From The Big Easy To The Big 10:
Lessons from the Reform of the New Orleans Police Department for Colleges and Universities

Jonathan Aronie
Joseph Jay

Presented at:
Higher Education Compliance Conference
Society of Corporate Compliance & Ethics
June 11, 2019
Orlando, Florida

Jonathan Aronie

Jonathan is the Practice Group Leader of the Government Contracts, Investigations & International Trade group at Sheppard Mullin. In 2013, Jonathan was appointed by the U.S. District Court to serve as the Monitor over the New Orleans Police Department Federal Consent Decree.
What are we going to do today?

- Define organizational integrity

- Use case studies of New Orleans Police Department (“NOPD”), University of North Carolina (“UNC”), and others to identify change management strategies for organizational reform

- Consider the application of lessons from the NOPD experience for colleges and universities
Organization Integrity

- What is organizational integrity?

  Values        Law        Responsibility
  Ethics        Transparency Accountability
  Compliance    Reputation Risk
  Mission        Culture Leadership
1: Care About The Reform; Not Just The Perception

- **NOPD**
  - “I understand why you’re here, and agree we need you here.”
  - Actually changing/reforming vs. appearing to change/reform

- **UNC**
  - “Foxhole” mentality
  - Commitment to get to the bottom of what happened and restore integrity
2: Change Who Is On The Bus

- Get the “right people on the bus.”

“First get the right people on the bus, the wrong people off the bus, and the right people in the right seats, and then they figured out where to drive it.”

- Jim Collins, Good to Great

3: Set Expectations; Lock In Transparency
4: Establish Permanent Institutions

- Focus on institutions that (i) are difficult to dismantle, and (ii) personnel do not want to dismantle.

New Orleans police pioneer new way to stop misconduct, remove ‘blue wall of silence’

5: Promote Reforms Publicly

- Celebrate success, identify opportunities for improvement, and strategies to get there.
- Share reforms, enhance credibility, make change permanent
6: Formalize Reforms into Policy

- Avoid risk of the rollback of reforms, recurrence of problems
- A change in leadership can bring about a change in organizational direction

“The New York Times

‘It Did Not Stick’: The First Federal Effort to Curb Police Abuse

7: Implement Measurement Techniques

- “If you can’t measure it, you can’t manage it.” Peter Drucker
- Audits, evaluations: measure success

New Orleans Police Department
8: Find a Credible Source to Support Reforms

- Independent experts add credibility to reform and integrity efforts
- Former government officials, experienced attorneys, technical SMEs

9: Undertake Reforms and Efforts Early

- Undertake reform efforts before being told to do so!
Thank you.

- Jonathan Aronie  
  202.747.1902 w  
  202.302.4855 c  
  jaronie@sheppardmullin.com

- Joseph Jay  
  202.747.1953 w  
  703.963.3997 c  
  jjay@sheppardmullin.com