Threat Assessment Team

Florida State University

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Assistant Vice President for HR
and F&A Chief of Staff

Chief David Perry,
Assistant Vice President for Safety
and Chief of Police

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Program
Agenda

- Welcome
- Speaker introductions
- Workplace violence
- Threat Assessment Team overview
- Responding to an active shooter situation
- Student Situation Resolution overview
We live in unpredictable times...
Violence on Campus

Violence on Campus

Oakland Shooting Suspect Charged With Murder
Forty-three-year-old One Goh was charged Wednesday with seven counts of murder and three counts of attempted murder.

Reported: CBS News (Posted by Melissa Brunner)

OAKLAND, Calif. (CBS News) - Prosecutors have filed seven murder charges against the man accused of a fatal shooting rampage at a California Christian College.

Forty-three-year-old One Goh also was charged Wednesday with three counts of attempted murder.

He also faces a special circumstance allegation of multiple murders that could make him eligible for the death penalty.

Goh surrendered to authorities Monday, an hour after the attack at Okios University that left seven dead and three others wounded.

Two dead in shooting at Florida high school

By NBC News and mnsbc.com staff

Updated at 6:23 p.m. ET: JACKSONVILLE, Fla. — The head of a private high school was shot and killed Tuesday afternoon by a teacher who had been fired earlier in the day, NBC News reported.

Police said a man came onto campus of Episcopal School of Jacksonville with an AK-47 in a guitar case, went to the administrative office, shot the head of the school several times, and then killed himself, according to WJXT-FW in Jacksonville, Fla.

Shane Schumerth, a Spanish teacher who had been fired that morning, returned to the head of school's office, pulled an AK-47 assault rifle from a guitar case and killed Ms. Regan and himself.
Classes were expected to resume Friday.

Video | Florida Police Describe Campus Shooting
Tallahassee and Florida State University police described early reports of a gunman in front of the campus library, in an episode in which three people were injured and the suspect was killed.

“We still have a lot of questions that are unanswered,” Gov. Rick Scott said at a news conference Thursday morning.

“The police investigation will answer
Florida State University
Threat Assessment Team

The Florida State University has a moral obligation and legal duty to provide a safe workplace for all its employee groups (Faculty, A&P, USPS, OPS) as well as for its student body and guests. To prevent loss of life and injuries and to limit financial losses and potential legal liability, the University has developed guidelines and appropriate procedures to prevent violence from occurring in the workplace.

• A Threat Assessment Team (TAT) has been created within the University specifically to consider those situations where a person's behavior(s) indicates that they may be a potential risk to themselves or others. This team reviews behaviors impacting students and employees.

• This is a pre-emptive team with a mission of early identification of intervention.
Case Management Overview
Levels of Assessment

Student

- Risk Assessment
- Case Consultation
- Normal Behavior
- Threat Management
- Threat Response

FSU Threat Assessment Team

Employee

- Risk Assessment
- Case Consultation
- Normal Behavior
- Threat Management
- Threat Response

FSU Threat Assessment Team
Case Management Overview

Levels of Assessment

Employee

Let’s Discuss Behavior

Risk Assessment
Case Consultation
Normal Behavior
FSU Threat Assessment Team
Threat Response
Threat Management

Daily Desired Behavior
Workplace Violence in the Headlines
Important Points From the Video
Level 1: Case Consultation (Employee)

Team: FSUPD and representatives from Human Resources, The Employee Assistance Program and the impacted area (supervisor)

Meets: Situational, incident specific (as needed)

Objective: Review public information available in regard to any disruptive or unusual patterns of observed behavior, reported or documented behavior or other circumstances/incidents of concern

Goal: Cooperate/Coordinate/Communicate/Collaborate

Recommendations May Include:

Further review, monitoring, background review, etc.
Review of behavioral expectations, and any follow-up to potential stakeholders
Practical Examples (Stage 1)

Yelling or Elevated Voice in the Workplace

Is this appropriate behavior in the workplace?

How should you address this behavior?

Could this be a sign of a bigger problem?
Practical Examples (Stage 1)

Excessive Tardiness

Is this appropriate behavior in the work place?

How should you address this behavior?

Could this be a sign of a bigger problem?
Practical Examples (Stage 1)

Emotional Distress

Is this appropriate behavior in the work place?

How should you address this behavior?

Could this be a sign of a bigger problem?
FSU Past Example (Stage 1)

Physical Presence

Is this appropriate behavior in the work place?

How should you address this behavior?

Could this be a sign of a bigger problem?
Human Resources

The Importance of Documentation
Human Resources

The Importance of Documentation

- Documentation of conduct issues, no matter how minor, is critical
- Effective documentation can help management identify patterns of concerning behavior
- Effective documentation helps ensure that decisions are based on facts, not rumors
Human Resources

The Importance of Documentation

- Investigate/report each incident regardless of how it first appears
- Where appropriate, allow the employee to explain his/her understanding of the incident
- LISTEN
- DOCUMENT! The five Ws – Who, What, When, Where, Why
- Confer with HR and/or DOF for their recommendations on how to proceed
Level 2: Risk Assessment

Team: FSUPD and representatives from Human Resources, The Employee Assistance Program, General Counsel’s Office and the impacted area (supervisor)

Meets: Situational, incident specific (as needed)

Objective: Review and assess circumstances of all known information of incident, substantiate any known escalation of aggression, and establish background information of individual(s) in question

Recommendations May Include:

Further review, monitoring, background/criminal review, counseling, administrative leave to suspension, conditions of restriction of access and contact
Practical Examples (Stage 2)

Is this appropriate behavior in the workplace?

How should you address this behavior?

Could this be a sign of a bigger problem?
Practical Examples (Stage 2)

Continuous Reference to Weapons

Is this appropriate behavior in the work place?

How should you address this behavior?

Could this be a sign of a bigger problem?
Practical Examples (Stage 2)

Reference to Military Training

Is this appropriate behavior in the work place?

How should you address this behavior?

Could this be a sign of a bigger problem?
Is this appropriate behavior in the work place?

How should you address this behavior?

Could this be a sign of a bigger problem?
The Employee Assistance Program

Help is Available
The Employee Assistance Program

Help is Available

- Call EAP if you have questions
- You can refer an employee to EAP
- Don’t just refer and “hope”
- Report your concerns
- Confidentiality is closely guarded
- EAP can provide post-incident support
- Campus safety depends on all of us
Training Video
**Level 3: Threat Management**

**Team:** FSUPD and representatives from Human Resources, The Employee Assistance Program, General Counsel’s Office and the impacted area (supervisor and director)

**Meets:** Situational, incident specific or at the request of Team Member

**Objective:** Determine if threat does or does not meet criteria of need to protect or obligation to inform

**Recommendations May Include:**

Administrative leave to termination, suspension, criminal protective order, trespass order and/or public notice (awareness notification)
Practical Example (Stage 3)

Threats of Violence to Harm Self or Others

“I want to DIE!”

Is this appropriate behavior in the work place?

How should you address this behavior?

Could this be a sign of a bigger problem?
The FSU Police Department

- FSUPD conducts yearly realistic training, including active shooter and barricaded subjects
- Instructors on staff
- Yearly weapons qualification
- Accredited agency with approved policy and procedures
Level 4: Threat Response

Team: Police, Emergency Medical Services (EMS)

Meets: Situational, incident specific or at the request of Level 2 Team

Objective: Immediate response to imminent threat to life and safety

Recommendations May Include:
Alert notification, followed by coordination of response from cooperating agencies/divisions and utilizing established protocols
FSU ALERT
It has happened at FSU

FSU alumnus Gary Fisher, son of FSU biochemist

Florida State University alumnus James Gary Fisher died Jan. 19 of a massive heart attack while working at his computer as a financial software engineer at E*Trade in Houston, Texas. He was 48.

Memorial contributions may be made to Fisher Fund, Department of Chemistry and Biochemistry, Florida State University, Tallahassee 32306-4390.

Six scholarships have been awarded to biochemistry or pre-med students since the fund was established in 1976 following the tragic death of Gary Fisher’s father, Dr. James Robert Fisher. Bob Fisher had taught biochemistry at FSU for 21 years when a despondent graduate student murdered him and then killed himself.

After a brief discussion in Fisher’s office, Patrick Do, a British national from Hong Kong, shot the professor who had befriended him and made him his research assistant. Do had entered FSU in the fall of 1972, had passed the written comprehensive examination for chemistry graduate students but missed twice on the oral exams, the sole barrier to becoming a doctoral candidate and a hero to his family and his village, near the Chinese mainland.

The academic failure apparently drove Do to suicide and the murder of the professor who had worked to keep him in the program.

Bob Fisher’s death prompted the renaming of the Chemistry Auditorium, now the James Robert Fisher Lecture Hall. The professor, who was considered an advocate for students, had founded the Faculty Action Caucus and been president of the FSU chapter of the American Association of University Professors.

His son Gary was born Nov. 10, 1954, in Austin, Texas. He graduated in 1972 from Florida High School in Tallahassee and attended William & Mary College in Williamsburg, Va., before transferring to Florida State to study computer science.

He probably stuck with computers because there’s always something new to learn in that field, says his mother, Nanette Fisher. He liked a new challenge after mastering a subject.

He was a competitive tennis player through high school and his early college career.

When his wife, Carol P. Fisher, went back to school, Gary Fisher agreed to take over household chores, including cooking. He became a gourmet chef by studying Julia Child, and his three children have not forgotten his fresh-baked croissants, Napoleons and chocolate mousse.

His interests ranged from astronomy and golf to gardening. —Dorothy Clifford
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Responding to an Active Shooter Situation

Department of Homeland Security - Run / Hide / Fight
Student Situation Resolution Team

Student

- Risk Assessment
- Case Consultation
- Normal Behavior
- Threat Response
- Threat Management
- FSU Threat Assessment Team
The U.S. Department of Education will publish new regulations Tuesday that will clarify when universities may release confidential information about a student and reassure school officials that the government will not second-guess their decisions to share information about students who may be at risk of harming themselves or others.

The move was prompted in large part by the April 2007 massacre at Virginia Tech, in which a mentally ill student, Seung-Hui Cho, killed 32 people before killing himself. A panel appointed by Virginia Gov. Timothy M. Kaine to study the event found that confusion over privacy laws kept university administrators from sharing details about Mr. Cho's troubling prior behavior with authorities or his parents.
FERPA

FERPA and Student Health Information

Postsecondary institutions that provide health or medical services to students may share student medical treatment records with parents under the circumstances described above. While these records may otherwise be governed by the Health Insurance Portability and Accountability Act of 1996 (HIPAA), the HIPAA Privacy Rule excludes student medical treatment records and other records protected by FERPA. The Department plans to issue further guidance on the interplay between FERPA and HIPAA.

FERPA and Student and Exchange Visitor Information System (SEVIS)

FERPA permits institutions to comply with information requests from the Department of Homeland Security (DHS) and its Immigration and Customs Enforcement Bureau (ICE) in order to comply with the requirements of SEVIS. Officials who have specific questions about this and other matters involving international students should contact the U.S. Department of Education's Family Policy Compliance Office.

Transfer of Education Records

Finally, FERPA permits school officials to disclose any and all education records, including disciplinary records, to another institution at which the student seeks or intends to enroll. While student consent is not required for transferring education records, the institution's annual FERPA notification should indicate that such disclosures are made. In the absence of information about disclosures in the annual FERPA notification, school officials must make a reasonable attempt to notify the student about the disclosure, unless the student initiates the disclosure. Additionally, upon request, the institution must provide a copy of the information disclosed and an opportunity for a hearing. See 34 CFR § 99.31(a)(2) and § 99.34(a).

Contact Information

For further information about FERPA, please contact the Family Policy Compliance Office or visit its Web site.

Family Policy Compliance Office
U.S. Department of Education
400 Maryland Ave. S.W.
Washington, DC 20202-5920
202-260-3887

For quick, informal responses to routine questions about FERPA, school officials may e-mail the Family Policy Compliance Office at FERPA@ED.Gov.

For inquiries about FERPA compliance training, contact FERPA.Client@ED.Gov.

Additional information and guidance may be found at FPCO's Web site at: http://www.ed.gov/policy/gen/guid/fpco/index.html.
FERPA

Postsecondary officials are regularly asked to balance the interests of safety and privacy for individual students. While the Family Educational Rights and Privacy Act (FERPA) generally requires institutions to ask for written consent before disclosing a student's personally identifiable information, it also allows colleges and universities to take key steps to maintain campus safety. Understanding the law empowers school officials to act decisively and quickly when issues arise.

Health or Safety Emergency

In an emergency, FERPA permits school officials to disclose without student consent education records, including personally identifiable information from those records, to protect the health or safety of students or other individuals. At such times, records and information may be released to appropriate parties such as law enforcement officials, public health officials, and trained medical personnel. See 34 CFR §§ 99.31(a)(10) and § 99.36. This exception to FERPA's general consent rule is limited to the period of the emergency and generally does not allow for a blanket release of personally identifiable information from a student's education records. In addition, the Department interprets FERPA to permit institutions to disclose information from education records to parents if a health or safety emergency involves their son or daughter.

Disciplinary Records

While student disciplinary records are protected as education records under FERPA, there are certain circumstances in which disciplinary records may be disclosed without the student's consent. A postsecondary institution may disclose to an alleged victim of any crime of violence or non-forcible sex offense the final results of a disciplinary proceeding conducted by the institution against the alleged perpetrator of that crime, regardless of whether the institution concluded a violation was committed. An institution may disclose to anyone—not just the victim—the final results of a disciplinary proceeding, if it determines that the student is an alleged perpetrator of a crime of violence or non-forcible sex offense, and with respect to the allegation made against him or her, the student has committed a violation of the institution's rules or policies. See 34 CFR §§ 99.31(a)(13) and (14).

The Clery Act

The Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act requires postsecondary institutions to provide timely warnings of crimes that represent a threat to the safety of students or employees and to make public their campus security policies. It also requires that crime data be collected, reported, and disseminated to the campus community and to the Department annually. The Clery Act is intended to provide students and their families with accurate, complete, and timely information about safety on campuses so that they can make informed decisions. Such disclosures are permitted under FERPA. The following Web site provides more information about these and other provisions about campus safety: http://www.ed.gov/npcl/lead/safety/campus.html.

Law Enforcement Unit Records

Many colleges and universities have their own law enforcement units to monitor safety and security in and around campus. Institutions that do not have specific law enforcement units may designate a particular office or school official to be responsible for referring potential or alleged violations of law to local police authorities. Investigative reports and other records created and maintained by these law enforcement units are not considered education records subject to FERPA. Accordingly, institutions may disclose information from law enforcement unit records to anyone, including outside law enforcement authorities, without student consent. See 34 CFR § 99.8.

Disclosure to Parents

While an institution has flexibility in deciding how to carry out safety functions, it must also indicate in its policy or in information provided to students which office or school official serves as the college or university's "law enforcement unit." (The institution's notification to students of their rights under FERPA can include this designation. As an example, the Department has posted a model notification on its Web site at http://www.ed.gov/policy/gen/guid/fpco/ferpa/po-official.html.)

Law enforcement unit officials who are employed by the college or university should be designated in the institution's FERPA notification as "school officials" with a "legitimate educational interest." As such, they may be given access to personally identifiable information from students' education records. The institution's law enforcement unit officials must protect the privacy of education records it receives and may disclose them only in compliance with FERPA. For that reason, it is advisable that law enforcement unit records be maintained separately from education records.
The Purpose of the SSRT

STUDENT SITUATION RESOLUTION TEAM GUIDING DOCUMENT

Purpose of Team: To coordinate communication and problem-solving efforts in situations involving distressed and distressing students who are straining University resources. The team’s goal is ensuring that students’ concerns are addressed in a fair, objective manner through an appropriate University process, then helping to bring clear and complete closure to the grievance as soon as it is appropriate. Thus, the team serves as a consultant to the Provost, vice presidents, academic deans, and other University officials who make final decisions related to students.
**Student Situation Resolution Team**

**Team:** FSUPD and representatives from the Dean of Students, Dean of the Faculties, Undergraduate and Graduate School, Housing, General Counsel, University Counseling Center and Employee Assistance Program

**Meets:** Routinely, monthly (as needed for specific incidents)

**Objective:** Review information available in regard to any disruptive or unusual patterns of observed behavior, reported or documented behavior or other circumstances/incidents of concern

**Recommendations May Include:**

Further review, monitoring, background review, etc. Review of behavioral expectations, and any follow-up to potential stakeholders
Florida State University
Faculty and Staff Emergency Guide

Faculty & Staff Emergency Guide
Resources Available for Assisting Distressed Students

The Dean of Students Department, University Counseling Center, and Thurgood Marshall Center from the Division of Student Affairs, the Division of Academic Affairs, the University Police Department, Employee Assistance Services Staff, and members of the FSU Student Situation Resolution Team have developed this FSU faculty and staff information guide to use when assisting distressed students or when dealing with a person with a weapon. This information includes basic guidelines but cannot address every situation; therefore, in the event you believe that a person or persons involved, or anyone else is at risk due to another person’s behavior, you should call the Florida State University Police at 644-1234 or 911.

Signs of a Distressed Student

University students often encounter a great deal of stress during the course of their academic experience. While most students cope successfully with the challenges these years bring, an increasing number of students find the stress pressures of life unwelcome or unbearable. As individuals who work closely with students, you may encounter these distressed students in your offices or classrooms.

Signs of a distressed student (taken from http://counseling.fsu.edu/counseling-center/1/105)
- Marked changes in academic performance
- Early class or office attendance
- Inadequate or excessive sleep
- Early or no work completed, or overall decline in performance
- Medical or psychological problems
- Student must meet with instructors to discuss or attend office hours
- Chronic fatigue or lack of energy, or frequently falling asleep in class
- Abnormal or sudden withdrawal from activities
- Disappearance or disappearance of a person or group
- Exhibiting unusual thoughts or behaviors
- Unusual or inappropriate behavior
- Behavior which interferes with the decorum or effective management of class
- Sending disturbing emails to an instructor or another student
- Noticeable or alleged alcohol or drug use
- Overt suicidal thoughts (e.g., suicide or act of suicide)
- Overt statements about harming someone else
- High levels of irritability, including unruly, aggressive, violent, abusive, or otherwise disruptive behavior
- Normal emotional reactions that are displayed to an extreme degree of or for a prolonged period of time (e.g., anger, fearfulness, anxiety)
- Expressions of hate or anger about emotional stability, family situation, and/or relationship problems
- Coursework content that is disturbing
- Social isolation
- Drawings of disturbing scenes/carets

IF THE STUDENT’S BEHAVIOR REPRESENTS AN IMMEDIATE THREAT, CALL 644-1234 or 911

If the threat is not immediate, but you are concerned that student may harm him or herself or others call:

Monday - Friday - 8 a.m. - 5 p.m.
Dean of Students Department, 650-644-2428
or University Counseling Center 650-644-2428
Evenings and Weekends call:
FSU Police Department (644-1234) and ask for the Crisis Management Unit

Text available in alternative format, contact the Dean of Students Department at 644-2428

April 1, 2008
Florida State University
Faculty and Staff Emergency Guide

Crisis Response Quick Reference

If you find yourself interacting with a student in distress, we suggest you follow these guidelines:

Interaction with a Distressed Student

If the student exhibits behaviors which suggest he or she might harm him or herself or anyone else, or your feel threatened:

Call 644-1234 or 911 immediately

If the student needs additional guidance and/or support but does not exhibit behaviors which suggest he or she might harm him or herself or anyone else and you do not feel threatened:

Depending on the situation, contact or refer the student to the following resources (see grid below)

<table>
<thead>
<tr>
<th>When Immediate Attention is Required</th>
<th>Contact</th>
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</thead>
<tbody>
<tr>
<td>Suicidal or homicidal threats</td>
<td>644-1234</td>
</tr>
<tr>
<td>Medical Emergency</td>
<td>911</td>
</tr>
<tr>
<td>Victim of violence and/or stalking</td>
<td>644-1234</td>
</tr>
<tr>
<td>Sexual assault reported by student</td>
<td>644-7161</td>
</tr>
<tr>
<td></td>
<td>After hours referral 644-1234 (FSU Police Department)</td>
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</tbody>
</table>
Where **YOU** can Make a Difference

- Timely notification of situations and incidents (regardless of the location) involving an employee or student
- Proper communication with FSU Staff or Administrators
- Tell someone!

The little things matter!
YOU can make a difference!

Help stop workplace violence!
Information is Power
Awareness Test!
How Observant Are You?!
Threat Assessment Team Contacts

Renisha Gibbs – HR: 644-8082
Mary Wilkes – EAP: 644-2288
Chief David Perry – FSUPD: 644-1234 (24 Hours)

Student Situations Resolution Team Contacts

Vickie Dobiyanski – Dean of Students: 644-2428
Dr. Jennifer Buchanan - Dean of the Faculties: 644-6876
Dr. Judy Devine - Dean of Graduate Studies: 644-3105