



NORTHWESTERN  
UNIVERSITY

**NORTHWESTERN UNIVERSITY  
CAMPUS VIOLENCE PREVENTION PLAN**

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# **FORWARD**

## **Introduction**

Northwestern University is committed to the safety and security of its students, faculty, staff and visitors. To that end, this campus violence prevention plan specifically addresses the University policies and programs dedicated to the prevention, reduction, and management of violence. The plan is inter-disciplinary and multi-jurisdictional and is dedicated to ensuring every known behavioural or violent incident is addressed adequately following established campus policies and procedures. The Northwestern Campus Violence Prevention Plan is founded on principles of early intervention and proactive engagement to prevent violence and provide supportive services.

## **Reason for Plan/Purpose**

Pursuant to the Illinois Campus Security Enhancement Act of 2008, all institutions of higher education in Illinois are required to develop an inter-disciplinary and multi-jurisdictional campus violence prevention plan and have training and exercises for the plan annually at a minimum.

The Northwestern Violence Prevention Plan includes (1) the Northwestern campus violence prevention policy and objectives; (2) a list of the Northwestern policies related to violence prevention; (3) information about numerous University programs and services addressing violence prevention; (4) suggested violence prevention strategies and additional resources; (5) a description of the Northwestern Campus Violence Prevention Committee; and (6) a description of the Northwestern Behavioral Consultation Team.

## **Approval of the Plan**

Northwestern University is committed to the safety and security of its students, faculty, staff, and visitors. To that end, this campus violence prevention plan specifically addresses the University policies and programs dedicated to the prevention, reduction, and management of violence.

Pursuant to the powers vested in me as the President of Northwestern University, I approve the campus violence prevention plan described in this document.

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Morton Schapiro, President

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Month Day, 2012

## **Record of Changes**

When changes are made to the Northwestern Campus Violence Prevention Plan, an entry will be made in the log below. The changes will be reflected in the copy of the Plan available on line at *[insert website address]* and in the hard copy distributed to various Northwestern University faculty and staff.



## Distribution of Northwestern Campus Violence Prevention Plan

The Northwestern Campus Violence Prevention Plan (NUCVPP) is published annually and is available on the Northwestern University website at (<http://www.northwestern.edu/up/>). The NUCVPP is also linked to the following websites: Provost (<http://www.northwestern.edu/provost/>), Human Resources (<http://www.northwestern.edu/hr/>), Vice President for Student Affairs (<http://www.northwestern.edu/studentaffairs/>), Dean of Students (<http://www.northwestern.edu/studentaffairs/dos/>) and Counseling and Psychological Services (<http://www.northwestern.edu/counseling/>). Hard copies of the NUCVPP are distributed annually to the following individuals.

	<b>Campus</b>	<b>Complete NUCVPP</b>
<b>Northwestern University</b>		
President	Evanston/Chicago	Yes
Provost Evanston/Chicago		Yes
Senior Vice President for Business & Finance	Evanston/Chicago	Yes
Vice President and General Counsel	Evanston/Chicago	Yes
Vice President for Student Affairs	Evanston/Chicago	Yes
Vice President for Research	Evanston/Chicago	Yes
Vice President & Chief Technology Officer for Information Technology	Evanston/Chicago	Yes
Vice President for Administration and Planning	Evanston/Chicago	Yes
Vice President for University Relations	Evanston/Chicago	Yes
Vice President for Alumni Relations and Development	Evanston/Chicago	Yes
Associate Vice President for Public Safety & Chief of Police	Evanston/Chicago	Yes
Associate Vice President for Human Resources	Evanston/Chicago	Yes
Associate Vice President for Facilities Management	Evanston/Chicago	Yes
Associate Vice President for Budget Planning	Evanston/Chicago	Yes
Associate Vice President for the Office of Audit and Advisory Services	Evanston/Chicago	Yes
Associate Provost for Academic Affairs	Evanston/Chicago	Yes
Associate Provost for Undergraduate Education	Evanston/Chicago	Yes
Assistant Vice President for Student Auxiliary Services	Evanston/Chicago	Yes
Deans, directors & department heads	Evanston/Chicago, Miami, Washington DC, Qatar	Yes
<b>City of Evanston</b>		
Evanston Office of Emergency Preparedness		Yes
Chief of Police		Yes
Chief of Fire Department		Yes
<b>Other</b>		
Illinois Emergency Management Agency Regional Office		Yes
Illinois Board of Higher Education		Yes

# NORTHWESTERN CAMPUS VIOLENCE PREVENTION POLICY, PLAN AND OBJECTIVES

## Policy

Northwestern University does not tolerate acts or threats of violence committed by or against employees, faculty, students, visitors, or other third parties on University owned, controlled, or leased properties or in connection with University events or programs.

All useful management strategies will be employed to identify and prevent incidents of campus violence in order to reduce the effects of violence on victims and to address and respond to those who threaten or perpetrate violence.

University employees, faculty, and students are strongly encouraged to report violent, potentially violent, and threatening behavior to University officials and will not be subjected to any acts of retaliation for reporting concerns.

The University will use available resources such as the University Police, Employees Assistance Program, Human Resources, the Division of Student Affairs/Dean of Students Office, CARE, and applicable programs and policies in responding to alleged acts/threats of violence.

## Plan

The Northwestern Campus Violence Prevention Plan (NUCVPP) describes the resources and procedures in place to prevent, deter, and respond to concerns regarding acts of violence.

## Objectives

Northwestern's Campus Violence Prevention Plan is based on three objectives:

1. **Prevention:** create a culture and climate of safety, respect, and emotional support designed to reduce the risk factors and promote protective factors.
2. **Early Intervention:** intervene early in problem behavior.
3. **Response & Treatment:** assist victims and sanction/intervene with offenders.

The following guidance for creating campus cultures and climates of safety, respect and emotional support is excerpted from “Threat Assessment in Schools Guide,” published by the United States Secret Service and Department of Education in 2002 ([www.secretservice.gov/ntac/ssi\\_guide.pdf](http://www.secretservice.gov/ntac/ssi_guide.pdf)).

### **“Fostering a Culture of Respect**

In educational settings that support climates of safety, members of the campus community respect each other. The campus provides a place for open discussion where diversity and differences are respected; communication between faculty, staff and students is encouraged and supported; and conflict is managed and mediated constructively. Cultures and climates of safety support environments in which faculty and staff pay attention to students’ social and emotional needs as well as their academic needs.

### **Creating Connections Between Faculty, Staff and Students**

Connection through human relationships is a central component of a culture of safety and respect. This connection is the critical emotional glue among students, and between students and faculty/staff charged with meeting students’ educational, social, emotional, and safety needs. Community members should feel that there is someone to whom they can turn for support and advice and with whom they can share concerns openly and without fear of shame or reprisal.

### **Breaking the ‘Code of Silence’**

In a campus climate of safety, community members are willing to break the code of silence. Sharing concerns about the problem behavior of other members of the community are not seen as ‘snitching’ or ‘ratting’ but rather a form of caring about others. If problems are raised and addressed before they become serious, the potential for campus violence arguably is diminished. In an environment that encourages communication between faculty, staff and students, information does not remain "secret" until it is too late. In fact, it is considered good citizenship to share the fact that a fellow community member is in trouble and may be contemplating a dangerous act.”

Early intervention strategies and response and treatment considerations can be found in the section of the NUCVPP describing the Northwestern Behavioral Consultation Team (p. 32).

## **ADDITIONAL NORTHWESTERN POLICIES RELATED TO VIOLENCE AND VIOLENCE PREVENTION**

The following Northwestern University policies (listed in alphabetical order) are related to violence and violence prevention. These policies reflect an expectation of civility, honor, respect, and nonviolence for all members of the Northwestern University community and encourage behaviors that build a sense of community.

### **Civility, Mutual Respect, and Unacceptability of Violence on Campus**

Individuals covered by these policies include faculty, staff, and students, including postdoctoral fellows and research and academic staff.

*Policy.* As members of the Northwestern community, its faculty, staff, and students are expected to deal with each other with respect and consideration.

*Expected behavior.* Each community member is expected to treat other community members with civility and respect, recognizing that disagreement and informed debate are valued in an academic community.

*Unacceptable behavior.* Demeaning, intimidating, threatening, or violent behaviors that affect the ability to learn, work, or live in the University environment depart from the standard for civility and respect. These behaviors have no place in the academic community.

*Violence.* Violence is behavior that causes harm to a person or damage to property or causes fear for one's safety or the safety of others. Examples of violent behavior include physical contact that is harmful and expression of intent to cause physical harm. Such behavior is unacceptable in the Northwestern community.

*Weapons.* Weapons of any kind are prohibited on campus except for those carried by sworn police officers.

*Responsibility to act.* A member of the community who is involved in or witnesses behavior on campus that poses imminent danger should immediately contact the University Police. In situations that do not involve imminent danger or for advice on the appropriate course of action, a member of the community is to notify a supervisor, department head, or student affairs staff member. Alternatively, the observer may report the incident to the Office of the Provost, the Department of Human Resources, or the Office of the Vice President for Student Affairs.

*Orders of protection.* Community members who have obtained restraining or personal protection orders are encouraged to provide a copy of the order to University Police for enforcement on campus.

*Visitors.* Visitors, vendors, and the families of members of the community are expected to comply with the provisions of this policy. Noncompliant behavior leads to removal from the campus.

*Resources.* Guidance for identifying potential threatening or violent behavior and for the best ways



to deal with incidents is at [www.northwestern.edu /hr/policies](http://www.northwestern.edu/hr/policies).

*Violation.* A community member who has violated this policy is subject to disciplinary action, which may include separation of the offending party from the University, consistent with established disciplinary procedures.

For more information, go to <http://www.northwestern.edu/provost/policies/statements/civility.html> or <http://www.northwestern.edu/hr/forms/oncampus/handbook.pdf> or <http://www.northwestern.edu/studentaffairs/publications/media/pdfs/handbook.pdf>

## **Discrimination and Harassment**

Northwestern University does not discriminate or permit discrimination by any member of its community against any individual on the basis of race, color, religion, national origin, sex, sexual orientation, gender identity, gender expression, parental status, marital status, age, disability, citizenship, veteran status, or genetic information in matters of admissions, employment, housing or services or in the educational programs or activities it operates.

Harassment, whether verbal, physical or visual, that is based on any of these characteristics, is a form of discrimination. This includes harassing conduct affecting tangible job benefits, interfering unreasonably with an individual's academic or work performance, or creating what a reasonable person would perceive is an intimidating, hostile or offensive environment.

While Northwestern University is committed to the principles of free inquiry and free expression, discrimination and harassment identified in this policy are neither legally protected expression nor the proper exercise of academic freedom.

Examples of discrimination and harassment may include:

- refusing to hire or promote someone because of the person's protected status
- demoting or terminating someone because of the person's protected status
- jokes or epithets about another person's protected status
- teasing or practical jokes directed at a person based on his or her protected status
- displaying or circulating written materials or pictures that degrade a person or group
- verbal abuse or insults about, directed at, or made in the presence of an individual or group of individuals in a protected group.

### *Investigation and Confidentiality*

All reports describing conduct that is inconsistent with these policies will be promptly and thoroughly investigated. Complaints about violations of these policies will be handled discreetly, with facts made available only to those who need to know in order to investigate and resolve the matter.

### *Retaliation*

The University prohibits retaliation against anyone for registering a complaint pursuant to these policies, assisting another in making a complaint, or participating in an investigation under the policies. Anyone experiencing any conduct that he or she believes to be retaliatory should immediately report it to one of the individuals listed at <http://www.northwestern.edu/hr/equalopp-access/equal-employment-opportunity/where-to-get-advice-and-help.html>

### *Vendors, Contractors and Third Parties*

The University's policies on discrimination, harassment, and sexual harassment apply to the conduct of vendors, contractors and third parties. If a member of the University community believes that he or she has been subjected to conduct by a vendor, contractor or third party that violates these policies, the community member should contact one of the individuals listed under "Where to Get Advice and Help:" <http://www.northwestern.edu/hr/equalopp-access/equal-employment-opportunity/where-to-get-advice-and-help.html>. The University will respond as appropriate, given the nature of its relationship to the vendor, contractor or third party.

### *Resolution*

If a complaint of discrimination, harassment or sexual harassment is found to be substantiated, appropriate corrective action will follow, up to and including separation of the offending party from the University, consistent with University procedure.

For more information, go to

<http://www.northwestern.edu/provost/policies/statements/discrimination.html>

## **Disruption**

Northwestern University stands for freedom of speech, freedom of inquiry, freedom of dissent, and freedom to demonstrate in peaceful fashion. The University recognizes that freedom requires order, discipline, and responsibility, and stands for the right of all faculty and students to pursue their legitimate goals without interference. The University, therefore, will not tolerate any attempt by any individual, group, or organization to disrupt the regularly scheduled activities of the University. Any such effort to impede the holding of classes, the carrying forward of the University's business, or the arrangements for properly authorized and scheduled events would constitute an invasion of the rights of faculty and students and cannot be permitted. If any such attempt is made to interfere with any University activity, the leaders and participants engaged in disruptive tactics will be held responsible and will be subject to appropriate legal and disciplinary action, including expulsion.

Students who commit a disruption or attempt a disruption shall be subject to University disciplinary procedures, which may include fines, probation, suspension, or exclusion from the University. Disruption is any action that interferes with, interrupts, or impedes the holding of classes, the carrying out of University business, or the arrangements for properly authorized and scheduled University events. A person attempts to disrupt when, with the intent to disrupt, that person does any act that constitutes a substantial step toward disruption.

For more information, go to

<http://www.northwestern.edu/provost/policies/handbook/handbook.pdf> or  
<http://www.northwestern.edu/studentaffairs/publications/media/pdfs/handbook.pdf>

## **Hate Crimes and Bias Incidents**

Illinois law provides for criminal and civil penalties against an individual or individuals who assault, trespass upon, or cause damage to the property of or injure physically or emotionally another person or persons because of such person's race, color, creed, religion, ancestry, gender, sexual orientation, physical or mental disability, or national origin. Students involved in hate-

crime-related incidents may face legal and disciplinary actions. The related conduct that is classified as a bias incident is defined as an act of conduct, speech, or expression to which a bias motive is evident as a contributing factor (regardless of whether the act is criminal). A hate crime is a bias incident that has risen to the level of a crime. All hate crimes are bias incidents, but not all bias incidents are hate crimes. Sanctions will be imposed for students found to have committed bias incidents or hate crimes.

For more information, go to

<http://www.northwestern.edu/studentaffairs/publications/media/pdfs/handbook.pdf>

## **Hazing**

The University forbids hazing and all other activities that interfere with the personal liberty of an individual. The University defines hazing as any action taken or situation created, whether on or off University premises, to produce mental or physical discomfort, embarrassment, harassment, or ridicule for the purpose of initiation into, affiliation with, or admission to, or as a condition for continued membership in, a group, team, club, or other organization. Such actions and situations may include, but are not limited to, the following:

- paddling in any form;
- creation of excessive fatigue;
- physical and psychological shocks;
- quests, treasure hunts, scavenger hunts, road trips, or any other such activities carried on outside the confines of the University;
- wearing apparel that is conspicuous and not normally in good taste;
- engaging in stunts and buffoonery;
- requiring sleepovers or degrading or humiliating games and activities;
- late work sessions or activities that interfere with scholastic activities and/or normal sleeping hours;
- forced consumption of alcohol;
- falsely leading an individual or individuals to believe that they will be inducted/ initiated by participating in particular activities;
- removing public or private property; and
- forcing individuals to participate in activities that are not consistent with the University's mission, rules, regulations, and policies or federal, state, or local law.

Acceptance of an activity on the part of a new member or individual does not justify participation in or sponsorship of the activity. Any violation of this policy should be reported to the dean of students or the Office of Student Conduct and Conflict Resolution.

Hazing activities may also violate the Illinois Hazing Act, 720 ILCS 120/0.01 et seq.

For more information, go to

<http://www.northwestern.edu/studentaffairs/publications/media/pdfs/handbook.pdf>

## **Policy on Non-Retaliation**

University policy prohibits the taking of any retaliatory action for reporting or inquiring about alleged improper or wrongful activity.

### *Encouragement of Reporting*

Northwestern University faculty and staff members are encouraged to report in good faith all information regarding alleged improper or wrongful activity that may constitute:

- Discrimination or harassment;
- Fraud;
- Unethical or unprofessional business conduct;
- Academic, scientific or research misconduct;
- Noncompliance with University policies/procedures;
- Circumstances of substantial, specific or imminent danger to a faculty or staff member or the public's health and/or safety;
- Violations of local, state or federal laws and regulations; or
- Other illegal or improper practices or policies.

The University is firmly committed to a policy that encourages timely disclosure of such concerns and prohibits retribution or retaliation against any faculty or staff members who, in good faith, report such concerns. No faculty or staff member will be exempt from the consequences of misconduct or inadequate performance by reporting his or her own misconduct or inadequate performance.

### *Protection from Retaliation*

Any Northwestern University faculty or staff member who, in good faith, reports such incidents as described above will be protected from retaliation (defined as an adverse action taken because an individual has engaged in protected activities), threats of retaliation, discharge, or other discrimination including but not limited to discrimination in compensation or terms and conditions of employment that are directly related to the disclosure of such information. In addition, no faculty or staff member may be adversely affected because they refused to carry out a directive which constitutes fraud or is a violation of local, state, federal or other applicable laws and regulations.

For more information, go to <http://www.northwestern.edu/provost/policies/statements/non-retaliation.html>

## **Prohibited Use of Electronic Resources for Threats, Harassment, and Pornography**

Use of the University's Electronic Resources by any System User to send threatening or harassing content or messages or to view, download, retransmit, distribute or otherwise communicate content or messages that may violate the University's Policy on Discrimination and Harassment and/or Policy on Sexual Harassment, is prohibited.

Electronic threats are taken as seriously as any other threats.

- Anyone who receives a threatening communication should immediately bring it to the attention of University Police.
- Anyone who receives a sexually harassing communication should immediately contact the University Sexual Harassment Prevention Office.
- Anyone who receives a communication that harasses on the basis of race, national origin, or other protected classification should immediately contact the office of Equal Opportunity and Access.

### *Pornography*

Use of the University's Electronic Resources by faculty, staff, student employees, contractors, temporary personnel, vendors and visitors to intentionally display, hold, send, view, print, download, retransmit, distribute or otherwise communicate content which the University may deem to be indecent, obscene, sexually explicit, or pornographic is prohibited by University policy absent a legitimate academic, research or medical purpose.

Use of the University's Electronic Resources by **anyone** to display, hold, send, view, print, download, retransmit, distribute or otherwise communicate child pornography is illegal and therefore strictly prohibited. Any occurrence of child pornography material is a violation of federal and state statutes and must be immediately reported to University Police as required by law and University policy.

For more information, go to

[http://policies.northwestern.edu/docs/Prohibited\\_Use\\_of\\_Electronic\\_Resources\\_for\\_Threats\\_Harassment\\_and\\_Pornography\\_060310.pdf](http://policies.northwestern.edu/docs/Prohibited_Use_of_Electronic_Resources_for_Threats_Harassment_and_Pornography_060310.pdf)

## **Sexual Assault**

The University prohibits all forms of sexual assault and considers such conduct to be among the most abusive violations of Northwestern's community principles, values, and standards. The University defines sexual assault to mean

- Any intentional or knowing touching or fondling by an individual, either directly or through the clothing, of the genitals, breasts, thighs, or buttocks of the victim without the consent of the victim;
- Touching or fondling of an individual by the victim when the victim is forced to do so against his or her will; or
- Any nonconsensual acts involving sexual penetration or the sex organs, anus, or mouth.

The use of alcohol and/or drugs by one or more of the parties involved will not be considered a mitigating factor in cases of alleged sexual assault; in fact, such use may be deemed to render the victim incapable of giving consent to any sexual acts.

For more information, go to <http://www.northwestern.edu/care/get-information/sexual-assault-and-rape/> or <http://www.northwestern.edu/student-conduct/>

## **Sexual Harassment**

It is the policy of Northwestern University that no member of the Northwestern community - students, faculty, administrators, staff, vendors, contractors, or third parties - may sexually harass any other member of the community. Sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitute harassment when:

- Submission to such conduct is made or threatened to be made, either explicitly or implicitly, a term or condition of an individual's employment or education;
- Submission to or rejection of such conduct by an individual is used or threatened to be used as the basis for academic or employment decisions affecting that individual; or
- Such conduct has the purpose or effect of substantially interfering with an individual's academic or professional performance or creating what a reasonable person would perceive is an intimidating, hostile, or offensive employment, educational, or living environment.

Some examples of sexual harassment may include:

- ❑ Pressure for a dating, romantic, or intimate relationship
- ❑ Unwelcome touching, kissing, hugging, or massaging
- ❑ Pressure for or forced sexual activity
- ❑ Unnecessary references to parts of the body
- ❑ Remarks about a person's gender or sexual orientation
- ❑ Sexual innuendoes or humor
- ❑ Obscene gestures
- ❑ Sexual graffiti, pictures, or posters
- ❑ Sexually explicit profanity
- ❑ Stalking or cyberbullying
- ❑ E-mail and Internet use that violates this policy

### *Sexual Violence*

Sexual violence is a prohibited form of sexual harassment. Sexual violence includes physical sexual acts perpetrated against a person's will or where a person is incapable of giving consent due to use of drugs and/or alcohol or to an intellectual or other disability. Some examples of sexual violence may include rape, sexual assault, sexual battery, and sexual coercion.

For more information, go to <http://www.northwestern.edu/sexual-harassment/policy/index.html>

## **Student Code of Conduct**

### *Statement of Expectations*

As members of the University community, all students, groups of students, and student organizations are expected to exemplify Northwestern's community principles and values, to engage in socially responsible behavior, and to model exceptional conduct, character, and citizenship on campus and beyond.

### *Jurisdiction*

The University shall have jurisdiction over all cases, other than those arising because of unsatisfactory academic work, that may call for discipline of a current or former student, group of students, or student organization of any school (undergraduate or graduate) arising out of conduct that occurred (1) on University premises; (2) at a University activity, program, function, or sponsored event; (3) in the off-campus residence of any University student or on any street or area contiguous thereto; (4) on premises subject to the jurisdiction of University Police, whether on or off University property; or (5) when the conduct has a real and substantial connection to the legitimate interests of the University or members of the University community. In addition, the conduct complained about must have occurred from the time of a student's application for admission through the actual awarding of a degree, including during the academic year, before classes begin or after classes end, during time pursuing credit away from campus (study abroad, internships, co-ops, etc.), and during periods between terms of actual enrollment, even if the conduct is not discovered until after a degree is awarded.

### *Excerpts from Prohibited Conduct Related to Violence or Violence Prevention*

The following acts, conduct, and behavior are prohibited by this Student Code of Conduct. An attempt to commit an act prohibited by this code, as well as assisting or willfully encouraging any such act, is considered a violation of this code. Students, groups of students, and student organizations may also be held responsible for any misconduct by their visitors and guests.



1. Physical abuse of any person or any action that threatens or endangers the emotional well-being, health, or safety of any person (including oneself).
2. Acts of theft or damage, including the following:
  - a. Theft of property or services;
  - b. Knowing possession of stolen property or materials; and c. Destroying, damaging, defacing, or vandalizing property.
3. Unauthorized entry to or use of University facilities, property, systems, or services, including the following:
  - a. Accessing, entering, or using University facilities, property, systems, or services without authorization;
  - b. Entering onto the roofs, balconies, or fire escapes of any University building or facility for any purpose except in case of an emergency;
  - c. Unauthorized presence in the University's utility tunnels or other restricted-access areas; and
  - d. Unauthorized possession, duplication, distribution, or use of keys, access codes, access cards, or other means of entry or access to any University property, premises, or location.
4. Disorderly conduct or disruptive acts, including the following:
  - a. Obstruction or disruption of teaching, research, administration, hearing procedures, or University activities or of other authorized activities, including studying, learning, and emergency services, and other violations of the University's Disruption Policy;
  - b. Disorderly conduct or other action that disturbs or endangers the peace or comfort of others or the community;
  - c. Making, causing, continuing, or allowing to continue, any loud, unnecessary, or unusual noise that disturbs the peace of others, including violations of residence-hall quiet hours or Evanston noise ordinances;
  - d. Hosting an event, in a residence hall room or common area, that becomes public or when the number of individuals present exceeds double the occupancy of the sleeping quarters (e.g., four people in a double room); and
  - e. Urinating or defecating in public view or on a public street, alley, sidewalk, yard, park, building, structure, plaza, public or utility right of way, or other public place.
5. Acts of fraud, misrepresentation, or dishonesty, including the following:
  - a. Forgery, alteration, or misuse of University documents, records, or identification or other materials submitted to the University;
  - b. Knowingly furnishing false information to the University or any University official;
  - c. Intentionally initiating or causing to be initiated any false report, warning, or threat of fire, explosion, or other emergency; and
  - d. Use, possession, manufacture, or distribution of identification cards or devices that are false or fraudulent or that misrepresent an individual's identity, age, or other personal characteristics, including using another individual's identification.
6. Misconduct related to the student conduct system, including the following:
  - a. Failure or refusal to appear upon request or to cooperate in the investigation, hearing, or

- administration of cases of alleged offenses (provided that no students shall be required to furnish information that would be self-incriminating);
- b. Falsification, distortion, or misrepresentation of information in the investigation, hearing, or administration of cases of alleged offenses;
  - c. Institution of a frivolous or malicious student conduct proceeding (including an appeal);
  - d. Actions or attempts to harass, intimidate, retaliate against, or improperly influence any individual associated with the student conduct system, including efforts to discourage participation, to affect impartiality, or to influence statements or testimony;
  - e. Unauthorized release or disclosure of information related to a student conduct proceeding; and
  - f. Failure to comply with the sanctions or outcomes imposed for violations of this code or other University rules, regulations, and policies.
7. Failure to comply or cooperate with University officials or law enforcement officers acting in their official capacity within established guidelines (provided that no students shall be required to furnish information that would be self-incriminating), including failure to provide identification when asked or to surrender, upon request, one's University identification card until an incident is resolved.
8. Misconduct related to firearms, weapons, explosives, or dangerous substances and devices (including ammunition, air or pellet guns, paintball guns, slingshots, knives, weapons of any description, firecrackers, fireworks, dangerous chemicals or substances, or any other object or substance designed to inflict a wound or cause injury, or imitations or replicas of any such items), including the following:
- a. Possession of any such item on University premises or at University activities or events (except as specifically authorized); and
  - b. Use or brandishing of any such item, even if legally possessed, in a manner that harms, threatens, causes fear to, or otherwise endangers others.
9. Acts that jeopardize the safety or security of the University, the University community, or any University facilities, building, or premises, including
- a. Intentionally damaging or destroying property by fire or explosives;
  - b. Creating or maintaining a fire or fire hazard (except as specifically authorized), including burning candles or incense or use of unauthorized appliances or heating devices, including toasters, microwaves, hot plates, and space heaters;
  - c. Tampering with or misuse of emergency or fire safety equipment, including emergency call devices, fire alarms, fire exits, firefighting equipment, smoke/heat detectors, or sprinkler systems;
  - d. Failing to immediately exit any facility or building when a fire alarm or other emergency notification has been sounded, or hindering or impairing the orderly evacuation of any University facility, building, or premises;
  - e. Disobeying a directive or command by any University or emergency official in connection with a fire, alarm, or other safety, security, or emergency matter;
  - f. Smoking in any enclosed University facility (including, but not limited to, common work areas, auditoriums, health facilities, athletic facilities, classrooms, conference rooms, private offices, libraries, lounges, hallways, campus living units, cafeterias, stairways, and restrooms), in any designated outdoor areas, or within 25 feet of an entrance, open window, ventilation intake, or similar feature of any enclosed University facility (or other violation



- of the Smoking Policy); and
- g. Violations of state or local fire and fire-related ordinances.
10. Misconduct related to University computer, network, or telecommunications systems or resources, including the following:
- a. Unauthorized use of facilities, services, equipment, account numbers, or files, including using a NetID or account assigned to another user or providing another user with access to one's NetID or account;
  - b. Reading, copying, changing, deleting, tampering with, or destruction of another user's files, software, programs, and accounts (including monitoring another user's data communications) without permission of the owner;
  - c. Use of University resources to interfere with the work of another student, a faculty member, or a University official, or that otherwise interferes with normal operation of University systems;
  - d. Use of computing facilities and resources in violation of copyright laws (including unauthorized downloading or sharing of copyrighted files); and
  - e. Violation of any other University policy regarding computers, networks, or electronic communication.
11. Violation of any federal, state, or local law or ordinance.
12. Violation of any other rule, regulation, or policy set forth in the *Student Handbook* or otherwise enacted and published by the University, by living units, or by another delegated authority of the University, including but not limited to those concerned with
- a. Civility, Mutual Respect, and Unacceptability of Violence on Campus;
  - b. Discrimination and Harassment;
  - c. Fraternities and Sororities;
  - d. Gambling;
  - e. Hate Crimes and Bias Incidents;
  - f. Hazing;
  - g. Identification Cards (WildCARDS);
  - h. Residence Hall Rules and Regulations;
  - i. Sexual Assault
  - j. Sexual Harassment;
  - k. Student Organizations; and
  - l. All other University rules, regulations, and policies.

For more information, go to <http://www.northwestern.edu/student-conduct/>

# REPORTING CONDUCT OR BEHAVIOR THAT MAY POSE THREAT

## What to Watch For

The Northwestern Campus Violence Prevention Plan is founded on principles of early Intervention and proactive engagement to prevent violence and provide supportive services.

Following are some general principles and a description of the kinds of behavior that members of the Northwestern community should report to University Police or a member of the Northwestern Behavioral Consultation Team (see p. 34).

### General Principles

- Targeted violence is neither random nor spontaneous. Targeted violence, rather, is seen as a result of an understandable, and often discernible, pattern of thinking and behavior.
- There is no profile or single “type” of a perpetrator of targeted violence. The threat assessment process is about behaviors, not profiling.
- Unusual or aberrant behaviors or interests are not necessarily the hallmarks of a person destined to become violent.
- There is a distinction between making a threat (expressing intent to harm) and posing a threat (engaging in behaviors that further a plan to harm).
- Many persons who pose a serious risk of harm will not issue direct threats prior to an attack.

### Potential Warning Signs and Violence-Related Behaviors

#### *Potential Imminent Warning Signs and Violence-Related Behaviors*

1. Threat is present.
2. Seriously disruptive or intimidating behavior.
3. Suicide threats, gestures or statements.
4. Detailed plausible threats of violence (time, place, target, method).
5. Indications the person has undertaken planning or rehearsals to carry out an act of harm or violence.
6. Acts of rage, harm, violence, or destruction of property.
7. Recent weapon-seeking behavior linked to ideas or interests in harm or violence.
8. Communications indicating the person has a worrisome interest in violence or is considering violence.
9. Surveillance of sites or persons linked to ideas or interests in harm or violence.

#### *Potential Early Warning Signs and Risk Factors*

1. Disruptive, intimidating or concerning behavior.
2. Social withdrawal or isolation.
3. Threat is made, but is vague or indirect. Threat lacks realism.
4. Desire to kill, die or be killed.
5. Does the person see violence as the acceptable, desirable, or only way to solve

- problems?
6. Excessive feelings of rejection.
  7. Excessive feelings of victimization.
  8. Expressions of harm or violence.
  9. Uncontrolled anger.
  10. Prejudicial attitudes.
  11. History of discipline problems or poor work/academic performance.
  12. Drug or alcohol abuse.
  13. Obsession with perceived injustices.
  14. Obsession with violent acts or weapons.
  15. Excessive feelings of desperation or despair.

### *Precipitating Events, Pre-Disposing Factors and Current Life Information*

1. Relationship difficulties or conflict.
2. Death, loss or other traumatic event.
3. Recent failure or loss of status.
4. Inappropriate desire for attention, recognition, or notoriety.
5. Obsessive pursuit, stalking, monitoring, or undesired communications with others.
6. Are other people concerned about the person's potential for harm or violence?
7. Present stability of living and home situations.
8. Current grievances or grudges.
9. Known difficulty dealing with a stressful event.
10. Downward progression in social, academic, behavioral, employment, or psychological functioning.
11. School or other agency involvement.
  - a. Law enforcement, court, probation services
  - b. Discipline
  - c. Mental health
  - d. Social Service

## **Where to Report**

**Any individual witnessing conduct or behavior that they believe may pose an imminent threat to safety, security or health should call 9-1-1 immediately.**

If the conduct does not pose an imminent threat to safety, security or health—but it is still concerning—individuals should contact the Director of Threat Assessment, Michelle Hoy-Watkins, PsyD, at (847-467-5375) or one of the following offices.

### **Evanston/Chicago Campus**

- University Police (847-491-3456)
- Counseling & Psychological Services (CAPS) (847-491-2151)
- Dean of Students-Evanston (847-467-0301 or 847-491-8432)
- Associate Dean of Student Services, The Graduate School (847-491-5279)

- Associate Dean of Students, School of Law (312-503-7043)
- Associate Dean for Student Programs and Career Services, Feinberg School of Medicine (312-503-0345)
- Associate Dean of Students & Alumni Services, School of Continuing Studies (312-503-0512)
- Student Conduct & Conflict Resolution (847-491-4582)
- Sexual Harassment Prevention Office (847-491-3745)
- University Health Service (847-491-8100)
- Health Promotion and Wellness (Sexual Assault Education & Violence Prevention 847-491-4618)
- Women's Center (847-491-7360)
- Human Resources (847-491-7505 or 312-503-8481)
- Associate Provost (847-491-8542)
- Ethics Point (<http://www.northwestern.edu/ethics/>)

### **Miami Campus**

- Alhambra Building Management office (305-447-9191 during business hours)
- Alhambra security dispatch office (305-447-2041 after business hours)
- Associate Director Executive Education (305-442-7287)
- Program Assistant (305-442-7780)
- Assistant Director Executive MBA (305-442-7178)

### **Washington D.C. Campus**

- 1325 G Street NW Building/Lobby Security (202-393-1442)
- 1325 G Street NW Building Management (202-737-5060)
- Medill DC campus Office Manager (202-442-7780)
- Medill News Service DC (202-661-0102 or 202-661-0103)

### **Qatar Campus**

- On-Campus Security - Qatar Foundation (+974-4454-0999 on campus concerns)
- State of Qatar Emergency Response (999) – off-campus concerns
- Dean and Chief Executive Office (+974-4454-5002)
- Associate Dean of Students (+974-4454-5084)
- Student Affairs Support (+974-4454-5082)
- Health and Wellness Counselor (+974-4454-5073)

## **EXAMPLES OF UNIVERSITY INFRASTRUCTURE, SERVICES, TRAINING AND PROGRAMS ADDRESSING VIOLENCE PREVENTION**

Examples of University infrastructure, programs and services are described in this section. It is not an exhaustive list.

### **University Infrastructure**

#### **University Police**

University Police has primary responsibility for developing and deploying services, programs and strategies for maintaining a reasonably safe campus. Specifically, University Police is responsible for crime prevention, law enforcement, parking control, emergency response, residence hall security, policing of special events, and for various other community services on both the Evanston and Chicago campuses. University Police patrol the campuses on foot, bicycle and vehicle.

University Police Officers derive their law enforcement authority from State of Illinois statutes (110 ILCS 1005 / 0.01 - 3.0) / Private College Act) and the trustees of Northwestern University. University Police Officers have the same full law enforcement powers and responsibilities under state law as municipal police officers and county sheriffs. They must complete a state approved police academy and firearms training.

University Police provides a full range of campus services 24 hours a day, 365 days a year. Some of these services include investigating reports of crimes, conducting follow-ups as necessary, and filing criminal charges or referring matters (as appropriate) to another department.

The Northwestern University Police Department is party to certain mutual aid agreements. These consist of an Agreement for Mutual Cooperation with the Evanston Police Department and the Illinois Law Enforcement Alarm System Mutual Aid Agreement (ILEAS). The Agreement for Mutual Cooperation with the Evanston Police Department primarily deals with jurisdictional boundaries and the limits of law enforcement authority of University Police Department police personnel in off-campus areas. University Police shall have authority to affect an arrest or execute a search warrant within the agreed jurisdictional boundaries. The University Police Department membership in ILEAS provides for reciprocal service to protect the communities of Illinois in the event of a critical incident. University Police also maintains working relationships with the Chicago Police Department, Illinois State Police and the Federal Bureau of Investigation.

For more information, go to <http://www.northwestern.edu/up/>

#### **Emergency Management Plan**

Northwestern University is committed to notifying and informing its campus community in the event of an emergency. Upon confirmation of a significant emergency or dangerous situation involving an immediate threat to the health or safety of students, faculty or staff, Northwestern University will use appropriate communications channels to notify the community. The

University's Emergency Response Framework identifies key decision makers and their roles during a campus emergency. The plan establishes emergency command centers and describes procedures that will be utilized during specifically identified severities of emergency.

For more information, go to <http://www.northwestern.edu/up/emergency/index.html>

### **Emergency Notification System**

Northwestern has several different means of communications that may be used in the event of an emergency that affects one or all of the Northwestern University campuses. These systems include an Emergency Notification System that combines phone calls, text messaging and e-mails; an outdoor alert system (Evanston campus); a bulk e-mail system; posting messages on the University's web site; and other methods of disseminating information, including but not limited to, posting fliers in public places, faxes and notifying local media. All communication /notification methods identified herein shall be considered available on all Northwestern University campuses (Chicago, Evanston, Miami, Qatar and Washington, DC) unless otherwise specifically identified as being limited to a particular campus.

#### Emergency Communication Capabilities

*Emergency Notification System*

Blackboard Connect is a service provided by an outside vendor that can call, send text messages and e-mail notification

*Bulk Email System*

Bulk Email is a service provided by Northwestern University Information Technology that can send messages to University email accounts during emergency situations.

*Main Website "Breaking News"*

Breaking News at <http://www.northwestern.edu/> is a web page on the Northwestern web site that can be activated in the event of an emergency. The page will provide emergency notification information and protective action to be taken if needed.

*Outdoor Alert System (Evanston campus)*

The Outdoor Alert System provides the ability to broadcast live voice, emergency tones and pre-recorded voice messages to all siren locations simultaneously or to any select siren location(s). The outdoor system is designed to enable the University to communicate with those people who may be outside on the Evanston campus. It is not expected that messages broadcast via this method will be audible inside buildings on campus. Installation of an outdoor alert system on the Chicago campus is not feasible at this time.

*Crime Alerts*

University Police issues Crime Alerts, in a timely manner, to notify community members about Clery Act qualifying crimes that pose a serious or continuing threat to Northwestern community members. Community members who know of or are advised of the occurrence of a crime or other serious incident should report that incident as soon as possible to University Police and/or a designated CSA so a Crime Alert can be issued, if warranted.

For more information, go to <http://www.northwestern.edu/up/emergency/emergency-response-framework/emergency-notification-system.html>

### **Blue Light Police Emergency Phones**

*Blue Light* Police Emergency Phones are located on the Evanston and Chicago campuses. They are housed in bright yellow boxes or black towers with a blue light overhead.

### **Closed Circuit Camera Systems**

University Police operations are supported by a Communications Center, which is staffed by trained and certified dispatchers who answer calls for service, dispatch officers and other emergency services to incidents, operate closed circuit camera systems and monitor intrusion, fire and environmental alarms.

### **Community Service Officers**

On the Evanston campus, a residential security program includes a combination of overnight lobby staffing (by a team of Community Service Officers (CSO) and/or Security Officers), video surveillance of residence hall lobbies and some unalarmed secondary doors and alarms on secondary door without video cameras. CSO's, a part of the University Police staff, are stationed at posts inside the 11 largest residential facilities (those with 150 or more occupants). Additionally, contract Security Officers are assigned to residence halls with occupancies of 80 to 150.

In some large residence halls with dining facilities lobbies are open from 8:00 a.m. until 8:00 p.m. daily, but interior doors leading to the residence areas are locked. CSO's or Security Officers monitor the building and permit access to only those individuals, such as residents, visitors and Facilities Management staff, who have legitimate activities there. CSO's and Security Officers are on duty from 8:00 p.m. to 6:00 a.m. daily, except during holiday and summer breaks. Access to Evanston campus fraternities and sororities is limited to members, their invited guests and visitors and is controlled by the fraternities and sororities.

For more information, go to <http://www.northwestern.edu/up/>

## **SERVICES**

### **Counseling and Psychological Services (CAPS)**

CAPS serves as the primary mental health service for students at Northwestern University. CAPS provides a set of core services, including clinical services, educational workshops, and Consultation with faculty, staff, and parents. CAPS' mission is to assist all students in Developing healthy minds and balanced lives, allowing them to overcome obstacles and achieve their academic and personal goals. CAPS is staffed by licensed psychologists, counselors, and social workers, as well as advanced trainees in psychology and counseling.

CAPS staff are available to assist students who are in crisis and to consult with faculty, staff and students who are concerned about a student who may be in crisis.

Several of the CAPS outreach programs specifically address concerns of violence prevention, including the QPR Suicide Prevention Gatekeeper Training.

For more information, go to <http://www.northwestern.edu/counseling/index.html>

### **Faculty-Staff Assistance Program**

Northwestern University has contracted with Perspectives, Ltd. to provide resources to faculty and staff who are experiencing personal problems that can negatively affect their ability to function optimally at work or at home. These problems can include: family problems, concerns about

children or aging parents, financial or legal issues, depression, struggles with an addiction or everyday stress. This service is confidential.

For more information, go to <http://www.northwestern.edu/hr/benefits/plans/fsap/index.html>

### **SafeRide**

SafeRide is a service provided to members of the Northwestern community during the school year, when classes are in session, as a safe and free alternative to walking alone after dark. SafeRide drivers provide rides to Northwestern students, faculty and staff members to and from destinations in and around the Evanston campus. SafeRide is staffed by student employees and administrators. SafeRide operates seven nights a week between 7:00 p.m. and 3:00 a.m. This service is available by calling (847) 491-7000.

The Chicago campus SafeRide shuttle, with extended train shuttle service, operates from 6:40 p.m. to 10:09 p.m. Monday through Friday, excluding University holidays. The SafeRide provides service from campus to public transportation stops on Michigan Avenue and the CTA el-trains. A ticket or monthly pass is required to ride this shuttle. The shuttle schedule can be viewed at <http://www.northwestern.edu/uservices/transportation/shuttles/index.html>

For additional information, go to <http://www.northwestern.edu/saferide>

### **Shuttle System**

The *Campus Loop* and *Evanston Loop* shuttle buses operate on the Evanston campus during the fall, winter and spring quarters. Schedules are posted at all designated stops throughout the campus. During the academic year, with the exception of scheduled school breaks, the *Evanston Loop* shuttle services run daily between 6:05 p.m. and 3:02 a.m. and the *Campus Loop* runs between 9:00 p.m. and 3:00 a.m. From November through March, in addition to the regular schedule, the *Campus Loop* also runs from 6:00 p.m. to 8:30 pm. The *Campus Loop* and *Evanston Loop* shuttles operate at regular intervals during noted operational hours. Additionally, there is a GPS bus tracker feature, which tells you where the bus is at and when the next estimated arrival time is at a stop.

For more information, go to <http://www.northwestern.edu/uservices/transportation/shuttles/index.html>

### **University Sexual Harassment Prevention Office**

The Sexual Harassment Prevention Office is charged with publishing and distributing the University's sexual harassment policy and related procedures; educating members of the Northwestern community about sexual harassment and the University's policies; investigating complaints of violations of the University's harassment policies, and working with other relevant offices to resolve harassment complaints.

For more information, go to <http://www.northwestern.edu/sexual-harassment/>

### **Women's Center**

The Northwestern University Women's Center is dedicated to fostering a campus climate that promotes equity and enriches the personal, professional and academic lives of all members of the University community, particularly women students, staff and faculty. The Women's Center offers



counseling for students, staff, and faculty, regardless of gender, including individual counseling for survivors of childhood sexual abuse, sexual assault, and/or relationship violence, as well as for those affected by sexual harassment and/or discrimination; and support groups that address a wide variety of topics and concerns.

For more information, go to <http://www.northwestern.edu/womenscenter/>

## **TRAINING & PROGRAMS**

### **Rape Aggression Defense Training**

Rape Aggression Defense (RAD) is fundamental, hands-on training that teaches women how to defend themselves in the event of an attack. It combines classroom instruction on awareness, prevention, risk reduction and avoidance with basic hands-on defense tactics. Certified University Police RAD instructors teach the course.

For more information, visit the official RAD website at <http://www.rad-systems.com/> or <http://www.northwestern.edu/up/special/rape-aggression-defense-training.html>

### **CARE**

The Center for Awareness, Response and Education (CARE), which is affiliated with the Office Of Health Promotion and Wellness within Northwestern University Health Service, is the primary provider of sexual assault education and prevention on campus. The Coordinator of Sexual Health Education and Violence Prevention, coordinates information sessions on the prevention of sexual assault for all new students as well as prevention programs for the entire campus community. Education awareness and risk reduction sessions are available in the following areas: sexual assault, bystander intervention, drug and alcohol facilitated sexual assault, healthy sexual relationships, communication and consent, relationship violence, and how to support a survivor of sexual assault.

For more information, go to <http://www.northwestern.edu/care>

### **Campus Coalition on Sexual Violence**

The Northwestern University Campus Coalition on Sexual Violence is a group that is tasked by the Division of Student Affairs with ensuring that comprehensive violence prevention and treatment services exist on campus; that services and programs meet identified campus needs and are not redundant; that resources are being used in the most effective and efficient manner possible; that programs are research based and adhere to best practices; and that information about campus violence prevention and treatment policies, protocols, services, and programs is widely disseminated to all Northwestern community members. The Coalition meets regularly throughout the year.

For more information, go to <http://www.northwestern.edu/care>

### **SHAPE & MARS**

Sexual Health & Assault Peer Educators (SHAPE) and Men Against Rape and Sexual Assault (MARS) are Northwestern student groups affiliated with CARE who have been trained to provide workshops and presentations about sexual violence, as well as to act as a resource to individual students.

For more information, go to <http://www.northwestern.edu/care/get-information/sexual-assault-and-rape/index.html>

### **QPR Suicide Prevention Gatekeeper Training**

QPR stands for Question, Persuade and Refer, three steps anyone can learn to help prevent suicide. Just like CPR, QPR is an emergency response to someone in crisis and can save lives. Offered by Counseling and Psychological Services (CAPS), this training is available to faculty, staff and students.

For more information, go to <http://www.northwestern.edu/counseling/>

### **Red Watch Band Bystander Intervention Training Program**

Health Promotion & Wellness offers students the opportunity to participate in Red Watch Band Training. Developed by Stonybrook University, this training provides the knowledge and skills necessary to identify and intervene effectively in an alcohol related medical emergency.

For more information, go to <http://www.nuhs.northwestern.edu/evanston/ed/redwatchband.aspx>

### **Examples of Other Programs and Workshops Offered At Northwestern Related to Violence Prevention**

- 411 on 911 – Crime Prevention Awareness for Incoming Freshmen
- Transfer Student Crime Prevention
- Parent Welcome Presentation
- New Student Week Panel
- Shots Fired on Campus – Active Shooter Video & Discussion
- Summer Safety Presentation
- SafeRide Safety
- Kellogg Crime Prevention
- International Students Program
- Graduate Students Program
- Journalism School Personal Safety
- Fireside Programs
- Holiday Fireside Programs
- Campus Safety Week
- DUI Awareness Week
- Rape Aggression Defense
- Workplace Violence
- New Employee Presentations
- NU Resource Fair
- Campus Coalition on Sexual Violence Programs
- Campus Coalition on Alcohol and Other Drug Programs

# VIOLENCE PREVENTION STRATEGIES & RESOURCES

Violence prevention strategies and resources are available on a number of Northwestern University websites.

## Violence Prevention Strategies

### Counseling and Psychological Services (CAPS)

<http://www.northwestern.edu/counseling/index.html>

- [Common Student Concerns](#)
- [Identifying a Troubled Student](#)
- [Helping a Student in Need](#)
- [What if a Student is in a Crisis?](#)
- [Crisis Intervention](#)

### Health Promotion and Wellness

#### Sexual Assault Education and Prevention

<http://www.northwestern.edu/care/get-information/index.html>

- [Sexual Assault and Rape](#)
- [Relationship Violence](#)
- [Stalking](#)
- [Sexual Harassment](#)
- [Healthy Relationships](#)
- [Healthy Sexuality](#)

### Office of Risk Management

<http://www.northwestern.edu/risk/>

- [Evacuation Warden Training](#)

### Sexual Harassment Prevention Office

<http://www.northwestern.edu/sexual-harassment/index.html>

- [Frequently Asked Questions](#)

### University Police

<http://www.northwestern.edu/up/crime/awareness/index.html>

- [Active Shooter](#)
- [Bomb Threats & Suspicious Packages](#)
- [Harassing Calls](#)
- [Hate Crimes](#)
- [Sexual Assault & Rape Drugs](#)

- [Theft - Property & Bicycle](#)
- [Workplace Violence](#)

### **Women's Center**

<http://www.northwestern.edu/womenscenter/>

- [Sexual Assault](#)
- [Relationship Violence](#)
- [Sexual Harassment](#)
- [Stalking](#)
- [Healthy Relationships](#)
- [Bystander Intervention](#)

## **Additional Violence Prevention Resources**

### **Northwestern Annual Security and Fire Safety Reports**

Evanston/Chicago Campus

[http://www.northwestern.edu/up/docs/2010\\_Chicago\\_Evanston\\_Annual\\_Security\\_Fire\\_Safety\\_Report.pdf](http://www.northwestern.edu/up/docs/2010_Chicago_Evanston_Annual_Security_Fire_Safety_Report.pdf)

Miami

[http://www.northwestern.edu/up/docs/2010%20Miami\\_Annual%20Security%20Report.pdf](http://www.northwestern.edu/up/docs/2010%20Miami_Annual%20Security%20Report.pdf)

Washington DC

[http://www.northwestern.edu/up/docs/2010\\_Washington\\_DC\\_Annual\\_Security\\_Report.pdf](http://www.northwestern.edu/up/docs/2010_Washington_DC_Annual_Security_Report.pdf)

Qatar

[http://www.northwestern.edu/up/docs/2010Qatar\\_ASR.pdf](http://www.northwestern.edu/up/docs/2010Qatar_ASR.pdf)

# NORTHWESTERN CAMPUS VIOLENCE PREVENTION COMMITTEE

## Purpose

The Northwestern Campus Violence Prevention Committee (NUCVPC) is charged with implementing the Northwestern Campus Violence Prevention Plan (NUCVPP) and coordinating campus-wide violence prevention education, programs and services that are designed to create a campus culture and climate of safety, respect, and emotional support.

## Committee Members

The NUCVPC is co-chaired by the Vice President for Student Affairs and the Associate Vice President for Public Safety and Chief of Police. The NUCVPC is comprised of faculty, campus administration, student affairs, law enforcement, human resources, counseling services, residential life, and emergency management. More specifically, members of the Campus Violence Prevention Committee include, but are not limited to, the following:

- Vice President for Student Affairs (co-chair)
- Associate Vice President for Public Safety and Chief of Police (co-chair)
- Assistant Vice President for Student Auxiliary Services
- Deputy Chief of Police
- Associate Provost
- Dean of Students (Evanston campus)
- Dean of Students, School of Law
- Dean of Students, Kellogg School of Management
- Associate Dean of Student Services, The Graduate School
- Associate Dean for Student Programs and Career Services, Feinberg School of Medicine
- Associate Dean for Student Services, School of Continuing Studies
- Executive Director of Counseling and Psychological Services
- Executive Director of Multicultural Student Affairs
- Executive Director of Norris Center
- Director of Emergency Management
- Director of Risk Management
- Director of Human Resources
- Director of Women's Center
- Director of University Residential Life
- Director of Health Promotion and Wellness
- Director of Fraternity and Sorority Life
- Director of Student Conduct and Conflict Resolution
- Coordinator of SafeRide

- Manager of University Services (Shuttle Service)
- International Student Office representative
- Information Technology representative
- Study Abroad Office representative
- Athletic Department representative
- Office of General Counsel representative
- Facilities Management representative
- Student Group Representatives, including but not limited to: Associated Student Government, Interfraternity Council, Panhellenic, National Pan-Hellenic Council, Multicultural Greek Council, Residence Hall Association, Residential College Board, Rainbow Alliance, Muslim Cultural Student Association, Alianza, College Feminists, For Members Only, Asian Pacific American Coalition
- Evanston Chief of Police or designee
- Evanston Chief of Fire Department or designee

## **Schedule of Meetings**

The NUCVPC meets quarterly.

## **Responsibilities**

The Northwestern Campus Violence Prevention Committee is responsible for the following.

1. Conduct an annual review or, as required by circumstance, of the campus violence prevention plan.
2. Coordinate campus-wide violence prevention education, programs and services that are designed to create a campus culture and climate of safety, respect, and emotional support.
3. Coordinate the development of educational outreach activities for faculty, staff and students to increase awareness and provide training on campus/workplace violence.
4. Identify potential or existing risks, including analyzing reports and data to identify high-risk departments, activities or locations.
5. Make recommendations to improve safety and further the goal of violence prevention.
6. Communicate internally with faculty, staff and students as necessary regarding issues related to campus violence prevention.



NORTHWESTERN  
UNIVERSITY

**Responsible University Official:** Associate Vice President for Public Safety & Chief of Police  
**Responsible Office:** University Police  
**Origination Date:** June 5, 2009

## NORTHWESTERN UNIVERSITY BEHAVIORAL CONSULTATION TEAM

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### Policy Statement

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Northwestern University is committed to the safety and security of its students, faculty, staff, and visitors. To that end, this policy specifically addresses the University's implementation of a threat assessment team dedicated to the prevention, reduction, and management of violence.

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### Reason for Policy/Purpose

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Pursuant to the Illinois Campus Security Enhancement Act of 2008, all institutions of higher education in Illinois are required to develop and implement campus threat assessment teams. This policy supports the comprehensive violence prevention strategies of Northwestern University by formalizing the University's threat assessment process. Northwestern's Behavioral Consultation Team conducts threat assessments, addresses aberrant, dangerous, or threatening behavior that might impact the safety or well-being of the campus community and provides guidance and best practices for preventing violence and providing supportive services.

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**Who Approved This Policy**

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Executive Vice President and Vice President for Student Affairs

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**Who Needs to Know This Policy**

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All members of the Northwestern University community.

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**Website Address for this Policy**

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<http://www.northwestern.edu/up/docs/NUBCT060509.pdf>

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**Contacts**

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If you have any questions on the policy or procedure for the Northwestern University Behavioral Consultation Team, you may:

Call Director of Threat Assessment, Michelle Hoy-Watkins, PsyD, at 847-467-5375 or Assistant Vice President & Deputy Chief of Police, Gloria Graham at 847-467-5376.

Send an e-mail to [mhoy@northwestern.edu](mailto:mhoy@northwestern.edu) or [gloria.graham@northwestern.edu](mailto:gloria.graham@northwestern.edu).

1. Visit the Behavioral Consultation Team webpage at <http://www.northwestern.edu/up/crime/threat-assessment.html>

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**Definitions**

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N/A



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## **Policy/Procedures**

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Northwestern University does not tolerate acts or threats of violence committed by or against employees, faculty, students, visitors, or other third parties on University owned, controlled, or leased properties or in connection with University events or programs. All useful management strategies will be employed to identify and prevent incidents of campus violence in order to reduce the effects of violence on victims and to address and respond to those who threaten or perpetrate violence. University employees, faculty, and students are strongly encouraged to report violent, potentially violent, and threatening behavior to University officials and will not be subjected to any acts of retaliation for reporting concerns. The University will use available resources such as the University Police, Employees Assistance Program, Human Resources, the Division of Student Affairs/Dean of Students Office, and applicable programs and policies in responding to alleged acts/threats of violence.

### **Mission**

The Northwestern University Behavioral Consultation Team (hereinafter NUBCT) supports the comprehensive violence prevention strategies of Northwestern University by:

- serving as the central point of contact for receiving community concerns regarding persons who may be at risk of harming themselves or others;
- conducting multi-disciplinary, collaborative, coordinated and objective assessments of faculty, staff and students or other third parties whose behavior may reasonably present a threat to themselves or others in the university community;
- developing and implementing appropriate interventions and assistance with such individuals;
- recommending actions to appropriate university officials to resolve potential threats;
- monitoring the effectiveness of a threat management plan; and
- collaborating with the Violence Prevention Committee in outreach efforts aimed to provide guidance to faculty, staff and students about how to recognize, address and report threatening behavior.

### **Guiding Principles**

- The safety of individuals and the Northwestern community is the primary focus of the team and a shared concern of all members of the community.
- The team is not a substitute for emergency response to an active or imminent threat to the safety of the university community.
- Coordination, collaboration, and effective information sharing is critical to team performance.
- A fact-based, analytical approach will guide the decision making process of the team.
- The team will establish or utilize existing collaborative relationships with local, state, and federal law enforcement and other local and institutional resources as necessary in order to expedite assessment and intervention with individuals whose behaviors may present a

- threat.
- The team will treat all persons fairly, with dignity and respect.
- The team will address and manage impact to individuals, groups and the community.

## **Team Members**

The NUBCT is a multi-disciplinary team composed of individuals from various departments. See **Diagram 1** for an overview of team membership and see **Appendix A** for a listing of the core members of the team, team consultants, and ad hoc members who may be called upon by the Team in specific situations as well as a description of each of their roles.

## **Team Process**

When the NU Behavioral Consultation Team first learns about a student, faculty member, staff member, or third party who has engaged in violent, threatening or potentially threatening behaviors or whose conduct or actions raise concerns about their potential for violence or suicide (hereinafter, a “person-of-concern”), the team will follow a general process and sequence of steps depicted in **Diagram 2**.

## **Identifying Persons-of-Concern**

The following example behaviors may indicate that a person may be distressed and concerning to the campus community (the behaviors listed below are not meant to be an exhaustive list):

- A student, faculty, staff member, or other third party exhibits behavior that can reasonably be interpreted as threatening.
- A student, faculty, staff member, or other third party makes an explicit threat of violence to any member of the NU community.
- A student, faculty, staff member, or other third party exhibits highly disruptive behavior, including, hostile, aggressive, bullying, intimidating, and/or violent behaviors.
- A student, faculty, staff member, or other third party expresses concern about their personal safety.
- A student, faculty, staff member, or other third party is cited, arrested or investigated for a violent or threatening offense.
- A student, faculty, staff member, or other third party pursues options that do not reasonably exist and continues to do so after being instructed to cease (*i.e.*, a student continues to pursue a grading complaint after being informed all administrative procedures have been exhausted, or a staff member persists in pursuing a reversal of a sanction after exhausting the established appeal process).

If you become aware of or are concerned that anyone may be a person-of-concern, you should contact Director of Threat Assessment Michelle Hoy-Watkins, PsyD, at 847-467-5375 or [mhoy@northwestern.edu](mailto:mhoy@northwestern.edu) or any of the following Core Members of the NUBCT:

- Assistant Vice President (AVP) & Deputy Chief of Police Gloria Graham at 847-467-5376
- Executive Director of Counseling & Psychological Services (CAPS) John Dunkle, PhD, at 847-491-2151 or [j-dunkle@northwestern.edu](mailto:j-dunkle@northwestern.edu)
- Assistant Vice President & Dean of Students Todd Adams at 847-467-2529 or

- [todd.adams@northwestern.edu](mailto:todd.adams@northwestern.edu)
- Assistant Dean & Director of Student Conduct Tara Sullivan, PhD, at 847-467-5078 or [tara.sullivan@northwestern.edu](mailto:tara.sullivan@northwestern.edu)
- Senior Associate Dean of Students Mona Dugo at 847-491-8430 or [mona.dugo@northwestern.edu](mailto:mona.dugo@northwestern.edu)
- Associate Vice President of Human Resources Dana Bradley at 847-467-5629 or [dana.bradley@northwestern.edu](mailto:dana.bradley@northwestern.edu)
- Human Resources Consultant Tracy Walker, 847-491-7411 or [tracy.walker@northwestern.edu](mailto:tracy.walker@northwestern.edu)
- Associate Provost for Faculty Lindsay Chase-Lansdale, PhD, at 847-491-8543 or [lcl@northwestern.edu](mailto:lcl@northwestern.edu)
- Technical Services Assistant Amanda Smaha at 847-467-5379 or [Amanda.smaha@northwestern.edu](mailto:Amanda.smaha@northwestern.edu)

### **Inquiry Phase (Team assembled)**

When a person-of-concern has been identified, the team conducts a fact-based threat assessment inquiry, guided by the list of Fact Based Considerations in **Appendix B** of this document. The NU Behavioral Consultation Team members will determine whether a person-of-concern is on a path toward or away from harmful or violent behavior, the level of risk that currently exists for harm or violent behavior (*see Appendix C*), and/or if the person does not pose a threat of harm or violence, the need for managed assistance or intervention.

In determining whether a person-of-concern presents a direct threat, the NU Behavioral Consultation Team will make an individualized and objective assessment of the individual's ability to safely remain in the University community, based on the best available objective evidence (*see Appendix B*) or a reasonable medical judgment relying on the most current medical knowledge. To the extent possible, the assessment will determine the nature, duration, and severity of the threat, the probability that the potentially threatening injury will actually occur, and whether reasonable modifications of policies, practices, or procedures will sufficiently mitigate the threat. An individual's observed conduct, actions, and statements will be considered, not mere knowledge or belief that the individual has a disability. An individual with a disability will not be subjected to an adverse action based on unfounded fears, prejudice, and stereotypes.

### **Developing/Maintaining Management and Assistance Plans**

The NUBCT will determine the most appropriate intervention and/or referral plan for the person-of-concern, including plans for monitoring and follow-up. Management plans are interventions for persons-of-concern who the team determines pose a threat. Assistance plans are interventions designed for persons-of-concern who are believed not to pose a threat but may need to be connected to appropriate services. The team may access a range of support services for students, faculty and staff that includes mental health services, crisis management and comprehensive services for victims, whether provided on campus or by accessing community resources.

### **Review, Update, & Training**

The NUBCT will conduct an annual review and update of policy and procedures. Any proposed

amendments may be made with the approval of the Associate Vice President and Chief of Police and the Vice President for Student Affairs, who, in turn, will determine any other approval that may be needed.

In order to continually improve team functioning, the NUBCT will participate in tabletop exercises and threat assessment training sessions as often as practicable and at least once annually.

**Authority**

All members of the University community (faculty, staff, and students) are expected to cooperate with requests for information from the NUBCT relative to successfully monitoring any person-of-concern.

In addition to its information gathering and assessment functions, the NUBCT is an advisory body that may make recommendations to an applicable University school or department to take specific actions regarding a person-of-concern. If the school or department chooses not to follow the NUBCT’s recommendation in cases where there is an immediate and/or significant concern for safety, the NUBCT may further communicate its recommendation to University officials up to and including the University President, as necessary.

**Retaliation**

The University prohibits retaliation against anyone for registering a concern with the NUBCT, assisting another in registering a concern, or participating in an NUBCT investigation. Anyone experiencing any conduct that he or she believes to be retaliatory should immediately report it to the Dean of Students, Vice President for Student Affairs, Office of Human Resources or Office of the Provost. The University’s Policy on Non-Retaliation is available at: <http://www.northwestern.edu/provost/policies/statements/non-retaliation.html>.

**Confidentiality**

Reports of threatening behavior made to the NUBCT will be handled as discreetly as possible, with facts made available only to those who need to know to investigate and properly intervene in the matter. Please note, however, that disclosure of threatening behavior may be necessary to protect the health and safety of the Northwestern community. Information may be provided to emergency response personnel, police, parents and family members, third party forensic assessment organizations, or in extreme circumstances, the entire Northwestern community, among others.

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**Forms/Instructions**

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N/A

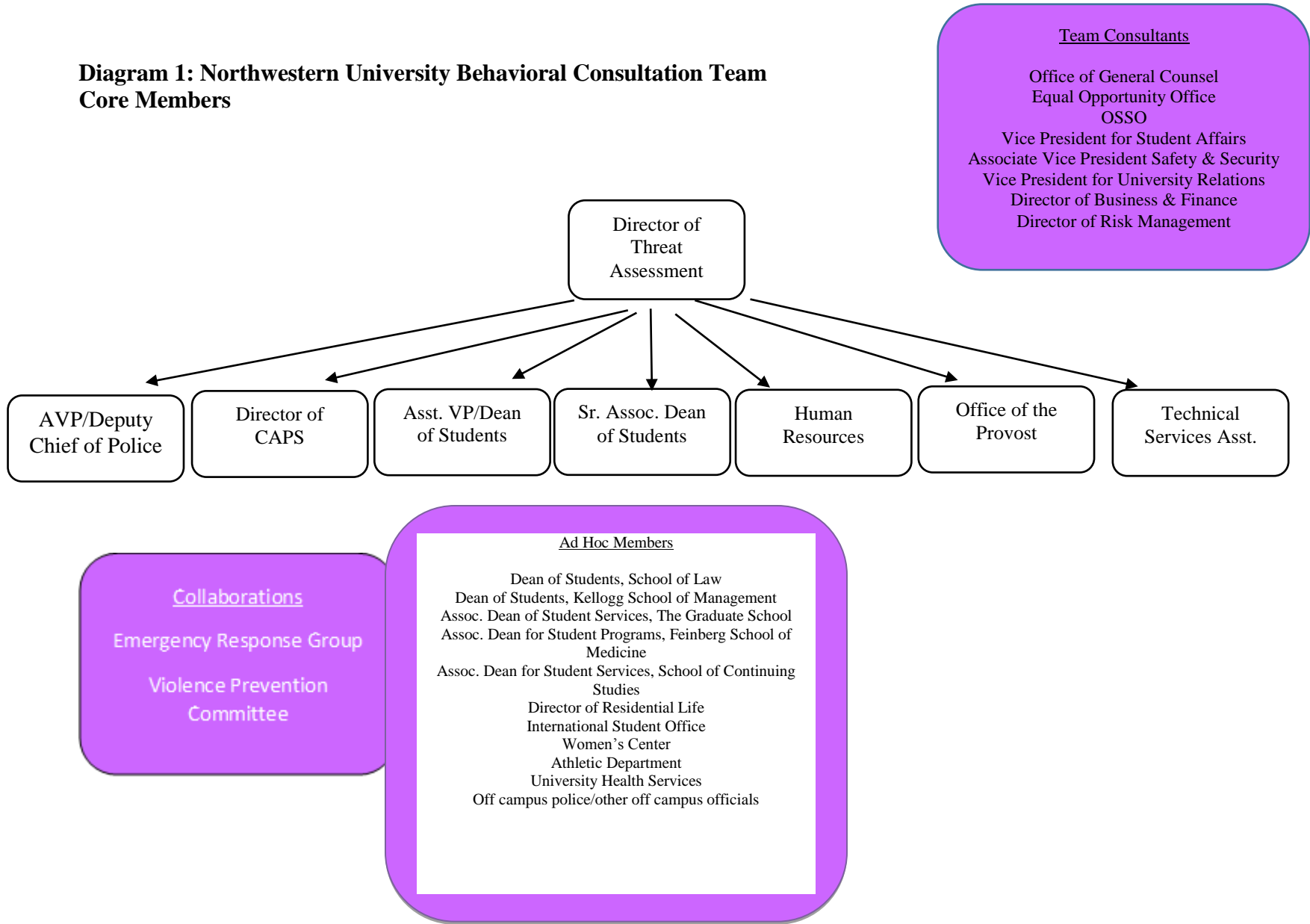
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## **Appendices**

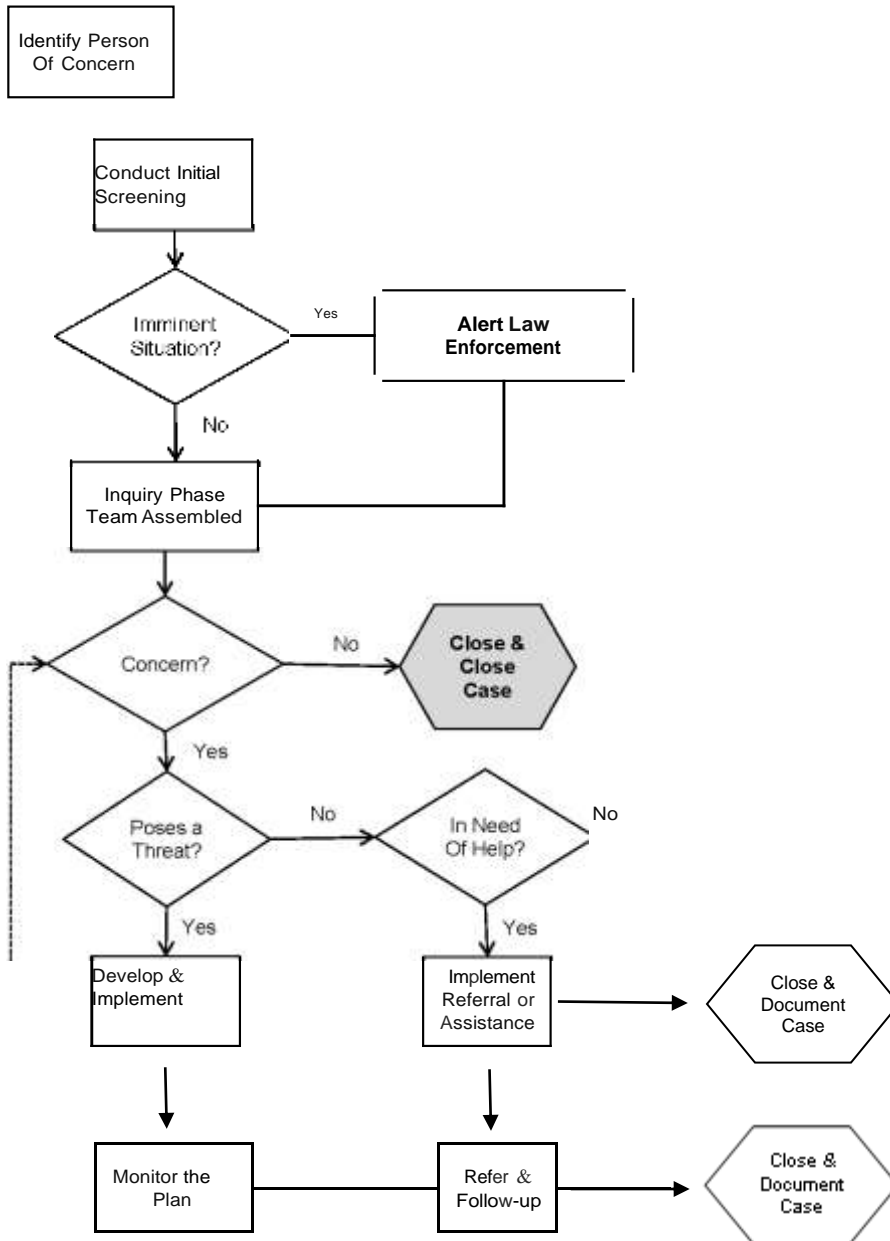
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Appendix A – Team Members and Team Members Roles and Responsibilities Appendix B – Threat Assessment Inquiry: Fact-Based Considerations Appendix C – Priority Levels for Persons-of-Concern

**Diagram 1: Northwestern University Behavioral Consultation Team  
Core Members**



**Diagram 2: NU Behavioral Consultation Team Management Flowchart\***



\*This flowchart reflects only a general framework to guide team process. This process is subject to change depending on the circumstances of a specific case.

## Appendix A

### Team Members

The NUBCT is a multi-disciplinary team composed of individuals from various departments. The sections below outline the core members of the team, team consultants, and ad hoc members who may be called upon by the Team in specific situations. See Diagram 1 for an overview of team membership.

- **Core Members:** Core members are encouraged to attend all meetings when possible.
- Director of Threat Assessment: **Chair**
- Assistant Vice President & Deputy Chief of Police
- Executive Director of Counseling & Psychological Services (CAPS) (or designate)
- Assistant Vice President & Dean of Students (DOS) for Evanston Campus
- Assistant Dean of Students & Director of Student Conduct (formerly Judicial Affairs)
- Senior Associate Dean of Students
- Associate Vice President for Human Resources (or designate)
- Academic Affairs/Provost representative
- Technical Services Assistant
  
- **Team Consultants:** Team consultants are available to advise the team on various issues but generally do not attend regular meetings of the NU Behavioral Consultation Team, with the exception of Office of General Counsel (OGC) representative who should attend all meetings.
  
- OGC representative
- Office of Equal Opportunity and Access representative
- Office of Services for Students with Disabilities (SSD) representative
- Director of Risk Management
- Vice President of Student Affairs
- Vice President for University Relations
- Senior Vice President for Business and Finance
  
- **Ad Hoc Members:** Ad Hoc members may be called upon by the Team for situations involving individuals who may be of concern in their specific areas. This is not an exhaustive list, but rather, a representation of some of the major constituencies.
  
- Dean of Students, School of Law
- Dean of Students, Kellogg School of Management
- Associate Dean of Student Services, The Graduate School
- Associate Dean for Student Programs and Career Services, Feinberg School of Medicine
- Associate Dean for Student Services, School of Continuing Studies
- Director of University Residential Life
- International Student Office representative
- Study Abroad Office representative



- Women’s Center representative
- Athletic Department representative
- University Health Services representative
- Off-campus law enforcement and other off-campus officials
- Other specific school representative, as appropriate
- Other campus department representative, as appropriate

## **Team Member Roles/Responsibilities**

### **Core Members**

- **Director of Threat Assessment (DOTA):** The Director of Threat Assessment provides leadership and coordinates case management of Northwestern University's Behavioral Consultation Team related to assessing threats to the personal safety of students or other community members. The DOTA oversees caseloads of ongoing investigations and assists in the formulation, determination, and implementation of threat response plans. The DOTA will develop and coordinate training in issues related to threat assessment and provide outreach and resources to the campus community.
- **Assistant Vice President & Deputy Chief of Police:** The AVP /Deputy Chief of Police serves as the team Chair. The Chair also articulates the team consensus for assessment and intervention in specific situations. The AVP /Deputy Chief of Police also conducts investigations (including background checks), coordinates efforts with both internal and external law enforcement agencies, helps to initiate orders of protection, coordinates emergency services, and acts as a liaison for all law enforcement actions, including criminal investigations, as necessary.
- **Executive Director of CAPS (or designate):** CAPS provides consultation regarding mental health issues and how they relate to the specific case. CAPS also coordinates with outside mental health agencies for possible referrals/consultations with those services. In most cases, the CAPS representative will be the Executive Director of CAPS, unless there is a conflict of interest situation with the specific individual being discussed. The CAPS representative should not be in a treatment relationship with the person who is a focus of the NUBCT, so as to avoid conflict of interest and confidentiality issues.
- **Assistant Vice President & Dean of Students (DOS) for Evanston Campus:** The DOS serves as a central point of contact regarding students of concern and may provide information from a variety of sources, including faculty, staff, students, community members, and parents or family members. The DOS provides any background information regarding student medical withdrawals that may be relevant for team deliberations. The DOS also may be the staff member designated by the team to be the first contact with the student, may serve as a liaison to parents and families, and makes recommendations about calling in ad hoc team members from specific schools as needed.
- **Assistant Dean & Director of Student Conduct & (formerly Judicial Affairs) (DSC):** The DSC interprets the Student Code of Conduct and other student-related policies. The DSC may also provide student conduct background that may be relevant for team deliberations (e.g., previous disciplinary or conduct issues).
- **Technical Services Assistant:** The technical services assistant takes notes of NUBCT meetings, prepares meeting minutes, and serves as the custodian of team records.
- **Senior Associate Dean of Students:** The Senior Associate Dean of Students provides

support and assistance to the DOS and DSC in all of their team responsibilities and may perform any of the duties identified for those positions.

- **Office of Human Resources (HR) Representative:** The HR representative may provide employee information and records to the NUBCT when there is a staff member who is being assessed by the team. The HR representative assists in interpreting personnel policies, contractual issues, and keeps the NUBCT informed of any impending personnel issues or employment terminations.
- **Academic Affairs/Provost Office Representative:** This team member provides information and records to the NUBCT when there is a faculty member who is being assessed by the team. The Provost Office representative assists the team in interpreting academic policies and procedures and makes recommendations about calling in ad hoc team members from specific schools, when needed.

### **Team Consultants**

- **OGC Representative:** The OGC representative provides consultation to the NUBCT regarding compliance with relevant laws and policies.
- **Equal Opportunity and Access representative:** The NUBCT may consult this representative, in cases involving faculty or staff, regarding compliance with Title VII, the Age Discrimination in Employment Act (ADEA), the Americans with Disabilities Act (ADA), and other laws, policies, and regulations prohibiting discrimination and retaliation.
- **SSD representative:** The SSD representative may provide consultation to the NUBCT regarding compliance issues with the Americans with Disabilities Act (ADA). The representative may also have relevant information/records about a student who has identified with the University as having a disability as defined by the ADA.
- **Director of Risk Management:** The Director of Risk Management may be consulted by the NUBCT to identify risk exposure and relevant University risk management mitigation strategies.
- **Vice President of Student Affairs (VPSA):** The VPSA, as one of the leaders of the Violence Prevention Committee, consults with the NUBCT Chair to ensure that the work of the team takes into consideration the overall violence prevention plan. The VPSA also makes student-related intervention decisions as necessary.
- **Vice President for University Relations (VPUR):** The VPUR maintains public information in major cases. The NUBCT Chair serves as the liaison to the VPUR to ensure that appropriate information is forwarded. The VPUR also relates information to the public, media, and University community when appropriate.
- **Senior Vice President of Business and Finance (VPBF):** The VPBF consults the NUBCT regarding cases implicating significant University financial resources and/or risk. The VPBF also makes staff-related intervention decisions as necessary.

### **Ad Hoc Members**

- **Ad Hoc Representatives:** Other members of the Northwestern community may be called upon to provide information/consultation to the NUBCT, as needed.

## Appendix B

### Threat Assessment Inquiry: Fact-Based Considerations

The following non-exclusive fact-based considerations guide threat assessment inquiries of persons of concern for harmful or violent behavior. These considerations will help Behavioral Consultation Team members determine whether a person of concern is on the path toward or away from harmful or violent behavior, the level of risk that currently exists for harm or violent behavior, or if the person does not pose a threat of harm or violence, the need for managed assistance or intervention.

The following guiding principles of a fact-based threat assessment approach should be considered by team members when conducting an inquiry<sup>1</sup>:

- Targeted violence is neither random nor spontaneous. Target violence, rather, is seen as a result of an understandable, and often discernible, pattern of thinking and behavior.
- There is no profile or single “type” of a perpetrator of targeted violence. The threat assessment process is about behaviors, not profiling.
- Unusual or aberrant behaviors or interests are not necessarily the hallmarks of a person destined to become violent.
- There is a distinction between making a threat (expressing intent to harm) and posing a threat (engaging in behaviors that further a plan to harm).
- Many persons who pose a serious risk of harm will not issue direct threats prior to an attack.

#### Potential Imminent Warning Signs and Violence-Related Behaviors

1. Threat is present.
2. Seriously disruptive or intimidating behavior.
3. Suicide threats, gestures or statements.
4. Detailed plausible threats of violence (time, place, target, method).
5. Indications the person has undertaken planning or rehearsals to carry out an act of harm or violence.
6. Acts of rage, harm, violence, or destruction of property.
7. Recent weapon-seeking behavior linked to ideas or interests in harm or violence.
8. Communications indicating the person has a worrisome interest in violence or is considering violence.
9. Surveillance of sites or persons linked to ideas or interests in harm or violence.

#### Potential Early Warning Signs and Risk Factors

1. Disruptive, intimidating or concerning behavior.
2. Social withdrawal or isolation.
3. Threat is made, but is vague or indirect. Threat lacks realism.
4. Desire to kill, die or be killed
5. Does the person see violence as the acceptable, desirable, or only way to solve problems?
6. Excessive feelings of rejection.
7. Excessive feelings of victimization.
8. Expressions of harm or violence.
9. Uncontrolled anger.
10. Prejudicial attitudes.
11. History of discipline problems or poor work/academic performance.
12. Drug or alcohol abuse.
13. Obsession with perceived injustices.
14. Obsession with violent acts or weapons.
15. Excessive feelings of desperation or despair.

1 Randazzo, et al. Threat Assessment in Schools: Empirical Support and Comparison With Other Approaches

U.S. Secret Service. Threat Assessment in Schools: A Guide to Managing Threatening Situations and to Creating Safe School Climates

**Precipitating Events, Pre-Disposing Factors and Current Life Information**

1. Relationship difficulties or conflict.
2. Death, loss or other traumatic event.
3. Recent failure or loss of status.
4. Inappropriate desire for attention, recognition, or notoriety.
5. Obsessive pursuit, stalking, monitoring, or undesired communications with others.
6. Are other people concerned about the person's potential for harm or violence?
7. Present stability of living and home situations.
8. Current grievances or grudges.
9. Known difficulty dealing with a stressful event.
10. Downward progression in social, academic, behavioral, employment, or psychological functioning.
11. School or other agency involvement.
  - a. Law enforcement, court, probation services
  - b. Discipline
  - c. Mental health
  - d. Social Service

**Motive, Intent & Resolve**

1. What motivated the person to make the statements or take the actions that caused him or her to come to attention?
2. Mental and emotional state at time the threat was made.
3. Does the circumstance or situation that led to these statements or actions still exist?
4. Does the person have a major grievance or grudge? Against whom?
5. What efforts have been made to resolve the problem and what has been the result? Does the person feel that any part of the problem is resolved or see any alternatives?
6. Where does the person exist along the pathway to harm or violence?
  - a. What thresholds have been crossed (has the person violated agreements or court orders, made a will, given away personal items, or expressed willingness to die or be incarcerated)?
  - b. How fast are they moving towards harm or violence?

**Capability**

1. Does the person of concern have the capacity to carry out an act of harm or violence?
2. How organized and practical are the person's plans and threats?
3. What circumstances might affect the likelihood of harm or violence?

**Stabilizing Factors**

1. Family support/involvement.
2. Mental health or social service support.
3. Other support or intervention.
4. Relationship with someone that the person of concern can confide in.
5. Others who know the person of concern and can discourage violence.

**Appendix C**  
**Priority Levels for Persons-of-Concern**

<p><b>Priority 1 (Imminent Risk)</b> The person/situation appears to pose a clear and immediate threat of serious violence toward self or others and requires containment. The Team should immediately notify law enforcement to pursue containment options, and/or take actions to protect identified target(s). Once such emergency actions have been taken, the Team may continue monitoring situation.</p>
<p><b>Priority 2 (High Risk)</b> The person/situation appears to pose a threat of self-harm or physical violence, usually to an identifiable target, but currently lacks immediacy and/or a specific plan – or a specific plan of violence does exist but currently lacks a specific target.</p>
<p><b>Priority 3 (Moderate Risk)</b> The person/situation does not appear to pose a threat of violence to self or others at this time, but does exhibit behaviors/circumstances that are likely to be disruptive to the community.</p>
<p><b>Priority 4 (Low Risk)</b> The person/situation does not appear to pose a threat of violence or self-harm at this time, nor is there evidence of significant disruption to the community.</p>
<p><b>Priority 5 (No Identified Risk)</b> The person/situation does not appear to pose a threat of violence or self-harm at this time, nor is there evidence of significant disruption to the community. The Team can close the case without a management or monitoring plan, following appropriate documentation.</p>

**Related Information**

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N/A

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**History/Revision Dates**

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**Origination Date:** June 5, 2009

**Last Amended Date:** March 31, 2016

**Next Review Date:** August 31, 2016

