January 2015

The Formation and Deployment of SWAT in the Ivory Towers

Paul Grant
Eastern Kentucky University
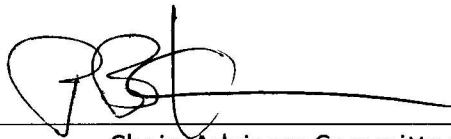
The Formation and Deployment of SWAT in the Ivory Tower

By

Paul Grant

Thesis Approved:

_____
Chair, Advisory Committee

_____
Member, Advisory Committee

_____
Member, Advisory Committee

_____
Dean, Graduate School

STATEMENT OF PERMISSION TO USE

In presenting this thesis in partial fulfillment of the requirements for a Master of Science in Criminal Justice degree at Eastern Kentucky University, I agree that the Library shall make it available to borrowers under rules of the Library. Brief quotations from this thesis are allowable without special permission, provided that accurate acknowledgment of the source is made. Permission for extensive quotation from or reproduction of this thesis may be granted by my major professor, or in [his/her] absence, by the Head of Interlibrary Services when, in the opinion of either, the proposed use of the material is for scholarly purposes. Any copying or use of the material in this thesis for financial gain shall not be allowed without my written permission.

Signature _____

Date _____4 - 22 - 2015_____

The Formation and Deployment of SWAT in the Ivory Towers

By

Paul Grant

Master of Science
Eastern Kentucky University
Richmond, Kentucky
2015

Submitted to the Faculty of the Graduate School of
Eastern Kentucky University
in partial fulfillment of the requirements
for the degree of
MASTER OF SCIENCE
May, 2015

DEDICATION

This thesis is dedicated to my family, my wife Deana who never gave up on me even when I was ready to give in. Her support and understanding made the light at the end of the tunnel that much brighter. To my kids Kyle, Savannah and Hannah thank you for your support and understanding during this process.

ACKNOWLEDGMENTS

I would like to thank my major professor, Dr. Peter Kraska, for his guidance and patience, and most of all his willingness not to give up on me. I would also like to thank the other committee members, Dr. Victor Kappeler and Dr. Gary Potter, for their comments and assistance. I would like to express my thanks to my wife, Deana, for her understanding and patience during those times when it seemed there was no light at the end of tunnel. She encouraged me and made me stick with it.

ABSTRACT

The Formation and Deployment of SWAT in the Ivory Towers

The purpose of this study is to investigate the formation of SWAT teams on college campuses and some of the reasoning behind there deployments. The study provides an overview of the early formation of SWAT, Policing in a college setting and finally the creation of such teams that began in municipal policing but have migrated into campus law enforcement.

Data for this study was collected using a 20 question survey sent to college campuses that are members of IACLEA or International association of college law enforcement administrators. The return rate was 37% and the surveys were analyzed using SPSS version 20.

The results provide some support for the idea that campus SWAT teams were not formed for the traditional role of SWAT, such as the barricaded subject, terrorist incident but for high risk warrant service, drug incidents.

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

INTRODUCTION

The Formation and Deployment of SWAT in the Ivory Tower

Figure 1 University of North Carolina-Charlotte SWAT Team

Source: Congratulations, University of North Carolina-Charlotte, 2012

On the afternoon of August 1, 1966, a 25 year old engineering student named Charles Whitman ran a few errands: he cashed a check, left some film to be developed, and wrote his suicide note. Prior to this he had just murdered his wife and mother. A few hours later, the former marine climbed a 307-foot tower at the University of Texas-Austin with a small arsenal of rifles and began pulling the trigger. For 80 minutes bullets rained down on armed police officers and bystanders alike. Before police fatally shot him in a barrage of their own, Whitman had killed 15 innocent people and wounded 31 more. (Alex Kingsbury, 2007)

It should be noted that the above incident did not include a campus Special

Weapons & Tactics Team, nor was a campus SWAT team available on the University of

Texas-Austin campus at the time of this incident.   With this research I hope to shed some light onto the use and formation of SWAT teams on college campuses, discussing some of the issues raised by the research and explaining how this research affects and molds campus SWAT teams.   The incident described above is used as an example of many shootings that have occurred on college campuses.

It is important to understand the history of how police SWAT became part of police operations as well as look at how policing got its start on college campuses. With any issue it is important to understand the history so you can see in some manner how the future or the direction will play out. Police SWAT teams have been a part of police work since the 1970's.   College law enforcement has often mimicked their brothers and sisters in municipal law enforcement. It would stand to reason, that college campuses would want to form their own SWAT teams to be a part of their culture and help fight crime. General policing on college campuses did not really come into form until the 1970's, this could have been due to the large amount of unrest on college campuses as the war in Vietnam was going on during this time period. So if many states have colleges and universities then one would assume they would have some type of police department, then why wouldn't the campus police be thought of on the same level as the city police?

> Although campus police have existed in various forms since the turn of the century, police researchers have neglected any in-depth study of this form of policing. Instead, the writings and practical observations of campus law enforcers have dominated the campus police literature.   The apparent lack of interest in campus police is the product of three major factors: (1) the campus protest literature of the 1960's and 1970's virtually ignored the role of campus police in quelling student unrest. (2) The fact that,

> historically campus police have been little more than custodians; and (3) the fact that modern campus police did not originate until the late 1960's and early 1970's. (Sloan, 1992)

Campus police were often not recognized as 'the real police' but were associated with the custodians of the buildings after hours. In some instances today this is still the case on smaller campuses.

> A safe campus is a critical foundation for students learning experience. Research has established that a student's sense of personal security affects his or her academic performance. For this reason, the university has an obligation to provide as safe an atmosphere as possible. Without a safe environment, the university's mission of providing as opportunity for intellectual growth, is compromised.   However there are, nagging concerns regarding the perception of campus police's ability to create a safe academic environment (Candela, 2010)

A strong campus police unit and a safe campus go hand and hand. Now the question is, are these two hands joined by a third hand, the campus SWAT to help provide a safe academic environment?

LITERATURE REVIEW

While there has been research done on the rise of SWAT teams

formation and use in jurisdictions across the United States, this research aims to expand

that light onto college campus use of SWAT teams. While conducting this research it

became very obvious that past research on the particular subject of College SWAT

teams was few and far between. However I do believe that the guiding principles

behind the rise of use and formation of SWAT teams in other police jurisdictions does

lend its hand into the world of college law enforcement SWAT teams. I think that it is

important for the reader to understand how SWAT came about.

> Longtime Los Angeles police chief Daryl Gates is widely credited with inventing the
> SWAT team in early 1966, though there's some evidence that the idea was brought to
> Gates a year earlier, when he was inspector general, by Los Angeles Police Department
> officer John Nelson. The inspiration for the modern SWAT team was a specialized force
> in Delano, California, made up of crowed control officers, riot police, and snipers,
> assembled to counter the farm worker uprisings led by Cesar Chavez. (Balko, 2006)

Since the beginning of SWAT in the early sixties in a municiple setting it is unclear

when the first SWAT team was formed on a college campus. And since the formation of

SWAT in the sixties the number of deployments have multiplied at an alarming rate

> As Peter Kraska points out, there were roughly 3,000 SWAT team-style raids in the U.S.
> in 1980. By 2001, that number had grown to 45,000 and has since swelled to more than
> 80,000 a year. Those numbers equal out to a 1,400% increase in the total number of
> police paramilitary deployments, or callouts, between 1980 and 2000. (Kraska, 2007)

Granted these numbers are increasing, but what we do not know is the college

equation to these numbers for example, how many college or university officers were

on these teams. How many of these raids took place on college or University property?

So why is there such an increase either on or off of campus property?

> A central critique of the trend, therefore, does not focus on SWAT's traditional and vital reactive function. It instead concentrates on the inappropriate manner in which its function has been essentially turned on its head—normalizing itself into a range of proactive and mainstream police functions such as contraband raids. This is a strong example of the potentiality of the misplaced application of the military model in civilian policing. (Kraska, 2007)

As Dr, Kraska points out there are several empirical indicators to this rise of the SWAT teams and the militarization of the police departments. I also believe that these same empirical indicators are present in college law enforcement agencies and their SWAT teams.

> They are the significant erosion of the 1878 Posse Comutatus Act by the United States, which previous to the early 1980's prohibited the military involvement in internal security or police matters, except under the most extreme circumstances, leading to an unprecedented level of US armed forces' involvement in internal security matters; The advent of an unprecedented cooperative relationship between the US military and US civilian police at both the highest and lowest level of organization, including technology transfers, massive military weapons transfers, information sharing between the military and police targeted at domestic security, a close operational relationship in both drug control and terrorism control efforts, and a high level of cross-training in the area of special weapons and tactics team (SWAT) and counter-civil disturbance, counterinsurgency, and antiterrorism exercises; The steep growth and normalization of police special operating units (e.g. SWAT teams) that are modelled after (not identical to) elite military special operations groups; A growing tendency by the police and other segments of the criminal justice system to rely on the military/war model for formulating crime/drug/terrorism control rational and operations.(Kraska, 2007)

So we have a campus police department and they have formed a SWAT team…one

might think why would a college police department need a SWAT team or why would

they even want one if other local resources are available to pull from? We have talked

about some of the empirical reasons why SWAT teams may be forming at such an

alarming rate and how these empirical reasons may be taking hold on college campus

law enforcement. I would also point out besides those reasons and the para military

history that there is also another leg to the argument and that is the paramilitary

culture.

> Paramilitary culture associated with SWAT teams is highly appealing to a certain segment of civilian police (certainly not all civilian police). As with special operations soldiers in the military, members of these units saw themselves as the elite police involved in real crime fighting and danger, A large network of for-profit training, weapons, and equipment suppliers heavily promotes paramilitary culture at police show, in police magazine advertisements, and in training programs sponsored by gun manufactures such as Smith and Wesson and Heckler and Koch, The 'military special operations' culture—characterized by distinct techno-warrior garb, heavy weaponry, sophisticated technology, hyper masculinity , and dangerous function—was nothing less than intoxicating for its participants (Kraska, 2007)

This paramilitary culture is no different in campus police departments than in

municipal departments. Police officers across the board can be lured into the warrior

mind set. Not everyone is clear on the research or wants to look at possibly another

view of the rise in SWAT teams.

> Chief Shults runs the campus presence that keeps the 3700 students at Adams State University ('Great Stores Begin Here") in Alamosa, Colorado safe. The Chiefs contention is "that all this talk of police militarization is really just misinformation coming from a bunch of pinko commie outside agitators bent on riling up the citizenry over nuthin' much." While accusing police departments of instilling ear in the public by overuse of SWAT teams, commentators talk about military surplus helicopters, armored vehicles, and machine guns as though cops should have none of it. The public naturally imagines that those helicopters are still armed with wartime weapons and that the armored vehicles are bristling with machine guns. Not only is the weaponry impression mistaken, but according to the Bureau of Justice Statistics, only about one-fourth of the law enforcement aircraft in service is military surplus. The majority is purchased from civilian markets in normal government commerce. Further, only about a third of law enforcement helicopters are used for insertion of personnel in SWAT missions. Of 18,000 police agencies in the United States, only about 200 of them have an aviation unit. (Zimmerman, 2013)

With the history of recent school shootings one might consider that a SWAT

team on a college campus is not such a bad idea and if it is armed with surplus military

equipment to face the likes of the Klebold and Harris or even Seung-Hui Cho the better.

A militarized response is sometimes necessary and even unavoidable if done in self-

defense or to protect lives in imminent danger.

> The crisis situation in Columbine High School is a solid example of the necessity of having a professional, Para militarized response to a preexisting crisis. The bulk of US SWAT activity (no-knock/quick-knock raids and aggressive patrol work), however, constitutes a proactive approach. Numerous departments are choosing, based on political pressures, to generate on their own initiative high-risk events. (Kraska, 2007)

College campuses and their police agency's face political pressures; however,

college police agencies do not have to face the same revenue challenges that municipal

departments face, so there may not be a strong need to generate on their own initiative

high risk events for that purpose. However, there may be a need to generate high risk

events to justify the team's existence.

> The use of hyper-militarized, heavily armed police units to carry out routine search warrants has become increasingly common since the 1980's these raids leave a very small margin for error. A wrong address, bad timing, or bad information can—and frequently does—bring tragedy. (Balko, 2006).

This same mixture of a wrong address, bad timing and or bad information can also bring

tragedy to a University setting.

METHODOLOGY

A survey instrument was used to collect the data for this study. This method will yield the best results since I hope to be dealing with fellow law enforcement administrators in the college setting. Since there has been little or no research in this area, the intent of the study was exploratory. The research desired to gain new knowledge in an unexplored area of research. Hopefully, the information generated by the project will further future research. The majority of information was collected using the International Association of Campus Law Enforcement Administrators or (IACLEA) 2010-2011 membership resource book. Since being a member of this organization access to the information is available. I have sent out five hundred and twelve, twenty question surveys both to colleges in the United States as well as several from overseas. Some of the international surveys were sent to schools in China, South Africa, Bulgaria, Austria, and Canada to name just a few.   The return rate was 37% the surveys were analyzed using SPSS version 20 and reports ran on descriptive statistics to measure the frequency and number of yes and no questions. The respondents were given one month to reply and (a total of 5 surveys came back with incorrect addresses which could not be corrected.)   Of the 14 International surveys sent none came back with incorrect addresses however I only received one of the fourteen from International schools and that school was in Canada. This response maybe due to several factors such as the philosophy behind having guns on campus or for that matter the availability of having access to a firearm. The data was coded using the inductive approach/grounded theory.

8

This will allow greater flexibility with the data and since this type of research has not

been done before it make it easier to work with. Participation was voluntary, survey

results are anonymous. To ensure anonymity, participants were cautioned not to write

their names on the surveys. To increase validity of the answers, participants were urged

to choose answers that expressed their actual feelings, rather than what they thought

they should choose or what they thought was politically correct. Most were returned in

a school envelope whether they signed the survey or the questionnaire was designed to

be self-administered, because of the inherent problem of obtaining the answers in a

face to face interview which asked sensitive questions directly.   In the future research

done on this topic one might follow up with a brief phone call to express the importance

and explain any simple questions the respondents might have.   To facilitate mailing,

addressed campus mail envelopes were provided. "No Response" as a category

response was eliminated to gain more information from subjects, since the survey

measured attitudes toward sensitive issues.   With the survey information I hope to

show that the use and formations of SWAT teams on university campuses is not

necessary even since the latest shootings at Virginia Tech.

During this research I will focus on a select group of questions although all the

questions in the survey could be important to some aspect to a researcher this

researcher was looking at a very particular section of the puzzle. The select group of

questions that I choose to represent in the data are the most important ones dealing

with the formation of SWAT teams on college campuses. These questions range from

the need of SWAT to how training and the number of officers needed prohibits these

teams from forming.

FINDINGS AND ANALYSIS

Questions 1, 3, 4 and 7 were trying to pull out information about Jurisdictions

sizes of the campus police departments, if the department was going to be setting up a

SWAT team in the next few years and how do they currently deal with such situations

now? Questions 10, 11, 12 and 13 dealt with years that the existing teams were

operational, what types of calls that they have been called out to perform, and training

hours and actual name of the unit. Questions 15, 18, 19 and 21-24 begin the

changeover from requesting a specific type of information from the recipient to asking

for their beliefs about different types of campus policing issues, some directly related to

SWAT.

It's important to understand the idea and the mindset of the campus officials as

well as the police department when looking at this data. Additionally it's important to

understand why police departments and college campuses allow these teams to be

formed and operated.

After review of this question it may have been worded poorly or could have been

better formed. Possibly even asked to submit to school administration. In the future, it

may be better to clarify units on campus as campus police SWAT teams, to avoid

confusion about outside agency teams coming onto campus. As table 1 shows 62.1%

supports the philosophy of emergency response units on campus.

Table 1: Question 20: Our campus administration strongly supports the philosophy of emergency response units on campus?
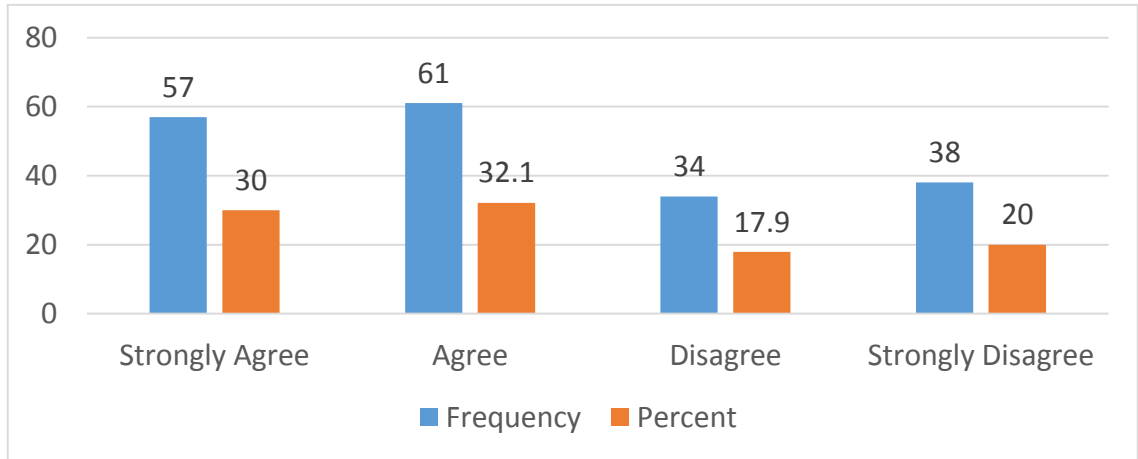
So the question was asked do you believe that emergency response units will play an important role in campus policing strategies. Table 2 reflects 36.3% believe the SWAT team is not important compared to a total of strongly agree and agree of 63.7 % believe that SWAT teams play an important role in campus policing strategy.

From the data collected we can see a sample of what the guiding principles were in the formation of the existing SWAT teams. As time passes will these same guiding principles still be the backbone of why departments form teams or will there be a new principle, one which maybe we haven't even thought about. There seems to be an increase of encounters with persons with mental illnesses. Will this be the next factor we consider?

Table 2: Question 14: Do you believe that emergency response units will play an important role in campus policing strategies?
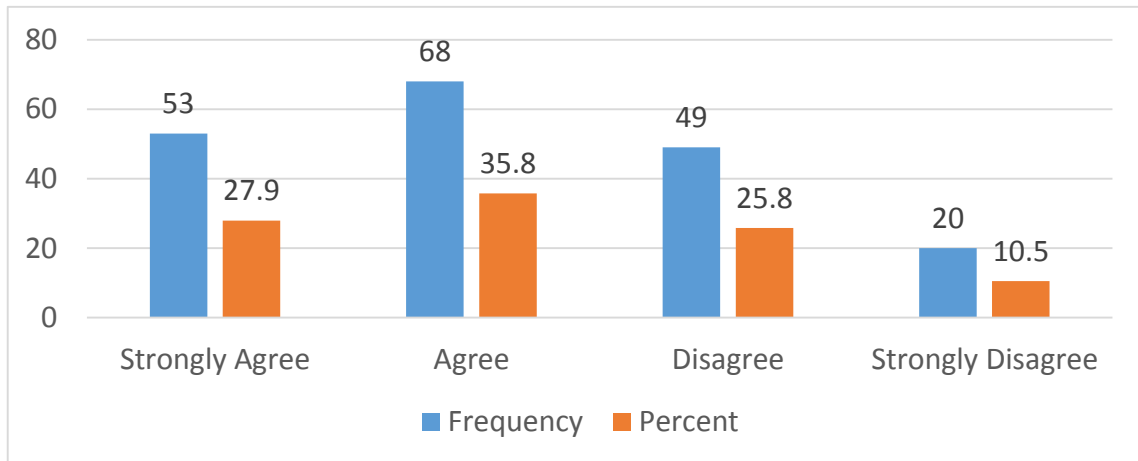
The data is showing the greatest need for the SWAT team is for disturbances and then followed up by the active shooter. It would seem there is some difference in what an agency uses to justify having a SWAT team with what the data represents. It is much easier to sell preparation for an incident that is in the national spotlight than one that is not. As a researcher I would have to ask myself, with a population of 18-23 years of age, how many of these individuals are going to have warrants, Then to take it a step further, how many of them are going to have a warrant that would be considered "high risk"?

Table 3: Question 8: When establishing your emergency response unit, what was the number one guiding reason?
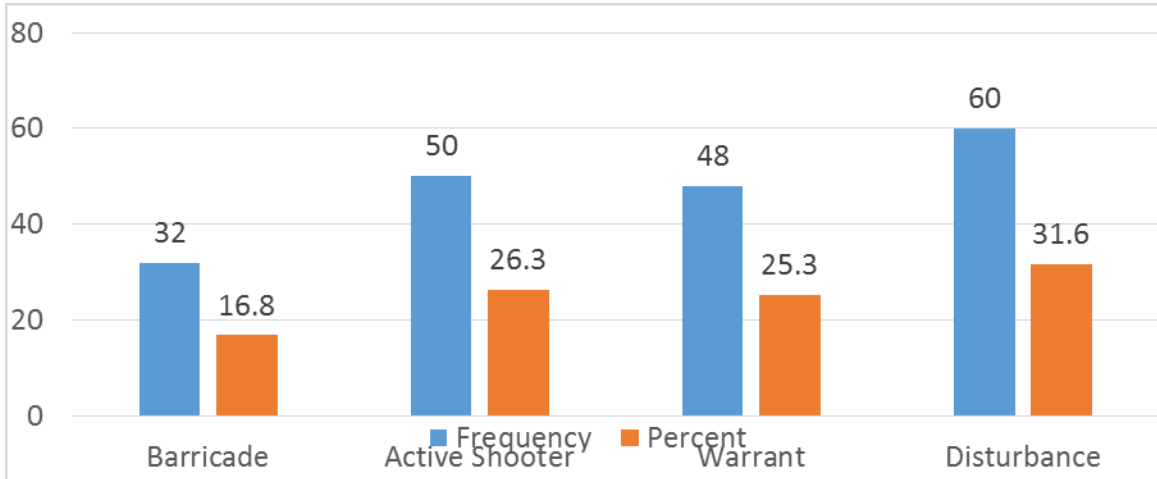
It is interesting to note that active shooter is used in the question and almost 35.3% strongly agree there is a need for an increase in tactical activities but in table 3 the greatest threat was reflected by disturbances. Schools still focus on the perceived threat that there will be an incident like Virginia Tech on their campus as shown in table 4. In the between time these SWAT teams have to deploy in order to stay up on their training and to show they are needed. Hence the increase use of these teams in a more proactive role in disturbances, warrant services and drug incidents and daily patrol activities.

Table 4: Question 16: The threat of a shooter on campus similar to the event at Virginia Tech is a significant part of the need for increase in tactical activities?
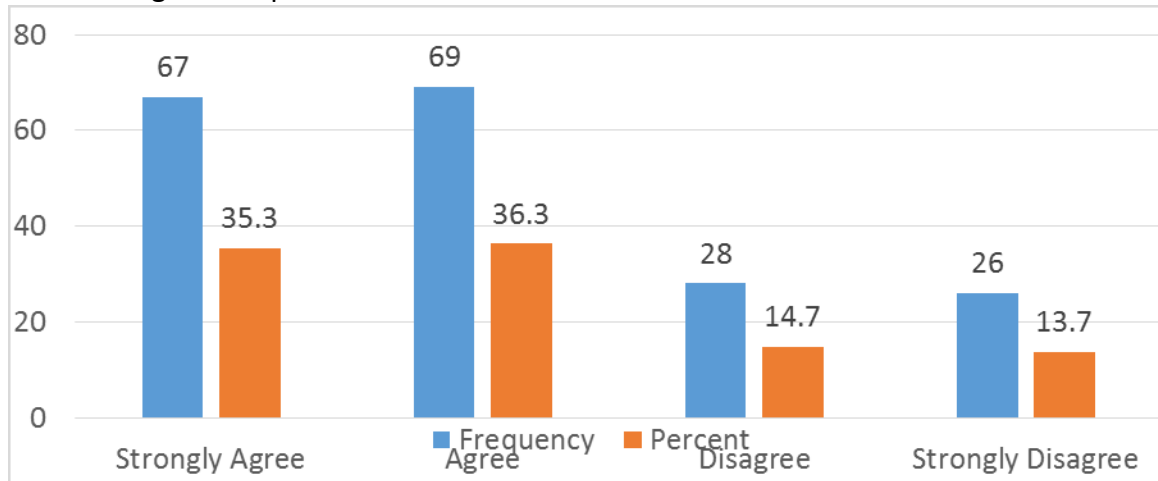
So the data has shown the needs and thoughts behind having a SWAT team on campus. With any special unit getting the need across to the stake- holders is part of the battle. We have talked about using these types of teams as a recruiting tool as well. What would be the outcome if we try and blend in these units with safety fairs and meet and greets that are most common during the first part of the school years?

As one can see in table 5 5.8% disagree that such teams should not be put on display and be more involved in meet and greets. There were no responses that showed a strong disagreement with this function of the team.

Table 5: Question 17: It is important to incorporate your emergency response unit into campus functions such as safety fairs and events held for new incoming students?
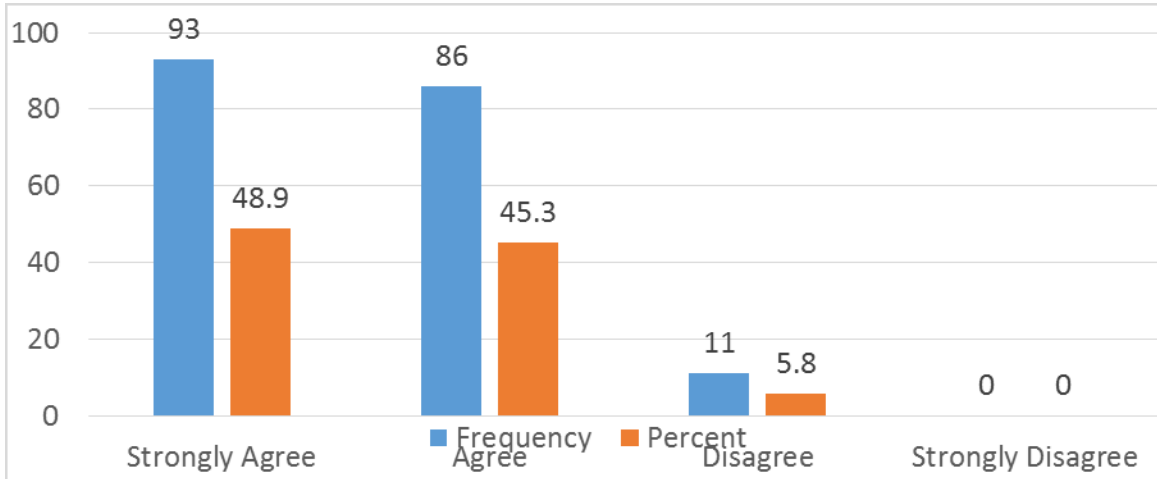
Which campuses had a SWAT team? One note of interest is that the campuses selected in this survey are only a part of the vast network of schools in America and across the world. Table 6 shows out of the schools surveyed 36.8% of them were reporting a department organized full time SWAT team. At the time of this research there seemed to be at least sporadic increase in the formation of these teams as an example Radford University (Radford University police, 2013) added SWAT teams to their school, this school were not included in the original survey based on their participation in the IACLEA association.

Table 6: Question 2: Does your department currently have an emergency response unit?
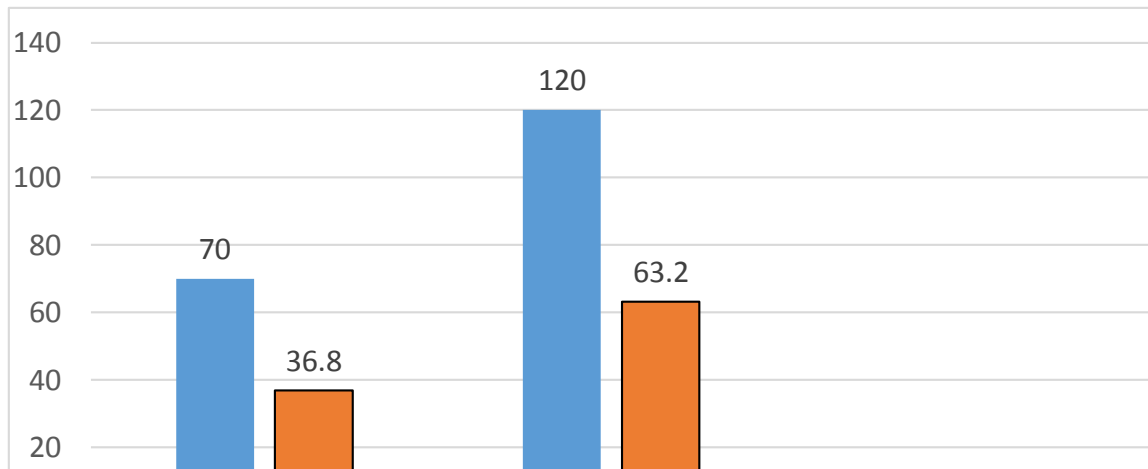
Additional research could be done in the future to determine an increase or decrease of school SWAT teams using this model as a base line of comparison. A very interesting note was that most schools that have SWAT teams, used the verbiage and rationale that they needed the team for school shootings and events that were in the news like Virginia Tech. However, when you look at the data it shows that disturbances were the guiding principle not the perceived active shooter or terrorist incident.

With the current budget shortfalls facing university's, will the number of SWAT team and members decline. As table 7 indicates some departments claim that they have a full time team within their department. While others reported that they have members of their department serving on a multi-agency team. This does make more sense than trying to front the entire cost of the team by one agency alone.

The teams that are full time with the department are less than the departments that have part time teams or even have an officer serving as part of a joint team. Future

17

research might warrant investigating to see if this trend of going part time within the department or with being a member of a joint team continues or does the full team funded and staffed by one department continue to grow.

Table 7: Question 5: How would you characterize the emergency response unit?
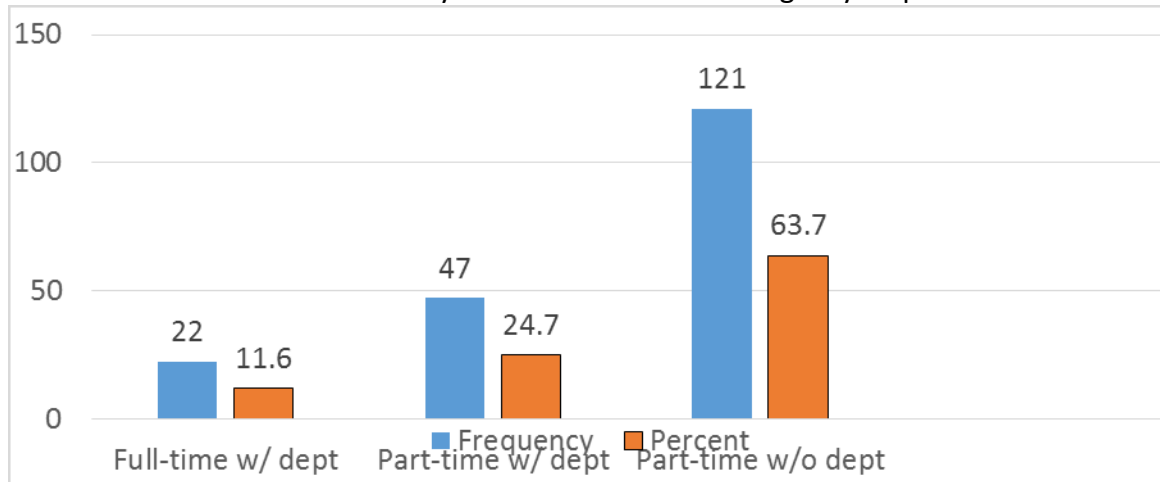
Based on the average number of officers on any given department and the number of officers based on any given shift, it is doubtful that this was answered correctly by the respondents. It seems that the question might have been poorly worded and the meaning misconstrued to mean how many officers on your shifts provide this duty full time. Such as a training officer or an officer that has been to a SWAT school. But not a complete team of active officers whose sole function is to respond to SWAT incidents on campus. It is more likely that several of the departments that claim to have a SWAT team or members are part of a part time or even a regional team like several municipal teams. Most departments reported having 6-11 officers

(42.6%) on their respective teams but if that was true then that would be almost two complete shifts of officers and such numbers would mean that if an incident occurred then the department would only have one shift of officers to respond and the rest would be responding up to several minutes later after the incident was over and the damage was done.

Table 8: Question 6: How many officers within your department participate in the emergency response unit?
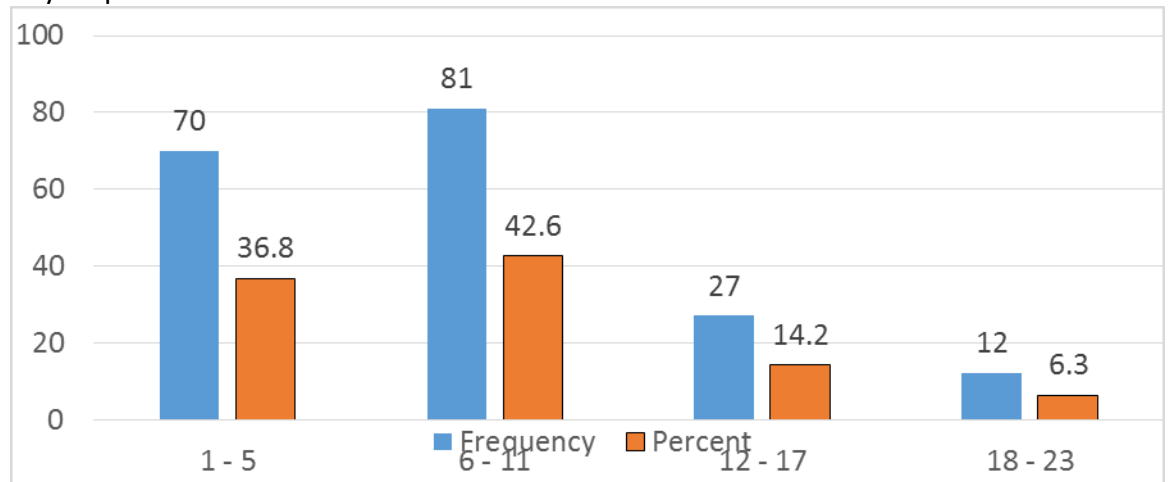
With the number of respondents who answered that they had officers assigned to a SWAT team in table 8 compared to the number of respondents who say they train each year and the number of hours trained doesn't paint a very good picture for departments that are wanting at the very least to be compared to their big brothers/sister departments. There is a department in Kentucky who claims to have a Special Response Team and by policy they are supposed to train at least 16 hours per

month based on the Kentucky tactical operators association. So assuming that the KTOA

gets its guidelines from the national chapter then that would mean on the very least a

department should be training its team 192 hours per year. In table 9 fifteen agencies

fall into that group out of the ones answered they had a SWAT team? That makes be

believe that most agencies are not training according to accepted industry standards.

Table 9: Question 9: Approximately how many hours per officer does your emergency
response unit train per year?
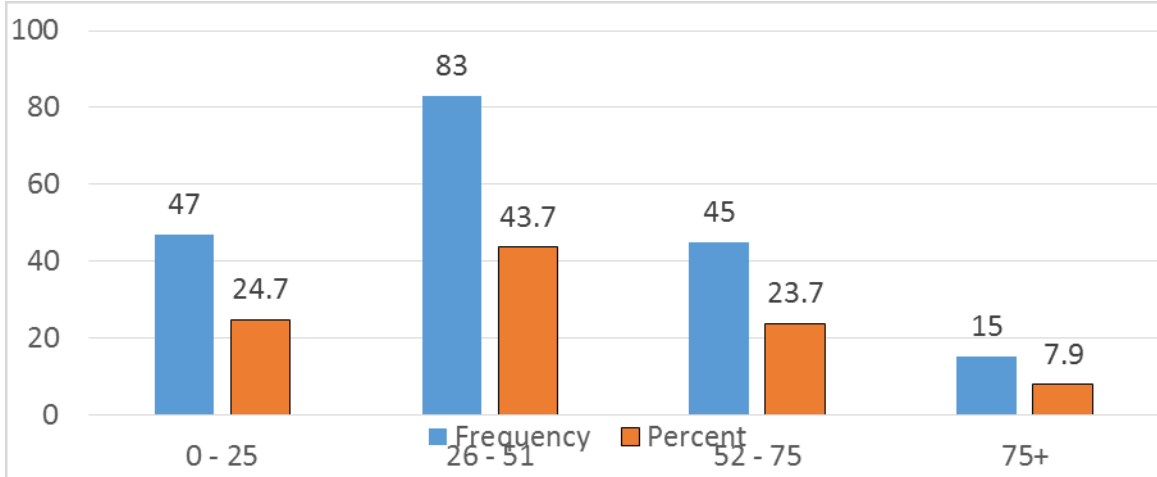
CONCLUSION AND DISCUSSION

> To make sense of this phenomenon beyond the commonsense notion that it reflects a rational response to crime, we must first recognize that the specter of the military model still haunts the real world of contemporary policing, despite the recent rhetoric of democratic reforms, in learning that a component of the police institution is reorganizing itself and conducting operations that could be characterized as militaristic, we find strong support for the thesis that the military model is still a powerful force guiding the ideology and activities of American police. (Peter B Kraska, 1997)

So what is the answer to all the perceived threats of active shooters, high risk warrant services, barricaded subjects that a college or University must come face to face with? Having a SWAT team on a university campus would not have prevented Charles Whitman from raining down his bullets. Real world knowledge has shown that there is not a sense of immediate concern of a person coming on campus and shooting people. Some research suggests the biggest criminal risk on campus results from abuse of alcohol. Other research has shown that the most prevalent threat to college students as stated by college students is the theft of their personal belongings. Since shootings on college campuses can have an impact on the number of students enrolling each year. The decline in enrollment has a financial impact on the academic institution. I would argue that the economy itself has had a greater impact on student enrollment versus the threat of a critical incident occurring. As the research demonstrated, the greatest number of those in charge of direct police services/security only about a combined 63.7% between strongly agree and agree feel that emergency response units would play an important role in campus policing strategies. Parents and students alike still attend security and campuses safety meetings each year before school starts and the majority

of the questions are not about school shootings and response plans or SWAT teams, but about theft and sexual assaults on campus and the number of programs the university has set up for students to get around after hours. Programs like student staffed escort services or shuttle routes if they are close to the student dorms. In past months some universities have "sold" their SWAT teams and their vehicles as rescue teams and vehicles and openly display them at the beginning of the school year. The data collected would suggest   that a combined 94.2% between strongly agree and agree feel it is important to incorporate their emergency response unit into campus functions such as safety fairs and events held for new incoming students?

Figure 2 University of Maryland Police

Source: (Bauman, 2014)

A city or another jurisdiction SWAT team is the best answer when things go wrong if everyone is safe then hail to the University for its quick response on getting the word out to the staff, students and visitors. Further, since most noted times for a SWAT team to mobilize and respond to a scene is 45 minutes it is not feasible for university's to think that their SWAT teams will be able to respond any faster than a municipal department that is larger staffed. The findings of this research showed that the majority of post-secondary schools surveyed did not have a SWAT type team on their campus. The majority of the departments surveyed had members part of a regional or with an agency outside their own jurisdiction.

The results of this research should be considered in light of several potential limitations. First, the research was based on a self-administered questionnaire and therefore some respondents may have responded to some of the questions in a socially desirable way or afraid that their responses would be found out by their respective administrators. If so, this would be a threat to the internal validity of the research. However, this was likely minimized because the survey was anonymous in the return response. However most did return their responses on University letter head but did not sign the survey giving them somewhat of a way to deny the responses. Second, the research targeted campus police chiefs and those respondents may have different views or practices that school administrators or even the community they serve. The role of SWAT teams on campus would seem to be a current fad. with time a more balanced approach with officers trained in rapid response, administration understanding the true

nature of the threat and most importantly once these people are identified getting them the help they need to function in our society.

There are other ways that a campus police department can legitimize its existence or prove that they are just as professional as city and county police departments. University police departments that are using the agreement that they need these SWAT teams to deal with active shooters is just not shown in the data. I am not suggesting that a campus police agency couldn't be a part of a larger team in their jurisdiction since not all higher education campuses are located in a large city. The wide area of use of these teams from barricaded subjects to high risk warrant service should be left up to teams that have more training and experience in these types of calls and most city or multi agency teams have this training and experience.

The Ohio University Police Department joined with regional law enforcement agencies in special weapons and tactics drills in Tupper Hall. Following this training, the university will have a certified SWAT team for the first time in its history. Without this capacity, the campus would have been dependent upon Columbus police, forcing a wait of 60 to 90 minutes in an emergency situation.

Figure 3 Ohio University Police

Source: (Mauzy, 2007)

The data is just not showing a strong outbreak of SWAT teams on university campus but every couple of months on the back page of the news you can sometimes find where a university police department is using or formed its own SWAT team. In the future research the IACLEA is a good reference but it should be noted that not all university's take part and there are many schools in IACLEA that do not have sworn or even security staff. This makes a lot of data to comb through and analyze. In the future the researcher might divide schools up based on their association with sports. Such as schools being in the SEC, Big Ten, and PAC 10 conferences. Having a SWAT team is just not the best solution when it comes to campus policing in the view of this researcher.

Spending time and resources wisely and investing in people skills both in the

department and with the stakeholders outside the university is the best answer.

REFERENCES

Balko, R. (2006). *Overkill: The Rise of Paramilitary Police Raids in America.* Washington D.C.: White Paper published by the Cato Institute.

Bauman, D. (2014, September 11). *The Chronicle of Higher Education*. Retrieved from The Chronicle of Higher Education- News: http://chronicle.com/article/On-Campus-Grenade-Launchers/148749/

Burruss, P. G. (2010). *Burruss, Ph.D., George W. , Schafeter,Ph.D., Joseph A., Giblin, Ph.D., Matthew J., Student Perceptions of Campus Safety Initiatives: Assessing Views of Critical Incident Prevention & Presponse.* Chicago, Illinois: Illinois Criminal Justice Information Authority.

Congratulations, University of North Carolina-Charlotte. (2012, February 2nd). Retrieved from The Agitator: http://www.theagitator.com/2012/02/02/congratulations-university-of-north-carolina-charlotte/

Dr. Thompson, D. M. (2009). *Reducing firearm-related violence on College Campuses—Police Chiefs Perceptions and Practices.*

Dunn, L. (2013). *UNC Charlotte SWAT team—An asset we hope to never use.*

Evans, Z. (2013, September 9). *hit and run blog*. Retrieved from reason.com: http://reason.com/blog/2013/09/19/ohio-state-university-gets-armored-milit, (2013)

James C. Wada, R. P. (2010). Betwixt and between: the perceived legitimacy of campus police. *Policing: An International Journal of Police Strategies & Management 33:1* , 114-131.

Johnson, R. A. (2011, June). *FBI Law Enforcement Bulletin: Perspective Determining the Best Fit for University Policing*. Retrieved from The FBI Federal Bureau of Investigation: http://leb.fbi.gov/2011/june/perspective-determining-the-best-fit-for-university-policing

Kingsbury, A., Brush, S., Green, E. W., & Schulte, B. (2007, April 30). Toward a Safer Campus, (2007). *U.S. News & World Report, Vol. 142 Issue 15*, p. 48.

Kraska, P. (2001). *Militarizing the American Criminal Justice System: The Changing Roles of the Armed Forces and Policing.* Boston: Northeastern University Press.

Kraska, P. (2007). Militarization and Policing--Its Relevance to 21st Century Police. *Policing 1 (4)*, 501-513 first published online January 1, 2007 doi:10.1093/police/pam065 . Retrieved from http://cjmasters.eku.edu/sites/cjmasters.eku.edu/files/21stmilitarization.pdf

Kraska, P. a. (1997). Militarizing Mayberry and Beyond: Making Sense of American Paramilitary Policing. *Justice Quarterly 14 (4)*, 607-629.

Mauzy, G. (2007, September 21). *Ohio University Outlook*. Retrieved from Ohio University News & information: https://www.ohio.edu/outlook/07-08/September/53n.cfm

Minchin, M. (2010, April 7). *University Police Explain Emergency Response Team, (2010)*. Retrieved from The Independent Florida Alligator: http://www.alligator.org/news/features/article_a3925dbc-41fb-11df-98b2-001cc4c03286.html

Slone, J. J. (1992). The Modern Campus Police: An Analysis of their Evolution, Structure, and Function. *American Journal of Police Vol. 11, No. 2*, 85.

Zimmerman, D. C. (2013, August 19). *Chief; Militarized Police Keep Us Safe From the Military*. Retrieved from The Truth About Guns.com: http://www.thetruthaboutguns.com/2013/08/daniel-zimmerman/militarized-police-keep-us-safe-from-the-military/

APPENDIX A:

Campus Swat Survey

CAMPUS SWAT SURVEY

Thank you for taking the time to fill out this survey for research that I am conducting on emergency response units operational on college campuses. The information gathered will be used for studies and will be completely confidential.   I would like to have a prompt response if possible. If you any questions please feel free to contact me at paul_grant2@eku.edu

Check the appropriate box or fill in the blank

1. Approximately how many people are in the jurisdiction your department serves?
This can include property not considered part of your main campus.

_____

2. Does your department currently have an emergency response unit?

Check one:

O yes
O No**.**

 If no, is your department planning on setting up an emergency response unit within the next 2 years?
O Yes
O No

(If you have answered no to question 2 please explain your answer on the following lines and this well conclude your participation in the survey. Thank you for your time and information)

_____

_____

_____

3. What does you organization call its tactical operation unit (E.R.U./S.W.A.T/S.E.R.T/C.I.R.T,etc)?

_____

4. If no, how do you deal with situations that might require a tactical operations unit?

O Internally
O State Police
O Municipal or Sheriff
O Other (please specify):_____

5. How would you characterize the emergency response unit?

Check one:

O Full-time within your department
O Part-time unit within your department
O Full-time unit in conjunction with one or more other departments
O Part-time unit in conjunction with one or more other departments
O Other (please specify):_____

6. How many officers within your department participate in the emergency response unit?
_____ **(please specify the number here).**

7. In what year was your emergency response unit formed? _____ (year)?

8. **In the last calendar year (2010), approximate what percentage (totaling 100 percent) of deployments were for:**

    _____ Barricaded person
    _____ Hostage situation
    _____ Potential Terrorist activity
    _____ High-Risk search or arrest warrant
    _____ Civil Disturbance
    _____ Other (Please specify type of situation)

    _____

9. **Approximately how many hours per officer does your emergency response unit train per year?**

    _____

10. **Approximately, how many deployments have you had for each of the following years? (Please begin with the year your unit was formed, or for the years in which you can approximate the number of call-outs).**

1990_____	**1998**_____	**2006**_____
1991_____	**1999**_____	**2007**_____
1992_____	**2000**_____	**2008**_____
1993_____	**2001**_____	**2009**_____
1994_____	**2002**_____	**2010**_____
1995_____	**2003**_____	
1996_____	**2004**_____	
1997_____	**2005**_____	

11. **When establishing your emergency response unit what was the number one guiding reason? Please list below**

    _____

    _____

12. Does your emergency response unit have vehicles that are solely used for the units deployment and if so what type?

_____

13. As a law enforcement administrator do you feel like your emergency response unit performs some of the same duties (high risk target searches and seizures, striking an area to deal with a specific crime problem) as a elite military unit deployed over sea's would carry out?

O Strongly agree

O Agree

O Disagree

O Strongly Disagree

14. Do you believe that emergency response units will play an important role in campus policing strategies?

O Strongly agree

O Agree

O Disagree

O Strongly Disagree

15. Do you believe with the recent influx of returning soldiers it has been beneficial (training and experience) for your emergency response units staffing.

    O Strongly agree

    O Agree

    O Disagree

    O Strongly Disagree

16. The threat of a shooter on campus similar to the event at Virginia Tech is a significant part of the need for increases in tactical activities.

    O Strongly agree

    O Agree

    O Disagree

    O Strongly Disagree

17. Is it important to incorporate your emergency response unit into campus functions such as safety fairs and events held for new incoming students.

    O Strongly agree

    O Agree

    O Disagree

    O Strongly Disagree

18. **Describe how you see your agencies will be using emergency response units in the next 3 years?**

_____

_____

19. **Being part of the emergency response unit is a prestigious position in the department**.

    O Strongly agree

    O Agree

    O Disagree

    O Strongly Disagree

20. **Our campus administration strongly supports the philosophy of emergency response units on campus**.

    O Strongly agree

    O Agree

    O Disagree

    O Strongly Disagree

This request is strictly optional: Can I contact you personally to ask any further questions?
 Name_____. Phone _____.

Once again your answers will be kept confidential and will only be used
for this project. I personally will see to the confidence in your responses.
Thank you very much for your time reviewing this survey and completing
this survey.   This survey can be scanned and sent via email to paul_grant2@eku.edu if you had
rather use that method instead of the enclosed mailing label.

Any questions that you might have please feel free to contact at my e-mail address.
paul_grant2@eku.edu