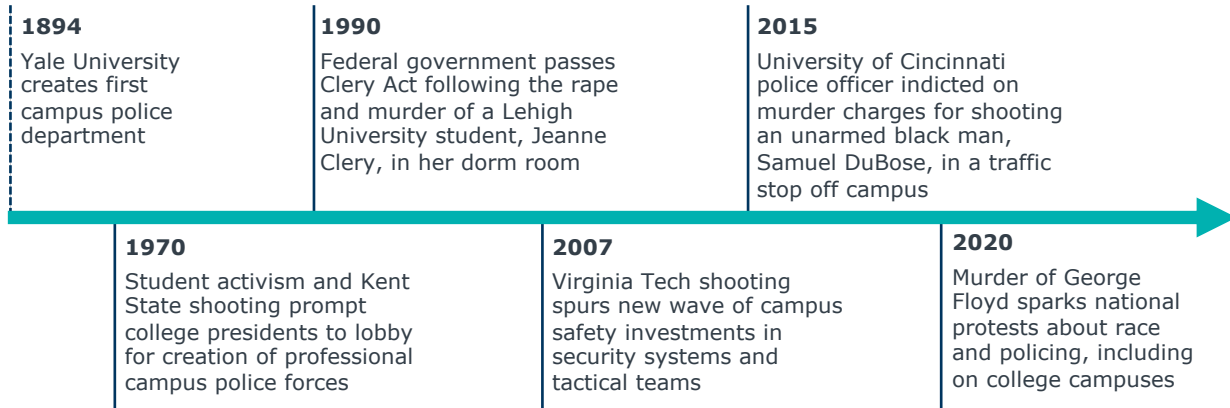


Campus Police: Then and Now



Select Moments in the Evolution of Campus Safety and Police



Campus Police Statistics

44+

states allow institutions to form police forces

7.5M

students attend institutions with police departments¹

66%+

institutions employ sworn police officers²

1) Most recent data from 2016.

2) Most recent data from 2011. Only includes 4-year colleges and universities with 2,500 or more students.

Struggling to Balance Campus Safety Scales



Triggering Events Shift Stakeholder Attitudes, Leaders Often Caught in Middle

Campus Leaders Must Weigh Safety Considerations with Changing Stakeholder Views and Priorities

Virginia Tech Shooting Prompted Greater Demand for Campus Safety Investments

- + Additional campus police and security staff
- + More physical security measures (e.g., locks, panic buttons, controlled access)

Black Lives Matter Movement Spurring New Demands to Reallocate Campus Safety Dollars

- Reduced—or eliminated—campus police departments and budgets
- Redistribution of police funding to other community service areas, especially mental health

Starting with a Different Set of Questions



Evaluating Core Safety Considerations Alongside Specific Stakeholder Concerns

Asking Broader Questions About Campus Safety Strategy...



What types of investments are needed to ensure the safety of our campus community?



How can we foster a safe and inclusive campus environment for all members of our community?



Who are our key partners for creating a safe campus? When and how can we best leverage them?

...Helps Leaders Better Address Key Stakeholder Concerns



Should we defund our campus police department?



Should we disarm or disband our campus police force?



Should we cut ties with municipal police forces?

“It’s not just about ensuring that campus is safe, but also that campus constituents *feel* safe.”

Renetta Garrison Tull, Vice Chancellor for Diversity, Equity, and Inclusion, UC Davis

From Campus Police to Campus Safety



Shifting from Narrow Approach to More Holistic Strategy

Historic Model: Police-Centric



New Model: Stakeholder-Centric



Assign all campus safety responsibilities to campus police (e.g., wellness checks, crime prevention, crowd control)



Promote and embrace shared responsibility for campus safety across functional areas



Focus on student safety services (e.g., residence hall programming, alcohol and drug education)



Expand scope to include needs of the broader campus community (e.g., faculty, staff)



Prioritize investments in physical security (e.g., locks, building access, patrol)



Consider and invest in all dimensions of safety (e.g., emotional, psychological)

Benefits

- ✓ Repositions safety as campus-wide priority, rather than the sole responsibility of campus police
- ✓ Shifts focus toward the shared goal of creating a safe campus for all community members
- ✓ Encourages more creative and inclusive discussions about campus safety needs and experiences

Roadmap for Today's Discussion



Toward a More Holistic Campus Safety Approach



Develop a Shared Vision for Campus Safety

Approaches and considerations for facilitating productive campus visioning activities and discussions



Align Structures and Staffing with Strategy

Adjustments to historic org models and hiring, onboarding, and training practices to support a more holistic safety approach



Modernize Safety Policies and Procedures

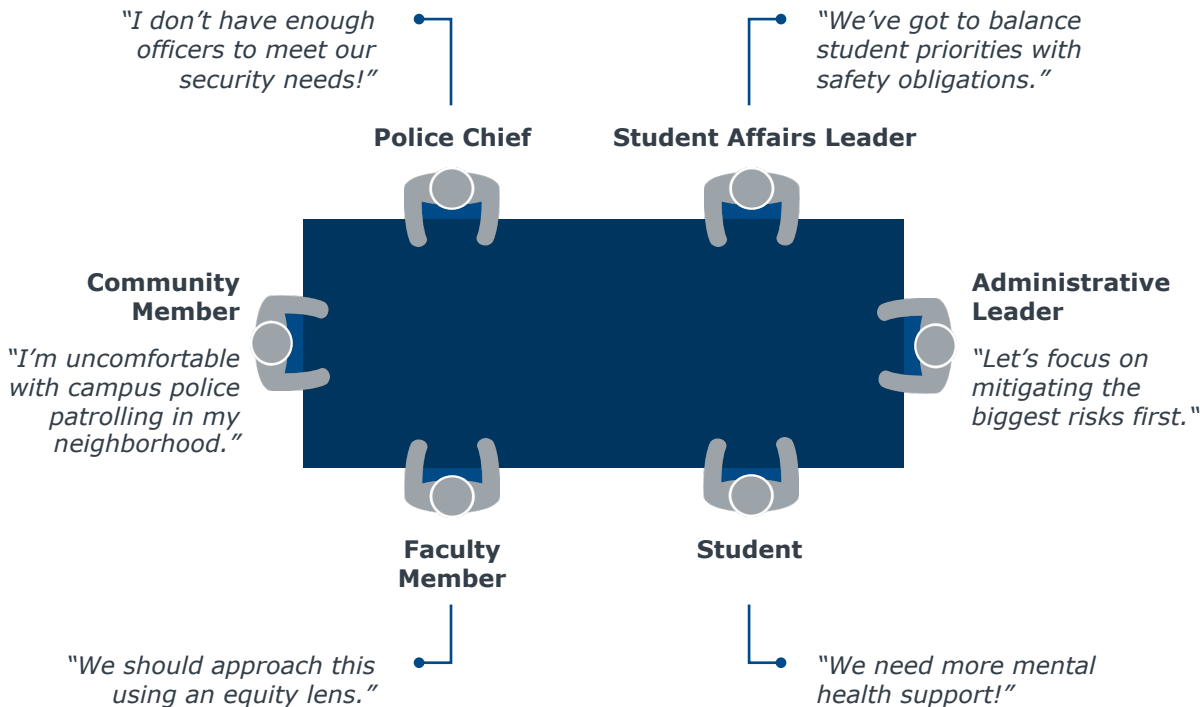
Emerging trends in campus safety response protocols, data transparency, communications, and accountability

- 1** **Develop a Shared Vision for Campus Safety**
- 2** Align Structures and Staffing with Strategy
- 3** Modernize Safety Policies and Procedures

Navigating Diverse Perspectives



Stakeholders Bring Valuable, but Often Competing, Viewpoints



Building from the Ground Up



Portland State Creates Transparent and Participatory Visioning Process

Portland State UNIVERSITY **PSU's Reimagine Campus Safety Committee**

Goal

- [Launched committee](#) in August 2020 to diagnose safety needs and create comprehensive plan for the individual and collective well-being of all community members
- Developing a new vision for a welcoming campus and recommendations for the future of campus safety

Membership

- 4 president-appointed steering committee members
- 20 self-nominated members chosen by steering committee
- 50 community members selected by committee to serve on task forces

Approach

- Formed five task forces: 1) community engagement, 2) responding to individuals in crisis, 3) physical environment, 4) frameworks for campus safety, and 5) welcoming and belonging
- Embraced radical transparency and ensured ongoing community engagement by publicly sharing meeting transcripts and recordings on [website](#)

Key Components of Self-Nomination Form



Explain how you will contribute to the committee's work



Predict how you will learn and grow throughout the process



Share your perspectives on and lived experiences with police



Nominate a local community organization to participate in the committee's work

Envisioning Multiple Future Realities

University of Iowa Uses Design Thinking to Prototype Safety Models



Iowa's Reimagining Campus Safety Action Committee

Goal

- [Launched committee](#) in July 2020 to identify strategies, tactics, and timelines for creating a campus community that supports the safety of all individuals
- Providing report, [recommendations](#), and proposed action steps to president and campus community

Membership

- 26 members recruited by volunteer chair, who intentionally sought full spectrum of stakeholder viewpoints (e.g., student activists, campus police)

Approach

- Onboarding included diversity training and peer interviews to build empathy and a shared language
- Used design thinking to [prototype](#) alternative models for campus safety, which they [shared](#) with the campus community to get feedback and further refine vision

Sample Questions for Guiding Design Thinking Conversations

Phase 1: Defining the vision

- What are the essential elements of a safe and inclusive campus?
- Who should perform duties associated with a safe and inclusive campus? Do we need a campus police force? If so, what should their scope be?

Phase 2: Ideate

- What are the elements of safety that will need to be attended to?
- How will we fund (or redirect funds) for our vision?

Phase 3: Implementation

- What governance structures will provide oversight for our new vision?
- What practices should we put in place to facilitate ongoing discussions and reflection about anti-racism?

Structuring Campus Safety Visioning Processes

Five Implementation Considerations for Campus Leaders

1. Ensure Diverse Participation

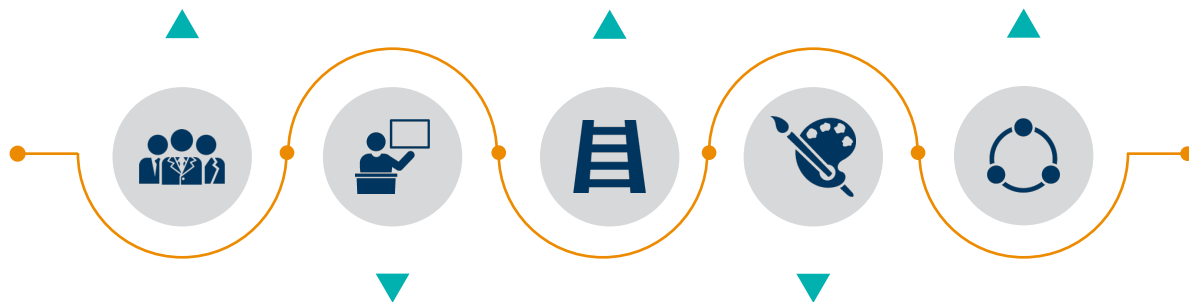
Incorporate students, faculty, and staff alongside senior leaders, campus police representatives, and community members.

3. Focus on Lived Experiences

Lead with participants' personal views of safety and interactions with law enforcement rather than specific demands or reforms.

5. Adopt an Iterative Process

Consistently share ideas and potential alternative models with the campus community to get reactions and inform changes.



2. Provide Robust Onboarding

Proactively engage participants in discussions about implicit bias, equity, legal considerations, and police reform terminology to ensure productive and inclusive dialogue.

4. Encourage Radical Creativity

Prompt participants to propose ideas regardless of feasibility and suspend any skepticism about implementation barriers.

Develop a Shared Vision for Campus Safety



1



Establishing a **shared understanding of and vision for campus safety** across the leadership team and the campus community.

2



Engaging diverse campus stakeholders in discussions about campus safety.

3



Create space to discuss and grapple with **current issues, questions or challenges** associated with holistic campus safety.

1

Develop a Shared Vision for Campus Safety

2

Align Structures and Staffing with Strategy

3

Modernize Safety Policies and Procedures

Limitations of Current Campus Safety Organization

Legacy Structures, Staffing Impede Progress Toward Holistic Safety Approach

ORGANIZATIONAL BARRIERS



Internal Siloes

Safety functions are physically dispersed and report to different units, which impedes cross-campus collaboration and service quality



Scope Creep

As one of few 24/7 campus services, campus police has been overburdened with functional responsibilities outside its traditional purview



Competing Priorities

Campus safety is crowded out by other strategic issues contending for cabinet mindshare and resources

STAFFING CHALLENGES



Narrow Recruitment Pipeline

Campus safety leaders prioritize law enforcement backgrounds and technical skills during recruitment, which limits hiring to traditional candidates



Cultural Disconnect

Campus safety staff lack higher ed experience or familiarity with campus police roles, instead assuming it is the same as municipal police






Skills Gap

Campus safety staff are trained using traditional municipal police approach and lack specialized skills needed for campus safety calls

Structure Should Follow Strategy

Three Institutions Innovating on Traditional Org Models

Institution	Previous Model	Organizational Changes
 Elevating and Rebranding Campus Safety	Public security, risk management, and environmental health and safety reported to director-level leaders in different units	<ul style="list-style-type: none">Created Chief Safety Officer role that reports to VP for Finance and AdministrationRenamed division “Campus Safety and Risk Services” (instead of “Campus Security and Risk Services”) to reflect broader safety approach
 Centralizing Campus Safety Functions	Campus security, health security, and emergency management divisions reported through different parts of organization	<ul style="list-style-type: none">Established single Department of Public Safety that includes 5 operational unitsAdded new victims advocate and community services unit to campus safety portfolioCreated Office of Chief Safety Officer to oversee technology, strategic initiatives, budget, and communications
 Adjusting Police Functional Oversight	Emergency operations, Clery compliance, and access control reported to chief of police	<ul style="list-style-type: none">Moved emergency operations to report directly to Vice Chancellor for AdministrationMoving Clery responsibilities and staff to institutional compliance officeMoving access control responsibilities to facilities and IT offices

Staffing with Community Needs in Mind

Select Institutions Rethink Hiring, Onboarding, and Training Approach

Diversifying Recruitment and Hiring



University of Toronto is seeking to hire non-traditional officer candidates, especially those who have social work and mental health backgrounds.



Simon Fraser University uses behavioral interviews and includes students, faculty, and staff on interview panels for senior campus safety hires.



[Download](#) EAB's Guide to Conducting Behavioral-Based Interviews

Refining Onboarding and Training



University of Utah updated officer onboarding to include meetings with campus groups and partners, including Associated Students and its Behavioral Intervention Team.



University of Toronto has developed a robust police training [curriculum](#) with sessions on mental health, indigenous culture, systematic racism, and microaggressions.



Portland State University is partnering with faculty member in School of Social Work to provide de-escalation training for campus safety staff.

Align Structures and Staffing with Strategy



1



Examine existing staffing models for effectiveness. **Reorganize organizational and reporting structures** to support efficient operations.

2



Enhance cross-campus collaboration and/or communication through ongoing partnerships with institutional stakeholders.

3



Regularly monitor staffing and operational structures to address **current issues, questions or challenges** associated with holistic campus safety.

- 1 Develop a Shared Vision for Campus Safety
- 2 Align Structures and Staffing with Strategy
- 3 **Modernize Safety Policies and Procedures**

Adapting Daily Operations to Campus Realities



18

Traditional Policies, Procedures Not Always Aligned with Changing Priorities

Historical Police Practice

Shifting Campus Context

Emerging Safety Trend

Independently respond to every type of service call



Changing service call types means more demand for specialized skills and support



Develop differentiated response capabilities and protocols

Share aggregate crime data in annual Clery report



Increasing demands for transparency to ensure fair and impartial policing



Collect, analyze, and share detailed data on campus safety practices

Make announcements about emergencies, incidents, and crime prevention



Tendency of stakeholders to equate campus police forces with municipal police forces



Proactively communicate about mission, services, and improvements

Address complaints and disciplinary matters internally







Growing desire for more community involvement



Create mechanisms to enhance shared accountability

Innovations in Mental Health Crisis Response

Institutions Experiment with Range of Differentiated Response Strategies

	Campus Partnerships	Dedicated Staff	Contract Services
 Overview	<p>Campus police partners with on-campus groups (e.g., counseling center) on mental health calls.</p>	<p>Campus leaders create in-house positions and/or units that respond to mental health calls.</p>	<p>Campus leaders contract out mental health crisis support and response (virtual or in-person).</p>
 Benefits	<ul style="list-style-type: none"> ✓ Leverages existing staff and expertise ✓ Easier to coordinate records and follow-up 	<ul style="list-style-type: none"> ✓ Allows for greater specialization ✓ Enhances internal coordination 	<ul style="list-style-type: none"> ✓ Minimizes burden on existing staff ✓ Outsources some risks and liabilities
 Challenges	<ul style="list-style-type: none"> • Limited counseling center capacity • Staff unaccustomed to field work 	<ul style="list-style-type: none"> • Requires significant investment • Difficulty recruiting into positions 	<ul style="list-style-type: none"> • Coordination and records sharing • Less control over service quality
 Examples	<p>CU Boulder launched a real-time tablet video call service in which officers can connect students to on-call counselors via iPad.</p>	<p>University of Utah created a community services division with three Crisis Support Specialists who respond to mental health crises on campus.</p>	<p>Arizona State University contracts with a local nonprofit, EMPACT, to provide in-person emergency crisis response and transport services.</p>

Dispatch: The Lynchpin of Differentiated Response

20

Chapman, Notre Dame Adjust Approach to Better Align Responders with Needs

“Dispatchers are really the first line of defense. If they don’t understand the type of call they are dealing with, then we’re bound to fail.”

Mike Munroe, Chief of Police, University of Toronto



Updating Structure and Training to Enhance Dispatch Role and Capabilities

- Reconceptualized dispatch as a critical service function that ensures callers get support from responders with the appropriate expertise
- Created a dedicated supervisory position to oversee dispatch (instead of dispatch reporting to the patrol leader on duty), which ensures consistent leadership
- Partnering with counseling center to train dispatchers on active listening skills to better diagnose call needs



Implementing New Dispatch Policy and Procedures to Mitigate Bias

- [Suspicious Appearance Policy](#) prohibits dispatchers from sending officers to a scene if information received is based solely on the person’s appearance
- Retrained dispatchers to ask follow-up questions that help them assess whether officer presence is truly warranted (instead of automatically dispatching police)
- When it is not clear if reported behavior is suspicious, dispatchers send an officer to assess the situation prior to intervening

Digging Deeper with Data

Select Institutions Enhance Collection, Analysis, Sharing

Sample Data Transparency Initiatives

VCU

Virginia Commonwealth University publishes [PD Transparency Dashboard](#) that includes metrics on complaints, policy violations, use of force, commendations, and community engagement.



Brown University—as part of their Proactive Integrity Initiative—publishes annual reports on [citizen complaint and stop data](#) (broken down by race, ethnicity, gender, and affiliation).



University of Central Florida maintains [Police Transparency website](#) that includes data on their department's diversity and use of force.

▶ Sample Metrics for Leaders to Monitor Service Quality

- Calls for service¹
- Police responses²
- Stops and citations³
- Use of force³
- Officer violations/dispositions
- Officer complaints⁴
- Officer commendations
- Stakeholder satisfaction and/or feelings of safety
- Departmental outreach/engagement

▶ Associated EAB Resources

- [Selecting Core Performance Metrics](#)
- [Build Management Dashboards to Better Track Administrative Unit Performance](#)

1) Broken down by type and outcome.
 2) Broken down by calls for service versus officer-initiated responses.
 3) Broken down by type, gender, race, ethnicity, and affiliation (e.g., faculty, staff, student, community member).
 4) Broken down by bias-based versus other, as well as by founded versus unfounded.

Getting (and Keeping) Stakeholders Up to Speed

Select Institutions Adopt More Strategic Communications Approach

Characteristics of an Effective Campus Safety Communications Strategy



Multi-Channel

- Use multiple modes of communication to reach all stakeholder groups
- Prioritize communication channels based on intended message and target audience



Stakeholder-Centric

- Align communications with stakeholder priorities, questions, or concerns
- Adapt communications strategy based on stakeholder feedback



Improvement-Oriented

- Explain past progress while also acknowledging areas for future improvement
- Articulate concrete action items, including timelines and accountability mechanisms



University of Colorado
Boulder

CU Boulder's police department launched a multi-pronged communications campaign to promote new in-vehicle cameras, which entailed publishing an [article](#), posting on [Facebook](#), and [tweeting](#) about it.



University of Michigan's Division of Public Safety & Security created a [webpage](#) on its use of force policies and trainings to address common stakeholder questions.

UCDAVIS

UC Davis's police department launched a [communications campaign](#) to explain the reforms it has already implemented and the value of its services to the broader community.

Holding Campus Police to a Higher Standard

Select Institutions Create Avenues for Community Input, Review, Feedback

REAL-TIME ACCOUNTABILITY



VCU's Rapid Feedback Mechanisms

- Added "[Check Police](#)" option on LiveSafe app
 - Allows stakeholders to instantly report concerns about officer conduct during a stop and get a supervisor sent to the scene
- Required officers to start issuing "[Stop Cards](#)"
 - Cards include officer name and department contact info so stakeholders can notify leadership about unfair treatment

ONGOING ACCOUNTABILITY



UC Davis's Police Accountability Board

- [Established](#) in 2014 to make recommendations on campus police approach and review complaint investigations
- Includes 7 [members](#): 2 undergrads, 1 grad student, 1 faculty member, 1 staff member, and 2 UCD Health members
- Articulated responsibilities and powers in [Bylaws](#) and [Procedures](#) that are published on website
- Publicly shares [Meeting Summaries](#) and annual report on complaints data, including the outcomes of the board's recommendations



University of Utah's Public Safety Committees

- Launched in 2020
- [Public Safety Advisory Committee](#)
 - Co-chaired by students
 - Meets with safety leadership monthly to provide input and help guide safety strategy
- [Independent Review Committee](#)
 - Chaired by law professor
 - Evaluates complaints (e.g., excessive use of force, violation of rights, abusive language, dereliction of duty)

Modernize Safety Policies and Procedures



1



Audit current campus safety policies and practices. Identify opportunities for improvements based on the today's campus climate.

2



Identify and implement communication processes to **inform stakeholders, increase transparency** and/or **enhance community input** and dialogue.

3



Implement a regular cadence of evaluating policies and procedures to ensure **current issues, questions or challenges** are addressed in a holistic manner.



Mental Health

- [Mental Health Resource Center](#)
- [Meeting the Escalating Demand for Mental Health Services](#)
- [Preparing for the Next Decade of Student Mental Health](#)



Student Support

- [5 Components of Student Belonging](#)
- [Addressing College Students' Basic Needs](#)



Student Activism

- [Student Activism Resource Center](#)
- [Evolving Challenges in Student Activism](#)
- [Student Activism Across the Past Five Years](#)



DEIJ

- [Diversity, Equity, Inclusion, and Justice Resource Center](#)
- [Campus Bias Response Briefing](#)