Campus Violence Prevention - An Integrated Approach to Threat Assessment and Case Management

California State University Risk Management Authority

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What Can We Learn from Prior Incidents of Violence?

- U.S. Post Office, Dana Point, California  
  May 6, 1993

- City of Los Angeles, Piper Technical Center  
  July 19, 1995

- United States Department of Agriculture, LAX  
  April 22, 1998

- Raisin Processing Plant, Fresno, California  
  October 20, 2000

- City of Los Angeles, Bureau of Street Services  
  February 24, 2005

- City of Los Angeles, Office of Public Safety  
  January 10, 2008
Double Slaying Another Blow for City Workers

2 Are Shot to Death at Maintenance Yard

L.A. city employee allegedly killed his boss, coworker after being reprimanded.

INVESTIGATION: Both shooting victims had worked for the Bureau of Street Services for more than 20 years, police said.
Recent Campus Shootings

- Dawson College, Montreal  
  September 14, 2006
- Virginia Tech  
  April 16, 2007
- Louisiana Technical College  
  February 8, 2008
- Northern Illinois University  
  February 14, 2008
- University of Central Arkansas  
  October 26, 2008
What Is the Recommended Strategy to Prevent Violence?

Create a Safe & Healthy Campus Environment

Predict Toxic Situations

React to a Threat of Violence

Ignore Actual or Potential Threats to Safety

PREVENTION
EARLY INTERVENTION
LATE STAGE INTERVENTION
POST INCIDENT TRAUMA RESPONSE
What do we mean by “Violence” or “Threat of Violence”?

**CAMPUS VIOLENCE**

Campus violence is any type of behavior or incident in which an individual is intimidated, threatened, verbally or physically harassed, assaulted, injured, or killed at an educational institution.

**THREAT OF VIOLENCE**

A threat of violence is a direct or implied expression of intent to inflict physical harm and/or actions that a reasonable person would perceive as a threat to physical safety or property.
What do we mean by “Zero Tolerance”? 

Zero tolerance is a commitment to maintaining a campus that is free from violence or threats of violence. Threats, threatening behavior or acts of violence against a student, a faculty member, staff, or any other individual cannot be tolerated. All threats must be taken seriously and every report of threatening behavior thoroughly and promptly investigated. Depending on the findings of the assessment, appropriate action must be taken.
Lessons Learned from Campus & Workplace Shootings

1. Threat assessment requires a conceptual framework that is readily understandable.

   a) The framework must consider multivariate factors (the individual, the environment and the complex interactive dynamic) which are predictive of violence.
PPC Framework for Risk Assessment and Intervention

 POTENTIALLY DANGEROUS PERSON + PERCEIVED HOSTILE ENVIRONMENT + TRIGGERING EVENT → VIOLENT ACTING OUT
Lessons Learned

1. Threat assessment requires a conceptual framework that is readily understandable.
   a) The framework must consider multivariate factors (the individual, the environment and the complex interactive dynamic) which are predictive of violence.
   b) Failure to address all three boxes or choosing to focus on only one aspect (e.g., the individual employee) of the violence equation, can lead to disastrous consequences.
   c) If either box (person or environment) is full enough, it will begin to impact the other box in a dynamic, negative manner.
   d) Faculty, students and staff need to be able to understand how they individually and collectively impact campus safety.
   e) Training is essential at all levels in an organization or institution.
Lessons Learned

1. Threat assessment needs a conceptual framework that is readily understandable.

2. There is a difference between threatening and imminently dangerous and there must be a tolerance for the ambiguous aspects of how we define and respond to threats.
Risk of Violence Levels

- Intent and Means to Do Harm
  - HIGH RISK
- Communication of a Threat to Do Harm
  - MODERATE RISK
- Inappropriately Aggressive, Hostile or Intimidating Behavior
  - LOW RISK
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3. Information is available about threats and threatening behavior, but it is often not reported or, if it is, appropriate steps are not taken.
Suspected Killer Gave No Hint of Violence

Federal Employee Kills 2, Self at Office

- Violence: USDA supervisor, union representative are shot. Gunman allegedly had problems on job.

Routine Turns to Tragedy

- Shootings: As names of employees slain at USDA are released, co-workers and friends grieve.

Co-Workers Struggle in Slayings' Wake

- Flowers sit outside a USDA building where three were fatally shot.
Did you see it?

Did you report it?

Threat Communicated to Others

Threat Communicated to Target
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4. Domestic violence and stalking are significant problems, often hidden, that won’t go away without appropriate intervention.
When the Law Can’t Protect

- Despite recent advances, the legal system still has trouble apprehending stalkers. As the Dana Point case shows, officials often are forced to wait too long before they can take action.

STALKERS: Many Officials Want the Law Strengthened

Stress, Bad Management Cited in Violence

- Tensions: A 1992 congressional inquiry also concluded some unstable people slip through hiring procedures. Since 1983, there have been 34 post office-related killings.

Obsessed Dana Point Suspect Stalked Former Co-Worker

Ex-Mail Carrier Kills 2 in O.C.; Attack Follows Similar Incident in Michigan
Man kills 2, jumps off bridge

His girlfriend, who had a restraining order against him, is stabbed along with her mother in Tujunga.

By Richard Winton
and Greg Kraigorian
Times Staff Writers

Damaris Quiles and her boyfriend, Walter Garcia, lived together for six years and had been a couple for a lot longer than that. They also had a son, Joshua, whom they both adored. But in recent months their relationship had grown rocky. When the fights got really bad about three weeks ago, Quiles asked her boyfriend to leave. When he started threatening her, she obtained a restraining order. The order did little good.

On Thursday morning, Garcia stabbed the 35-year-old Quiles to death, along with her 73-year-old mother, Carmen, outside the neat stucco home they shared in Tujunga. Minutes later, Garcia, 38, jumped to his death from Pasadena's historic Colorado Street Bridge, a span infamous for suicides.

Damaris "Didi" Quiles, 35, and her mother, Carmen, 73, were brutally stabbed last week by Damaris' estranged boyfriend, Walter Garcia, before he committed suicide.

Family tragedy years in making

KILLINGS: Court records reveal a pattern of violent behavior going back to 2000.

By Rachel Uranga
Staff Writer

Damaris "Didi" Quiles' trouble with her estranged boyfriend and father of her son started years before he stabbed her and her mother to death with a kitchen knife in front of their Tujunga home last week.

Over their long, rocky relationship, Quiles sought at least two restraining orders against Walter Garcia and called the police several times — but still believed things could get better.

‘Right now, the No. 1 priority is to make him feel loved, to make sure he knows he has a safe haven.’

— Edwin Quiles, about his nephew Joshua, 6, who lost his mother, father and grandmother
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5. It is essential to assess risk before any course of action is taken.
   
   a) Assessment requires analytic capacity and clinical judgment to put the pieces of assessment data together - to connect the dots meaningfully.

   b) Intervention must match the level of risk.

   c) Everything we do has an impact on the overall safety of the situation.
What is “Threat Assessment”?

What Is the Distinction Between . . . ?

- Assessment

- Investigation

Is Risk Assessment an Intervention?
### Risk Assessment & Intervention Outcome

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<td>Under-respond or Ignore</td>
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<tr>
<td>Overestimate Risk</td>
<td>Over-respond or “Knee-jerk”</td>
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<td>Accurately Assess</td>
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6. Individuals within the organization “discharge their duties” but there is often a failure to “manage the case”.
What is “Threat Management”?

- **Intervention**

- **Case Management**
Lessons Learned From Virginia Tech

- Residence Hall Administration
- Community Counseling Center
- Psychiatric Hospital
- Faculty & Academic Dean
- Office of Judicial Affairs
- University Care Team
- Blacksburg Police
- Campus Health Center
- Student Affairs
- Campus Police
An Integrated Approach to Threat Assessment and Case Management

- Dean of Students
- University Legal Counsel
- Campus Security
- Student Health
- Campus Violence Prevention Coordinator
- Academic Dean
- Human Resources
- Local Law Enforcement
- Additional Case Specific Resource Persons
- Threat Assessment Professional
Summary: What Does It Take to Prevent Campus Violence?

1) Collaborative, team approach utilizing a single point of contact to coordinate input from psychological, academic, legal, security and administrative resources.

2) Effective training at all levels of the university to not only build awareness but also to create a culture willing to recognize and intervene at the earliest opportunity.

3) Expert consultation from a threat assessment professional who has the analytic capacity and clinical judgment to put the pieces of assessment data together - to connect the dots meaningfully - and articulate viable intervention plans.

4) Understanding that threat assessment is an ongoing process (not just a point in time) and requires ongoing case management until risk is mitigated or eliminated.
About Prince & Phelps Consultants:

Prince & Phelps Consultants (PPC) is a corporate training and management consulting company specializing in workplace violence prevention, conflict resolution, recognition and management of workplace substance abuse, trauma response and other related occupational health and safety issues. Mr. Prince and Dr. Phelps have worked as independent contractors both individually and in partnership since 1985.

During this time, they have consulted on more than 1,000 cases of threatening situations or acts of violence in the workplace. Their consultations have been in response to a wide array of situations ranging from intimidation, harassment and verbal threats to physical assaults, acts of sabotage, felony stalking, discharging firearms in the workplace and on-the-job homicide. Mr. Prince and Dr. Phelps have been primary responders to several incidents involving multiple homicides including the United States Post Office, Dana Point, CA (May, 1993), the City of Los Angeles Piper Technical Center (July, 1995), the United States Department of Agriculture, Port of Los Angeles (April, 1998), and the City of Los Angeles Bureau of Street Services (February, 2005). Consultation includes risk of violence assessment, participation on corporate threat assessment teams, supervisor coaching and ongoing assistance in case management.

Mr. Prince and Dr. Phelps have designed and conducted violence prevention training programs for numerous organizations, both in the private and public sector. They have trained over 30,000 managers, supervisors and employees in civil service organizations such as the City of Los Angeles, the U.S. Postal Service, the U.S. Department of Agriculture, and numerous Southern California municipalities on issues of workplace safety, threat management, and the prediction and prevention of workplace violence. They have provided briefings on this subject for the City of Los Angeles City Attorney’s Office, the Civil Service Commission and the California District Attorneys Association. The PPC model is a dynamic approach that broadens the number of variables considered and that provides for ongoing assessment of a situation rather than relying solely on a point-in-time psychological assessment.

As well, Mr. Prince and Dr. Phelps have responded to over 200 occupational accidents and other traumatic events. In addition to incidents involving multiple homicides, fatal workplace electrocutions and explosions, severe burns, and armed robbery, PPC has provided services for organizational recovery to earthquakes, wildfires and community riots. PPC trauma services include management consultation on organizational recovery, group debriefings and individual counseling. PPC also provides training for managers, supervisors and emergency response teams to enhance organizational stability during traumatic events.

PPC also have extensive professional and public lecture experience, speaking on the topics of workplace violence prevention, occupational stress and trauma, and organizational disaster recovery. They have served as keynote and motivational speakers for national and international professional conferences and business gatherings. They have served as subject matter experts in the design and production of training videos regarding occupational trauma, substance abuse and dealing with difficult people. Television and radio networks have interviewed both Mr. Prince and Dr. Phelps and they have provided court testimony for their expertise on these topics.