

## Self Study Assessment Questions

1. **Giving due consideration to the educational directions of your program or service field, to the college's stated educational goals, and to changes within the college, how would you currently define your department's or program's mission?**

### Mission Statement

Campus Safety and Security at Grinnell College contributes to the Division of Student Affairs' (DSA) mission of promoting student learning and development by protecting people and the college's property and programs, utilizing Grinnell's philosophy of self-governance and personal responsibility.

### Core Values

- Broad collaboration and service to students, faculty, staff, visitors, and the community
  - Proactive, preventative approaches
  - Global citizenship and diversity
  - Integrity and accountability
  - Transparency and accessibility
2. **Explain how the department or program provides the best possible educational experience for students who comprise the department's/program's clientele, giving particular attention to student learning outcomes.**

The Campus Safety and Security mission promotes student learning in two ways. First, through the department's Student Security Program which provides for student employment. The Campus Safety and Security department employs more student employees than regular employees. Through this program, student employees learn the practical aspects of emergency services such as the use of two-way radios, communication equipment including the telephone to field campus calls of various nature, emergency dispatching, building checks, and parking enforcement. The student employees gain a greater awareness of events which are addressed by the Campus Safety and Security department, as well as by the criminal justice system. Second, the department's mission embraces the philosophy of self governance and personal responsibility through our daily contacts with the student body and other members of the campus community.

We strive to be a department of educators who are nationally recognized in our profession through the International Association of Campus Law Enforcement Administrators (IACLEA). By embracing this national organization's philosophy, we aspire to build strong relationships with our students and campus members. We see ourselves as a student-centered and culturally-diverse department that promotes both student learning and critical thinking through our programs. Furthermore, we support and promote personal protection through the security services programs that we have to offer.

The mission of the DSA is to proactively promote student learning and development with one of DSA's core values as student-centered. The Campus Safety and Security department supports this by creating a safe learning environment. Students know that if they are injured, sick or the victim of crime, they can come to the Campus Safety and Security department and we will assist them. Another core value of DSA is hard work, dedication and positivity. The Security Officers embody DSA's core values.

The campus wide student learning objectives of the Campus Safety and Security department follow.

- As a result of interacting with the Campus Safety and Security department, students will learn (personal responsibility).
- As a result of interacting with the Campus Safety and Security department, students will learn (the importance of protecting property).
- As a result of interacting with the Campus Safety and Security department, students will learn (personal accountability).

The Campus Safety and Security department ensures that members of the campus community enjoy a high degree of protection from personal harm and a high degree of security for their personal property. This protection is manifested in round-the-clock patrol of the college campus, crime prevention, personal safety awareness programs and constant attention to the correction of potentially hazardous conditions.

In fulfilling its safety and security responsibilities, the department strives to ensure that the peace and order of the college community is maintained at all times. Through enforcement of the college's rules, regulations and policies, the department protects the community from the unlawful, dangerous, or negative acts of any individual or group. The prevention of such acts, and the apprehension and adjudication of person(s) committing them, serves to maintain the desired academic setting necessary for a college.

The most important facet of the department's overall purpose is in the area of service to the college community. Not only does this include emergency services, but general services as well. The service function also extends to the assistance and cooperation with the various academic departments and other support departments of the college. All the various departments of the college are striving towards one main goal, that of a thriving and successful academic institution. The many programs and projects necessary to reach this goal must be cooperative ventures. The Campus Safety and Security department places a high priority on cooperation with the various departments within the college. Assistance to the different departments serves as added support for the college as a whole, as well as a viable means for interaction with all segments of the community population. Existing lines of communication are constantly strengthened and new ones created.

In fulfilling the responsibilities associated with its purpose for existence, the Campus Safety and Security department recognizes the importance of the overall mission of the Division of Student Affairs and strives to play a vital role in that mission. Concern for the community's well-being, a desire to provide service and assistance whenever possible and a constant desire to support the academic

environment are all factors that are inherent in the department's daily operations and policies.

**3. Explain how you evaluate student achievement of learning outcomes and how the results of this assessment are integrated into department or program planning processes.**

Each student employee participates in peer-training and must demonstrate adequate knowledge of required skills and duties applicable to the position for which he/she has been hired. Furthermore, at the end of the year an evaluation is completed for each student employee.

Student employees complete an assessment of their campus security knowledge at the onset of their employment with the Campus Safety and Security department. When a student employee leaves the Student Security Program, the assessment is again administered to evaluate what the student employee has learned. In 2012, data will be presented on the results of students leaving the program in May 2012.

Student supervisors are given an assessment to determine their knowledge about supervision. Then the student supervisor attends POSDCORB training. POSDCORB stands for Planning, Organizing, Staffing, Directing, Coordinating, Reporting, and Budgeting. POSDCORB involves all the areas that supervisors and managers become involved in. Another assessment is administered at the conclusion of the training and the results of the pre- and post-assessments are compared to evaluate the level of information that was assimilated through the training.

The learning objectives of the Student Security Program follow.

Student Communications Operator Program- Dispatchers

Desired student outcomes:

- Teach student dispatchers to interact with the campus community and the public.
- Encourage students to become active participants on campus and the outside community; to exert more control in crisis situations.
- Develop better communication skills-oral articulation of ideas, increase motivation in communication with others.
- Learn attention to details, time management and organization.
- Develop a better understanding of the daily functions of the Campus Safety and Security department and the need for the Campus Safety and Security department.

Student Building Monitor Program-Building Monitors

Desired student outcomes:

- Learn how to close the building.
- Check the building and complete a shift log.
- Time Management

### Student Parking Monitor Program-Parking Monitors

Desired student outcomes:

- Knowledge of citations to issue
- Ability to give assistance to the general public
- Time management

### Student Special Event Monitor Program-Event Monitors

Desired student outcomes:

- Patrolling during special events
- Alerting the proper authority to event problems
- Working with the general public

### Student Security Supervisors Program-Student Supervisors

Desired student outcomes:

- Assist other student employees in the development of his/her ability to perform duties and functions common in student security work
- Development of supervision abilities
- Time management

#### **4. In what ways does the work of your department or program reflect and foster understanding of the diversity of our society and on campus?**

Diversity is very important in the Campus Safety and Security department in order to prevent prejudice and to help promote understanding. When hiring employees, the Campus Safety and Security department strongly believes in maintaining a diverse staff which is reflective of the overall campus community. The goal is to be culturally inclusive when hiring for full-time, part-time, and student security employee positions.

The Campus Safety and Security department strives to create an environment of mutual respect and concern for all members of the campus community. The department is committed to offering students, faculty, staff and visitors to the campus a meaningful and positive experience in the pursuit of educational goals and social goals. When speaking with faculty, staff, students, and visitors to the campus from different cultures, department personnel attempt to explain the rules and regulations of the college as well as local, state and federal laws.

Department personnel are aware of a variety of campus resources which are used for referral purposes. The Campus Safety and Security department works in partnership with the offices of Student Affairs, Residence Life, International Student Affairs, Facilities Management, and Human Resources to avail security assistance and ensure campus safety oversight. Furthermore, the Campus Safety and Security

department also enjoys a close working relationship with emergency services within Poweshiek County.

**5. What is the extent of departmental staff involvement in college courses, non-departmental programs, inter-program or interdisciplinary collaborations, or college governance? Assess how such commitments have enhanced or limited the department or program.**

One of most effective ways in which the Campus Safety and Security department has been involved in collaborative governance is through the department's involvement with many different campus committees. Presently, the Director of Campus Safety and Security serves as the Co-Chair of the Student Government Safety and Security Committee and additionally serves on the Disabilities Committee, Human Resource Department Benefits Committee, Student Affairs Division Assessment Committee, Campus Parking Committee, P-Card Office Committee, and the Campus Emergency Response Committee.

Through the involvement with these different committees the department is able to build partnerships and act in collaboration with different campus members on areas of governance and policies of the campus. Committee involvement has allowed the department to grow professionally and to develop effective partnerships within the campus.

**6. In what ways is the mission of your department or program supported by other departments/programs? What factors have contributed to good collaboration across departments/programs? In what ways does your department/program mission support the DSA mission/values/vision and the mission of the College?**

The department's mission was developed to align with the overall division of Student Affairs' mission. The division's mission was reflective of the mission of the college. Through the alignment of these missions the Campus Safety and Security department receives ongoing support to complete its mission.

The most important facet of the department's overall purpose is in the area of service to the college community. Not only does this include emergency services, but general services as well. The service function also extends to the assistance and cooperation with the various academic departments and other support departments of the college. All the various departments of the college are striving towards one main goal, that of a thriving and successful academic institution. The many programs and projects necessary to reach this goal must be cooperative ventures. The Campus Safety and Security department places a high priority on cooperation with the various departments within the college. Assistance to the different departments serves as added support for the college as a whole, as well as a viable means for interaction with all segments of the campus community. Existing lines of communication are constantly strengthened and new ones created.

Primary Student Affairs Collaborators:

- Vice President for Students Affairs

- Dean of Students
- International Students Affairs Office
- Residential Life
- SGA (Student Government Association)
- Student Health and Counseling Services (SHACS)

Primary Campus and Community Collaborators:

- Alumni Office
- Art Gallery
- Athletic Department
- Conference and Events
- Dining Services
- Facilities Management
- Grinnell Fire Department
- Grinnell Police Department
- Human Resources Office
- Poweshiek County Emergency Management Office
- Poweshiek County Sheriff's Office
- Treasurer's Office (Risk Management)

The Campus Safety and Security department's mission promotes student learning through the Student Security Program and embraces the philosophy of self governance and personal responsibility through the department's contacts with the campus community. The Student Security Program employs more student employees than there are full time staff. Student employees learn the practical aspects of emergency services giving them real-world experiences.

The department embraces IACLEA's philosophy of building strong relationships with students and campus members. Campus Safety and Security is a student centered and diverse organization that promotes student learning and critical thinking through our programs. Furthermore, we support and promote personal protection through the security services programs that we have to offer.

The mission of the DSA is to proactively promote student learning and development. The Campus Safety and Security department supports the mission by creating a safe learning environment. Students know that if they are injured, sick or the victim of crime, they can come to the Campus Safety and Security department where they will be assisted. A core value of DSA is hard work, dedication, and positivity. The Security Officers embrace both the mission and core values.

In fulfilling the responsibilities associated with its purpose for existence, the Campus Safety and Security department recognizes the overall mission of the division of Student Affairs and strives to play a vital role in that mission. Concern for the community's well-being, a desire to provide service and assistance whenever possible and a constant desire to support the academic environment are all factors that are inherent in the department's daily operations and policies.

**7. If the department or program is adding new activities, programs, or services, please explain how they will be staffed within the existing complement of staff. If the department or program is retaining activities or programs with consistently low involvement, explain any reasons for their retention.**

No new programs or services will be added. However, within the existing structure we would like to devote more time to both crime prevention and crime investigations. This shift will hopefully allow department personnel to spend more time on programming efforts, as well as more focused efforts on incident case development and follow up.

The Campus Safety and Security department provides a wide variety of services to the campus community. A brief listing of those services follows.

Services to the Campus Community:

- Provide reports on crimes and unusual criminal activities occurring on the campus to college administrators
- Contact and work with the Grinnell Police Department for incidents involving criminal activities, including arrests
- Provide security at the Falconer Art Gallery
- Escort money from various locations on campus to the Cashiers Office
- Recover stolen and lost property until claimed by the owner
- Provide numerous security and medical escorts for campus community members traveling within the city limits
- Brief parents and new students of security concerns
- Maintain a campus-wide alarm system
- Monitor the Johnston Controls Alarm System (environmental alarms) on evenings, weekends, and holidays
- Administer crime awareness lectures and demonstrations
- Conduct security assessments to determine the vulnerability of college property to criminal activity
- Provide security patrols for the Conrad Research Center
- Register bicycles
- Issue keys to students, faculty and staff
- Operate an information center 24 hours a day, 7 days a week, 365 days a year
- Provide emergency assistance 24 hours a day, 7 days a week, 365 days a year
- Conduct self defense awareness classes
- Assist with sexual assault awareness for students
- Assist drivers with vehicles that won't start
- Assist drivers when they are locked out of their vehicles
- Dispatch Campus Safety and Security Officers to crime scenes, calls for service and alarms
- Handle incoming emergency calls, offering assistance and reassurance to callers, and making sure that help is on the way as quickly as possible

- Handle calls for emergency repair and maintenance of college facilities
- Monitor computerized alarm systems for college owned facilities
- Check out car pool trip vehicles
- Answer college phones after switchboard hours
- Enforce college parking lot regulations
- Issue parking tickets
- Assist with crisis intervention and conflict resolution
- Investigate incident reports
- Patrol to spot suspicious persons and activity on campus
- Provide and limit daily access to campus buildings
- Maintain campus alert bulletins
- Provide timely emergency notifications for campus safety
- Prepare and implement a campus Comprehensive Safety Plan
- Coordinate traffic and crowd control at athletic events and special campus activities
- Inspect campus lighting for security and safety
- Maintain a working relationship with the Grinnell Police department to solve campus crime
- Provide shuttle information to the area airports
- Maintain proximity card access control of the campus residence halls and special areas

**8. Explain how you evaluate the department's or program's achievement of management goals and objectives. What means are used for short-term and long-term planning? How is assessment of the operation of the department or program integrated into planning?**

A year end review of the department is conducted to evaluate if goals and objectives have been achieved. A status report is submitted annually by the Director of Safety and Security to the Vice President of Student Affairs detailing the goals and accomplishments of the completed year. New goals are identified for the upcoming year.

The department performs a variety of planning functions including the analysis of reported crimes and requests for services, departmental planning and budgeting, liaison with other criminal justice planning activities, and the development of operational procedures and policy guidelines. These functions and related activities are handled by the Director of Safety and Security and other departmental personnel.

These activities include but are not limited to the following:

- Crime analysis
- Multi-year and long range planning (budget, equipment, and manpower needs based on forecasted changes in population, service area, department functions, etc.)
- Operational planning: The Director and other assigned staff perform operational planning for special events and activities. They develop and maintain standard



operational procedures, design preventative patrol activities, and develop policies and procedures.

- Annual budgeting is a responsibility of the Director of Safety and Security, with input provided by key staff members.
- Development of manpower allocation alternatives is a function of the Director of Safety and Security.
- System analysis is a function shared by the Director of Safety and Security and other assigned personnel who periodically review the department's information management systems.
- Uniform Crime Reporting is a function of the Director and his administrative staff.
- Grant management activities are assigned by the Director of Safety and Security for purposes of seeking funding for various enforcement and training projects.
- Program/Department Challenges
- Current and/or Anticipated Limitations or Challenges Caused by Financial Constraints
- Department Goals
- Current Assessment Practices and Data Collected

The Campus Safety and Security department has a member on the Student Affairs Assessment Group. Student learning outcomes were developed for the department. These outcomes follow.

#### Develop Intrapersonal Skills

- Learn behaviors, attitudes, and skills that promote well-being, resilience, and personal safety and that reduce risk to self and others.

#### Think Critically

- Learn how to apply existing knowledge and experience to new situations.

The department has developed a new assessment program for student supervisors within the Student Security Program. There is an assessment program now in place for incoming and outgoing student employees. In the 2012 End of Year report there will be data concerning student employee assessments. Additionally, work is in progress, with the assistance of the Student Affairs Assessment Group to develop an assessment instrument which integrates DSA learning outcomes. The DSA learning outcomes were developed within the Student Affairs Assessment Group this past year. One of the challenges is figuring out how the department will measure what the overall student body has learned from interaction with the Campus Safety and Security department. However, through a Student Voice survey conducted in 2009, the department was able to gauge how students view some of the services provided by Campus Safety and Security. This survey can be found in Appendix A.

**9. What ethical principles, standards, statements, or codes guide the department or program and its staff members? What are the crucial legal issues, if any, faced by the department or program? How does the department or program ensure non-discriminatory, fair, and equitable treatment to all constituents?**

The standards, statements, and codes of conduct that guide the employees of the Campus Safety and Security department are located in the department's policy manual under A. 5.0. The Code of Conduct, Rules and Regulations of the Campus Safety and Security department have been adopted to give the employees of the department a clear understanding of what is expected of them. These regulations are applicable to each employee of the department and violation of these can result in disciplinary actions as prescribed by the department. Supervisors shall take necessary and prompt action to ensure compliance with these regulations.

The primary legal issues facing the Campus Safety and Security department center around knowing and abiding by federal, state and local laws involving safety and security. A few of the laws governing campus safety and security are the Family Educational Right to Privacy Act (FERPA) and the Jeanne Clery Campus Security Law and the Student Right-to-Know Act.

The college's non-discriminatory policy is stated in both the staff and student handbooks. In addition the department's code of conduct policy (A. 5.0) relating to the following areas helps ensure fair and equitable treatment to all constituents.

#### Unbecoming Conduct

Employees of the Campus Safety and Security department shall not conduct themselves at any time in such a manner which would be detrimental to the department's image as Security Officers of Grinnell College. Unbecoming conduct shall include any act or conduct, whether specifically prohibited or not, which brings the department into disrepute or reflects discredit upon the individual as an employee of this department.

Discourtesy, rudeness or insolence to anyone will not be tolerated. All employees shall be courteous and tactful in the performance of their duties, exercising the utmost patience and discretion even in the face of extreme provocation.

#### Sexual Harassment

Sexual harassment will not be tolerated within the department. Disciplinary action will be initiated against employees engaging in such activities. Supervisors who are aware of such incidents and take no action will be considered negligent in their duties and are subject to disciplinary action.

#### Professional Attitude

The attitude of the Security Officer shall be objective toward the people and situation encountered. Professional security officers have been trained to understand the impulses in both themselves and people with whom they deal. This understanding also eliminates their own expressions of prejudice and any unjustifiable action, thereby inspiring in the citizen a greater degree of respect and cooperation.

10. **As you look ahead to the next five year period, what if any resource needs (personnel equipment, space, operational funding) demand attention? What goals or objectives for the next five years could be met within existing resources? What goals or objectives would require additional resources?**

#### Personnel

Adding one full-time professional dispatcher position to the night shift would allow the department to be more appropriately staffed during the hours which have a heavy work load. This would additionally allow more flexibility with the full-time officers' schedule to cover for sick leave, vacations, holidays, and sporting events, as well as more flexibility to double staff on the shifts when additional shift strength is needed.

The department also needs a full-time position during the day that would handle the increasing investigation case load. Investigation of cases takes considerable time. Adding appropriate staffing would provide more focus to follow up and investigations while freeing up the officer's time to conduct campus patrols. This person would also handle the department's Crime Prevention Unit which will allow the department to increase programming efforts for the campus.

#### Equipment

The current Campus Safety and Security department vehicle is starting to have mechanical problems and the vehicle will need to be replaced.

Because of Federal regulations governing mobile radio equipment we will need to replace our current radio system within the department. This will cost around \$10,000.

The department's dispatch center is often the heart of the campus' communication network. The college needs to install a dispatch console complete with an in-dash swivel microphone and telephones. This will cost around \$10,000.

The department needs to replace the current in-house sleuth computer system. We are on an old version of the sleuth software (8.5). The company has notified us that effective January 2012, the company will no longer support this version. To update to the current version 10.0 the approximate costs is \$5,000. Grinnell College's ITS departments would then have to change out the department's current computing stations (5) to be compatible with the software. We are most likely looking at a virtual server being housed at the ITS office.

#### Space

The current building location is adequate for storage and working needs, however, the house needs a consider amount of repair and update.

#### Operational Funding

The department needs to pay for the college's entry into the National Accreditation Process. The estimated cost is \$10,000 which includes the entire

review process and an onsite assessor visiting our department. Applicants are given three years to complete the process. The department has been preparing policies and procedures to undergo this process for some time now.

### Goals/Existing Resources

There is a need to increase programming for the entire campus, not just the residence halls. A number of programs were presented at the JRC and a personal safety program was presented in the residence halls. The officers also attended a number of programs that were given by the RLCs in the residences halls. The officers were present to answer questions concerning security if students had questions. For the upcoming year we hope to make contact with the RLC's to see if we can do more personal safety programs in the residence halls.

We also need to continue the department's involvement with Assessment/SDAG. The Assessment Group, working with others in Student Affairs made significant progress on the student learning goals. Two of these learning goals will be used as focal points for the upcoming academic term.

We continue to work on the completion of policies and procedures to become accredited through IACLEA. Then we will prepare for a mock site review with outside reviewers coming to campus and then a full review with site reviewers coming to campus.

We have developed a new assessment program for student supervisors within the Student Security Program. We also have an assessment program in place now for incoming and outgoing student employees. The 2012 End of Year report will include data regarding student employees' assessments. We are also working on developing an assessment program that will incorporate DSA learning outcomes developed with SDAG this past year.

### Goals/Additional Resources

We continue to work on the completion of policies and procedures to become accredited through IACLEA. Then we will prepare for a mock site review with outside reviewers coming to campus and then a full review with site reviewers coming to campus. The approximate costs is \$10,000.

The current Campus Safety and Security department vehicle is starting to have mechanical problems and the vehicle will need to be replaced. The approximate costs is \$30,000.

Because of Federal regulations governing mobile radio equipment we will need to replace our current radio system within the department. This will cost around \$10,000.

The department's dispatch center is often the heart of the campus' communication network. We would like to install a dispatch console within the office complete with in-dash swivel microphones and telephones. This will cost around \$10,000.

The college needs to replace the current in house sleuth computer system. The department is on an old version of the sleuth software (8.5). Per the company, as of January 2012 the company will no longer support this version. To update to the current version (10.0) the approximate costs is \$5,000. Grinnell College's ITS department will then have to change out the department's current computing stations

(5) to be compatible with the software. We will probably look at a virtual server being housed at the ITS office.

If possible we would like for an additional full-time professional dispatcher position to be added to the department on the night shift. This will allow for our department to have a full-time trained dispatcher working the hours that have a heavy work load. This will also allow more flexibility with the full-time officers' schedule to cover for sick leave, vacations, holidays, and sporting events, along with more flexibility in doubling up on the shifts when additional shift strength is needed.

We would also like for a full-time position during the day that would handle our increasing investigation case load. Investigation cases take time and with the addition of this person we will be more able to focus on follow up investigation and free more of the officers' time for more patrol duties. This person would also handle the department's Crime Prevention Unit which will allow us to increase our programming efforts for the campus.