

ALL TOGETHER NOW:
A COMMUNITY APPROACH TO RECOGNIZING & INTERVENING WITH THREATENING BEHAVIORS

Gene Deisinger, Ph.D.
Managing Partner

Rich Wilson, M.A., CPP
Senior Consultant

Provided for:
University of Arizona & Greater Community



www.SIGMATMA.com

GENE DEISINGER, PH.D.

Sigma Threat Management Associates

- Managing Partner
- **Virginia Tech**
- Deputy Chief of Police
- Director, Threat Management Services

Training & Experience

- Ph.D., Counseling Psychology
- Licensed Psychologist;
- Certified Health Service Provider in Psychology;
- Certified Law Enforcement Officer
- Iowa State University
- Crisis Management & Threat Management Teams
- Primary Threat Manager 1994-2009

Lead Author: *The Handbook for Campus Threat Assessment & Management Teams (2008)*




© G. Deisinger, Ph.D. & M. Randazzo, Ph.D.

RICHARD M. WILSON, M.P.A., CPP

Sigma Threat Management Associates

- Senior Consultant
- **Arizona State University Police Department**
- Assistant Chief of Police
- Precinct Commander
- Community Outreach and Engagement
- Crisis Negotiation Team Leader
- **ASU Threat Management Team**
- Founding member
- **Association of Threat Assessment Professionals**
- National Board of Directors
- President, Arizona Chapter
- **American Society of Industrial Security**
- Board of Directors, Phoenix Chapter
- Certified Protection Professional (CPP)



SIGMA Threat Management Associates

Mission

We provide training and consulting services that enhance the safety and well-being of organizations and individuals around the world.

Built on a foundation of research and honed by decades of proven experience, our services define, reflect, and extend the best practices in the profession.




© G. Deisinger, Ph.D. & M. Randazzo, Ph.D.

ON-CAMPUS VIOLENCE

Type of Violence	2005	2006	2007	2008	2009
Murder	11	8	45	16	18
Forcible Sex Offense	2722	2717	2738	2676	2605
Robbery	2053	1981	1966	1957	1871
Aggravated Assault	2906	3034	2784	2719	2631
Arson	1024	966	789	709	653
Injurious Hate Crime	33	53	36	37	127
Illegal Weapon Arrest	1450	1438	1432	1262	1183

Source: US Dept. of Education Office of Post-Secondary Education
Available at: www.ope.ed.gov/security/




© G. Deisinger, Ph.D. & M. Randazzo, Ph.D.

BEYOND THE TIP OF THE ICEBERG

Beyond Mass Shootings:

A broad range of issues impact the safety & well-being of workplaces.

- Harassment & Bullying
- Bias-related incidents
- Stalking
- Domestic abuse
- Sexual assault
- Substance abuse
- Mental illness
- Suicide




© G. Deisinger, Ph.D. & M. Randazzo, Ph.D.

MENTAL HEALTH ON CAMPUS

Counseling Center Clients Reporting:	Percent*
Non-suicidal self-injury	21
Seriously considered suicide	25
Prior suicide attempt	8
Seriously considered harming others	8
Afraid of losing control & acting violently	7
Intentionally harmed another person	5

**Note: Includes prior to and after starting college.*

Source: Center for the Study of Collegiate Mental Health (CSCMH): 2009 Pilot Study


 © G. Deisinger, Ph.D. & M. Randazzo, Ph.D.

MENTAL HEALTH ON CAMPUS

College Students Reporting:	Percent*
Felt so depressed, difficult to function	43
Diagnosed with depression	5
Seriously considered suicide	9
Attempted suicide**	1

**Note: Includes 1 or more times in the last school year.*
*** Approximately 1100 college students suicides each year.*

Source: American College Health Association - National College Health Assessment (Spring 2008; N=80,121)

 © G. Deisinger, Ph.D. & M. Randazzo, Ph.D.

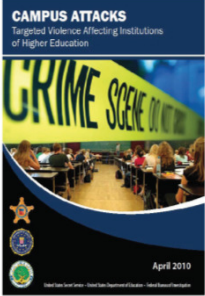
TARGETED VIOLENCE ON CAMPUS

Joint Project of the:


- US Secret Service
- US Department of Education
- Federal Bureau of Investigation

Attacks: 1900 – Present

- 272 incidents

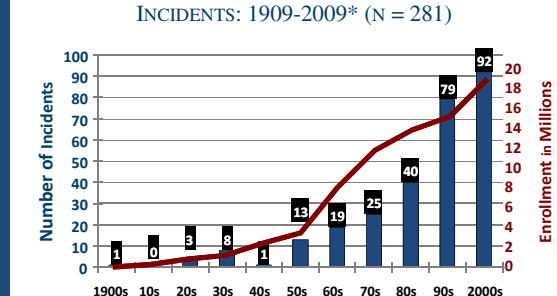


Source: U.S. Secret Service, U.S. Dept. of Education, & Federal Bureau of Investigation (2010). *Campus Attacks: Targeted Violence Affecting Institutions of Higher Education*.

 © G. Deisinger, Ph.D. & M. Randazzo, Ph.D.


TARGETED VIOLENCE ON CAMPUS

INCIDENTS: 1909-2009* (N = 281)



Decade	Number of Incidents	Enrollment in Millions
1900s	1	~2
10s	0	~3
20s	3	~4
30s	8	~5
40s	1	~6
50s	13	~7
60s	19	~8
70s	25	~9
80s	40	~10
90s	79	~14
2000s	92	20

*Data collected through 2008, projected for 2009 based on average per year for decade.


 © G. Deisinger, Ph.D. & M. Randazzo, Ph.D.

TARGETED VIOLENCE ON CAMPUS

About the Incidents

- Occur on and off-campus
 - 80% on-campus (residence, grounds, class/admin)
 - 20% off-campus (residence, public area)
- Precipitating events present: 83%
- Targeted one or more specific persons: 73%
- Pre-incident threat/aggression to target: 29%
- Pre-incident concerns reported by others: 31%

Source: U.S. Secret Service, U.S. Dept. of Education, & Federal Bureau of Investigation (2010). *Campus Attacks: Targeted Violence Affecting Institutions of Higher Education*.


 © G. Deisinger, Ph.D. & M. Randazzo, Ph.D.

TARGETED VIOLENCE ON CAMPUS

About the Perpetrators:

- Age: 16 – 64
- Gender: Male (80%); Female (20%)
- Status:
 - Current / Former Student: 60%
 - Current / Former Employee: 11%
 - Indirectly Affiliated: 20%
 - No known Affiliation: 9%

Source: U.S. Secret Service, U.S. Dept. of Education, & Federal Bureau of Investigation (2010). *Campus Attacks: Targeted Violence Affecting Institutions of Higher Education*.

 © G. Deisinger, Ph.D. & M. Randazzo, Ph.D.

FACTS ABOUT TARGETED ATTACKS

Perpetrators of serious violence don't "just snap."

These incidents are not impulsive or random.

- Most (over 75%) consider, plan, and prepare before engaging in violent behavior;
- Most (over 75%) discuss their plans with others before the attack.

Source: U.S. Secret Service & U.S. Dept. of Education (2002).
Final Report and Findings of the Safe School Initiative.

© G. Deisinger, Ph.D. & M. Randazzo, Ph.D.

PATHWAY TO VIOLENCE

© G. Deisinger, Ph.D. & M. Randazzo, Ph.D.

FACTS ABOUT TARGETED ATTACKS

We cannot know whether to be concerned based on a subject's appearance – but we can tell by their behavior.

- No unique profile of the campus attacker.
- Most have concerned several others with troubling behavior before their attacks.
- Most are suicidal or at a point of desperation prior to their attacks.

Source: U.S. Secret Service & U.S. Department of Education, (2002)
Final Report and Findings of the Safe School Initiative.

© G. Deisinger, Ph.D. & M. Randazzo, Ph.D.

IMPLICATIONS

- Many targeted attacks can be prevented.
- Information about a subject's ideas and plans for violence can be observed or discovered before harm can occur.
- Information available is likely to be scattered and fragmented.
- Key is to act quickly upon an initial report of concern, see who else has a piece of the puzzle, then pull all the information together to see what picture emerges.

© G. Deisinger, Ph.D. & M. Randazzo, Ph.D.

WHERE TO REPORT?


SOURCE: OIG Report #140-07: Investigation of the April 16, 2007 Critical Incident at Virginia Tech. Prepared by: Office of the Inspector General for Mental Health, Mental Retardation and Substance Abuse Services – Commonwealth of Virginia

© G. Deisinger, Ph.D. & M. Randazzo, Ph.D.

PROSPECTIVE PROFILING


© G. Deisinger, Ph.D. & M. Randazzo, Ph.D.

Campus and workplace violence offender profiles that are based on demographic or static variables are remarkably accurate, and utterly worthless.

 © G. Deisinger, Ph.D. & M. Randazzo, Ph.D.

PROFILING – TWO MAJOR FAILINGS

- It identifies far more people that match a profile but do not pose a threat
- It fails to identify a person whose behavior suggests real concern but whose traits or characteristics do not match the profile

 © G. Deisinger, Ph.D. & M. Randazzo, Ph.D.

THREAT ASSESSMENT PROCESS

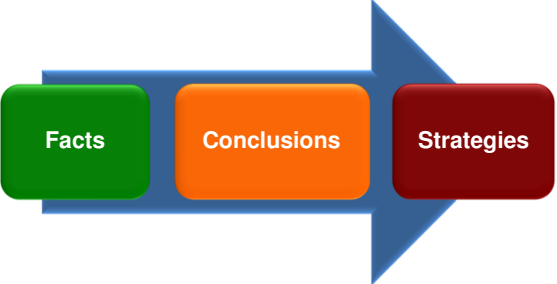
A systematic process that is designed to:


- 1 • Identify persons of concern
- 2 • Gather information/investigate
- 3 • Assess information and situation
- 4 • Manage the situation

 © G. Deisinger, Ph.D. & M. Randazzo, Ph.D.

THREAT ASSESSMENT PROCESS

Threat assessment is an objective process:



 © G. Deisinger, Ph.D. & M. Randazzo, Ph.D.

WHY THREAT ASSESSMENT?


- Evidence-based and derived from:
 - U.S. Secret Service protective intelligence research
 - Safe School Initiative
 - FBI research regarding workplace violence
 - Student development (Ursula Delworth, 1989)
- Used successfully to prevent campus, school, and workplace shootings
- Broadly applicable for identifying people in need
- Low-cost and effective
- Legally defensible approach
- Involves the community

 © G. Deisinger, Ph.D. & M. Randazzo, Ph.D.

WHY THREAT ASSESSMENT?

Recommended by:

- Virginia Tech Review Panel (governor’s panel)
- Report to President from U.S. Departments of Education, Justice, Health & Human Services;
- Numerous professional associations:
 - AASCU, ASJA, IACLEA, MHEC, NAAG, NASPA
- Several state task forces on campus safety:
 - CA, FL, IA, IL, KY, MA, MO, NC, NJ, NM, OK, PA, WI, VA

 © G. Deisinger, Ph.D. & M. Randazzo, Ph.D.

WHY THREAT ASSESSMENT?

Required by legislation:

- Commonwealth of Virginia – public institutions
- State of Illinois – All institutions

© G. Deisinger, Ph.D. & M. Randazzo, Ph.D.

“DUE CARE” IN THE TAM CONTEXT

A Risk Analysis Standard for Natural and Man-Made Hazards to Higher Education Institutions (2010)
ASME Innovative Technologies Institute

- Approved by American National Standards Institute
- Recommends: “that Threat Assessment Teams be put into place on campus to help identify potential persons of concern and gather and analyze information regarding the potential threat posed by an individual(s)”
- Courts have allowed testimony that ANSI standards inform standard of care.
- Available at: www.asme.org/products/books/a-risk-analysis-standard-for-natural-and-man-made-

© G. Deisinger, Ph.D. & M. Randazzo, Ph.D.

ADDITIONAL RESOURCES

© G. Deisinger, Ph.D. & M. Randazzo, Ph.D.

ADDITIONAL RESOURCES

© G. Deisinger, Ph.D. & M. Randazzo, Ph.D.

STANDARD OF CARE

The greater danger for most of us lies not in setting our aim too high and falling short; but in setting our aim too low, and achieving our mark.

- Michelangelo

© G. Deisinger, Ph.D. & M. Randazzo, Ph.D.

THREAT ASSESSMENT PROCESS

```

    graph TD
      A[Identify Potential Risk] --> B[Notify Threat Manager]
      B --> C[Gather Information]
      C --> D[Threat Assessment]
      D --> E[Incident Management Plan]
      E --> F[Implement Plan]
      F --> G[Post-Incident Recovery]
      F -.-> C
    
```

© G. Deisinger, Ph.D. & M. Randazzo, Ph.D.

FACILITATE CONSULTATION

For effective reporting, people need to know:

- Their role and responsibility
 - GOAL: Consult about concerns
- What to consult about
- Where (and with whom) to consult
- Reports/Consultations are wanted
- Something will be done
- Regular reminders of issues and process

“If you see something, say something.”
Source: NYC Metropolitan Transportation Authority



RECOGNIZING CONCERNING BEHAVIORS

NOTE: THE FOLLOWING SLIDES PRESENT EXAMPLES OF BEHAVIORS THAT MAY CAUSE CONCERN FOR THE SAFETY OR WELL-BEING OF A SITUATION. THESE ARE NOT, IN THEMSELVES, PREDICTORS OF VIOLENCE AND THE LIST IS NOT INCLUSIVE OF ALL POTENTIAL EXAMPLES OF BEHAVIORS THAT MAY CAUSE CONCERN.

INDICATORS OF CONCERN: SUBJECT

- Unexplained increases in absenteeism
- Decreased performance in work or academics
- Resistance to change or reasonable limits
- Over-reaction to changes in policies/procedures
- Extreme or sudden changes in behaviors
- Displays paranoia or distrust
- Numerous conflicts with others
- Difficulty learning from past experiences

INDICATORS OF CONCERN: SUBJECT


- Alienates others or isolates self from others
- Makes statements indicating approval of use of violence to resolve a problem
- Identifies with or idolizes persons who have engaged in violence toward others
- Unusual interest in targets
- Unusual interests in security
- Threats / Inappropriate communications
- Attempts to harm or kill self

INDICATORS OF CONCERN: TARGET

- Ease of access
- Consistency of travel/movements
- Engages in behaviors that escalate
- Passive orientation to personal safety
- Reactivity to perceived threats
- Denial in face of clear threat posed
- Unclear or inconsistent expectations


INDICATORS OF CONCERN: ENVIRONMENT

- Chronic unresolved conflict
- High perceived levels of stress
- Toleration of aggressive / hostile interactions
- Existence of pecking order / cliques
- Bullying
- Persistent distrust / devaluing

 © G. Deisinger, Ph.D. & M. Randazzo, Ph.D.

INDICATORS OF CONCERN: PRECIPITANTS

- Loss (real, perceived, or anticipated)
 - Job or income
 - Loss of status
 - Significant other
- Perceived rejection
- Perceived injustice
- Ostracized by others
- Health problems
- Violation of a court order

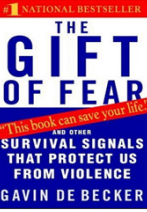
 © G. Deisinger, Ph.D. & M. Randazzo, Ph.D.

KEY POINTS ABOUT VIOLENCE


Dangerousness is not a permanent state of being nor solely an attribute of a person.

Dangerousness is **situational** & based on:

- J**ustification;
- A**lternatives;
- C**onsequences; and
- A**bility.



Source: Gavin de Becker
The Gift of Fear

 © G. Deisinger, Ph.D. & M. Randazzo, Ph.D.

EVALUATING THREATS

Threats may increase, decrease or have no relationship to violence.

Some subjects who make threats ultimately act on them;

Most subjects never act on threats.

Many subjects who commit acts of violence never make threats.

 © G. Deisinger, Ph.D. & M. Randazzo, Ph.D.

GOAL OF THREAT MANAGEMENT

The primary goal of threat assessment & management is the **safety** of all persons involved.

Counseling, support, confrontation, termination, arrest, prosecution, etc., are **tools** to reach that goal.


 © G. Deisinger, Ph.D. & M. Randazzo, Ph.D.

INTEGRATED CASE MANAGEMENT

Effective case management integrates interventions across the (relevant) domains:

- S** De-escalate, contain, or control the **subject** who may take violent action;
- T** Decrease vulnerabilities of the **target**;
- E** Modify physical and cultural **environment** to discourage escalation; and,
- P** Prepare for & mitigate against **precipitating events** that may trigger adverse reactions.

Source: G. Deisinger & M. Randazzo

 © G. Deisinger, Ph.D. & M. Randazzo, Ph.D.

Σ WHEN YOUR ONLY TOOL IS A . . .

Over-Reliance on Control-Based Strategies

- Discipline
- Criminal prosecution
- Suspension
- Expulsion
- Termination

Never equate separation with safety

 © G. Deisinger, Ph.D. & M. Randazzo, Ph.D.

Σ Never Equate Separation with Safety

Leave, suspension, or termination options that focus solely on controlling the person do not address the long-term challenges of:

- Moving person away from thoughts & plans of, and capacity for, violence and/or disruption;
- Connecting person to resources (where needed);
- Mitigating organizational/systemic factors;
- Monitoring & influencing person when they are no longer connected to organization.

Use with intentionality, awareness of limitations, and anticipation of consequences.

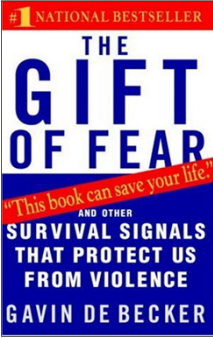
 © G. Deisinger, Ph.D. & M. Randazzo, Ph.D.


Σ REMEMBERING WHO WE SERVE

What targets/victims want:

- Care
- Certainty
- Consistency
- Communication

- Gavin de Becker
"The Gift of Fear"




 © G. Deisinger, Ph.D. & M. Randazzo, Ph.D.

Σ

**In the end,
we will remember
not the words of our enemies,
but the silence of our friends.**

- Dr. Martin Luther King, Jr.

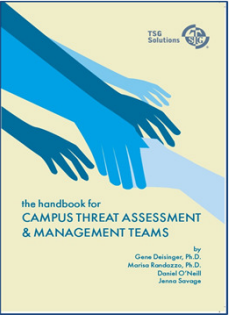
 © G. Deisinger, Ph.D. & M. Randazzo, Ph.D.

Σ CONTACT INFORMATION:


Gene Deisinger, Ph.D.
Managing Partner
SIGMA Threat Management Associates
Mobile: 540-392-5284
GDeisinger@SigmaTMA.com

Rich Wilson, M.P.A., CPP
Senior Consultant
SIGMA Threat Management Associates
Rich.Wilson@SigmaTMA.com

www.SigmaTMA.com



Book available at: www.SigmaTMA.com

 © G. Deisinger, Ph.D. & M. Randazzo, Ph.D.