Student reports of online incidents of bias
- National Guard arrives on campus
- Protests
- Riots and looting
- Talking to and supporting staff and the power of vulnerability

ATTENTION BIAS*

- The tendency for our perceptions to be affected by reoccurring thoughts.
- The more often a person sees a call to action, the more likely they are to act on it.
- **ATTENTION MANAGEMENT**
 - The practice of controlling distractions, being present in the moment, finding flow, and maximizing focus. Better **attention management** leads to improved productivity.
 - Slack pings, the phone ringing, wanting to read a cool article, someone popping by your desk to ask a quick question, feeling hungry for a snack, or a child interrupting a task while you're working at home, are all challenging your attention.

* Steve Crimando, Behavioral Science Applications: The Human Face of Homeland Security

June 1, 2020 Email to Public Safety Staff

Good morning everyone,

Last week and over the weekend, we saw the worst, and sometimes the best, of our fellow citizens around the country and in the City of Philadelphia.

My heart is heavy with sadness and outrage at the death of George Floyd at the hands of the police. This is the most recent tragedy in an unfortunate legacy of our black and brown neighbors and friends who experience blatant and shadow racism daily. The former Minneapolis police officer responsible for Mr. Floyd's death, and those who stood by without acting to protect him, demonstrated a callous and cruel indifference to the suffering and sanctity of the life of another human being. It is beyond unacceptable; it is criminal.

(cont.)

This weekend protesters came together in Center City to express their outrage and sadness peacefully. As we saw, these protests morphed into riots in the evening and overnight hours. Last night, looters broke into Rite Aid, Dunkin' Donuts and Game Stop beginning sometime around 8:30 pm with activity ending at about 4 am. When I was called shortly before 2 am, I was relieved to hear that no one from Public Safety was injured during this activity.

- During this time, I urge you to be aware and be cautious.
- If you observe violent criminal activity, contact the Philadelphia Police and get out of harm's way as soon as possible.
- Patrol operations must continue but stay as close to campus as possible.
- Keep your supervisors updated on what you observe particularly if you are on dispatch and observe activity on camera.

(cont.)

As we continue to work and live through both this pandemic and the hatred and violence we are experiencing nationwide, please know that I support you as Public Safety Officers, colleagues, friends and neighbors. If you would like to talk, your supervisors and I am available (603-313-6663). You can also contact the University's Employee Assistance Program (EAP), which is free and confidential. Call 1-800-854-1446 24/7 or go to www.unum.com/lifebalance. A summary of services can be found at <https://wa3.lasalle.edu/channels/docs/get.php?id=1837>.

Never has #SaferTogether been more important.

Stay safe and well.

Peace,
Amanda

June/July 2020: COVID Surge

- Remember when we were going back in the Fall?
- COVID cases among staff and household members
- RIFs, raises and remote work
 - Permeable boundaries
- Budget forecasting
- Interviewing and hiring online

Summer 2020: Fall Semester Start-Up

“The sky is falling”

- Learning from others' mistakes
- Reality of long-term remote operations
- Planning for limited return of students
- Quarantine and isolation
 - Discovering Slack

Fall 2020

- New COVID policies in Student Conduct
 - We are not the COVID police
- COVID “honor code” statements
- Attendance and sick time policies
- Minimal campus occupancy
 - Single rooms
 - Feelings of disconnectedness
 - Incident reports of “stalking” and suspicious behavior

MENTAL HEALTH & SUBSTANCE ABUSE CHALLENGES

- **Adults struggling with mental health issues linked to worry and stress over the novel coronavirus increased from 32 percent in March to 53 percent in July in 2020**
- Those experiencing symptoms of anxiety or depression reached 40 percent during summer 2020, up from 11 percent in 2019
- Similar assessment from the Centers for Disease Control and Prevention found that 13 percent of adults had started or increased alcohol consumption or drug use to help cope with pandemic-related woes.
- 11 percent had seriously considered suicide in the previous month — 25 percent among those ages 18 to 24.

* Sept. 6, 2020: Kaiser Family Foundation

October/November: Pre-Election/Election

- Resurgence of bias incident reports
- Increased tensions in the community
- Creating opportunities for dialog
- The long-awaited Thanksgiving Break

CONFIRMATION BIAS*

- The tendency to listen more often to information that confirms our existing beliefs. People tend to favor information that reinforces the things they already think or believe.
- Examples include:
 - Only paying attention to information that confirms your beliefs about issues such global warming or vaccine safety.
 - Only following people on social media who share your viewpoints.
 - Choosing news sources that present stories that support your views.
 - Refusing to listen to the opposing side.
 - Not considering all of the facts in a logical and rational manner
 - Only seeking to confirm existing opinions **helps limit mental resources** needed to make decisions. It also **helps protect self-esteem** by making people feel that their beliefs are accurate.

* Steve Crimando, Behavioral Science Applications: The Human Face of Homeland Security

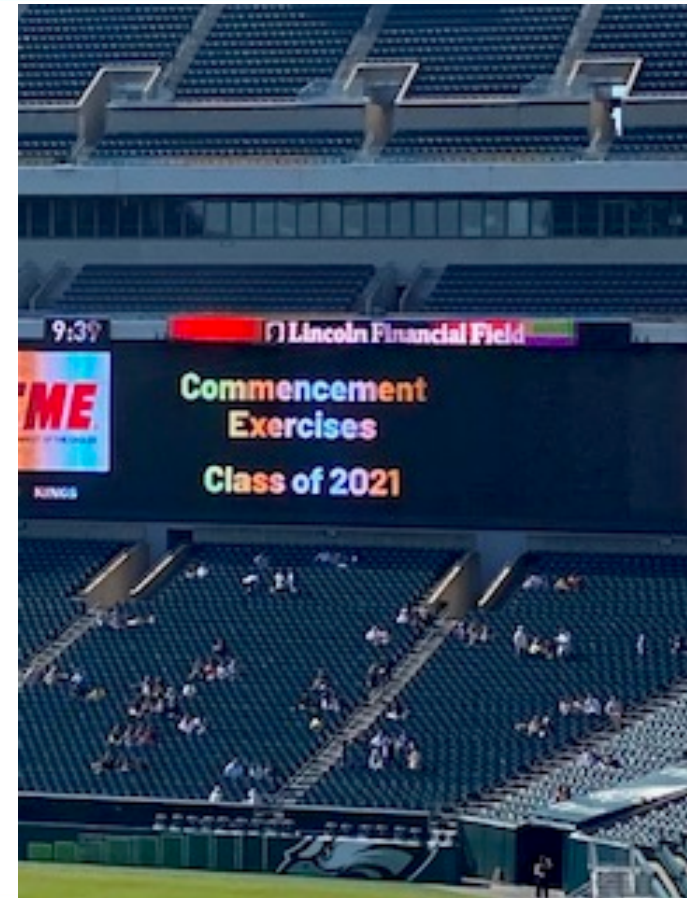
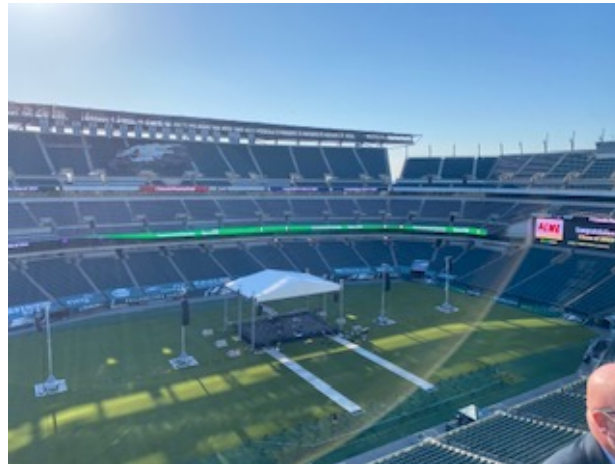
January 2021: Spring Semester

- Vaxers vs anti-vaxers
- January 6th Insurgence
- Student testing and move-in
- Q & I

Spring 2021

- Chauvin trial
- The National Guard returns
- April 20th verdict returned
- ...and then...

Commencement



#CSOS



#CSOS

Current Issues

- Finding applicants
- A promotion story
 - Changing perspective
- More planning...

HINDSIGHT BIAS*

- The **hindsight bias** involves the tendency to see events, even random ones, as more predictable than they are. It's also commonly referred to as the *"I knew it all along"* phenomenon.
- Examples:
 - Insisting that you knew who was going to win a football game once the event is over.
 - Believing that you knew all along that one political candidate was going to win an election.
 - Saying that you knew you weren't going to win after losing a coin flip.
 - Looking back on an exam and thinking that you knew the answers to the questions you missed.
 - Believing you could have predicted which stocks would become profitable

* Steve Crimando, Behavioral Science Applications: The Human Face of Homeland Security

My lessons:

- NOT being in charge is okay
 - Be a resource and be flexible
- We cannot keep doing more with less
- Remote work is exhausting – self-care is essential
- Balancing enforcement with community care
 - How fast an officer can run a mile is irrelevant if they don't care about the people who live on it.
- Being vulnerable does not mean being weak

Reminders

- Access to the presentation
- Evaluations
- Certificates Of Attendance
- Social Media

Contact Info

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