UTAH SYSTEM OF HIGHER EDUCATION

MEMORANDUM

TAB D

November 20, 2020

Campus Safety Baseline Report

S.B. 80, *Campus Safety Amendments*, requires the Utah Board of Higher Education to study and make recommendations for providing public safety services on college and university campuses. The study and any recommendations are due on or before the November 2021 Education Interim Legislative Committee meeting. The Office of the Commissioner commissioned an outside consulting firm, Cicero Group, to begin a baseline analysis of the public safety organization, policies, relationships, and processes at all sixteen Utah System of Higher Education institutions. Institutions individually participated in interview sessions from August–October. Over the past two months, Cicero Group met with the campus safety team at each of the 16 higher education institutions. While each campus safety team looks different at each institution, common roles include Director of Campus Safety/Security, Campus Chief of Police, Director of Emergency Management, Title IX Coordinator, and Vice President of Student Services. Additionally, specialists interviewed the Chief Diversity Officers at USHE institutions as well as students from several institutions.

The objectives of this analysis are:

1. Document and contextualize the campus security structure for each USHE institution.
2. Identify key points of transition and coordination for each campus, including incident response and dispatch procedures.
3. Identify the benefits of an institution employing campus law enforcement, and examine best practices/current priorities at other institutions.

In each interview, the campus safety teams were asked to detail their policies and procedures relating to campus safety. The four key areas of discussion included:

- Operating and communication structures
- Law enforcement and security presence
- Incident reporting and response
- Hiring, onboarding, and training

Attached is a summary and expanded analysis of the key findings. In addition, information regarding each institution's organization, processes, and information flow are included.

Commissioner's Recommendation

The Commissioner recommends that the Student Affairs Committee, together with his staff and other student affairs and diversity leadership at USHE institutions, review the Campus Safety Baseline Report with institution public safety chiefs and officers to identify the major policies and strategies to address the findings in this report in relation to S.B. 80, *Campus Safety Amendments*. In the near term, the Commissioner recommends public safety chiefs and officers begin meeting regularly under the direction of the Chief Public Safety Officer of the University of Utah, Marlon Lynch, to undergo this review.

Attachment:

Cicero Higher Ed

Utah System of Higher Education

Campus Safety Baseline Assessment

November 2020

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Study Overview

Background

The Utah Board of Higher Education has been tasked with studying and providing recommendations for public safety services on colleges and university campuses through S.B. 80. To begin this task, USHE collaborated with Cicero Group to conduct a **baseline assessment and cataloguing of campus law enforcement policies and procedures**.

Objectives

1. Document and contextualize the campus security structure for each of the institutions
2. Identify key points of transition and coordination for each campus, including incident response and dispatch procedures
3. Identify the benefits of an institution employing campus law enforcement, and examine best practices / current priorities at other institutions

Methodology

Over the past two months, Cicero met with the campus safety team at each of the 16 higher education institutions. While the team looks different at each institution, common roles include:

- Director of Campus Safety/Security
- Campus Chief of Police
- Director of Emergency Management
- Title IX Coordinator
- VP of Student Services

In each interview, we asked the campus safety team to detail their policies and procedures relating to campus safety. Our four key areas of discussion included:

- Operating and Communication Structures
- Law Enforcement and Security Presence
- Incident Reporting and Response
- Hiring, Onboarding, and Training

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Key Learnings | Within this baseline report, there are several key insights that need to be kept at the forefront as stakeholders consider future actions

RESOURCES

Campus police at each institution support bolder plans and want to do more, but resources are limited and often overburdened

CONTINGENT DESIRE FOR SYSTEM-WIDE STANDARDS

Many institutions would appreciate standardization across the system but caveated that those standards need to be supported with funding (e.g. standardized police officer pay, officers per 1000 students).

FEELING OVERBURDENED AND UNDERSTAFFED

Most institutions with campus police feel that they are understaffed and overburdened, and have difficulty recruiting officers due to the low pay. Adding more training, reporting requirements, or other requirements will result in less time interacting with and supporting students.

TRAINING

Campus police meet training requirements, but completion does not necessarily equate to effectiveness and discretion lends itself to inconsistencies

ROOM FOR TRAINING COORDINATION / PRIORITIZATION

While campus police officers are mandated to have 40 hours of training, the type of training provided is up to the discretion of the police chief. The quality and frequency of training can vary greatly.

D.E.I. A PRIORITY BUT A STRONGER, MORE UNIFIED VISION IS NEEDED

Most institutions are prioritizing diversity, equity, and inclusion, though each institution is going about it in a different way and campus safety is not always involved.

STUDENTS

Improving campus safety will require stakeholders to look beyond campus policing and understand the unique needs of students

STRONG NETWORKS REQUIRED ACROSS CAMPUS

In addition to campus policing, campus safety incorporates emergency management, mental and emotional health, victim advocacy, and equity and inclusion, which are all often managed in disparate departments.

PUTTING STUDENTS FIRST WITH VICTIM ADVOCACY

Campuses with internal victim advocates are better equipped to meet the unique needs of students – students face a wider array of challenges and more complexity than the general population when incidents occur, lending the need for resources to support victim advocacy.

Key Learnings | Contingent Desire For System Wide Standards

Campus safety organizations have an appetite for some level of standardization from USHE to create more consistency in terms of resources and funding

> *USHE and the state have no guidance and requirements at the state level for campus safety and security…it's left up to the institution to decide what the priorities are and what the funding is.*

Key Learnings | Feeling Overburdened and Understaffed

Campus police at each institution support bolder plans and want to do more, but resources are limited and often overburdened

> *We all have a desire to improve…The issue is how do we obtain the funding that we need? We try to keep our campus safe, but we are underfunded.*

Key Learnings | Room for Training Coordination / Prioritization

Campus police meet training requirements, but completion does not necessarily equate to effectiveness and discretion lends itself to inconsistencies

> *The state requires a minimum of 40 hours, but I have complete flexibility [as the Chief of Police] to train how I want. Implicit bias [training] is my personal ethos, for example.*

Key Learnings | Diversity, Equity, and Inclusion

D.E.I is a priority across institutions, but a stronger, more unified vision is needed

With the civil unrest that we are dealing with, our team is working on building relationships and helping students to know that we are listening and supporting the student mission.

Key Learnings | Strong Networks Required Across Campus

Improving campus safety will require stakeholders to look beyond campus policing and understand the unique needs of students

> *Yes, policing is the most impactful part of the public safety…but we can't use police to fix every problem. We want a mobile team with social workers and emergency medical response that can respond to a number of issues.*

Key Learnings | Putting Students First with Victim Advocacy

Campuses derive value from in-house victim advocacy solutions as a way to provide better experiences for students

> *We have an advocate in our office…our advocate has a better understanding of law enforcement, which helps create more trust and continuity across organizations.*

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Key Learnings | System-wide Vision and Requirements

	CONTINGENT DESIRE FOR SYSTEM-WIDE STANDARDS	FEELING OVERBURDENED AND UNDERSTAFFED
Learnings	• Institutions with campus police express frustration that the level of funding and support varies so widely across the different institutions. • Smaller technical colleges as well as rural universities express the desire for more professional development at the state level. Some leaders are still unsure of their specific responsibilities when it comes to Clery and Title IX. • There is a desire for some system-wide standards, but others are wary of unfunded mandates from the state.	• Many institutions see hiring additional officers or increasing pay as top priorities for campus safety. A major concern for many police chiefs is turnover and the potential need to staff inexperienced officers on a college campus. • Campus police often feel overburdened, especially when it comes to juggling law enforcement with administrative responsibilities. • Even if they have the funding to hire additional officers, the low pay makes it very difficult to recruit high-quality officers, and, again, with the unique student needs, chiefs are hesitant to hire 'fresh' recruits.
Quotes	*"There is no guidance on the state level; it's left to the institution to define the funding. We need to create uniform USHE-wide standards. We have 0.3 officers per 1,000 students and the U has 1.5. We need a standard here."* *"Another idea is having a USHE-wide police department. Then you have deputy chiefs on each campus that report up. I see where that could be viable but may not be the preference. If it results in more experience and quality, that is a good thing. Otherwise we just sit and battle to see who can pay the most."* *"A standardized pay scale [for campus police] across the state would help."* *"It would be nice if there were some professional development opportunities statewide."*	*"I hope the message comes through that we value good officers who create safe environments…in order to preserve that we need to pay our officers more."* *"We are severely understaffed. When it comes to safety…everyone wants safety, but nobody is willing to fund it. We try to keep our campus safe, but we are underfunded."* *"[Recruiting officers] is a nightmare. I would like to see more uniformity in pay. We spend a lot of time recruiting. I don't even get applications…it is either people I recruit or people that are fired."*

Key Learnings | Training Variety and Prioritization

	ROOM FOR ADDITIONAL TRAINING COORDINATION AND PRIORITIZATION	D.E.I. A PRIORITY BUT A STRONGER, MORE UNIFIED VISION IS NEEDED
Learnings	• Police officers are mandated to have 40 hours of training, but the types of training provided are decided by the chief of police. • Budgetary constraints also affect the types of training provided, especially for rural institutions that need to travel to Salt Lake City or out of state. • While some training is common across all institutions (e.g., firearms), more specialized training (e.g. racism and bias) is desired, but with the recognition that more training time equates to less time in the field with students.	• Across most institutions, diversity and inclusion is being reviewed and discussed. Many even recognize that it is a priority and additional work needs to be done. • However, the level of coordination with public safety varies widely across the institutions. In some cases the department of public safety is an integral part of the diversity and inclusion committee, in other cases they have no involvement, and police officer training around racism and bias varies significantly. • Given the discussions, there is a need for a clearer, more established vision for what success looks like across the system.
Quotes	*"Training is dependent on budget, which is small. We try to get as much specialized training as possible, but I think, for us, we would love to have money to send people to specialized trainings. Racism and bias would be fantastic. Having those trainings would be helpful."* *"Caliber Press is a leading trainer; we had them come to campus several weeks ago to help us with implicit bias and community integration training."* *"40 hours is the bare minimum. I want them to get close to 100 to 200 hours in a year."* *"Financial burden is high; we use online resources to meet needs. Specific training for officers is minimal and it costs a lot of money."*	*"We cover diversity and equity [in our training] a lot. We met with the Black Lives Matter group on campus and everything that was asked was already being done. We just focused on showing students what we train on."* *"Our officers get some [racism and bias] training as a part of that 40 hours. There is a video training. We can and/or will get this."* *"I was just made the Diversity Coordinator…it's brand new for me and for the college. No training or initiatives have been set up for that until now."* *"We have one diversity and inclusion coordinator. She reports to the VP of student services. We have an annual diversity training."*

Key Learnings | Strong Networks and Victim Advocacy

	STRONG NETWORKS REQUIRED ACROSS CAMPUS	PUTTING STUDENTS FIRST WITH VICTIM ADVOCACY
Learnings	• On campuses, it is recognized that campus safety is more than law enforcement; it encompasses emergency and risk management, security, mental and emotional wellbeing, diversity and inclusion, and general community-building. • In order to facilitate this coordination, many institutions have a committee (often called BIT or CARE team) with various stakeholders across the institution, and any potential improvements or recommendations for campus security need to incorporate the fact that each function is in a disparate departments.	• Students have unique needs relative to the general population, and they have additional considerations when reporting incidents due to Clery Act and Title IX – navigating this is difficult (socially, mentally, and from a system complexity standpoint). • Because of this, timely access to campus-based victim advocates can really benefit students. • At nearly every institution, campus police look to meet these needs by placing an emphasis on being in the community and getting to know the students (the extent to which this happens is not currently known, and is a clear next step for additional research)
Quotes	*"Yes, policing is the most impactful part of public safety. But there is also emergency management, security, and community work that all supports the larger puzzle. We can't use police to fix every problem."* *"I think it is important that culturally we create a sense of safety. We need to create a culture where if there is something going on, our community knows where to report."* *"We [as campus police] engage in any type of event we are invited to. Black lives matter, defunding discussions…we are invited to almost weekly activities."*	*"Victim advocates will stay with the person through different parts of the journey, no matter where they go department wise….Having a victim advocate in house is very helpful; she knows people and helps us stay connected."* *"We provide crisis response and victim advocacy 24/7. We are mobile victim advocates; we go where they are."* *"We're looking to get an office manager hired that can help with victim advocacy. Right now we get them in touch with victim advocates in the community, but we're not sure what happens after that. I want [a victim advocate] in my office for that reason."*

Key Learnings | External Perspectives | Students and Diversity, Equity, and Inclusion Leaders

	Topics	Key Findings	Example Quotes
1	Perceptions of Campus Police	• **Campus police is preferred** to municipal police; negative feelings towards law enforcement are towards police in general, not necessarily the campus police specifically • There is always a need for **more personalized relationships** with police officers and increased feelings of trust • Desire for more **community integration** from the police (as civilians, instead of as officers)	*"Students understanding that they might be responded to by municipal police instead of campus police may effect how likely they are to call in."* *"Majority of international students like campus police because they help to explain US law and that is helpful"* *"I do have concerns about city police more than campus police. Feel like there is some racial profiling of athletes"* *"[Community events] doesn't mean being at an event in uniform with guns…it is having officers do things in normal clothes to build relations"*
2	Campus Safety Resources	• Student leaders are relatively aware of resources and relevant departments, but **the average student likely is not aware** of resources on campus, how to contact the police, etc.	*"Especially lately with the discussion on race; students don't know where to go and how to fix it"* *"Most people know that [campus resources] exist, but not the details"*
3	Feelings of Safety	• Certain **student groups** (BIPOC, women, LGBTQ+) may feel less safe on campus • Feelings of safety seem to **differ by institution**, with unique challenges being faced on different campuses with different geographical layouts • There are **different levels of safety** worth considering based on relationships: student vs. institution, student vs. students, student vs. staff, staff vs. leadership, etc.	*"We have gathered a bunch of stories from women or students of color…there are concerns about not being taken seriously or things getting done"* *"I would say that when students need help and need to go to police…but they are entering into a police office and see a blue lives matter flag…it's difficult to even approach the officer for help"*
4	Being Heard	• Students struggle to feel heard **when desired actions are not taken –** leadership may "listen" but doesn't take action • Barriers exist to students being heard such as **communication fall off** in middle management, **trust issues**, experiences of **hate or profiling**, etc.	*"Sometimes there is a disconnect between being heard and having the action that you want"* *"Sometimes middle level management is the barrier…stuff gets stuck there and not filtered up."*

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NOTE: The above content is based off of two focus groups: one with student leaders and one with Diversity, Equity, and Inclusion leadership – additional research needs to be completed to validate each finding and add additional voices

Key Learnings | External Perspectives | Higher Education Best Practices

1

ELEVATING DEPARTMENT OF PUBLIC SAFETY TO THE CABINET

Many campus safety departments report through business affairs rather than directly to the president; how deep within the organization the department lives can be indicative of its relative importance

2

MOVING CLERY ACT OUT OF THE DEPARTMENT OF PUBLIC SAFETY

As long as the Clery Act lives in the department of public safety, it will be treated like a police issue; in reality, the Clery Act requires involvement from a number of different departments

3

UNIQUE LEADERSHIP REQUIREMENTS FOR HEAD OF PUBLIC SAFETY

Leaders must be able to navigate complex organizations and build relationships with stakeholders across multiple departments; the traditional skillset of a Chief of Police may not be fit for this role

4

STANDARDIZING CAMPUS SAFETY ACROSS THE SYSTEM

Many university systems (e.g., UT System) have system-wide leadership, policies, trainings, reporting procedures, meetings, etc.

Note: Considerations on this slide were informed by secondary research evaluating other systems and conversation with a Campus Safety consultancy group, Margolis Healy

Key Learnings | Immediate Next Steps (1 of 2)

1

Improve Collaboration Across USHE Institutions

- **Outcome**: Elevate the ongoing coordination of public safety activities and resources across all sixteen institutions similar to other system affiliate groups. Utilize this group as a primary voice in addressing campus safety policy issues

- **Potential Approach**: Commissioner's Office can leverage resources and expertise systemwide on behalf of the Board under the leadership of the state's flagship institution by formalizing a shared contract with its Chief Safety Office similar to the Chief Information Officer who commits a percentage of time to the Board

2

Conduct System-wide, Comprehensive Evaluation of Student Perceptions

- **Outcome**: Clear understanding of student perceptions of campus safety at each institution, including awareness of campus security resources, accessibility of resources, and perceived effectiveness of resources (including resources for mental/emotional safety), to ensure student voices are incorporated into any future campus security initiatives

- **Potential Approach**: Qualitative and/or quantitative research with students at each institution, emphasizing key student populations such as BIPOC, LGBTQ, DREAMers, and others, and utilizing this report as a foundation and testing what is perceived as happening vs. what is described as happening

Key Learnings | Immediate Next Steps (2 of 2)

3

Develop USHE Unifying Vision and Mission of Campus Security & Safety

- **Outcome**: A substantive vision for all that should be incorporated into "Campus Safety" that will be used as a foundation to improve consistency across each institution, expand the definition of campus safety and security to more appropriately reflect the broader needs of students, and provide a guiding light for future training priorities, resource allocation, and other strategic initiatives
- **Potential Approach**: USHE and its Board of Higher Education leverage internal resources and work with institution leadership to draft, revise, and finalize a vision and mission statement, as well as a set of standardized priorities

4

Incorporate Diversity, Equity, and Inclusion in the System-wide Vision

- **Outcome**: The ability to lead out on key diversity, equity, and inclusion topics that are prevalent across today's college campuses and be known for strongly prioritizing and allocating resources to issues that deeply matter some of the most vulnerable students at each campus
- **Potential Approach**: Utilize the committee of diversity, equity, and inclusion experts from each institution to not only listen but take action on the needs of vulnerable student populations, and by clearly incorporating the needs of these students into the Campus Security Unifying Vision and Mission

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Baseline Assessment | Comprehensive Overview

	Police Force			Organizational Responsibilities			
	Officers per 1,000	Police Force Type	Dispatch	Head of Campus Safety	Title IX Responsibility	Clery Responsibility	Victim Advocacy
University of Utah	1.4	Campus	University	Chief Safety Officer	Director OEO	Director of Campus Security	On Campus
Utah State University	0.7	Campus + Municipal*	University	Police Chief	Director OEO	Police Chief	On Campus
Utah Valley University	0.3	Campus	University	Police Chief	Director OEO	Police Chief	On Campus
Weber State University	0.5	Campus	University	Director of Public Safety	Director OEO	Police Chief	On Campus
Dixie State University	0.3	Campus	Local	Police Chief	Title IX Director	Police Chief	On Campus
Southern Utah University	0.4	Campus	Local	Police Chief	Title IX Coordinator	Police Chief	Outside Organization
Snow College	0.5	Campus	Local	Police Chief	Title IX Coordinator	Police Chief	Outside Organization
Salt Lake Community College	--	Utah Highway Patrol + Municipal – On Campus*	Local / UHP	Director of Public Safety	Title IX Coordinator	Director of Public Safety	Outside Organization
Davis Technical College	--	Municipal – Off Campus	Local	Security & Risk Coordinator	Director of Student Services	Security & Risk Coordinator	Outside Organization
Bridgerland Technical College	--	Municipal – On Campus*	Local	VP Student Services	VP Student Services	VP Student Services	Outside Organization
Ogden-Weber Technical College	--	Municipal – Off Campus*	Local	Security Manager	Student Counselor	Security Manager	Outside Organization
Mountainland Technical College	--	Municipal – Off Campus	Local	Shared Role	HR Director	VP Student Services	Outside Organization
Southwest Technical College	--	Municipal – Off Campus	Local	VP Student Services	Title IX Coordinator	Title IX Coordinator	Outside Organization
Tooele Technical College	--	Municipal – Off Campus	Local	VP Finance & Operations	VP Student Services	VP Student Services	Outside Organization
Dixie Technical College	--	Municipal – Off Campus	Local	Shared Role	Title IX Coordinator	VP Student Services	Outside Organization
Uintah Basin Technical College	--	Municipal – On Campus*	Local	VP Student Services	Head of Financial Aid	Head of Financial Aid / Facilities Manager	Outside Organization

Universities / Colleges Technical Colleges *MOU in place

Baseline Assessment | Organizational Structure | Director of Public Safety

	Police Chief over Public Safety	Other Role over Public Safety
Description	*The same individual that oversees the police force also wears the administrative campus safety hat for the university / college*	*The administrative responsibility for public safety falls under an individual that is not an acting police officer*
Key Characteristics	• **Broad Police Chief Focus:** Chief of Police has additional administrative responsibilities, such as Clery compliance, creating the annual safety report, training, etc. • **Emergency/Risk Management:** In some cases, the police chief is also responsible for emergency and risk management • **Reporting Structure:** In this case, the Chief of Police often reports to the VP of Finance or Operations, while other aspects of campus safety such as community services, compliance, or Title IX report to other VPs	• **Narrower Police Chief Focus:** At Weber State and the University of Utah, The Chief of Police is primarily responsible for the police force, while others may take on responsibility for Clery compliance, emergency management, etc. • **Reporting Structure:** The Chief of Police reports to the Director of Public Safety/Chief Safety Officer, who, in some instances, reports to the President. • **Varied Roles:** At institutions without campus police, some have a dedicated director of campus safety (e.g., SLCC), whereas others rely on the Facilities Manager or the VP of Student Services
Colleges and Universities	▪ Dixie State University ▪ Utah State University ▪ Utah Valley University ▪ Snow College ▪ Southern Utah University	▪ University of Utah ▪ Weber State University ▪ SLCC ▪ Technical Colleges

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▪ Universities / Colleges ▪ Technical Colleges

Baseline Assessment | Organizational Structure | Clery Compliance

	Separate From Title IX	Combined with Title IX
Description	*The individual or department responsible for Clery Act at the university / college is separate from the individual responsible for Clery Act*	*The individual or department responsible for Clery Act at the university / college is also responsible for Title IX*
Key Characteristics	• **Separate Reporting Lines**: Title IX is typically housed in a separate department with completely different reporting lines from Clery • **Clery Responsibility Varies**: in some instances, the responsibility for Clery falls on the Police Chief, making their role more administrative; in other instances, dedicated members of the campus safety department handle Clery compliance	• **Size of School:** smaller colleges have faculty that wear many hats, and as a result, individuals often handle overlapping responsibilities • **Student Services Roles:** when combined, typically leadership over student services is responsible for overseeing Clery and Title IX • **Challenges with Confidentiality:** combining these two responsibilities can create challenges in keeping student incidents confidential from law enforcement
Colleges and Universities	▪ Dixie State University ▪ University of Utah ▪ Utah State University ▪ Utah Valley University ▪ Snow College ▪ Salt Lake Community College ▪ Southern Utah University ▪ Weber State University ▪ Ogden-Weber Technical College ▪ Mountainland Technical College	▪ Bridgerland Technical College ▪ Davis Technical College ▪ Dixie Technical College ▪ Southwest Technical College ▪ Tooele Technical College ▪ Uintah Basin Technical College

Baseline Assessment | Law Enforcement| Campus Police

	Dedicated Campus Police	Contract with Municipal Police
Description	*The university / college has a dedicated, certified, and full-time police force that provides law enforcement support within the campus geographical jurisdiction*	*The university / college contracts policing services to the local municipality; police officers are employed by the local police force and provide services according to negotiated agreement with the university*
Key Characteristics	• **Specialization:** Campus police are typically trained on university-specific topics such as Clery and Title IX • **Lower Pay:** Campus police officers make less than municipal police officers, making hiring and retention challenging • **Student Relationships:** Many institutions appreciate a local police presence for the student relationships; students are often perceived to have better relationships with campus over municipal police	• **Level of Support:** The institution relationship with municipal police ranges from dedicated officer(s) staffed on the campus to support being provided as needed • **Agency Type:** In most cases, institutions partner with the local, county police force; SLCC, however, contracts out the Utah Highway Patrol (UHP)
Colleges and Universities	▪ Dixie State University ▪ University of Utah ▪ Utah State University ▪ Utah Valley University ▪ Snow College ▪ Southern Utah University ▪ Weber State University	▪ Tech Colleges ▪ SLCC ▪ Utah State University (at certain campuses)

Baseline Assessment | Law Enforcement | Dispatch

	Campus Dispatch	Local Dispatch
Description	*The university / college has a dedicated dispatch team with full-time staff to field emergency calls*	*The university / college relies on the local country dispatch system for fielding emergency calls*
Key Characteristics	• **Local Dispatch First:** even with a campus dispatch system in place, 911 calls always go to the local county dispatch first • **Geographic Jurisdiction:** typically geographic jurisdiction determines if calls are re-routed to campus dispatch and who will respond between campus and municipal police • **Staffing constraints:** at some colleges / universities, staffing constraints often lead dispatch to rely on a "whoever is closest" protocol in determining if campus of municipal police will respond	• **County Level:** local dispatch centers are determined by county boundaries • **University / College Size:** most institutions rely on local dispatch; having a campus dispatch system is primarily reserved to USHE's largest institutions • **Response Time:** municipal police are typically busier and more likely to deprioritize incidents that campus police would prioritize
Colleges and Universities	▪ University of Utah ▪ Utah State University ▪ Utah Valley University ▪ Weber State University	▪ Snow College ▪ Southern Utah University ▪ Dixie State University ▪ SLCC ▪ Tech Colleges

Baseline Assessment | Incident Response | Victim Advocacy

	Available on Campus	Provided by External Organizations
Description	*The university / college employs victim advocacy resources and support within the organization*	*Student are referred to external organization for victim advocacy support and resources*
Key Characteristics	• **Location:** Some universities / colleges have a victim's advocate within the Department of Public Safety, while others house these services within other departments • **Level of Dedication:** Most victim advocates are dedicated full-time to their role, while at Dixie state, the victim advocate provides services on top of other responsibilities	• **SafeUT App**: while utilized across the board, smaller tech colleges often cited the SafeUT app as a primary resource for victim advocacy resources and assistance
Colleges and Universities	▪ Dixie State University ▪ University of Utah ▪ Utah State University ▪ Utah Valley University ▪ Southern Utah University	▪ Snow College ▪ SLCC ▪ Tech Colleges

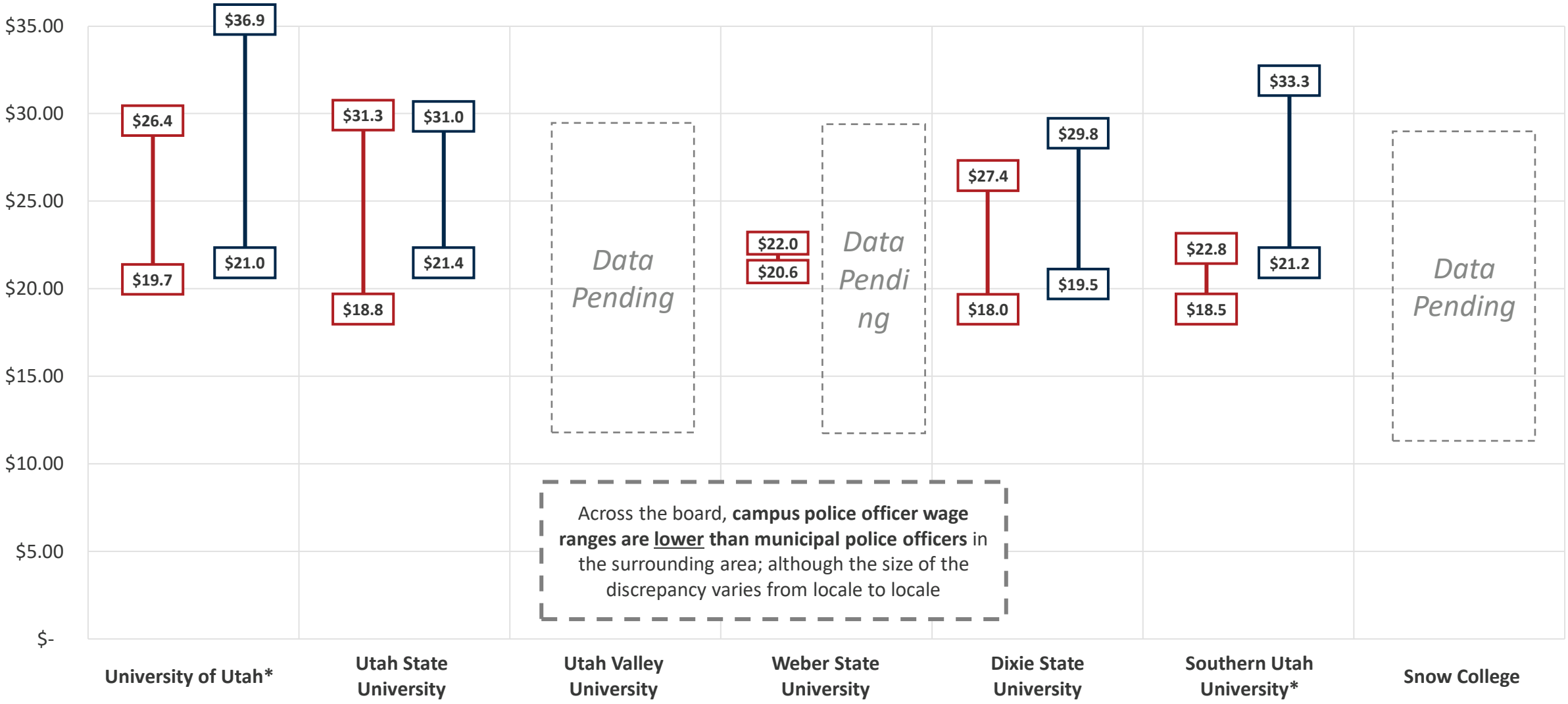
Baseline Assessment | Coordinating Committees

	Behavior Intervention		Clery Act		Title IX		Diversity & Inclusion		Emergency Management / Safety	
	Existing	DPS Presence	Existing	DPS Presence	Existing	DPS Presence	Existing	DPS Presence	Existing	DPS Presence
University of Utah	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Utah State University	✓	✓	X	--	X	--	X	--	X	--
Utah Valley University	✓	✓	✓	✓	✓	X	✓	X	✓	✓
Weber State University	✓	✓	✓	✓	X	--	✓	✓	✓	✓
Dixie State University	✓	✓	✓	✓	X	--	X	--	✓	✓
Southern Utah University	✓	✓	X	--	✓	X	X	--	✓	✓
Snow College	✓	✓	X	--	X	--	X	--	✓	✓
Salt Lake Community College	✓	✓	X	--	X	--	X	--	✓	✓
Davis Technical College	X	--	X	--	X	--	X	--	✓	✓
Bridgerland Technical College	X	--	X	--	X	--	X	--	✓	✓
Ogden-Weber Technical College	✓	✓	X	--	X	--	X	--	✓	✓
Mountainland Technical College	✓	✓	X	--	X	--	X	--	✓	✓
Southwest Technical College	X	--	X	--	X	--	X	--	✓	✓
Tooele Technical College	X	--	X	--	X	--	X	--	✓	✓
Dixie Technical College	X	--	X	--	X	--	X	--	✓	✓
Uintah Basin Technical College	X	--	X	--	X	--	X	--	✓	✓

Universities / Colleges Technical Colleges

Note: DPS presence indicates whether the Department of Public Safety is represented on the committee

Baseline Assessment | Officer Wage Comparison



Data is based on information provided by campus police and local municipalities
**Pending feedback from campus police; current estimates are based on a January 2019 multi-university study by Dixie State*

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University of Utah

Cicero

Executive Summary

AT A GLANCE

Police Force	**Campus**	Municipal
Head of Campus Safety	**Administrative Role**	Police Chief
Dispatch	**University Dispatch**	Local Dispatch
Clery and Title IX Responsibility	Combined	**Separate**
Victim Advocacy	**On Campus**	Outside Organization

STAFFING

47 police officers

21 full-time security officers

8 full-time dispatchers

1.4 officers per 1,000 students

KEY INITIATIVES

Community Engagement: department-wide focus on engaging with students and the broader community

Officer Training: developing robust and pertinent training using internal and external experts on topics such as implicit bias

Racism and Bias Incidents: hiring a special assistant to focus on these issues

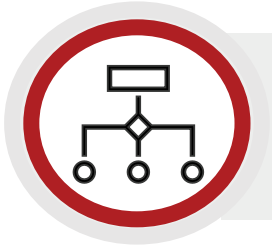
Diversity: focusing hiring efforts on candidates with diverse backgrounds

LEADERSHIP

- **Marlon Lynch –** Chief Safety Officer
- **Rodney Chatman –** Chief of Police
- **Jamie Justice** – Director of Community Services
- **Jeff Graviet** – Director of Emergency Management
- **Aerin Washington** – Director of Campus Security
- **Glenn Smith** – Director of U Health Security

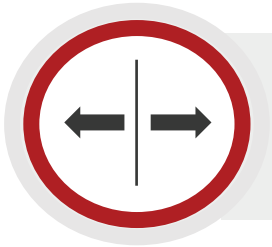
Cicero

Org Structure – Key Learnings



NEWLY FORMED DEPARTMENT OF PUBLIC SAFETY

With the hiring of a chief security officer, the U flattened its org structure into different operational verticals including campus police, campus security, compliance, emergency management, and community services ; many of these operational divisions are led by brand new leadership



CLERY AND TITLE IX ARE SEPARATED

The Clery Act and Title IX live in different departments; the Clery Act lives under the director of campus security while Title IX lives in the Office of Equal Opportunity (OEO)

INTENTIONAL FOCUS ON STUDENT AND UNIVERSITY INVOLVEMENT

A variety of different committees at the University of Utah have been created to cover topics from title IX to incident review; these provides opportunities for a variety of university departments and student voices to be heard

NARROWER POLICE ORG FOCUS

Campus police is now part of a larger ecosystem instead of the primary operational authority, which enables this operational division to put increased effort into community relations, officer training, etc.

Department of Public Safety – Organizational Structure

University President
Ruth Watkins

Chief Safety Officer
Marlon Lynch

Office of the Chief Safety Officer

Technology Director Recent Hire	Executive Officer Keith Squires	Director of Administration Annalisa Purser
IT Infrastructure	Public Safety Liaison	Strategic Initiatives
Security Systems Design	Professional Accountability	Budget Planning
Law Enforcement Technology	Committee Management	Strategic Communications

Special Assistant
Future Hire

- Department Collaboration
- Racism and Bias Incidents

Operational Divisions

Police Chief Rodney Chatman	Director of Community Services Jamie Justice	Director of Emergency Management Jeff Graviet	★ Director of Campus Security Aerin Washington	Director of U Health Security Glenn Smith
Operations	Victim Services	Emergency Management	Academic Campus	Hospitals
Support Services	Behavioral Intervention	Communications Center	Accreditation	Clinics
Community Relations	Threat Assessment	Travel Safety	Compliance	Health Sciences

Relevant Departments

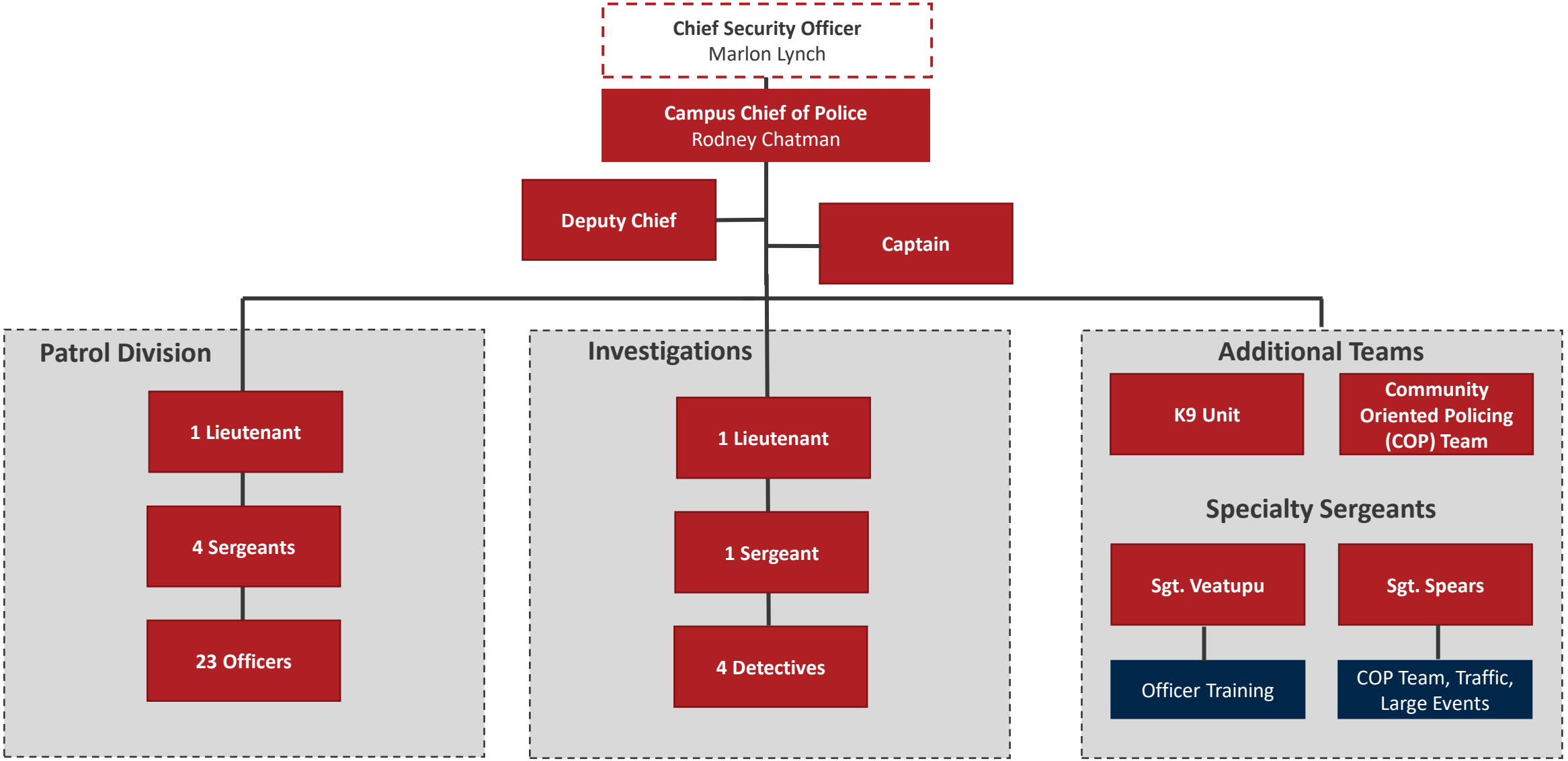
- Department of Student Affairs
- ★ Office of Equal Opportunity (OEO)
- University Student Housing

Relevant Committees / Teams

Independent Review Committee	Public Safety Advisory Committee	Campus Security Authority (CSA)
Clery Act Committee	Racism, Bias, and Incidence Response Team	Mobile Crisis Outreach Team (MCOT)
Policy Review Committee	Title IX Process Group	Surveillance System Advisory Committee

Direct Report | Relevant Roles | Key Responsibilities | External Involvement | ★ Primary Responsibility for Clery Act | ★ Primary Responsibility for Title IX

Campus Police Organization



Relevant Committees and Teams

Team/Committee Name	Description	Meeting Cadence	Public Safety	Students	Housing	OEO	Student Affairs
Independent Review Committee	The IRC reviews complaints brought against University police related directly or indirectly to issues of excessive force, violation of rights, abusive language, or dereliction of duty		✓	✓			
Clery Act Committee	Involves Clery reporting, review of timely warnings, roles and training for Campus Security Authorities, and other topics related to Clery compliance and reporting	Monthly	✓		✓	✓	✓
Policy Review Committee	Group of individuals tasked with helping to research, write, and review different campus safety policies		✓				
Public Safety Advisory Committee	Receives direct input on how to receive safety services by sharing strategic plan, soliciting ideas, hearing concerns, and using the group as a conduit to other groups.		✓	✓	✓		
Racism, Bias, and Incidence Response Team	Team directly responsible for investigating and reviewing incidents related to issues of racism and bias.		✓				
Title IX Process Group	A neutral fact-finding group that talks to witnesses and gathers documents before filing a written report	Monthly	✓			✓	
Campus Security Authority	Individuals who are required to report if they are made aware of a Clery incident; have 300 people who are Considered CSA		✓		✓	✓	✓
Mobile Crisis Outreach Team	Mobile team out of the University's psychiatric institute that responds to mental health related incidents and is available 24/7/365						
Surveillance System Advisory Committee	Universities clearing house for all things related to security systems such as video, access control, etc.		✓				

Clery vs. Title IX

	Clery Act	Title IX
Org Structure	**Department of Public Safety** **Chief Safety Officer** Marlon Lynch **Director of Campus Security** Aerin Washington	**Office of Equal Opportunity** **General Counsel VP** Phyllis Vetter **Director and Title IX Coordinator** Sharie Hayashi **6 Investigators** **Administrative Roles**
Other Support	**Clery Act Committee** **Policy Review Committee**	**Racism, Bias, and Incidence Response Team** **Title IX Process Group**
Role and Responsibilities	• Educate students/faculty on policy changes and how to be safe • Actively collect data throughout the year for reporting purposes • Oversee CSA designation and CSA training	• Compliance office for handling issues of discrimination and sexual misconduct • Ensure all policies are in compliance with Title IX • Take action to investigate and hold individuals accountable for violations

Reporting & Incidence Response – Key Learnings

GEOGRAPHIC JURISDICTION IS FIRST LENS OF RESPONSE

All 911 calls are directed to the SLCPD dispatch center. If the incident is within the jurisdiction of campus police, the call is then routed to the University of Utah dispatch center. Campus police, campus security, and/or municipal police will then respond to the incident based on the level of threat and emergency.

CAMPUS POLICE SUPPORTS MUNICIPAL POLICE

Even when a crime is committed outside of their geographic jurisdiction but involves students, campus police may respond instead of or alongside municipal police if appropriate. This is primarily because non-emergency situations may be a low priority for municipal police, whereas campus police can respond promptly.

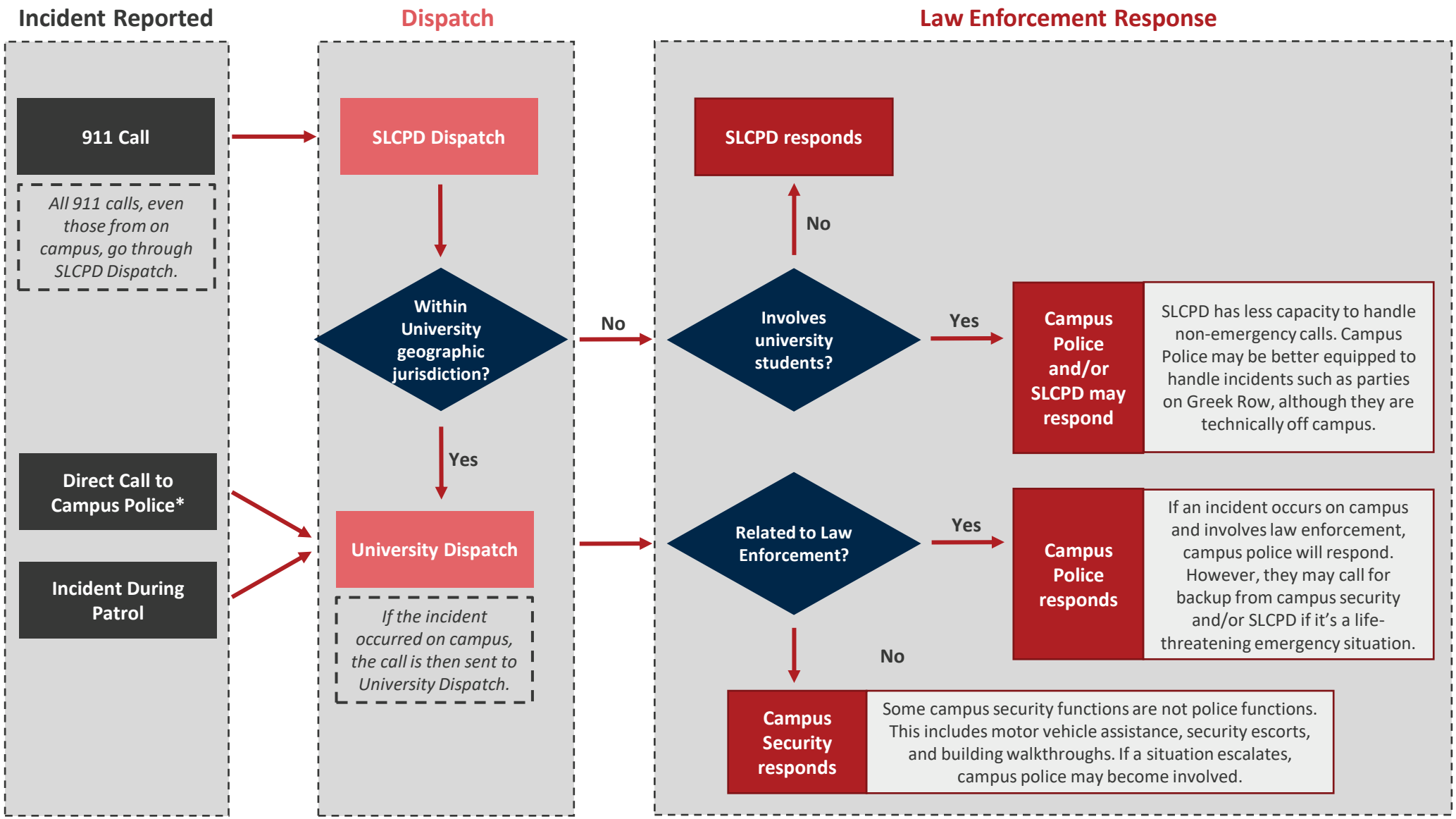
INTEGRATED SYSTEM OF EMERGENCY MANAGEMENT

The Office of Emergency Management manages the University dispatch center, a coordination center, operations, finance, and coordinate timely warnings. They are constantly at a Level 3 state of emergency, which consists of constant monitoring, but no need for additional resources.

OFFICE OF EQUAL OPPORTUNITY INVESTIGATES TITLE IX CRIMES

Under university policy, most University employees are required to report situations involving sexual misconduct and discrimination to the Office of Equal Opportunity (OEO). OEO will conduct its own investigation, while the victim can decide whether they want to pursue criminal justice through the campus police.

Reporting & Incidence Response – Process Map



Reporting

Crime Log

Campus Police keeps a 60-day crime log that is publicly available. This includes Clery crimes that will then be published as a part of the Annual Safety Report.

Timely Warnings

If a sexual misconduct incident occurs that poses a threat to the rest of campus, the Clery Act requires campuses to give timely warnings to students. This is done through the Office of Emergency Management.

Title IX Crimes

All incidents of sexual misconduct are reported to the Office of Equal Opportunity, who will then conduct their own investigation and determine if disciplinary action is needed.

**This also includes emergency phones on campus and elevator calls.*

Office of Emergency Management

Overarching Objective: resources, coordination, managing the oversight of crisis

Communications Center

- Taking a current police dispatch center and growing it into a communications center; campus and hospital will be merging into one
- Realigning campus radio system from several disparate radio platforms to one single platform to improve communication across campus
- Technology developments are underway with next gen 911 and computerized dispatch and record management systems
- Have dedicated coordination center (housed in school of Law) that monitors social media, national news, global feeds, etc.

Emergency Management

- Have 3 levels of activation (Level 1, Level 2, and Level 3) that are used when responding to all types of emergencies
- Operationalize responses with Level 1 and level 2 situations by bringing in additional assistance through specialized units and coordinated strike teams
- Individuals across many departments (law enforcement, housing, facilities, etc.) are involved with emergency management efforts
- Regularly report back to president on how missions are operationalizing

Travel Safety

- Currently developing strategy and vision for this part of department, but an official plan still needs to be written up
- Give resources to individuals that are traveling in times of crisis with natural disaster or terrorist related (e.g., returning home during COVID pandemic)
- Work regularly with Global Travel department as a strike team and a partner

Reporting & Incidence Response – Title IX Crimes

When a Title IX crime is committed, the victim has the opportunity to pursue three primary areas for support: (1) Campus Police, (2) Office of Equal Opportunity and Affirmative Action, (3) Victim-Survivor Advocates. The victim decides who they want to talk to, what they would like to discuss, and what actions they would like to take.

Campus Police

- If the victim decides to press charges, campus police will work with the local authorities to conduct a criminal investigation.
- As a part of that investigation, campus police is required to share all pertinent information with the Title IX office.
- However, Title IX is not required to share information they gather with campus police. For this reason, campus police may need to conduct separate interviews.

Office of Equal Opportunity

- The Office of Equal Opportunity employs 6 investigators who investigate discrimination complaints from students.
- OEO investigations determine whether a student needs to be disciplined from the university perspective (e.g. suspended, expelled, given a warning).
- OEO is a neutral, fact-finding office that conducts its own investigation, even if a criminal investigation is also being conducted.

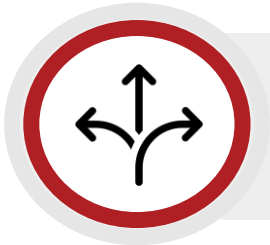
Victim-Survivor Advocates

- Whether or not the victim decides to press charges or pursue disciplinary action, support services are provided by the Center for Student Wellness.
- The Center for Student Wellness staffs 5 Victim-Survivor Advocates that provide free, confidential and trauma-informed support services to student, faculty, and staff who have experienced interpersonal violence.
- These advocates provide support for the victim, allowing OEO to remain a neutral role.

Hiring / Onboarding / Training – Key Learnings

REVAMPED AND TARGETED TRAINING

The University has focused efforts and money on an updated training curriculum that utilizes external experts, focuses on scenario-based training, and covers topics such as implicit bias and community integration



FLEXIBILITY AND AUTONOMY OVER CONTENT

A high degree of flexibility and autonomy exists in determining the training schedule for police officers and the topics to be covered; as a result, the U is taking a proactive approach to developing its training

INCREASED EFFORTS TO HIRE DIVERSITY

The U has focused on, and seen success in, hiring diverse candidates; efforts include targeting organizations such as the National Association of Woman Law Enforcement Executives, the Hispanic Association of Police Command Officers, and the National Organization of Black Law Enforcement

HIGH LEVEL OF TURNOVER

Over 50% of police officers have turned over in the 18 months; similar turnover is happening with campus security, but hiring efforts have been challenged by perceptions towards policing in general and low pay

Utah State University

Executive Summary

AT A GLANCE

Police Force	**Campus**	Municipal
Head of Campus Safety	Administrative Role	**Police Chief**
Dispatch	**University Dispatch**	Local Dispatch
Clery and Title IX Responsibility	Combined	**Separate**
Victim Advocacy	**On Campus**	Outside Organization

STAFFING

14 full-time police officers

XX full-time security officers

X full-time dispatchers

0.7 officers per 1,000 students

KEY INITIATIVES

Title IX Compliance: Due to internal and external reviews, USU began a series of sweeping changes to improve prevention of and response to sexual misconduct, including required student and employee training, as well as a revision to sexual misconduct policy and procedures.

Collaboration with Other Institutions: USU actively coordinates with other Utah institutions to learn about their campus safety initiatives, and frequently incorporates their learnings into their day-to-day practice

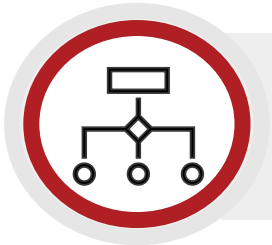
LEADERSHIP

- **Earl Morris –** Director of Public Safety / Chief of Police
- **Kent Harris –** Police Captain
- **Alison Adams-Perlac** – Director of Office of Equity
- **Mica McKinney** – VP General Affairs, Legal Counsel

Org Structure – Key Learnings

DEPARTMENT OF PUBLIC SAFETY DOES NOT REPORT DIRECTLY TO THE PRESIDENT

USU's head of department safety reports through the VP of Business and Finance, who then reports to the University president



OTHER CAMPUSES REGULARLY INTERACT WITH LEADERSHIP

USU is a multi-campus university and all campus safety personnel at each campus reports up through the police captain in Logan

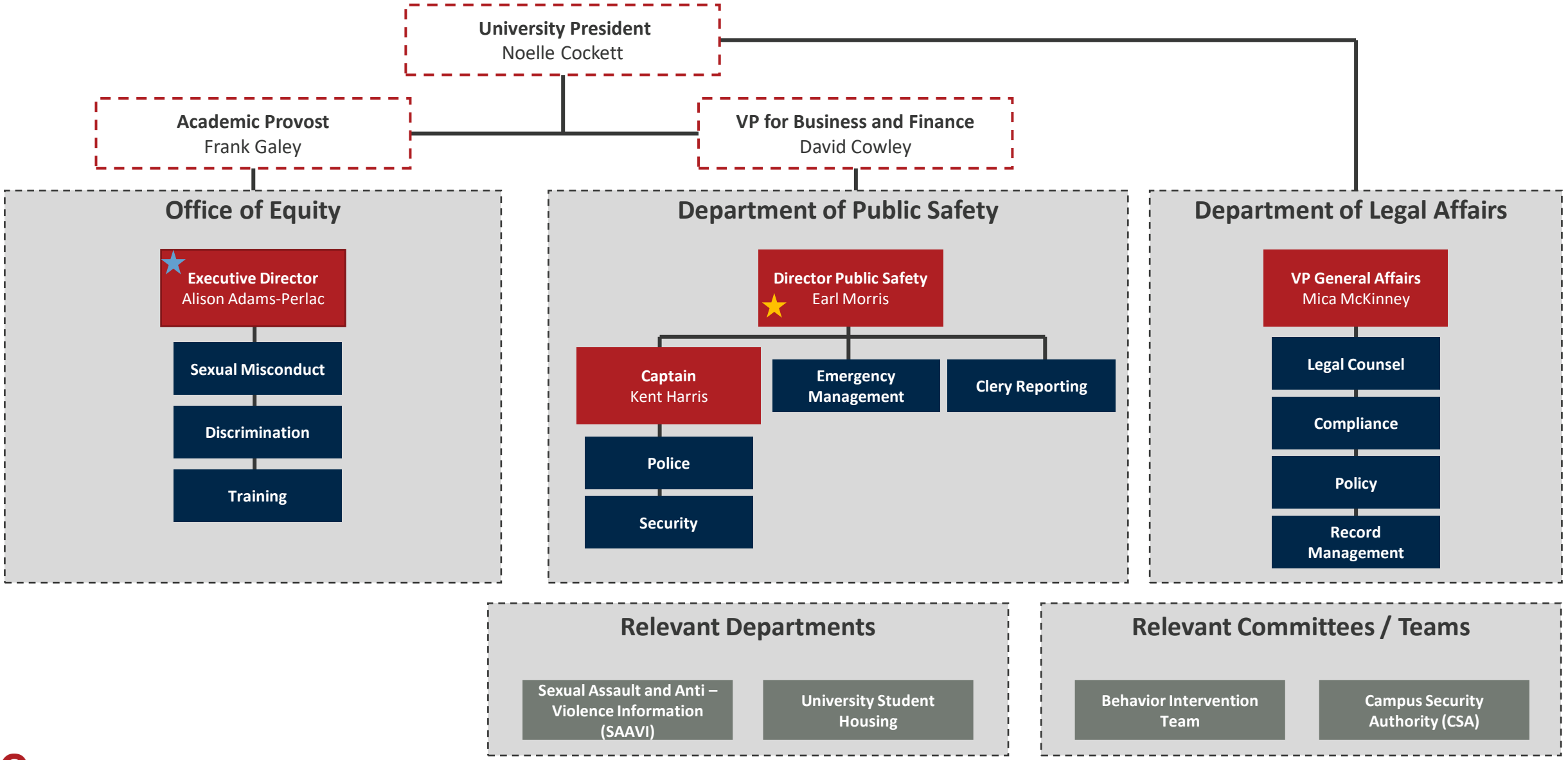
THE MAJORITY OF CROSS-ORGANIZATION INTERACTION IS INFORMAL

While a few official committees exist (e.g., Behavior Intervention Team) the majority of cross-organizational interaction takes place on ad hoc basis as needs arise

POLICE STAFFING CONSTRAINTS EXIST

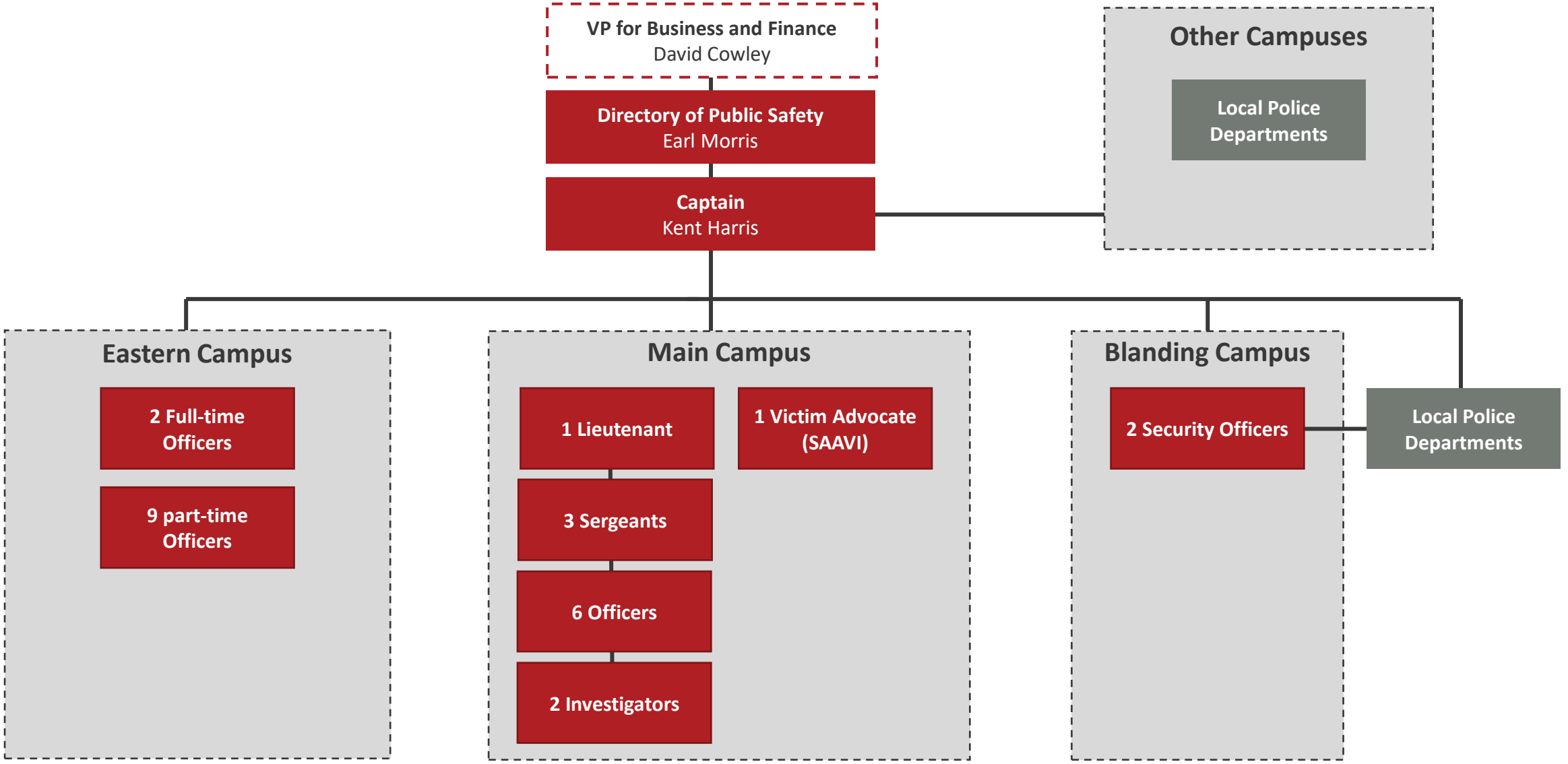
Limited police resources leaves the organization very reliant on municipal police for support when needed, which can include multiple local agencies per campus

Campus Safety Team – Organizational Structure



Direct Report | Relevant Roles | Key Responsibilities | External Involvement | Primary Responsibility for Clery Act | Primary Responsibility for Title IX

Campus Police Organization



Clery vs. Title IX

	Clery Act	Title IX
Org Structure	**Department of Public Safety** **VP for Business and Finance** David Cowley **Director of Public Safety** Earl Morris	**Office of Equity** **Academic Provost** Frank Galey **Director of Office of Equity** Alison Adams-Perlac **3 Investigators** **1 Title IX Coordinator** **3 Prevention Specialists**
Other Support	**Clery Act Committee** **Timely Warning Committee**	**Safety Risk Panels** (as needed) **Representatives on each campus** (not Title IX deputies)
Role and Responsibilities	• Actively collect data throughout the year for reporting purposes and produce Annual Safety Report • Distribute timely warnings when necessary • Oversee CSA designation and CSA training	• Compliance office for handling issues of discrimination and sexual misconduct • Information about reporting options • Prevention education for students and employees • Provide supportive measures (these do not require reporting, but include changes to living situations, no contact order, referrals to other resources)

Cicero

Reporting & Incidence Response – Key Learnings

VICTIM ADVOCATE SUPPORT COMES FROM SAAVI AND THE DPS

The Sexual Assault and Anti-Violence Information Team has a number of victim advocates who provide 24/7 response; one of these victim advocates sits within the Department of Public Safety and bridges these two organizations

DEEP AND ACTIVE RELATIONSHIP WITH MUNICIPAL POLICE

Larger incidents typically require expertise and staffing outside of USU's capacity; multiple departments regularly work together to help each other regardless of jurisdiction

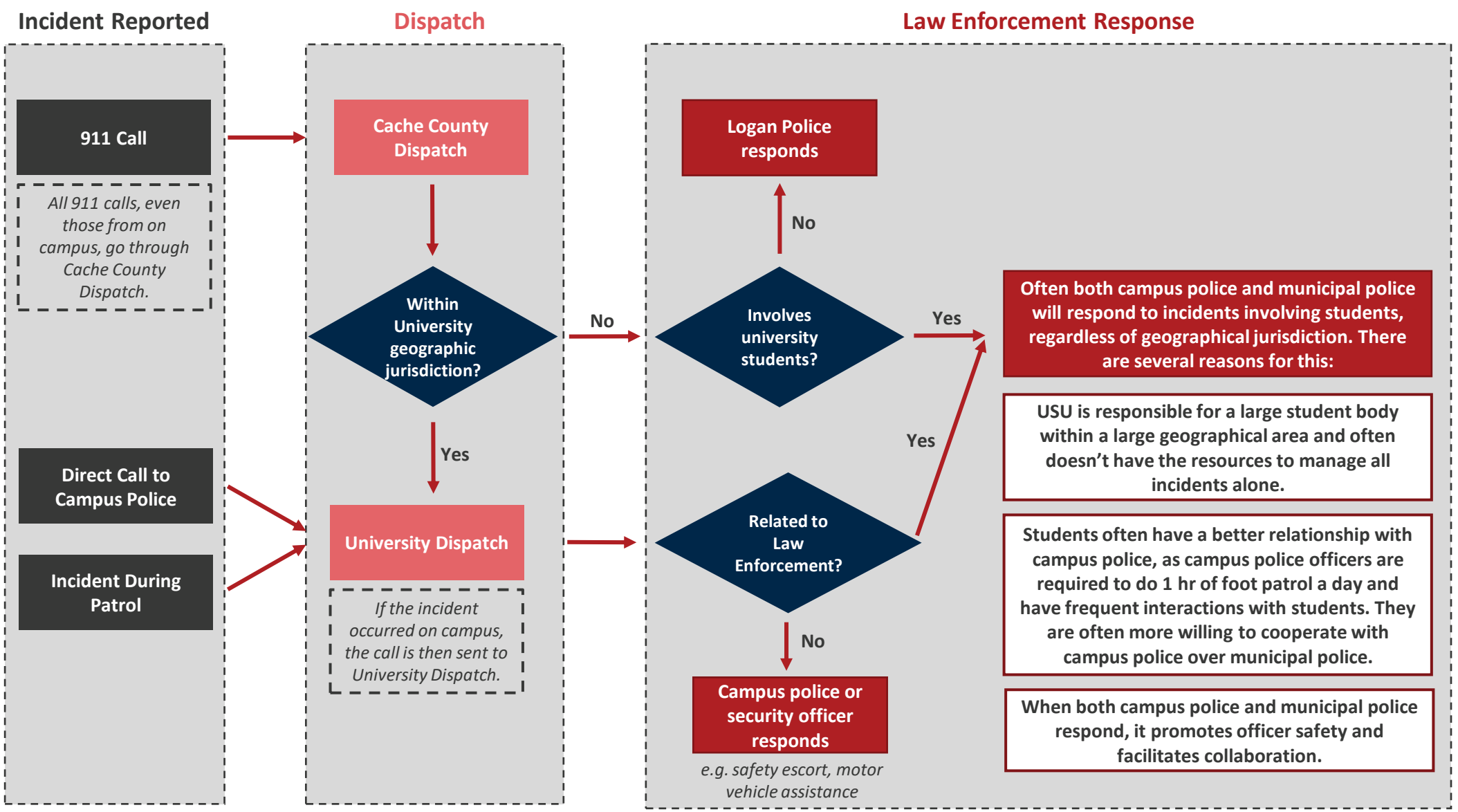
CONSISTENT REPORTING SYSTEM ACROSS USU AND LOCAL AGENCIES

Reporting system that shows cases and jurisdiction is consistent and shared across local police departments as well; this aids in transparency and communication as different agencies work together to respond to incidents

USU MUST BE PROACTIVE WITH EXPERTISE SURROUNDING TITLE IX AND CLERY

Local police department lack awareness and training surrounding Title IX and Clery; as a result, USU takes additional time talking and communicating with victims to build relationships of trust and share campus resources (e.g., SAAVI)

Reporting & Incidence Response – Process Map



Reporting

Crime Log

Campus Police keeps a 60-day crime log that is publicly available. This includes Clery crimes that will then be published as a part of the Annual Safety Report.

Timely Warnings

If a sexual misconduct incident occurs that poses a threat to the rest of campus, the Clery Act requires campuses to give timely warnings to students.

Title IX Crimes

All incidents of sexual misconduct are reported to the Office of Equity, who will then conduct their own investigation and determine if disciplinary action is needed.

Hiring / Onboarding / Training – Key Learnings

REQUIRED SEXUAL MISCONDUCT PREVENTION TRAINING FOR STUDENTS

As a part of a resolution agreement from an investigation conducted by the DOJ, USU has committed to provide mandatory in-person training regarding sexual misconduct prevention for all incoming students attending a residential campus, as well as required annual online training for all undergraduate and graduate students.

MONTHLY DEPARTMENT-WIDE TRAINING

DPS includes training as a part of their monthly staff meetings. This training covers a wide variety of topics, including lethality assessments, stop-the-bleed training, reviewing the state database system, etc.

ANNUAL CAMPUS SECURITY AUTHORITY (CSA) TRAINING

DPS conducts an annual broadcast for CSA's at all USU centers to explain their role and responsibilities. They have also made a goal to do visit each center to provide individual training as well.

SECURITY OFFICERS ARE PRIMARILY STUDENTS

As the majority of security officers are students who are looking to enter law enforcement, DPS has developed a specific security officer training. However, they also attend the monthly trainings at staff meetings.

Utah Valley University

Cicero

Executive Summary

AT A GLANCE

Police Force	**Campus**	Municipal
Head of Campus Safety	Administrative Role	**Police Chief**
Dispatch	**University Dispatch**	Local Dispatch
Clery and Title IX Responsibility	Combined	**Separate**
Victim Advocacy	**On Campus**	Outside Organization

KEY INITIATIVES

In-house Victim Advocate: UVU recently hired a victim advocate within the police department, which has provided very valuable support

Hiring of Police Officers: UVU faces significant staffing challenges within the police department due to low wages relative to other departments

New Complaint Software: A new software for fielding student complaints is creating a more seamless solution to field and distribute complaints to their appropriate department

STAFFING

13
full-time police officers

0
full-time security officers

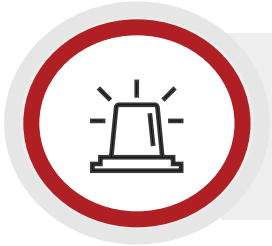
4
full-time dispatchers

0.3
officers per 1,000 students

LEADERSHIP

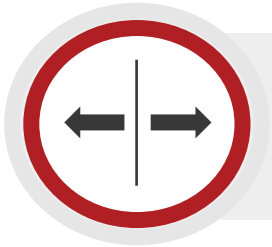
- **Matthew Pedersen –** Chief of Police and Director of Public Safety
- **Ashley Larsen –** Associate Dean of Students
- **Robin Ebmeyer** – Director of Emergency Management
- **Laura Carlson**– Title IX Coordinator

Org Structure – Key Learnings



IN-HOUSE CAMPUS POLICE AND DISPATCH SERVICES

UVU has a dedicated campus police force and dispatch to serve students across campus; there is no on-campus security officer presence, so police serve this role as well



CLERY AND TITLE IX LIVE IN SEPARATE DEPARTMENTS

Title IX responsibility lives in the Office of Equal Opportunity and Affirmative Action while Clery lives in the Department of Public Safety under the chief of police; both departments have separate reporting lines to the president

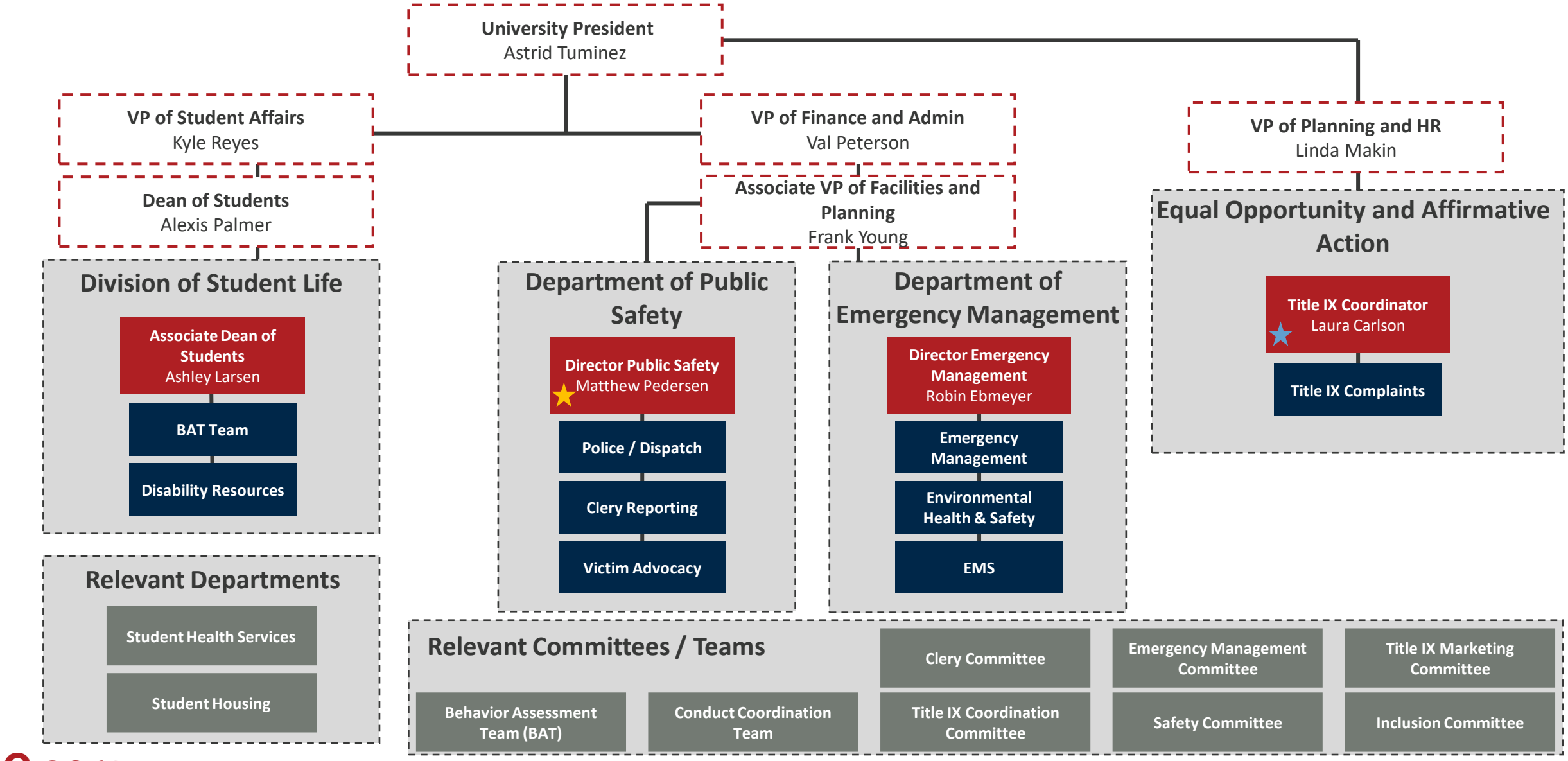
BEHAVIORAL ASSESSMENT TEAM (BAT)

14-member team meets weekly for 90 minutes to discuss and coordinate resources to support, prevent, and intervene with situations involving student distress or other harmful/disruptive behaviors

EMERGENCY MANAGEMENT IS SEPARATE FROM THE DPS

Emergency management responsibilities have a distinct office that falls outside of the campus police chief's responsibilities and reports directly to the VP of Facilities Management

Campus Safety Team – Organizational Structure



Direct Report | Relevant Roles | Key Responsibilities | External Involvement | Primary Responsibility for Clery Act | Primary Responsibility for Title IX

Clery vs. Title IX

	Clery Act	Title IX
Org Structure	**Department of Public Safety** **Associate VP of Facilities and Planning** Frank Young **Director Public Safety** Matthew Pedersen	**Office of Equity** **VP of Planning and HR** Linda Makin **Title IX Coordinator** Laura Carlson **2 Full-Time Investigators** **4 Full-time Admin** **2 Part-Time Trainers**
Other Support	**Clery Committee**	**Title IX Marketing Committee** **Title IX Coordination Committee**
Role and Responsibilities	• The Director of Public Safety serves as the Clery officer for the college • This position handles statistics collection, report creation, and the delivery of timely warnings as needed	• Compliance office for handling issues of discrimination and sexual misconduct • 2 full-time investigators provide investigative support for evaluating all cases

Reporting & Incidence Response – Key Learnings

FULL-TIME VICTIM ADVOCATE WITHIN THE POLICE DEPARTMENT

UVU recently hired a full-time victim advocate within the police department who provides 24/7 services and meets regularly with other victim advocates within the university; UVU has seen immense value in having this resource internally

HAVE TEAM OF CRISIS THERAPISTS FOR IMMEDIATE MENTAL HEALTH ASSISTANCE

UVU's crisis services is a specific branch of the Student Health Services that provides 24/7 assistance to students experiencing a mental health crisis; police, Title IX, and victim advocacy work with this group when needed

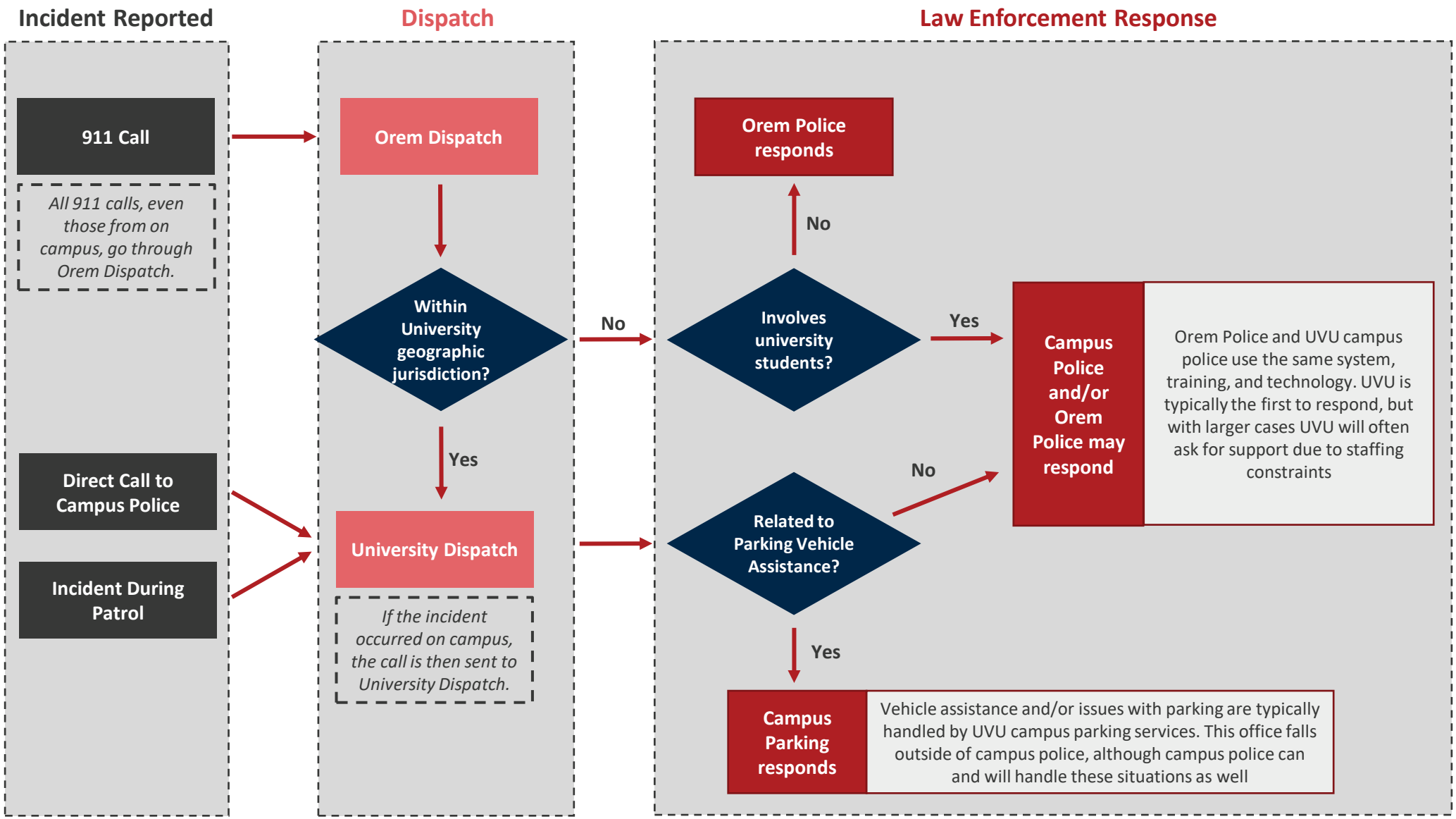
DISPATCH IS VIRTUALLY CONSOLIDATED WITH OREM POLICE DEPARTMENT

UVU works closely with the local municipal police authority, Orem Police Department, and shares dispatch software, screens, radio, etc. with the agency to provide increased transparency and ease of communication when handling different cases

NEW ANONYMOUS REPORTING SOFTWARE

UVU is shifting to a new anonymous reporting system for student complaints/reports that seamlessly connects the student to the relevant department

Reporting & Incidence Response – Process Map



Reporting

Crime Log

Campus Police keeps a 60-day crime log that is publicly available. This includes Clery crimes that will then be published as a part of the Annual Safety Report.

Timely Warnings

Timely warnings are most likely to come from the police department since they have the most information, however, the office of emergency management may also help push the warnings to students depending on the incident type

Title IX Crimes

All incidents of sexual misconduct are reported to the Office of Equal Opportunity, who will then conduct their own investigation and determine if disciplinary action is needed.

Hiring / Onboarding / Training – Key Learnings

FOCUS ON HIRING EXPERIENCED POLICE OFFICERS WITH CERTAIN CHARACTERISTICS

Over the past 3 years, hiring focus has shifted from hiring new officers from the academy to hiring more experienced police officers who have children attending UVU and have retirement money coming in; this has drastically improved the relationship between students and officers

DIFFICULT TO HIRE NEW POLICE OFFICERS GIVEN WAGE DISPARITY

UVU police officers make significantly less than other municipal positions, making it difficult to hire and retain talent. Generally only more seasoned officers with children attending UVU are willing to accept the position

POLICE TRAINING INCLUDES A WIDE VARIETY OF IN-DEMAND TOPICS

Police officers have pre-determined trainings covering topics that have been vetted with the university's diversity and inclusion office. After meeting with groups on campus, university police found that they were already providing requested trainings surrounding racism and bias

POLICE DEPARTMENT PROVIDE PRESENTATIONS TO STUDENT CLASSES

Several times per year, the police department provides in-class visits across campus, and where invited, to present to students and build relationships

Weber State University

Cicero

Executive Summary

AT A GLANCE

Police Force	**Campus**	Municipal
Head of Campus Safety	**Administrative Role**	Police Chief
Dispatch	**University Dispatch**	Local Dispatch
Clery and Title IX	Combined	**Separate**
Victim Advocacy	**On Campus**	Outside Organization

KEY INITIATIVES

New Department of Public Safety Org Structure: Weber State created a new Director of Public Safety role to separate certain responsibilities from the Chief of Police

Updated Sexual Assault Training: The Department of Public Safety helps fund a victim advocacy position at the women's center that will be responsible for creating new sexual assault training for students and staff

Lobbying for Additional Funding: Weber State would like additional funding for a dedicated Clery officer, emergency management support, recruiting efforts, etc.

STAFFING

11
full-time police officers

0
full-time security officers

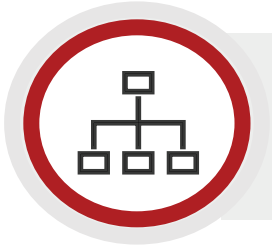
2
full-time dispatchers

0.4
officers per 1,000 students

LEADERSHIP

- **Dane LeBlanc –** Director of Public Safety
- **Seth Cawley –** Chief of Police
- **Michael Davies** – Emergency Management
- **Barry Gomberg** – Title IX Coordinator

Org Structure – Key Learnings



RESTRUCTURED DEPARTMENT OF PUBLIC SAFETY

Weber State recently reorganized its Department of Public Safety by making its Chief of Police the new Director of Public Safety; the reorganization was inspired by the University of Utah and gives the Chief of Police a more dedicated focus on policing

CLERY RESPONSIBILITY RESIDES IN POLICE DEPARTMENT

Weber State's Chief of Police is a certified Clery Compliance Officer and handles Clery responsibilities for the university; a Clery committee exists to provide support and coordination across campus

DUAL TEAM APPROACH TO BEHAVIORAL INTERVENTION

Weber State has a STAR team to handle emergent situations where a threat is posed and a SAIT team to handle less emergent behavioral situations that still call for preventative measures

POLICE ORG HAS DISPATCH CENTER OPERATING DURING CERTAIN HOURS

Weber State's police department has 2 employees who provide dispatch services 5 days a week between 7am and 5pm; outside of these hours, a contract is in place with Weber's local dispatch to provide support

Campus Safety Team – Organizational Structure

University President
Brad Mortensen

VP of Administrative Services
Norm Tarbox

Department of Public Safety

Director Public Safety
Dane LeBlanc

Chief of Police ★
Seth Cawley

- Clery Reporting
- Police Services

Director Emergency Management
Michael Davies

- Emergency Management
- Environmental Health & Safety

Equal Opportunity and Affirmative Action

★ **Director AA/EO**
Barry Gomberg

- Title IX Complaints

Relevant Departments

- Women's Center
- Counseling and Psychological Services
- Student Housing

Relevant Committees / Teams

- Clery Committee
- STAR Team
- Emergency Planning Committee
- Diversity Committee
- SAIT Team

Cicero

Direct Report | Relevant Roles | Key Responsibilities | External Involvement | ★ Primary Responsibility for Clery Act | ★ Primary Responsibility for Title IX

Reporting & Incidence Response – Key Learnings

VICTIM ADVOCACY PROVIDED THROUGH THE WOMEN'S CENTER

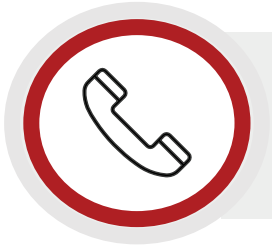
Weber State has two victim advocates within the women's center on campus; this organization is outside of the Department of Public Safety, but the two organizations work closely together (with one women's center employee being partially funded by the Department of Public Safety)

MOUs IN PLACE WITH LOCAL JURISDICTIONS FOR ASSISTANCE AS NEEDED

Given staffing constraints, Weber State has MOUs in place with local jurisdictions in which both departments are willing to provide support and assistance to the other as needed

SHARE DISPATCH LINE WITH OGDEN POLICE DEPARTMENT

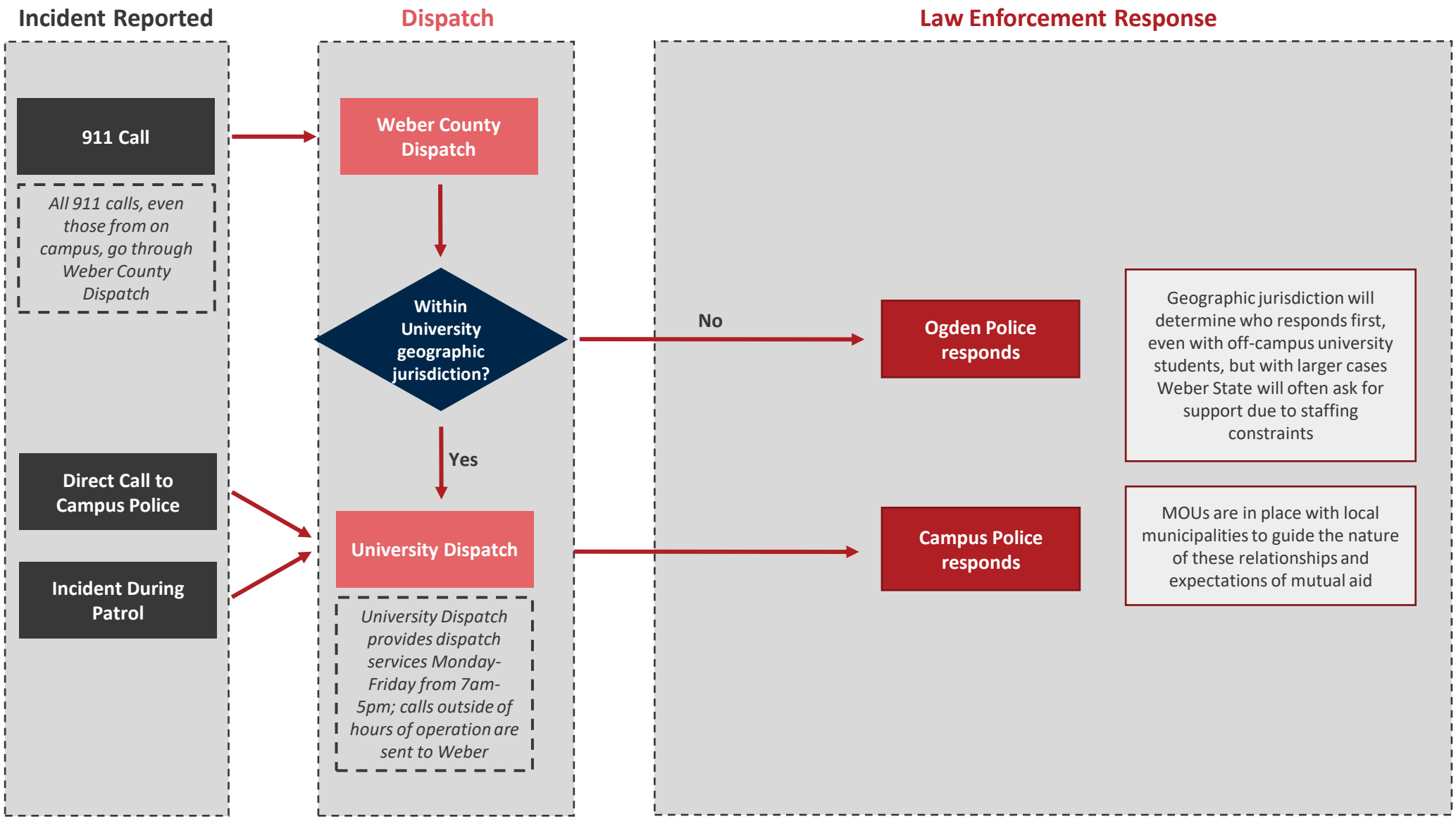
Weber State works closely with the local municipal police authority, the Ogden Police Department, and shares a dispatch line with the agency to provide increased transparency and ease of communication when handling different cases



RELY ON STAFF MEMBERS FOR ASSISTANCE WITH INCIDENT REPORTING

Designated staff members, such as CSAs, are responsible to field reports / complaints from students and report as they become aware; online reporting also exists for CSAs and students to submit reports

Reporting & Incidence Response – Process Map



Reporting

Crime Log

Campus Police keeps a 60-day crime log that is publicly available in the office (but not online). This includes Clery crimes that will then be published as a part of the Annual Safety Report.

Timely Warnings

Weber State's Department of Public Safety team will issue one of two levels of warning depending on the severity, either an immediate emergency alert or a slower safety alert

Title IX Crimes

All incidents of sexual misconduct are reported to the Office of Equal Opportunity, who will then conduct their own investigation and determine if disciplinary action is needed.

Hiring / Onboarding / Training – Key Learnings

POLICE TRAINING PLAN DETERMINED JOINTLY WITH LOCAL JURISDTICTIONS

Weber State's Police Chief develops 2-year training plans jointly with local jurisdictions to cover required basic trainings as well as topics that may be more relevant in the current climate

DIFFICULT TO HIRE NEW POLICE OFFICERS GIVEN WAGE DISPARITY

Weber State University's police force was down 5 officers last year due in large part to wage disparities with other local agencies; $5,000 signing bonuses and marginally increased pay helped attract more officers

COMMUNITY LIASON OFFICER RESPONSIBLE FOR TRAINING TO FACULTY / STUDENTS

A particular Weber State Police Officer is tasked with the additional responsibility of training faculty, students, and other staff members through student / staff orientations, meetings with Residence Assistants, and other campus events

SEXUAL ASSAULT TRAINING WILL BE UPDATED

Weber State currently uses Haven online training platform to provide sexual assault training, but there is a high price to renew the contract. Instead, the new position at the women's center will be responsible for creating sexual assault training for students and staff

Dixie State University

Cicero

Executive Summary

AT A GLANCE

Police Force	Campus	Municipal
Head of Campus Safety	Administrative Role	**Police Chief**
Dispatch	University Dispatch	**Local Dispatch**
Clery and Title IX Responsibility	Combined	**Separate**
Victim Advocacy	**On Campus**	Outside Organization

STAFFING

7 full-time police officers

0 full-time security officers

0 full-time dispatchers

0.4 officers per 1,000 students

KEY INITIATIVES

Clery Compliance: Responsibility for Clery has recently been transferred back (from General Counsel's Equity Compliance Office) to the Department of Public Safety under the Police Chief. With this move, the department has put forth extensive effort to expand Clery compliance and reporting (increasing the length of the Clery Report by over 5x)

Community and Student Engagement: Over the past two years, university police has placed increased emphasis on building relationships of trust with students through active involvement in student events and activities

Safety and Security App: New app will be operational by December 2020

LEADERSHIP

- **Del Beatty –** Dean of Students
- **Chief Blair Barfuss –** Director of Public Safety / Chief of Police
- **Josh Thayn** – Director of Event Services & Risk Management
- **Hazel Sainsbury** – Title IX Director

Org Structure – Key Learnings

RECENTLY REPLACED TITLE IX COORDINATOR

Replaced Title IX Director has been hired within the last 2 months; this role works collaboratively with the Department of Public Safety to support students with issues of discrimination and sexual misconduct

CARE TEAM FOR BEHAVIORAL INTERVENTION

The CARE team meets weekly for 90 minutes to discuss students and situations that pose a risk to campus safety; athletics, housing, general counsel, wellness center, admissions, etc. are all represented in these meetings in addition to campus safety team (police, Title IX coordinator, student affairs, facilities)

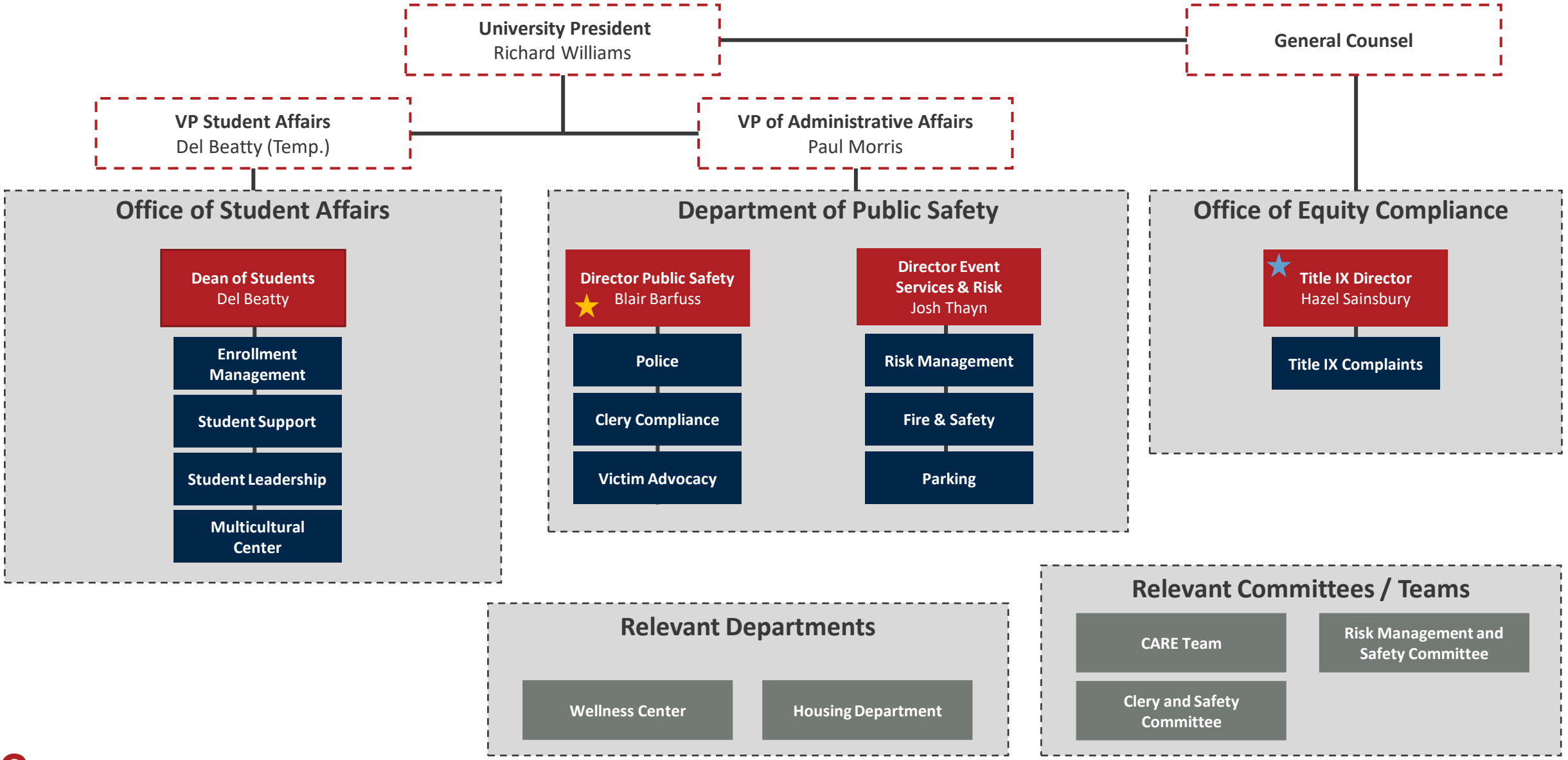
VICTIM ADVOCATE SITS WITHIN DEPARTMENT OF PUBLIC SAFETY

The Department of Public Safety's Police Records and Security Supervisor also functions as the university's primary resource for victim advocacy; other external organizations provide support as needed

POLICE STAFFING CONSTRAINTS EXIST

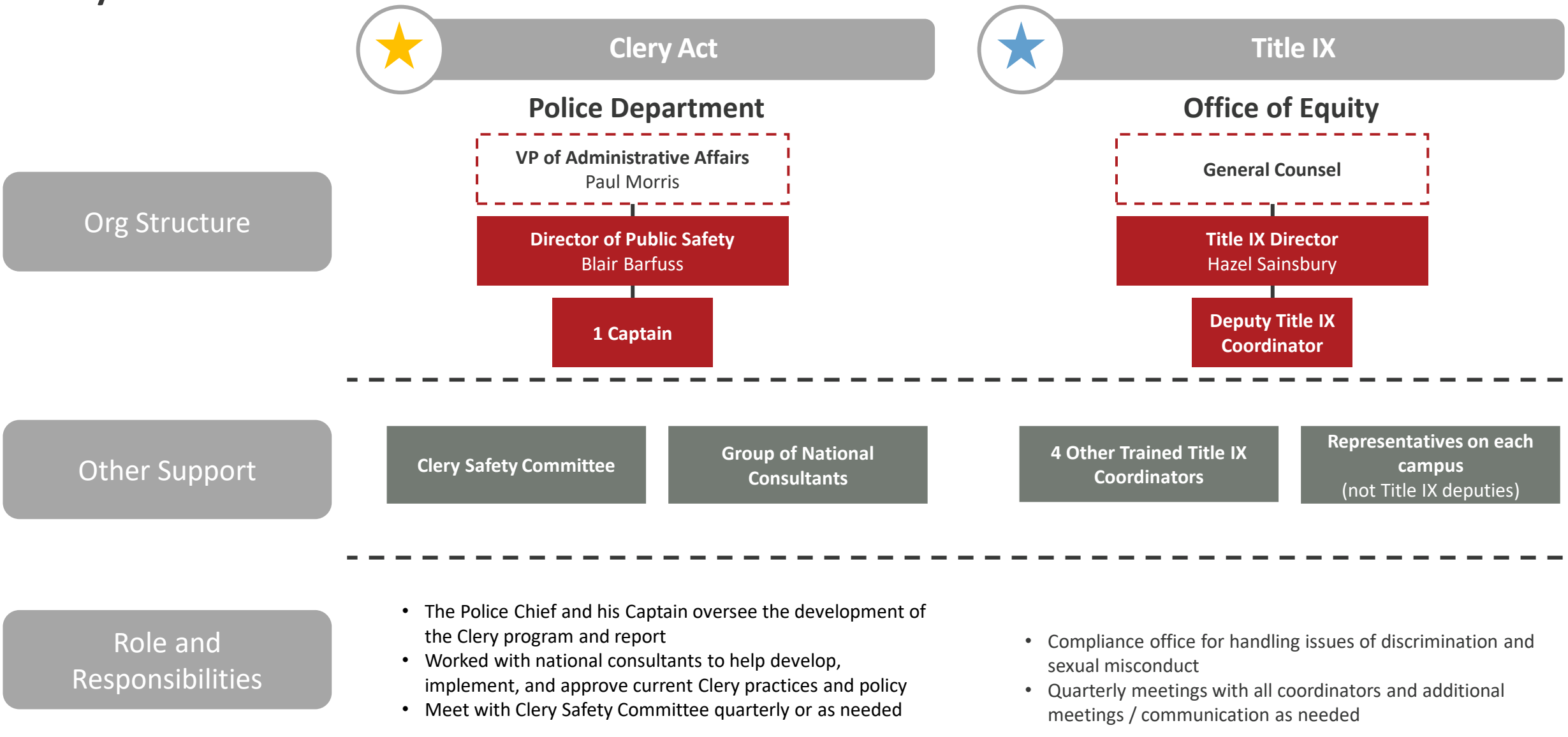
The campus police force feels understaffed; 2 out of the 7 officers (Chief of Police and Captain) are dedicated entirely to administrative duties given the demands of Clery Act, training, etc. The other five officers handle patrol, with the assistance of hired hourly (reserve) police officers to provide 24/7 coverage.

Campus Safety Team – Organizational Structure



Direct Report | Relevant Roles | Key Responsibilities | External Involvement | ★ Primary Responsibility for Clery Act | ★ Primary Responsibility for Title IX

Clery vs. Title IX



Reporting & Incidence Response – Key Learnings

PROXIMITY OF AVAILABLE SUPPORT OFTEN OVERIDES GEOGRAPHIC JURISDICTION

While DSU does have spelled out geographic jurisdictions that guide the county dispatch team, the geographic proximity of available officers often determines who responds first; DSU's relationship with the municipal police is such that both sides are capable and willing to respond on each other's "turf" (DSU officers often handle police calls for service just outside of DSU property when students in off campus student housing are involved)

STUDENT REPORTING FOR NON-EMERGENCIES PRIMARILY COMES VIA PHONE

Students and parents often report non-emergencies to the office of student affairs over the phone. DSU is working to develop a more robust reporting system and webpage that will automatically refer the student to the correct department / resource; this will be a part of the new security app (will be available December 2020)

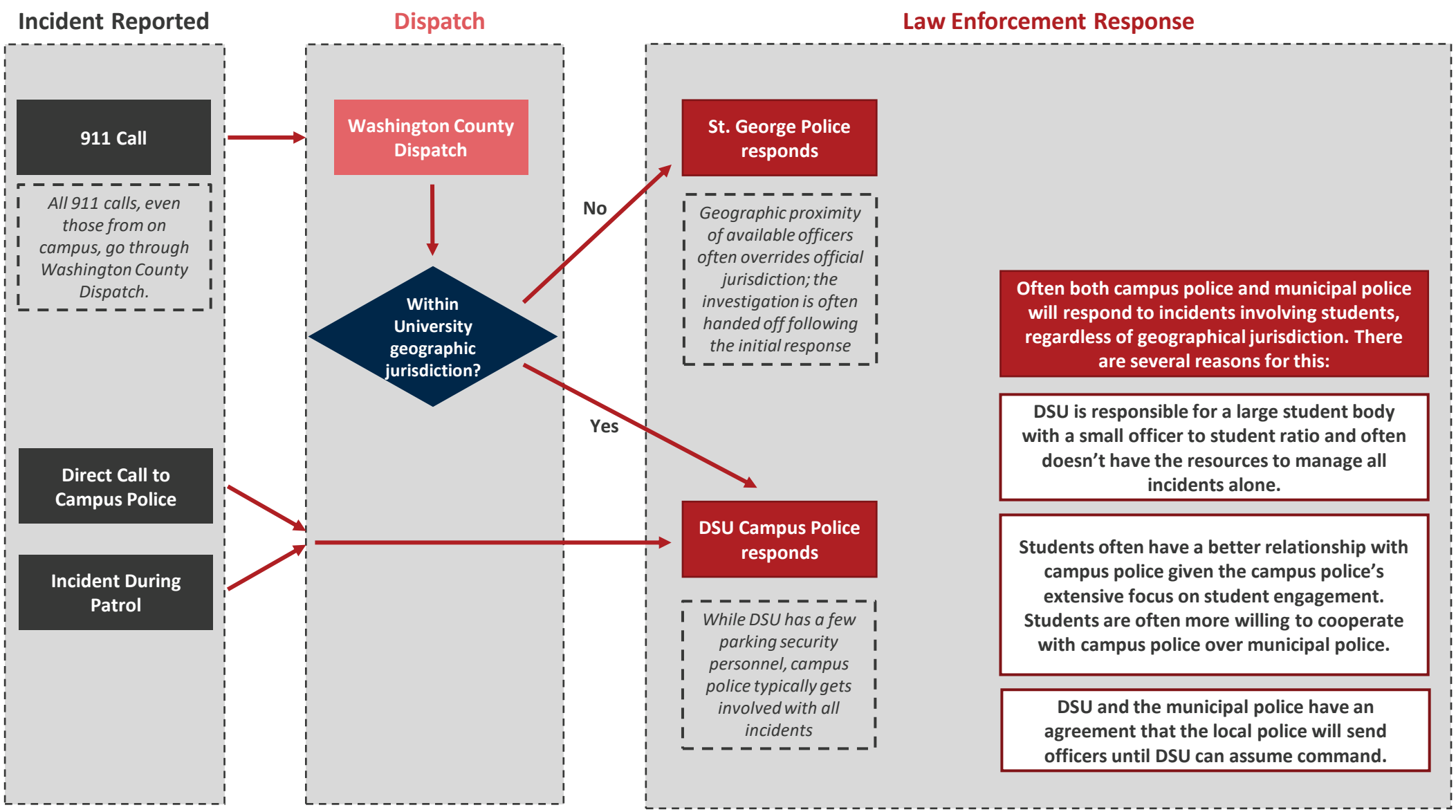
POLICE OFFICERS ALSO FULFILL SECURITY ROLE

As Dixie State does not have any student security officers, university police responds to all incidents that involve a suspicious person or any kind of security escort. However, facilities personnel that manage parking can help with motor vehicle assistance.

STUDENTS OFTEN PREFER CAMPUS POLICE OVER MUNICIPAL POLICE

Due to relationships of trust, students often prefer to have campus police involved and used as a resource over municipal police; this is particularly true for minority students

Reporting & Incidence Response – Process Map



Reporting

Crime Log

Campus Police keeps a crime log that is publicly available on their website. This includes Clery crimes that will then be published as a part of the Annual Safety Report.

Timely Warnings

DSU has a 10-person committee that dictates the relevant policies and pushes notifications as needed through their timely alert system

Title IX Crimes

All incidents of sexual misconduct are reported to the Office of Equity, who will then conduct their own investigation and determine if disciplinary action is needed.

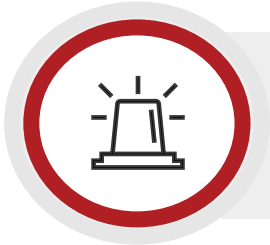
Hiring / Onboarding / Training – Key Learnings

FUNDING CONSTRAINTS LIMIT TRAINING OPPORTUNITIES

University police primarily relies on online training given the cost of training in-person; as a result, not much training happens beyond the required 40 hours

TITLE IX TRAINING HAPPENS ON INVITATION BASIS

Many departments and organizations within DSU reach out for specific training to better understand updated regulations, policy, where to go, etc.



POLICE FORCE PROVIDES TRAINING ON TOP OF THEIR FULL-TIME RESPONSIBILITIES

Police officers provide training to the campus community in many ways such as assisting Campus Security Authorities, providing Clery training, etc.

LOOK FOR UNIQUE CAMPUS-SPECIFIC SKILLS WHEN HIRING WITHIN POLICE FORCE

The Department of Public Safety sees a particular need for communication and community skills, which limits the number of police officers that could adequately serve in a campus setting

Southern Utah University

Cicero

Executive Summary

AT A GLANCE

Police Force	Campus	Municipal
Head of Campus Safety	Administrative Role	**Police Chief**
Dispatch	University Dispatch	**Local Dispatch**
Clery and Title IX Responsibility	Combined	**Separate**
Victim Advocacy	On Campus	**Outside Organization**

STAFFING

5
full-time police officers

0
full-time security officers*

1
full-time dispatchers

0.4
officers per 1,000 students

**5-7 student officers serve on part-time basis*

KEY INITIATIVES

Hiring Police Officers: Hiring additional police officers has been difficult due to budgetary constraints. SUU would like to have at least 1 officer per 1,000 students

Clery Act Committee: A coalition to support Clery related cases is currently being formed and is expected to be active in the coming months.

Title IX: Four deputy coordinators and eleven investigators provide voluntary support to the Title IX coordinator; goals include eventually having a at least one deputy as an intake officer and two full-time investigators

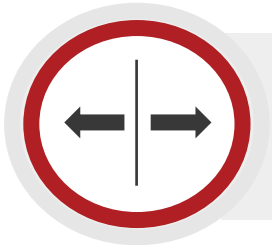
LEADERSHIP

- **Rick Brown –** Chief of Police
- **Carlos Medina** – Interim Lieutenant
- **Hollie Buhrman** – Police Officer and Clery Coordinator
- **Lucia Maloy** – Title IX Coordinator and Legal Counsel
- **Dr. Jared Tippets** – VP of Student Affairs

Org Structure – Key Learnings

POLICE CHIEF IS HEAD OF CAMPUS SAFETY

The police chief is responsible for law enforcement, emergency management, student security officers, and general campus safety. He reports to the VP of Student Affairs who then reports to the President.



CLERY AND TITLE IX RESPONSIBILITIES ARE SEPARATE

A campus police officer is responsible for Clery Act compliance and training, while an attorney within the legal department is Title IX coordinator and is supported by four deputy coordinators

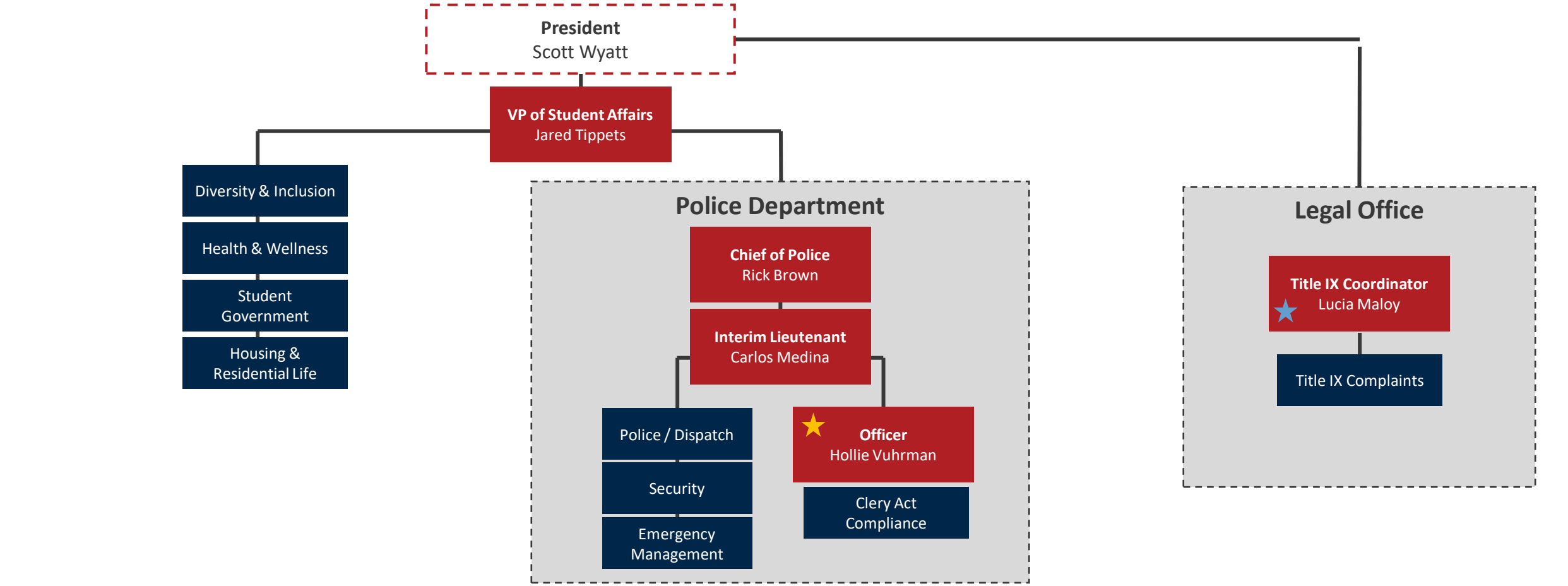
SAIT AND TITLE IX COMMITTEES MEET WEEKLY

SAIT (Student Assessment and Intervention Team) gathers various stakeholders across the university, including police, student services, CAPS, and diversity and inclusion, to review topics related to student safety. This is separate from the Title IX committee which meets every week to review all Title IX matters

STUDENT OFFICERS ASSIST WITH SAFETY

Approximately six volunteer student officers handle non-law enforcement responsibilities (e.g. escorting students, open and closing buildings, and assisting with phone calls). These individuals are commonly interested in law enforcement as a career

Campus Safety – Organizational Structure



Relevant External Organization

- Canyon Creek Services
- Domestic Violence Coalition

Relevant Committees / Teams

- Title IX Committee
- Chiefs of Police Committee
- Risk Management Committee
- Student Executive Council
- LEA Task Force
- Student Assessment and Intervention Team (SAIT)
- Housing Committee

Cicero

Direct Report | Relevant Roles | Key Responsibilities | External Involvement | ★ Primary Responsibility for Clery Act | ★ Primary Responsibility for Title IX

Clery vs. Title IX

	Clery Act	Title IX
	Police Department	**Legal Office**
Org Structure	**Police Chief** Rick Brown ↓ Officer Hollie Buhrman	**President** Scott Wyatt ↓ **Title IX Coordinator** Lucia Maloy
Other Support	**Clery Act Committee*** **Student Executive Council**	**Title IX Committee** **11 Volunteer Investigators** **4 Deputy Title IX Coordinators**
Role and Responsibilities	• Hollie Buhrman leads Clery Act reporting on top of regular officer duties like patrol • All officers receive Clery Act training upon onboarding • A Clery Act Committee is in its inception to act as a board of advisors for the team	• Title IX is housed in the legal department and reports directly to the president's office • All investigators and deputy Title IX coordinators are volunteers and not dedicated staff • The Title IX Committee serves are the primary group to discuss updates and cases

**The Clery Act Committee is currently being formed*

Reporting & Incidence Response – Key Learnings

NO FORMAL MOUs EXIST BETWEEN THE UNIVERSITY AND LOCAL POLICE FORCES

Cedar City PD and SUU have a strong relationship and assist one another on an ad-hoc basis; however, SUU plans to formalize this relationship in the near future

VICTIM ADVOCACY IS PROVIDED BY OUTSIDE ORGANIZATION AND TITLE IX

While the Title IX department offers some victim advocacy, SUU also partners with Canyon Creek Services, a community resource, to provide additional support that is available 24.7.

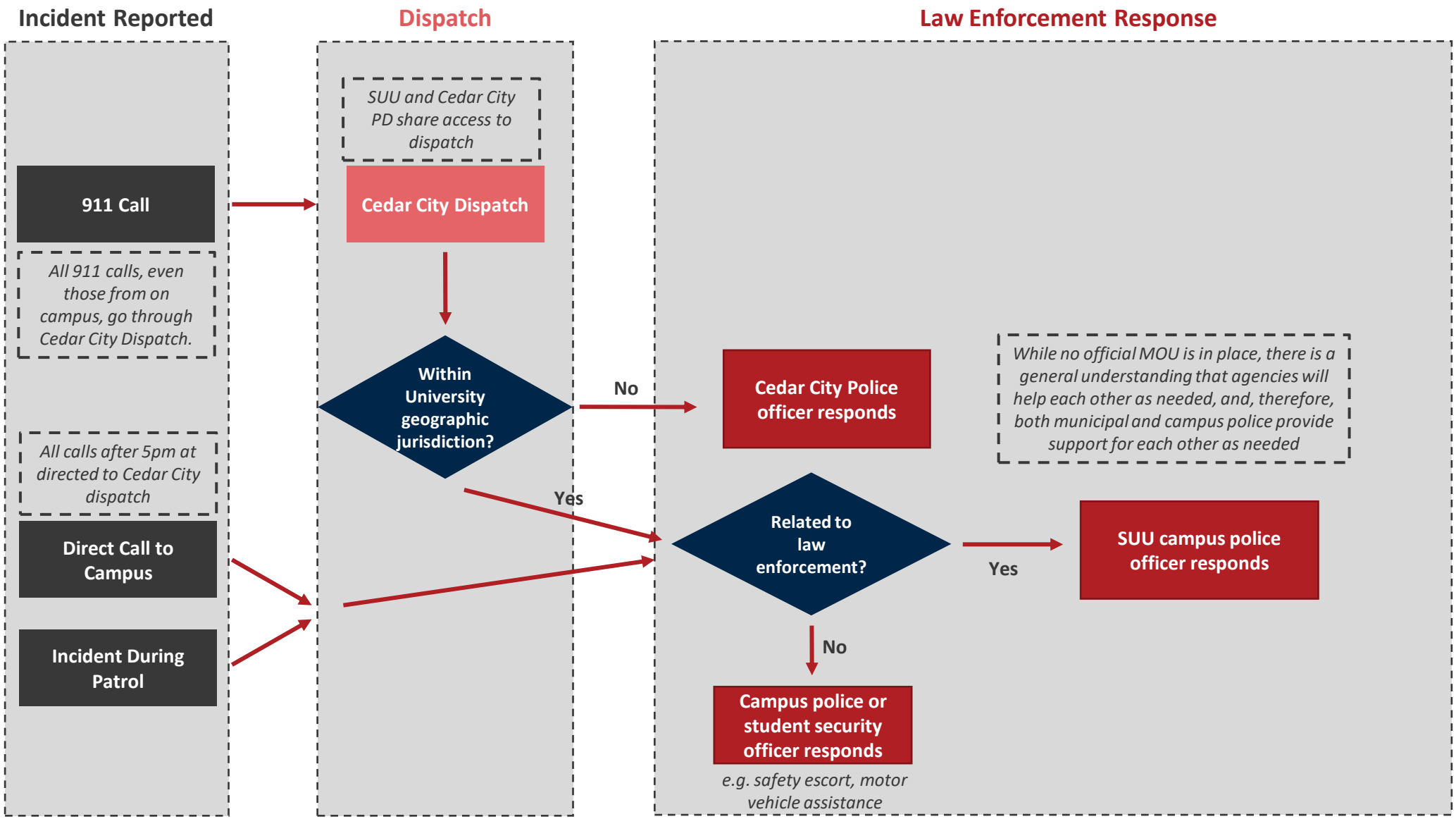
CEDAR CITY DISPATCH RECEIVES ALL INCIDENTS AND COMMUNICATES WITH CAMPUS

Local police departments have a map of the campus police jurisdiction and will loop in campus authorities by locating calls from the area. The university does have an internal number that is contacted sparingly

TITLE IX REPORTING IS COLLABORATIVE BETWEEN CAMPUS AND CEDAR CITY POLICE

Victims are consistently ushered through the process and provided all of their rights and options; while local authorities and the campus have differing timelines and responsibilities, the two work with one-another

Reporting & Incidence Response – Process Map



Reporting

Crime Log

The log is internally housed and made available on request. These data are shared amongst other law enforcement agencies.

Timely Warnings

All officers are trained on standard procedures and protocols. The norm is the secretary notifying the chief of police. Text messages are sent to all students and there is an opt-in option for emails as well

Title IX Crimes

Students have an option to be interviewed, file a report, are give victim advocacy resources, and Canyon Creek offers temporary housing

Hiring / Onboarding / Training – Key Learnings

CONSISTENTLY ATTRACTING COMPETITIVE APPLICANTS IS A PAIN POINT

The low pay scale makes it difficult to recruit for officer positions within SUU's staff; the applicants generally have very little experience and need to be trained by SUU after joining (at an additional cost)

TRAINING PROVIDED IS CONTINGENT ON ANNUAL BUDGETARY RESTRICTIONS

Due to the constrained budget, officers are not trained on Clery and cannot receive specialized training. These specialized trainings usually require travel and other expenses not allotted for in the current budget

AD-HOC DIVERSITY AND INCLUSION TRAININGS

Diversity and inclusion trainings are provided on an ad-hoc basis through the center for diversity and inclusion. There is an appetite for more racism and bias training for campus police and faculty, but budgetary constraints provide limitations on training.

FACULTY, STAFF, AND STUDENTS RECEIVE ANNUAL VIDEO TRAININGS

Active shooter, lockdown, and sexual assault trainings are required trainings for all university personnel and students. Safe campus and assault trainings are online while the active shooting training is in-person and will become a regular training (post-COVID).

Snow College

Cicero

Executive Summary

AT A GLANCE

Police Force	Campus	Municipal
Head of Campus Safety	Administrative Role	**Police Chief**
Dispatch	University Dispatch	**Local Dispatch**
Clery and Title IX	Combined	**Separate**
Victim Advocacy	**On Campus**	Outside Organization

STAFFING

3 full-time police officers

0 full-time security officers*

0 full-time dispatchers

0.5 officers per 1,000 students

KEY INITIATIVES

Victim Advocacy Position: Snow College is looking to hire an office manager position within the Department of Public Safety who can also provide in-house victim advocacy services / support

Staffing Support: Many different responsibilities (e.g., Clery, emergency management, policing, etc.) fall on the Chief of Police; handling so many diverse roles can put a strain on effectiveness

4th Police Officer: Specific to the police force, the Department of Public Safety is looking to hire another officer

LEADERSHIP

- **Derek Walk –** Chief of Police and Director of Public Safety
- **Staci Taylor –** Title IX Coordinator

**Snow college employs 12 student security agents who provide security support (roughly 8 hours per week each)*

Org Structure – Key Learnings

TITLE IX COORDINATOR OVERSEES TITLE IX AND RISK MANAGEMENT

Snow College's Risk Manager is also responsible for Title IX Coordinator duties; she is supported by a full-time investigator as well as 7 volunteer employee Title IX deputies

POLICE CHIEF WEARS MULTIPLE HATS

The Chief of Police functions as the head of public safety and bears responsibility for the police staff, security agents, Clery Act reporting, and emergency management

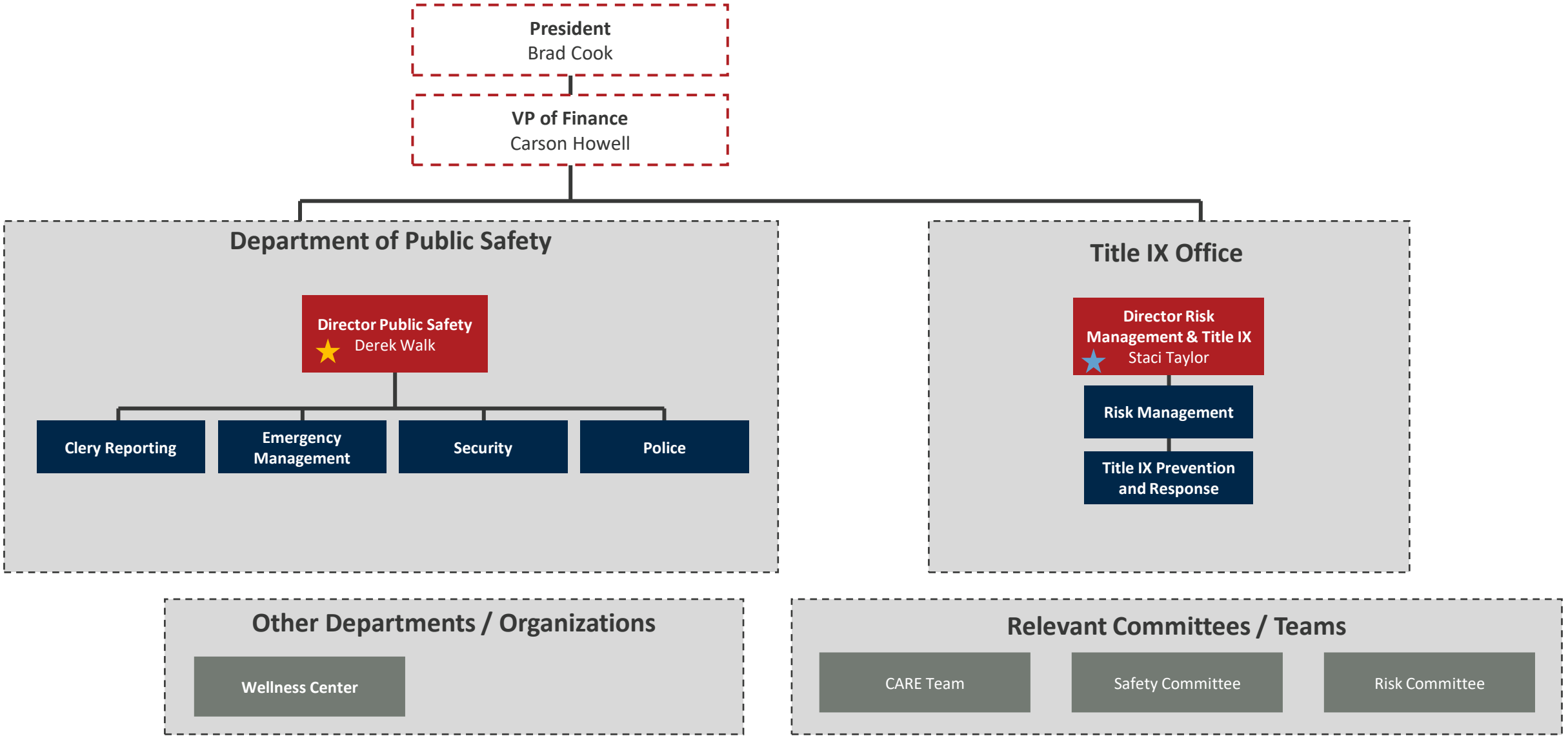
CARE TEAM HANDLES BEHAVIORAL INTERVENTION

Snow College has a CARE Team that meets once a week to discuss situations requiring support and/or intervention for at-risk students; this team includes different departments and can meet ad hoc as needed

STUDENT-FOCUSED SECURITY AGENTS

Snow College employs 12 student security agents on campus who are primarily tasked with patrolling campus, carrying a phone, unlocking rooms, locking buildings, etc.

Campus Safety Team – Organizational Structure



Direct Report | Relevant Roles | Key Responsibilities | External Involvement | Primary Responsibility for Clery Act | Primary Responsibility for Title IX

Reporting & Incidence Response – Key Learnings

VICTIM ADVOCACY SUPPORT COMES FROM EXTERNAL RESOURCES

Snow College utilizes both the county attorney's office and New Horizons to provide victim advocacy support for students as needed; the police chief owns the responsibility of connecting students to these resources

MOU IN PLACE WITH MUNICIPAL POLICE

While incidents are directed to campus police first, Snow College has an MOU with the Ephraim police department for additional support and immediate response if campus police doesn't have availability/capacity

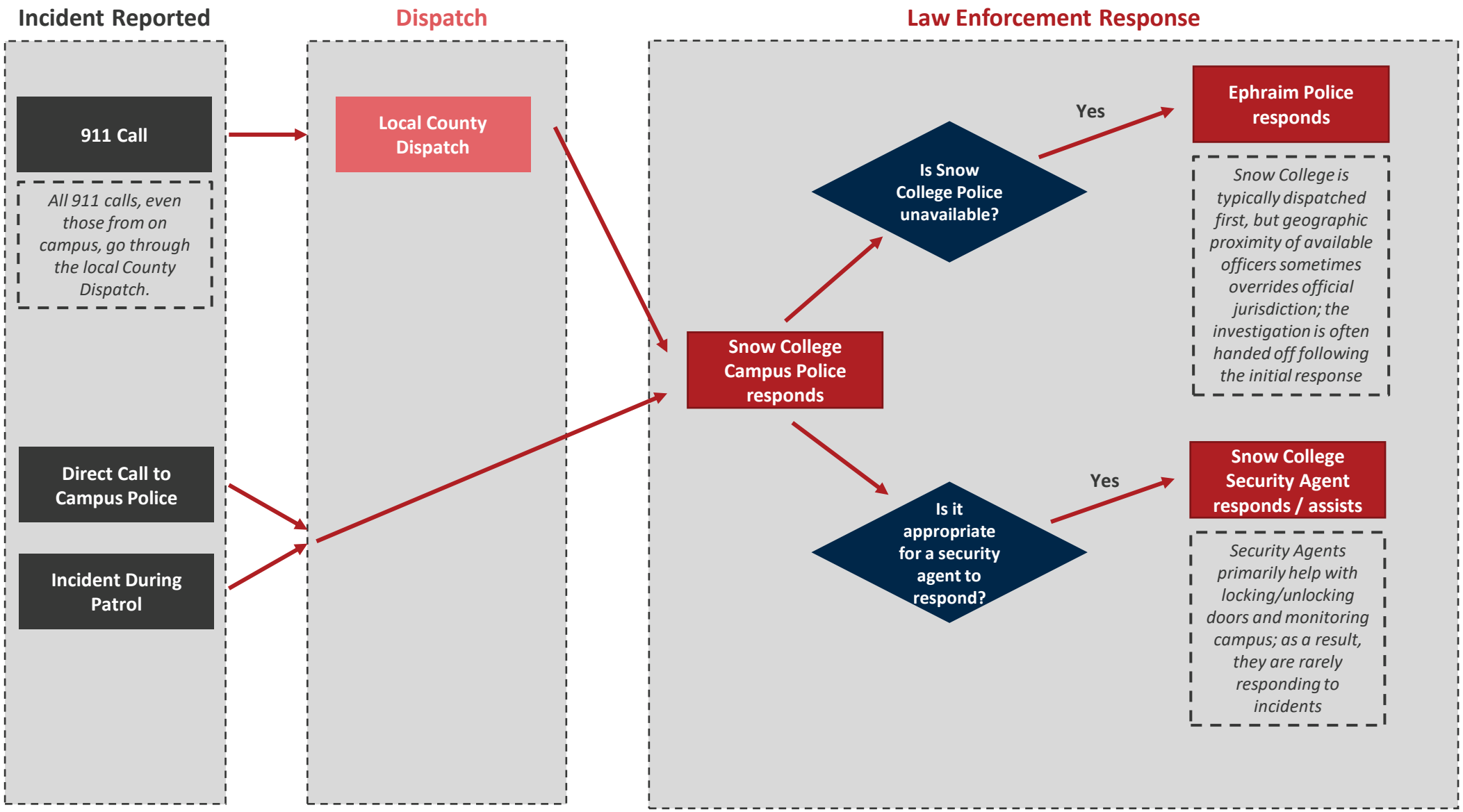
EMPHASIS TO STUDENTS IS TO GO DIRECTLY TO LOCAL DISPATCH

Snow College students are encouraged to call directly to the local county dispatch given the guaranteed quick response time and the ability of the dispatch team to connect students to campus contacts

FOCUS ON INCREASED TITLE IX OFFICE AWARENESS TO IMPROVE REPORTING

Student awareness of Title IX reporting options and support was historically low, which led to a focus on improved messaging and communication efforts with students (ultimately increasing reporting frequency)

Reporting & Incidence Response – Process Map



Reporting

Crime Log

Campus Police keeps a 60-day crime log that is publicly available. This includes Clery crimes that will then be published as a part of the Annual Safety Report.

Timely Warnings

Use alert system for emergencies only (text, phone call, and email); have a team in charge of providing this communication when needed

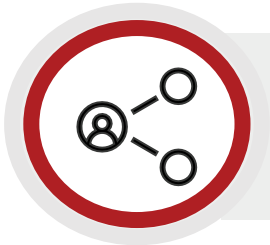
Title IX Crimes

All incidents of sexual misconduct are reported to the Office of Equity, who will then conduct their own investigation and determine if disciplinary action is needed.

Hiring / Onboarding / Training – Key Learnings

FOCUS ON HIRING A FOURTH OFFICER

Snow College currently has 3 police officers, including the police chief; given the challenges of covering the campus with only 3 officers, the college is looking to expand its force



TRAINING OTHER OFFICERS IN CLERY

The police chief is responsible for Clery reporting, and will train his other officers in order to pass on some of that responsibility; this will allow for more focus on other administrative duties and will create redundancy for continuity of operations

TITLE IX TRAINING FOR A VARIETY OF STUDENT TYPES

Snow College has Title IX training for all students, including training opportunities for student groups such as athletes, student leaders, and foreign students

LOOK TO PROVIDE POLICE TRAINING WELL BEYOND THE REQUIRED 40 HOURS

While 40 hours of police officer training is mandated, Snow College looks to go well beyond that requirement through a mix of online trainings, in-person trainings, and traveling to trainings provided elsewhere

SLCC

Cicero

Executive Summary

AT A GLANCE

Police Force	Campus	**Municipal**
Head of Campus Safety	**Administrative Role**	Police Chief
Dispatch	University Dispatch	**Local Dispatch**
Clery and Title IX Responsibility	Combined	**Separate**
Victim Advocacy	On Campus	**Outside Organization**

STAFFING

X
On-site police officers

X
full-time security officers

4
Municipal police agencies

KEY INITIATIVES

Student Relationships: SLCC is placing a heavy emphasis on building relationships with students based on trust and transparency, especially given the current environment

Restructured Title IX Office: a new Title IX Coordinator was hired several months ago with this role now falling outside of the Dean of Students (where Title IX used to live). While it's not currently in place, SLCC is hoping to have a deputy Title IX coordinator at each campus and then in each student organization.

LEADERSHIP

- **Chuck Leper** – VP of Student Affairs & Enrollment Management
- **Shane Crabtree** – Executive Director of Public Safety
- **Ken Stonebrook** – Assistant VP and Dean of Students
- **Andy Campbell** – Deputy Director of Public Safety
- **David Jensen** – Director of EEO & Title IX

Org Structure – Key Learnings

CAMPUS POLICE CONTRACTED OUT TO UTAH HIGHWAY PATROL

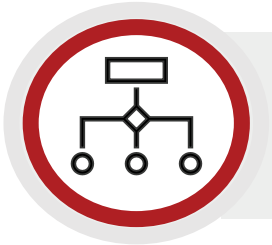
The Utah Highway Patrol provides dedicated officers to the main SLCC campuses, while the local municipal police provides support for the remaining campuses. There is 24/7 police coverage at the 4 main campuses

DEDICATED DIRECTOR OF CAMPUS SAFETY

While policing is contracted out to the municipal police, SLCC still has an in-house executive director of public safety who is a sworn police officer and oversees the team of security officers as well as Clery Act compliance

BEHAVIORAL INTERVENTION TEAM

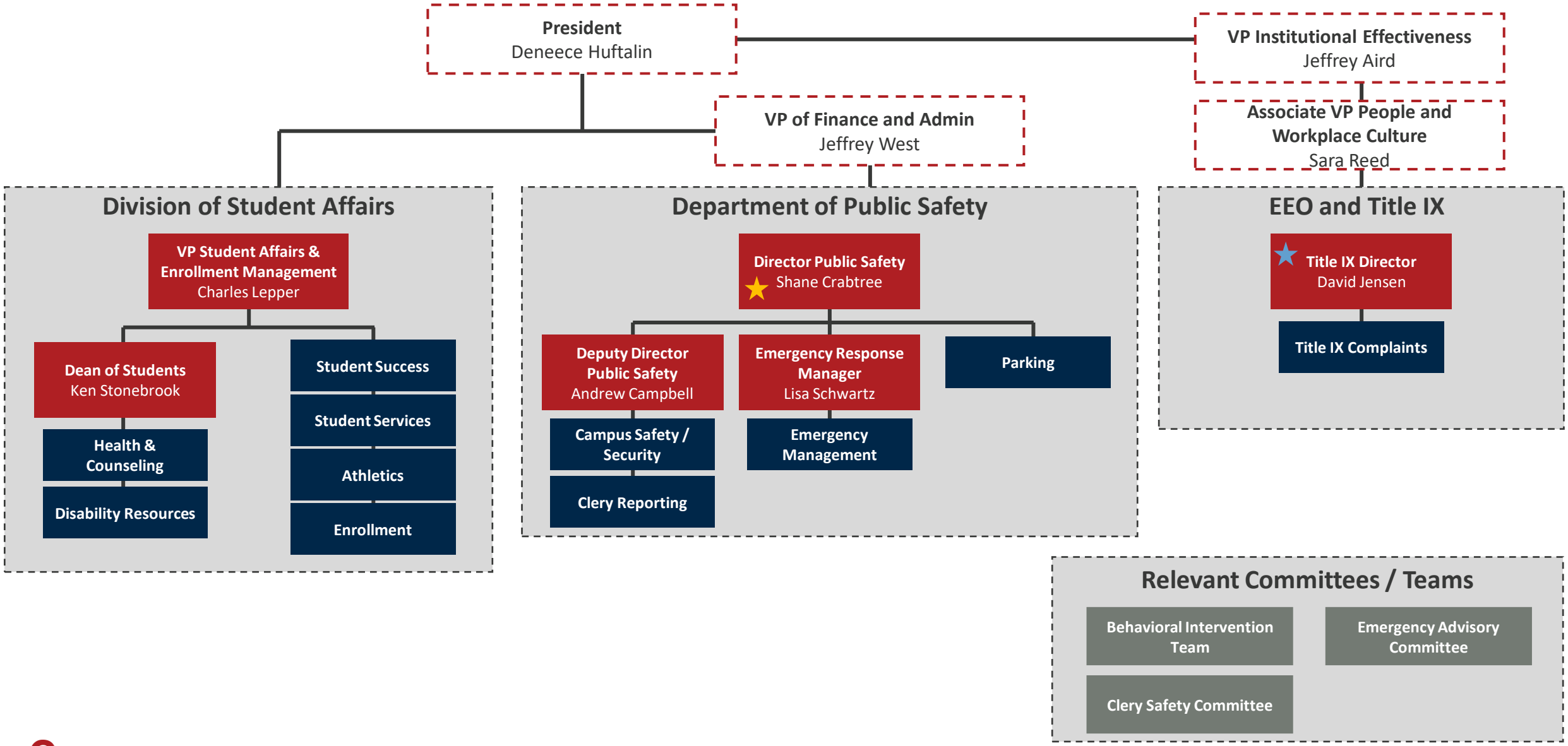
The majority of the coordination that takes place with campus safety occurs during a bi-monthly meeting with the Behavioral Intervention Team. This team includes dean of students, public safety, health and counseling, legal, disability resource center, faculty, and other representatives across the college



RESTRUCTURED TITLE IX OFFICE

SLCC recently filled a Title IX position (Title IX Coordinator) to provide students with a more consistent and dedicated resource; as part of this, Title IX moved from the Dean of Students to the office of People and Workplace Culture

Campus Safety Team– Organizational Structure



Cicero

Direct Report | Relevant Roles | Key Responsibilities | External Involvement | ★ Primary Responsibility for Clery Act | ★ Primary Responsibility for Title IX

Clery vs. Title IX

	Clery Act	Title IX
Org Structure	**Department of Public Safety** **VP of Finance and Admin** Jeffrey West **Director Public Safety** Shane Crabtree **Deputy Director**	**Office of Equity** **Associate VP People and Workplace Culture** Sara Reed **Title IX Director** David Jensen
Other Support	**Clery Safety Committee**	**10+ certified Title IX Investigators**
Role and Responsibilities	• The Director of Public Safety serves as the Clery officer for the college • The college reaches out to UHP, municipal police forces, UTA, etc. to get Clery statistics • The Deputy Director of Public Safety supports with Clery reporting	• Compliance office for handling issues of discrimination and sexual misconduct • 10 Title IX investigators who all have obtained level 1 certification

Cicero

Reporting & Incidence Response – Key Learnings

USE EXTERNAL VICTIM ADVOCACY RESOURCE

SLCC doesn't employ any victim advocates, but rather works through an external partner who provides advocates (many of whom are available 24/7)

SECURITY OFFICERS ARE LIMITED PRIMARILY TO MINOR INCIDENTS

Security officers help with minor things like service calls (flat tires, locked cars, etc.) and security escorts; the college prefers to involve law enforcement for all other incidents since they are better trained

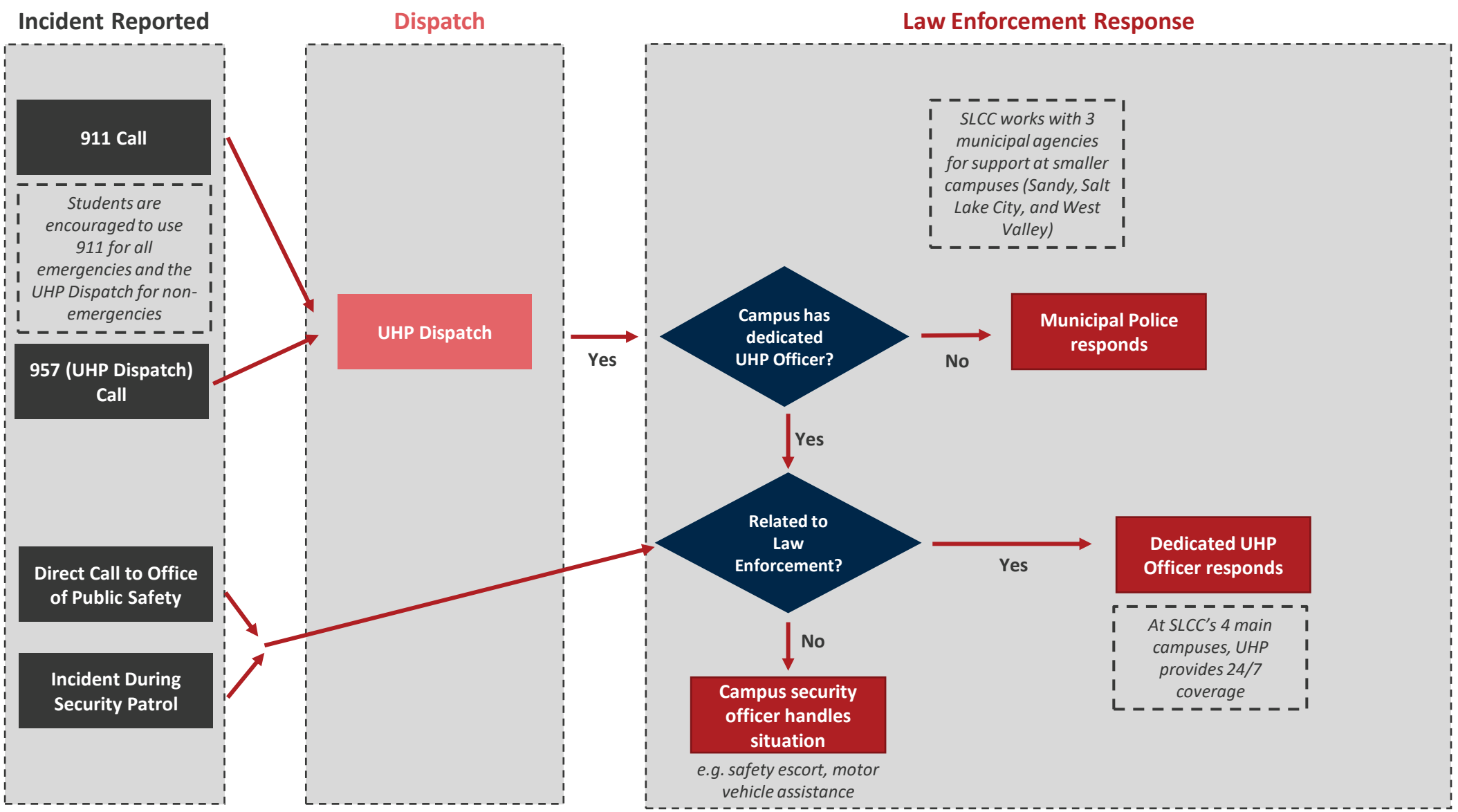
TRAINING STUDENTS TO REACH OUT TO THE RIGHT RESOURCE

Many students are accustomed to calling the director of Public Safety directly, but the college is working to train students to use 911 as the first line of contact

TWO DISPATCH CENTERS ARE USED

SLCC receives support from both the local county dispatch center and the UHP Dispatch center; the college advertises 911 as well as the UHP number

Reporting & Incidence Response – Process Map



Reporting

Crime Log

The Department of Public Safety compiles a Daily Crime Log that is available to the media, the public, and various campus offices upon request; Annual Campus Safety Report is put together to report on Clery crimes as well as non-Clery crimes like theft which SLCC includes to be extra thorough

Timely Warnings

Once key criteria of incidents are identified, and if a Timely Warning is required, information is communicated via the emergency notification system (email/phone call/text); students can opt into these notifications

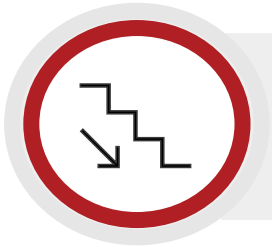
Title IX Crimes

All incidents of sexual misconduct are reported to the Office of Equity, who will then conduct their own investigation and determine if disciplinary action is needed.

Hiring / Onboarding / Training – Key Learnings

SPECIALIZED TRAINING REQUIRED FOR POLICE OFFICERS

Given that UHP officers are coming from a highway setting, SLCC provide additional specialized training on topics like domestic violence, lethality assessment, Title IX, Clery, and Crisis Intervention



PARTICULARLY STRONG FOCUS ON DEESCALATION TRAINING

Based in part on feedback from the governor, SLCC has placed particular focus on training officers with de-escalation skills

PROVIDE REGULAR TITLE IX AND CLERY TRAINING TO STAFF MEMBERS

Clery trainings are provided to relevant individuals through online resources, while the Dean of Students and Title IX Director provide regular Title IX trainings

TWO FORMER POLICE OFFICERS IN DEPARTMENT OF PUBLIC SAFETY LEADERSHIP

SLCC has hired two former police officers to fill the Executive Director of Public Safety role and the Deputy Director of Public Safety role; this helps with managing relationships with contracted police forces

Bridgerland Technical College

Cicero

Executive Summary

AT A GLANCE

Police Force	Campus	**Municipal**
Head of Security	Designated Role	**Shared Role**
Dispatch	University Dispatch	**Local Dispatch**
Clery and Title IX	**Combined**	Separate
Victim Advocacy	On Campus	**Outside Organization**

STAFFING

1
On-site police officers*

0
full-time security officers

1
Municipal police agencies

KEY INITIATIVES

Additional Training: Tech colleges have limited access to trainings by nature, and so the college is looking to make this a more proactive priority going forward

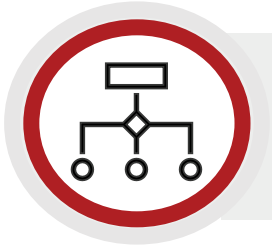
Diversity Coordinator: The VP of Student Services was recently made the Diversity Coordinator – a new role that is still being fleshed out. He is also responsible for Clery compliance and Title IX reporting

LEADERSHIP

- **Jim White –** VP of Student Services
- **Emily Hobbs –** Chief of Staff

*Shares time with two high schools

Org Structure – Key Learnings



TITLE IX AND CLERY FALL UNDER DIRECTOR OF STUDENT SERVICES

Bridgerland's VP of Student Services is responsible for Clery compliance and reporting as well serving as the college's Title IX Director and Diversity Coordinator – a new role that was recently added to his responsibilities

STRONG POLICE PRESENCE THROUGH POLICE ACADEMY

Bridgerland has its own police academy as well as a dedicated workout room for local police officers; together, this creates a strong police presence on campus in which students have regular interaction with law enforcement

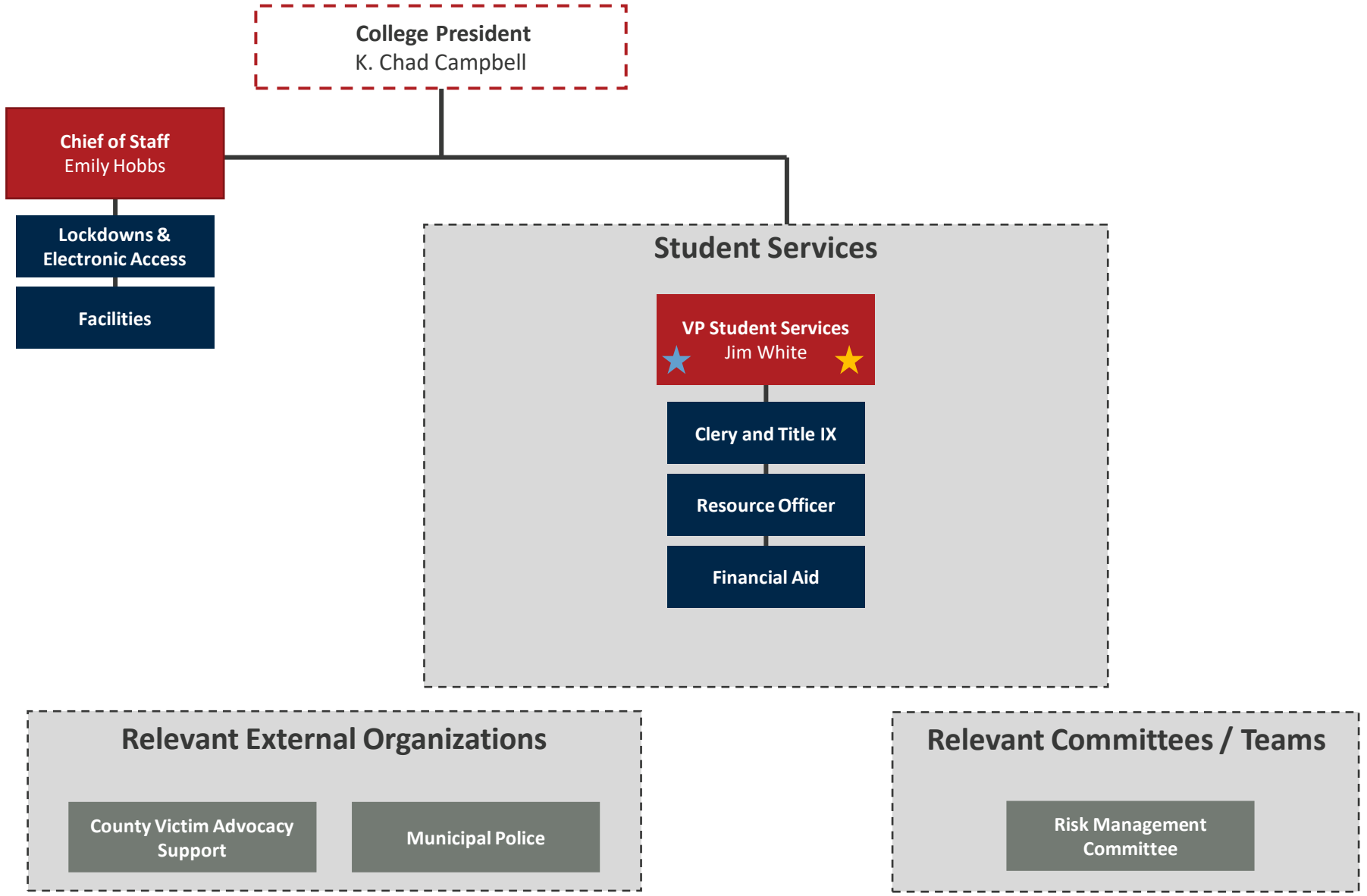
RISK MANAGEMENT TEAM COORDINATES HEALTH RELATED ISSUES

Bridgerland has a committee that meets quarterly and functions as an emergency response team to handle emergency related issues (e.g., safety, risk, OSHA) as they arise

EMERGENCY MANAGEMENT IS A SHARED RESPONSIBILITY

The Chief of Staff handles protocol for lockdowns and electronic access, and the President is heavily involved in emergency management. A steering committee was pulled together to handle the COVID public health crisis

Campus Safety Team – Organizational Structure



Direct Report | Relevant Roles | Key Responsibilities | External Involvement | ★ Primary Responsibility for Clery Act | ★ Primary Responsibility for Title IX

Reporting & Incidence Response – Key Learnings

ONE PART-TIME, ON-SITE POLICE OFFICER

Bridgerland has a dedicated officer that splits time with two other high schools in the area; the officer has an office on Bridgerland's campus and students are trained to bring reports directly to the officer

EMERGENCY MANAGEMENT BOOKLET USED ACROSS CAMPUS

Standard emergency response information along with key contact information is contained in a booklet that is found in every classroom on campus

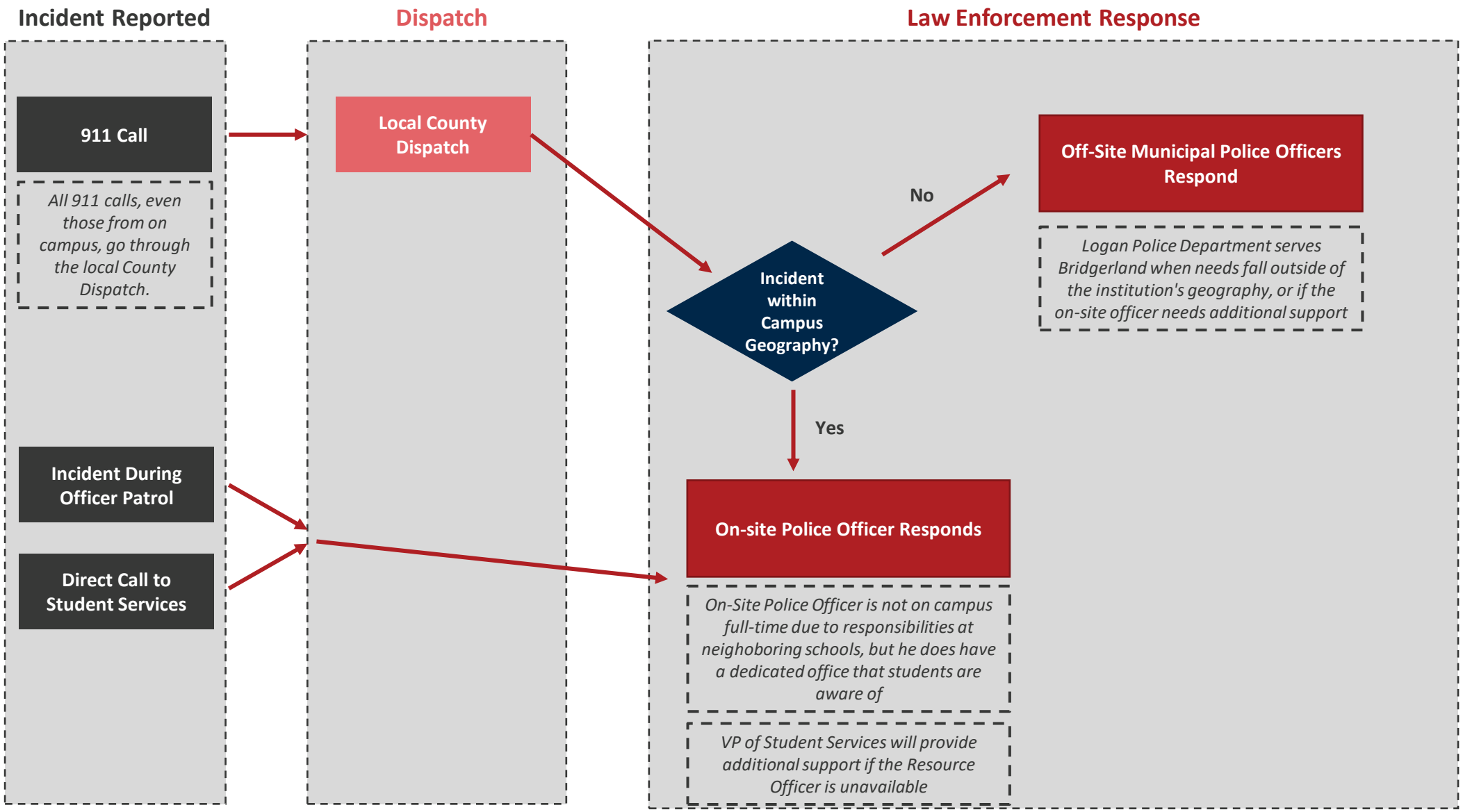
DISPATCH DIRECTS CALLS DIRECTLY TO RESOURCE OFFICER

Both BTech campuses use the local county dispatch and the dispatch systems direct calls right to on-site officer based on geographical jurisdiction

VICTIM ADVOCACY AND MENTAL HEALTH RESOURCES PROVIDED EXTERNALLY

Bridgerland has a list of resources available that are provided online or directly from Student Services; other faculty are trained to provide help as well

Reporting & Incidence Response – Process Map



Reporting

Crime Log

The VP of Student Services works with the entire team to collect data on Clery crimes that are published as a part of the Annual Safety Report.

Timely Warnings

Use a system called Rave Mobile Safety; the entire admin team has access to this system, but the Chief of Staff is typically responsible for sending the messages (using pre-written messages)

Title IX Crimes

All incidents of sexual misconduct are reported to the VP of Student Services (Title IX Coordinator), who will then conduct their own investigation and determine if disciplinary action is needed.

Hiring / Onboarding / Training – Key Learnings

CURRRENTLY IN PROCESS OF TRAINING TITLE IX INVESTIGATORS

Members of the campus community are being trained as Title IX investigators (on top of their other responsibilities); three individuals just recently received training from SUU

PROVIDE GENERAL TRAINING RESOURCES THROUGH EVERFI

Annual trainings are provided through an online tool called EverFi and provide opportunities for training across an array of different campus safety topics

ANNUAL FALL KICK-OFF MEETING COVERS SAFETY RELATED TOPICS

Bridgerland has a fall kick-off meeting every August and safety related topics such as risk management are woven into these meetings; other professional development is often provided on an ad hoc basis

Davis Tech

Cicero

Executive Summary

AT A GLANCE

Police Force	Campus	**Municipal**
Head of Security	**Designated Role**	Shared Role
Dispatch	University Dispatch	**Local Dispatch**
Clery and Title IX Responsibility	**Combined**	Separate
Victim Advocacy	On Campus	**Outside Organization**

STAFFING

0
On-site police officers

2
full-time security officers*

1
Municipal police agency

KEY INITIATIVES

Title IX Training: Davis Tech is currently working to revamp its training on Title IX for students and staff members; this training will be available virtually through Bridge

Hiring a Dedicated Police Officer: Last year, Davis Tech requested a dedicated School Resource police officer as part of their legislative ask; this remains a high priority given staffing constraints and leadership's concerns over student safety

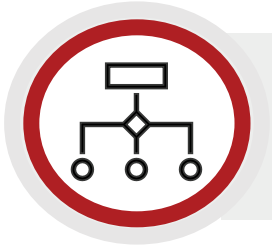
LEADERSHIP

- **Julie Blake –** VP of Student Affairs
- **Spencer Kimball –** Director of Student Services
- **Kristin Culley** – Security/Risk Coordinator
- **Alison Anderson** – Director of Instructional Systems
- **Bryce Fox** – Director of Facilities

Cicero

*Davis Tech has 1 additional part-time security officer

Org Structure – Key Learnings



CAMPUS SAFETY RESPONSIBILITES FALL IN DIFFERENT DEPARTMENTS

Several different roles throughout the organization play a part in campus safety efforts; security and emergency management lives within the Department of Administrative Services while Title IX, Clery, and training efforts live within the Department of Student Affairs

SAME INDIVIDUAL IS RESPONSIBLE FOR CLERY AND TITLE IX

Davis Tech's Director of Student Services has responsibility as the school's Title IX and Clery Coordinator; he works closely with the security coordinator for assistance with investigations and reporting

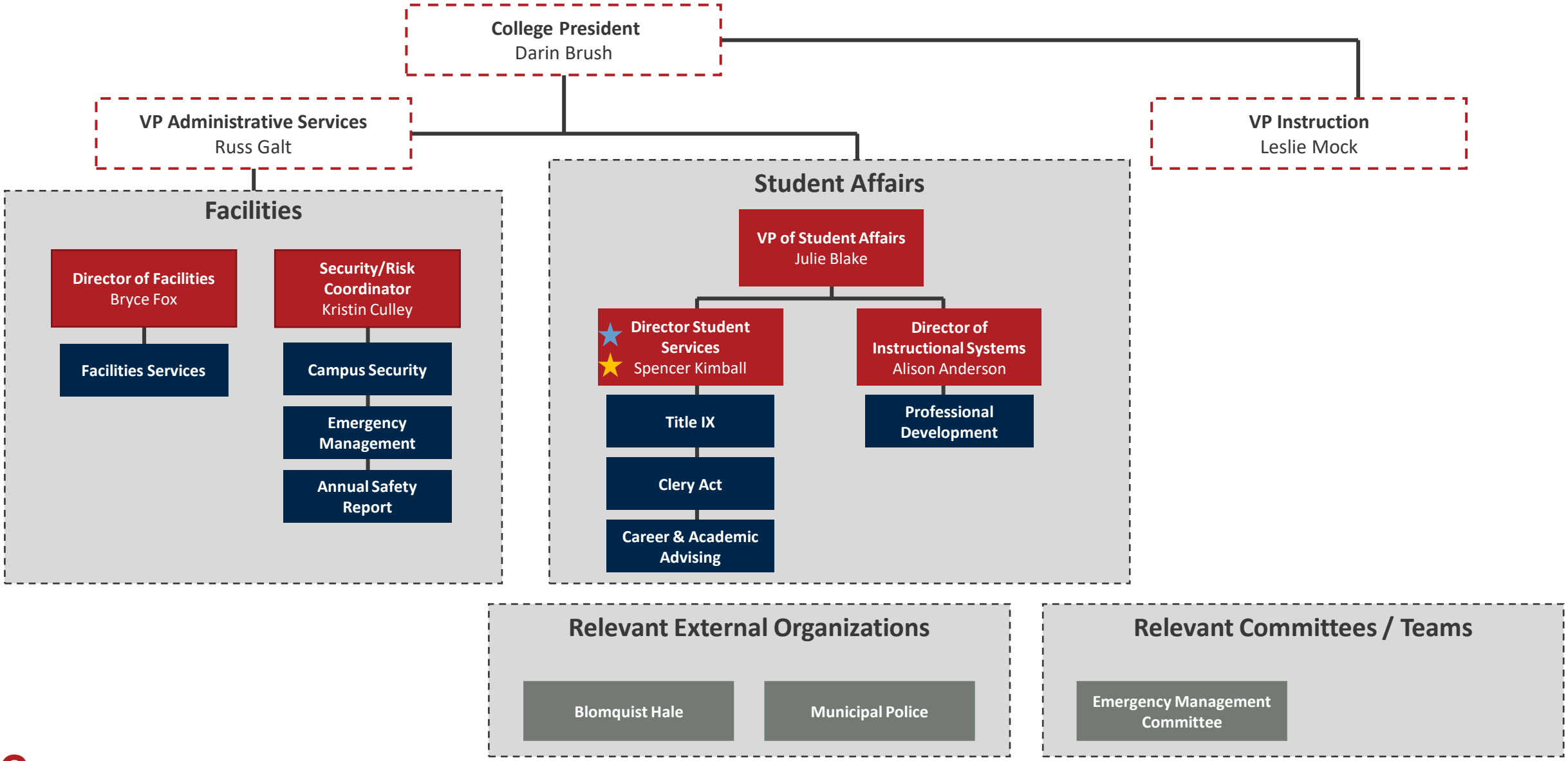
EMERGENCY MANAGEMENT FALLS UNDER THE SECURITY COORDINATOR

The school's security coordinator, in additional to other responsibilities, oversees emergency management, which includes the development and refinement of the school's emergency response plan

DEMAND EXISTS FOR A DEDICATED POLICE RESOURCE

The college has petitioned multiple times for a dedicated police officer at Davis Tech to support the security team and help with staffing constraints

Campus Safety Team – Organizational Structure



Direct Report | Relevant Roles | Key Responsibilities | External Involvement | ★ Primary Responsibility for Clery Act | ★ Primary Responsibility for Title IX

Reporting & Incidence Response – Key Learnings

ONE CROSS-FUNCTIONAL COMMITTEE EXISTS PERTAINING TO CAMPUS SAFETY

A 16-member emergency management committee meets quarterly to discuss campus safety issues and the operations plan; the goal is to have representation from every program

DESIGNATED MUNCIPAL POLICE POINT OF CONTACT

Davis Tech does not have a School Resource Officer like other neighboring schools, but they do have a sergeant that serves unofficially as their point of contact when the municipal police needs to be involved with incidents

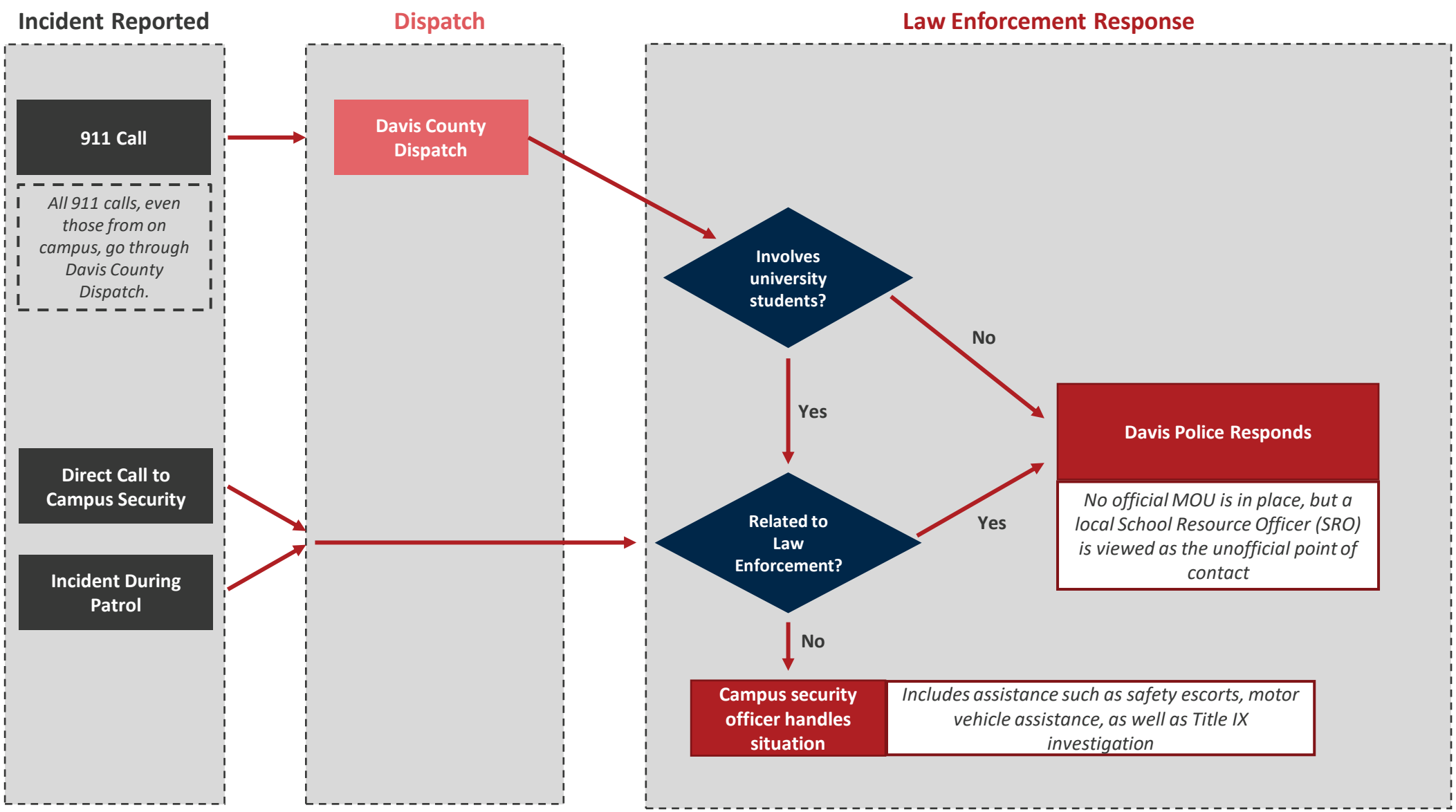
VICTIM ADVOCATE SUPPORT COMES FROM EXTERNAL PARTNER

Davis Tech partners with Blomquist Hale as a resource for students in need of victim advocacy or mental health counseling; the Director of Student Services is responsible for communicating this resource to students

FACILITIES AND STUDENT AFFAIRS BOTH HELP WITH TITLE IX CRIME INVESTIGATION

Davis Tech's Director of Student Services is responsible for Title IX and is always involved, but the school's security coordinator serves as the lead investigator and involves the police if requested by the student or required due to threat of safety

Reporting & Incidence Response – Process Map



Reporting

Crime Log

The Security Coordinator collects data on Clery crimes that are published as a part of the Annual Safety Report.

Timely Warnings

Anytime an incident would affect the campus as a whole, the director of marketing is notified who then pushes out a notification to students via email, voicemail or text.

Title IX Crimes

All incidents of sexual misconduct are reported to the Title IX Coordinator; the Security Coordinator then conducts her own investigation to determine if disciplinary action is needed and/or if the police should be involved.

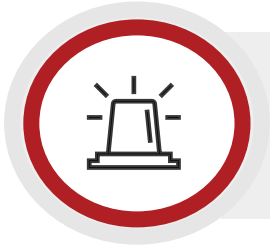
Hiring / Onboarding / Training – Key Learnings

REQUIRED VIOLENCE AGAINST WOMEN ACT (VAWA) TRAINING FOR STUDENTS

Training is required as part of annual required training for staff and students and is an important area of focus for the school

USE BRIDGE TO DELIVER VIRTUAL TRAININGS

Virtual trainings for students and staff are offered through Bridge and cover topics such as VAWA, HIPPA, OSHA, and more



TRAINING FOR SECURITY OFFICERS IS DONE ALONGSIDE THE LOCAL POLICE FORCE

Davis Tech relies on the local municipal police force as a source of training for security officers; each year typically has a particular focus with this past year focusing on active shooter training

CURRENTLY DEVELOPING NEW TITLE IX TRAINING

Davis Tech's current Title IX training is in need of being updated; the Director of Student Services is currently developing new training that will be available virtually through Bridge

Dixie Technical College

Executive Summary

AT A GLANCE

Police Force	Campus	**Municipal**
Head of Security	**Designated Role**	Shared Role
Dispatch	University Dispatch	**Local Dispatch**
Clery and Title IX Responsibility	**Combined**	Separate
Victim Advocacy	On Campus	**Outside Organization**

STAFFING

0
On-site police officers

2
full-time security officers

1
Municipal police agencies

KEY INITIATIVES

MOU and Clery Act: The university has experienced significant growth since its founding in 2001. Establishing an MOU with St. George municipal police and clarifying Clery Act responsibilities are two interrelated initiatives that are progressing in lock-step

Victim Advocacy: Leadership has identified mental health services and victim advocacy as two areas with room to grow; plans to expand beyond the Safe UT app are in place

Camera Monitors: Recently the campus installed approximately 100 security cameras. This satisfies a large share of monitoring needs

LEADERSHIP

- **Sam Draper** – VP of Administrative Services
- **Camille Lyman** – Director of Student Services
- **Joe Brusati** – IT & Facilities Director
- **Gordon Bell** – Head of Security

Org Structure – Key Learnings

TITLE IX AND CLERY RESPONSIBILITES ARE SHARED AMONGST STAFF

Title IX Coordinator and Clery Act reporting roles incorporate a team effort involving multiple departments and personnel; Clery protocol is not clearly defined and is being reworked

MOUs DO NOT EXIST WITH MUNICIPAL POLICE

Precise agreements between campus security and St. George PD do not exist; local law enforcement interact with campus security on an as-needed basis

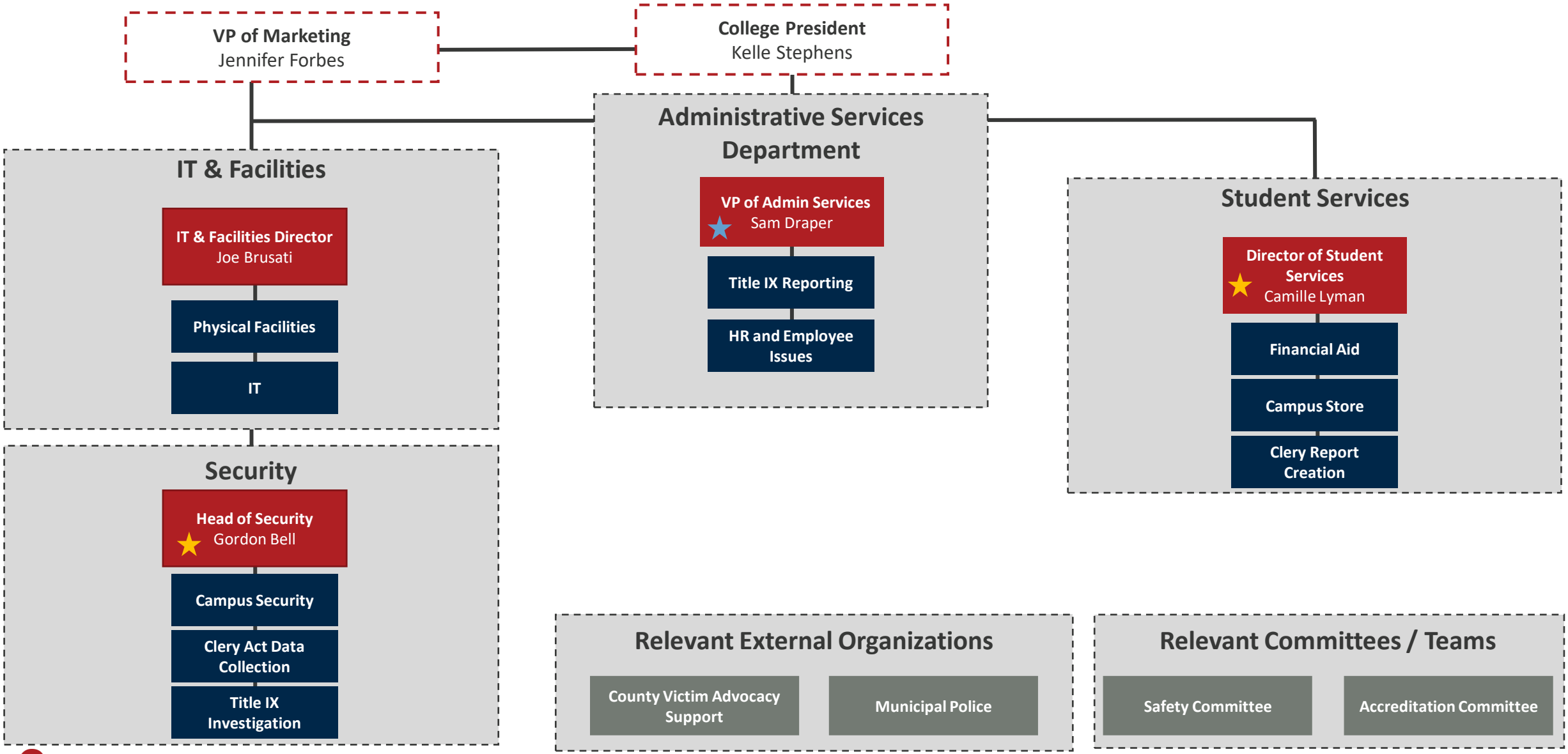
CAMPUS SECURITY PRIMARILY SERVES THE ROLE OF A DETERRENT

The three-person security team perform a variety of duties and leadership noted an intention to move the team away from filling administrative roles

STAFF GENERALLY WORK TOGETHER ON A VARIETY OF ROLES AS GENERALISTS

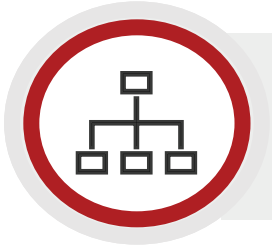
By-in-large leadership collaborates with one another and fill a variety of roles; the college's small size lend itself to inter-departmental sharing of information and teamwork as well individuals having multiple lines of report

Campus Safety Team – Organizational Structure



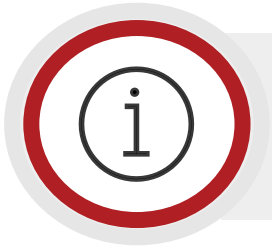
Direct Report | Relevant Roles | Key Responsibilities | External Involvement | Primary Responsibility for Clery Act | Primary Responsibility for Title IX

Reporting & Incidence Response – Key Learnings



TITLE IX IS STRUCTURALLY DEFINED BUT HAS NEVER HAD A REPORTED CASE

Roles and responsibilities are delineated within administrative roles and have yet to be tested in a real-world setting; the college has not had a Title IX case in its nineteen-year history

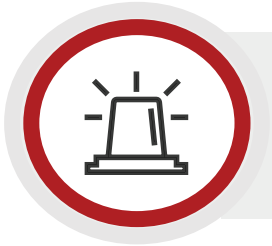


SAFE UTAH PROVIDES VICTIM ADVOCACY SERVICES

Leadership's goal is to augment the Safe Utah App in the near future with additional services. Currently, all time-sensitive cases are reported back to Dixie Tech's Director of Student Services

TIMELY WARNINGS ARE CURRENTLY DISSEMINATED THROUGH THE LIVE SAFE APP

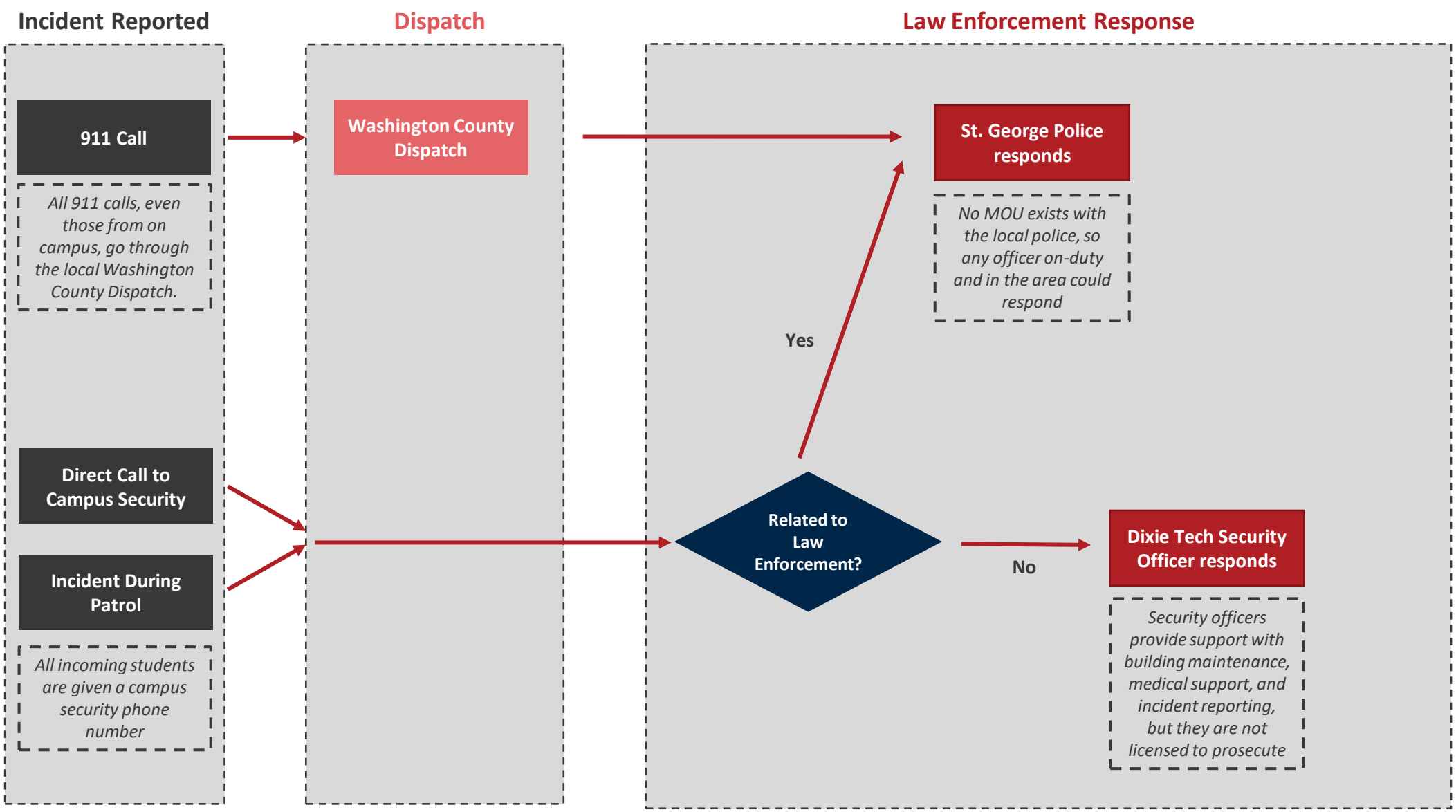
Mass email and text messaging are the two channels for timely warnings; the Live Safe app serves as conduit for text messaging, but there is a low opt-in rate and plans to replace are being discussed



ST. GEORGE PD RECEIVES CAMPUS INCIDENTS ABOVE 'OBSERVE & REPORT' LEVELS

All incidents and reports above an administrative and non-consequential level are shared with St. George PD; additionally, law enforcement departments collaborate with Dixie Tech security on an ad-hoc basis

Reporting & Incidence Response – Process Map



Reporting

Crime Log

Campus security adheres to the 'observe and report' protocol. All cases above a level deemed non-consequential are shared with the local St. George Police Department

Timely Warnings

Text message and email are the two channels of communication. Mass emails are sent via the Director of Student Services and text messages through the Live Safe phone app. The college is planning on replacing the application with a new resource due to its low opt-in rate

Title IX Crimes

Since the college's inception in 2001 there has never been a Title IX case reported. Roles and responsibilities exist but have never been tested.

Hiring / Onboarding / Training – Key Learnings

EVERFI TRAINING IS VOLUNTARY AND COVERS A VARIETY OF TOPICS

Online training presentations covering topics such as sexual assault, substance abuse, and racial discrimination are offered to students on a voluntary basis

FACULTY AND STAFF RECEIVE IN-PERSON ALCOHOL TRAININGS BI-ANNUALLY

Special topics are selected every year but always contain modules on alcohol, illicit substance abuse, sexual abuse, and racial discrimination

CAMPUS SECURITY FORCES EXCEED ENFORCEMENT TRAINING REQUIREMENTS

The three-person detail complies with state training standards despite not being required to do so. Firearms, CPR, bomb threats, terrorism, and forensic interviews are the primary components of their training

A VARIETY OF INITIATIVES TO INCREASE TRAININGS ARE CURRENTLY BEING PLANNED

The security detail aspires to begin training for vulnerable populations in self-defense and awareness. Faculty and staff are planning to begin de-escalation techniques training in the coming months

Mountainland Technical College

Cicero

Executive Summary

AT A GLANCE

Police Force	Campus	**Municipal**
Head of Security	Designated Role	**Shared Role**
Dispatch	University Dispatch	**Local Dispatch**
Clery and Title IX	Combined	**Separate**
Victim Advocacy	On Campus	**Outside Organization**

STAFFING

0
On-site police officers

0
full-time security officers

4
Municipal police agencies

KEY INITIATIVES

On-campus Security: Mountainland does not currently have a security guard on campus; this is a top priority for the college. The second priority is creating a cohesive campus security department

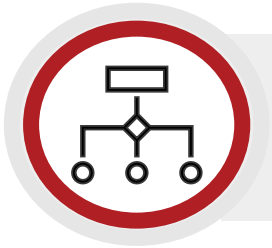
Clery Training: Upskilling data collectors and investigators are quick wins that are being planned in the coming months

Mental Health Services: Provision of services outside of operating hours is a priority for leadership as enrollment grows

LEADERSHIP

- **Joseph Demma** – VP of College Relations
- **Kirt Michaelis** – VP of Administrative Services
- **Blake Hendry** – Facilities Director & Risk Manager
- **Justin Browning** – HR Director

Org Structure – Key Learnings



CAMPUS SAFETY RESPONSIBILITY IS SPLIT BETWEEN LEADERS

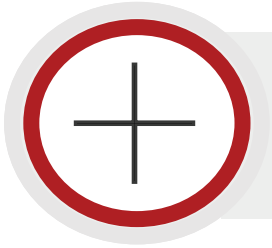
There is no role for Director of Campus Safety; leaders in Student Services, HR, Communications, and Facilities each have responsibilities related to campus safety

BEHAVIORAL INTERVENTION TEAM ENSURES COORDINATION ACROSS DEPTS

Student Services, HR, Facilities, counselors, and program directors meet together once a month to discussion any situation that could pose a threat to campus safety. This is separate from the Emergency Committee that meets once a quarter to discuss hazards (fire, active shooter, etc.)

STUDENT INCLUSION IS AN UPHILL CHALLENGE DUE TO AVERAGE PROGRAM LENGTH

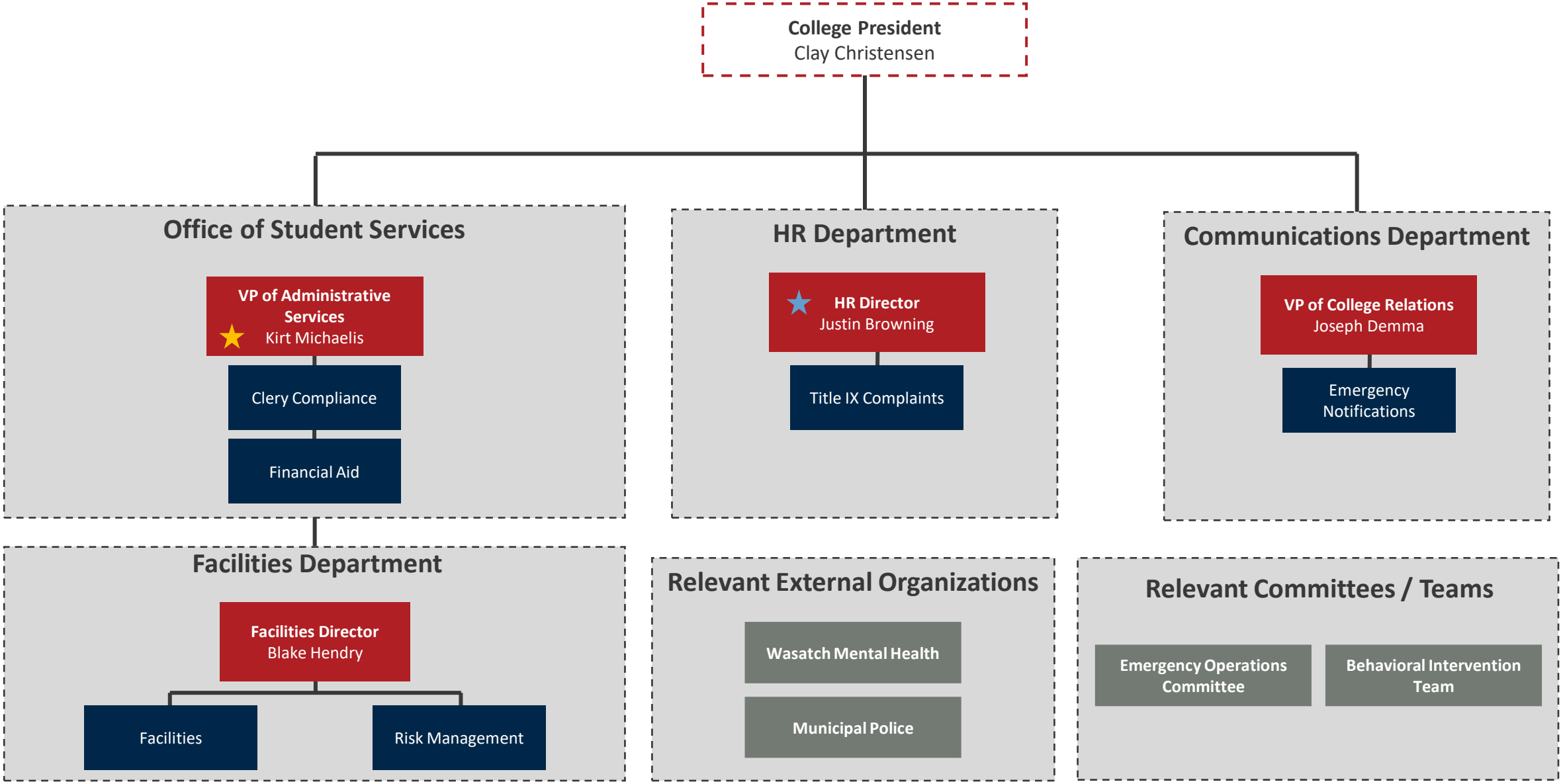
The administration includes students in their committees whenever possible and notes it is difficult to include students when their average time at Mountainland is one-year



CREATING A CAMPUS SECURITY ROLE IS A TOP PRIORITY

Crime logs, victim's advocacy, and Clery Act are all areas of growth the college believes can be filled with the addition of a cohesive security office and a full-time security guard

Department of Public Safety – Organizational Structure



Direct Report | Relevant Roles | Key Responsibilities | External Involvement | Primary Responsibility for Clery Act | Primary Responsibility for Title IX

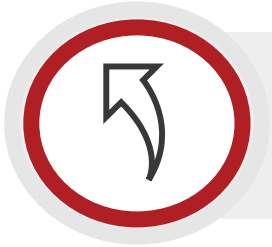
Reporting & Incidence Response – Key Learnings

LEADERSHIP RELIES ON MUNICIPAL POLICE WITH AN MOU IN PLANNING STAGES

There are no formal law enforcement agreements or on-campus crime logs at Mountainland; leadership notes this as a high priority for improvement

TIMELY WARNINGS ARE DISSEMINATED TO RELEVANT CAMPUSES

Multiple campus locations deem that timely warnings should only be sent to select campuses for select instances. The head of the communications department leads decision making with the President's office



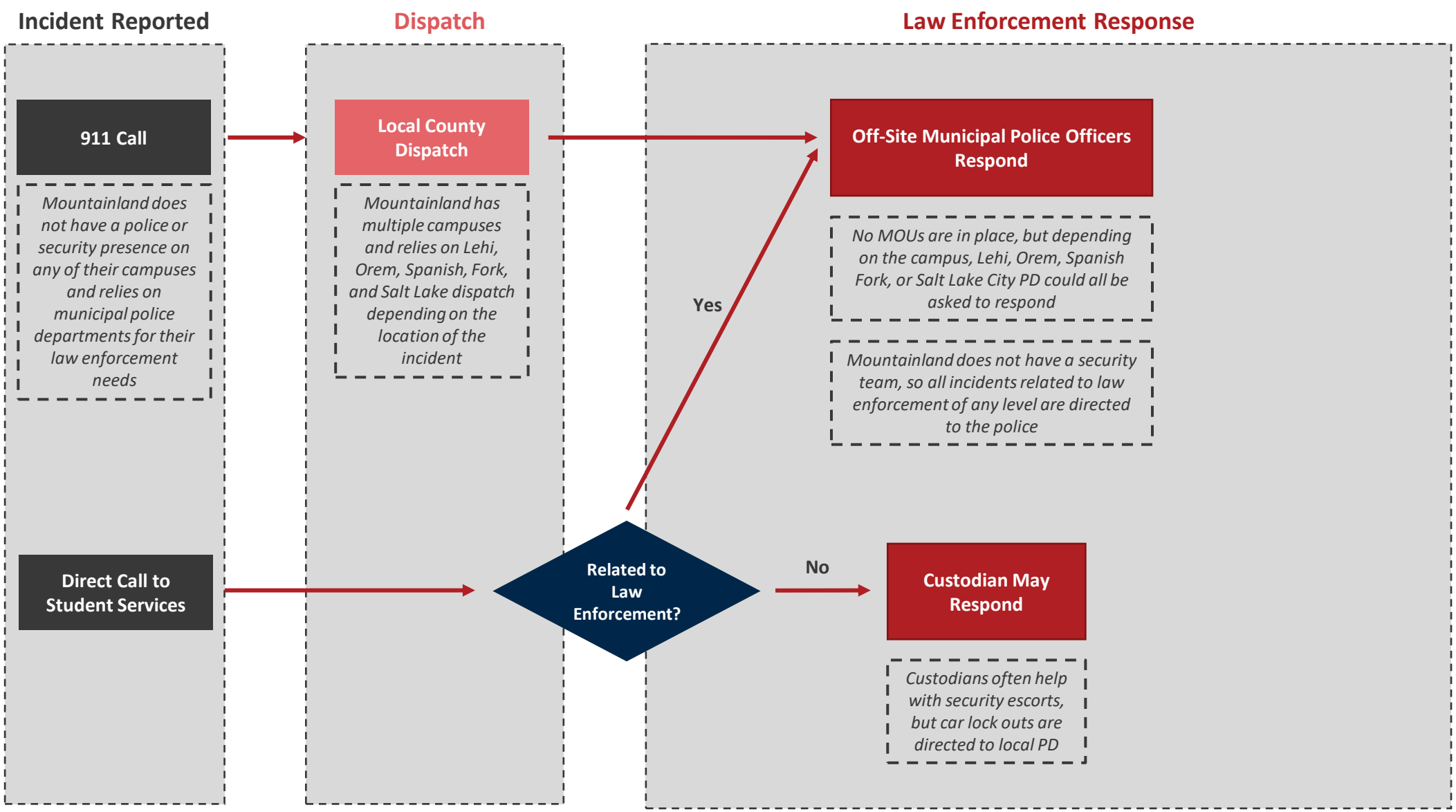
VICTIM ADVOCACY IS OUTSOURCED VIA WASATCH MENTAL HEALTH

On-campus counselors are staffed at the college, with additional support provided by Wasatch Mental Health. If a call comes in after hours, it is directed to the local police. The Safe UT app and campus hotlines are also available resources

CUSTODIANS HELP WITH SECURITY ESCORTS

Without a staffed security guard, custodians are often asked to help with non-emergencies such as security escorts. However, motor vehicle assistance and car lock outs are directed to the police

Reporting & Incidence Response – Process Map



Reporting

Crime Log

No logging of crimes was indicated to be recorded by Mountainland's leadership

Timely Warnings

The Communications Department connects directly with the President's office and utilize the R.A.V.E system. Warnings are only sent to applicable impacted campuses

Title IX Crimes

Two investigators are assigned to every case and a decision committee of three individuals sit on the Behavioral Intervention Team

Hiring / Onboarding / Training – Key Learnings

HIRING A FULL-TIME SECURITY GUARD WOULD ENHANCE CAMPUS SECURITY

There is no law enforcement present on campus and leadership recognizes the need for at least one full-time officer or guard per campus during their hours of operation (7am-10pm)

ANNUAL ROLE-SPECIFIC TRAINING IS PROVIDED VIA BRIDGE

Students, faculty, and staff receive training on general topics (i.e. earthquake, active shooter etc.) while special training exist for specific roles and responsibilities

DIVERSITY & INCLUSION TRAINING THROUGH SPEAKERS FOR FACULTY AND STAFF

When scheduling gaps are available, speakers or administrator are invited to speak and share with faculty and staff. Student cases concerning D&I are channeled through the college's HR department

SPECIALIZED TRAININGS EXIST FOR SPECIFIC PROGRAMS AND CAREER TRACKS

The college's focus on trade skills requires relevant students to undergo industry specific, often OSHA related, trainings.

Ogden-Weber Technical College

Executive Summary

AT A GLANCE

Police Force	Campus	**Municipal**
Head of Security	**Designated Role**	Shared Role
Dispatch	University Dispatch	**Local Dispatch**
Clery and Title IX Responisbility	Combined	**Separate**
Victim Advocacy	On Campus	**Outside Organization**

STAFFING

0
On-site police officers

3
full-time security officers*

1
Municipal police agencies

KEY INITIATIVES

Live Safe: This mobile app provides a wide array of services for students and staff ranging from campus liaison requests to mental health cases. Neighboring institutions experience a low opt-in rate with their service provider, but this has not been the case with Live Safe

Campus Dispatcher: As the college continuously grows there is a pressing need for a dedicated dispatcher; guards currently are filling many roles and responsibilities

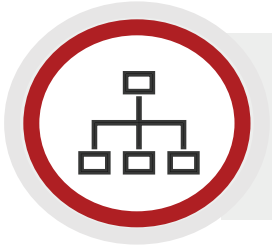
Safety & Security Training: Security leadership stressed their dedication and continual messaging of 'good customer service'

LEADERSHIP

- **Fred Frazier** – Campus Security Manager
- **Monica Schwenk** – VP of Student Services
- **Lisa Butler** – Student Services Director
- **KC Strong** – Counselor

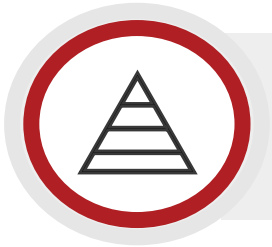
*7 part-time officers

Org Structure – Key Learnings



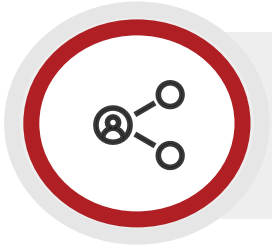
TITLE IX RESPONSIBILITIES FALL WITHIN THE COUNSELING DEPT

One of the campus counselors is designated as the campus compliance coordinator, which includes handling Title IX concerns. However, the security manager is responsible for Clery Act reporting.



INFORMATION SHARING IS 'FLAT' AND ALLOWS FOR TIMELY COLLABORATION

All department leads can inform the President of urgent matters without consulting their direct supervisor



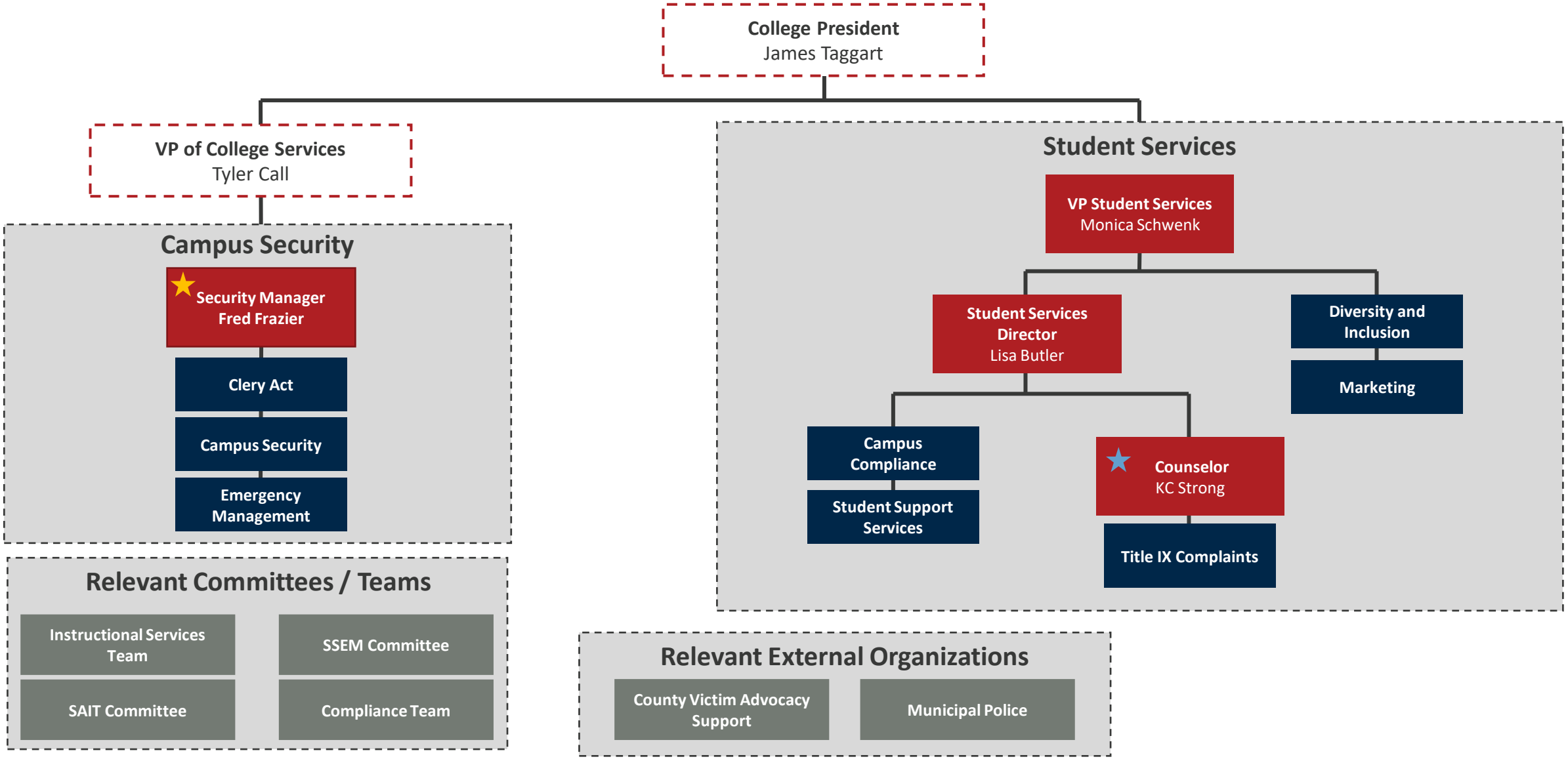
SAIT AND SSEM TEAMS PROVIDE COLLABORATION ACROSS DEPARTMENTS

SAIT (Student Assistance and Intervention Team) includes various stakeholders across the organization and meets monthly to discuss specific cases. The Safety and Security Management Team also meets to discuss specific security matters such as Clery Act compliance, etc.

DIVERSITY & INCLUSION AND COMPLIANCE COMMITTEES ARE BEING CREATED

The institution has recently onboarded a Diversity & Inclusion officer; plans for a Diversity & Inclusion Committee and Compliance Committee are in their fledgling stages

Campus Safety Team – Organizational Structure



Direct Report | Relevant Roles | Key Responsibilities | External Involvement | Primary Responsibility for Clery Act | Primary Responsibility for Title IX

Reporting & Incidence Response – Key Learnings

ALMOST ALL INCIDENTS ARE DIRECTED TO OGDEN MUNICIPAL POLICE

All cases above an inconsequential level are directed to Ogden PD dispatch, and low severity cases are internally reported within the crime log

THE LIVE SAFE APP IS ROBUST AND PERFORMS A VARIETY OF REPORTING FUNCTIONS

Live Safe is discrete from Safe UT and performs a variety of functions including but not limited to anonymous reporting, anonymous chatting, timely warnings, dispatch routing, and campus liaison requesting

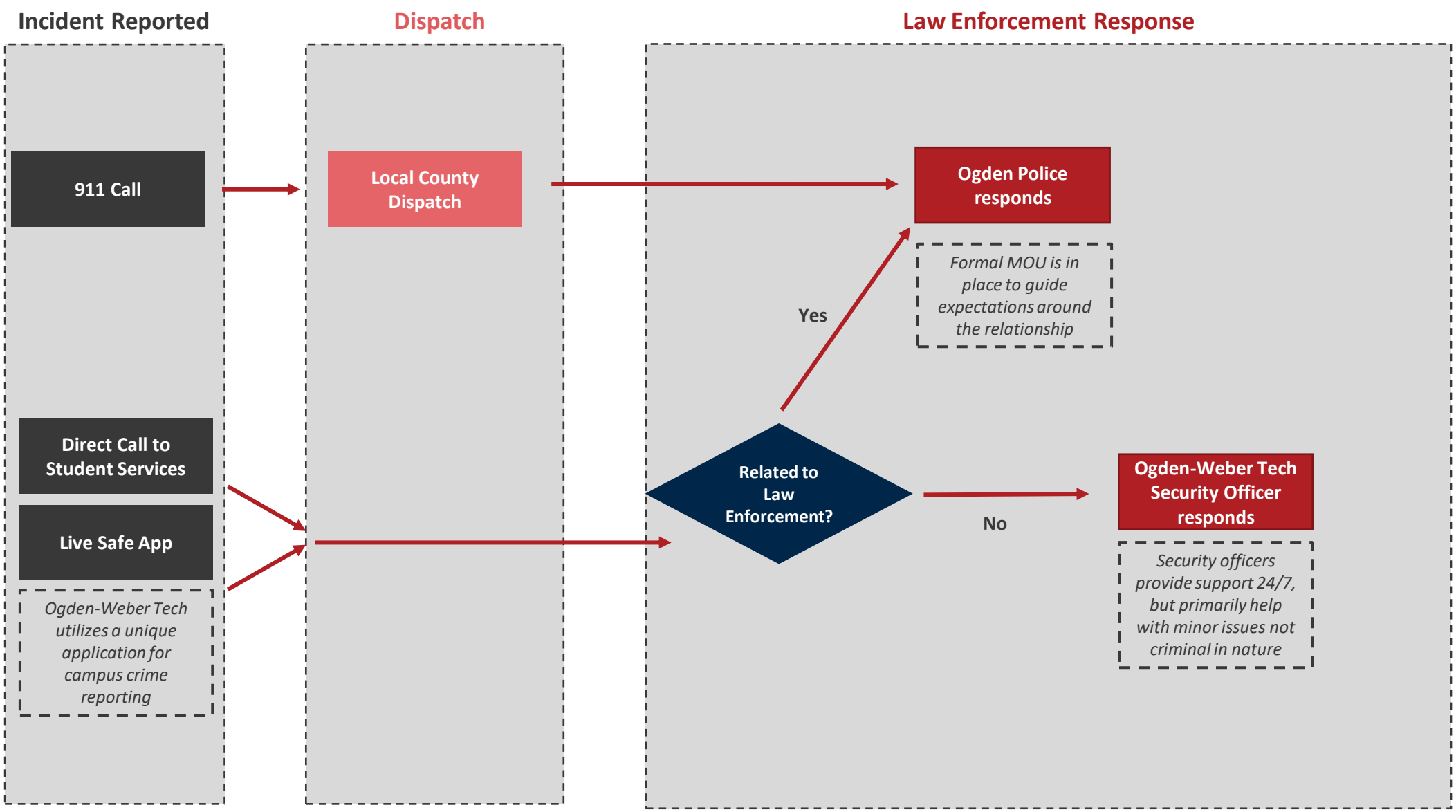
TIMELY WARNINGS ARE DISSEMNATED THROUGH MULTIPLE CHANNELS

There are multiple levers campus staff can pull in order to inform their student base. Live Safe, text messaging, and phone calls are all opt-in options with a PA system as an emergency broadcasting tool

LEADERSHIP DESIRES A FULL-TIME CAMPUS DISPATCHER

Leadership noted their efficiency of reporting and responding would increase if a full-time dispatcher was part of their organizational model

Reporting & Incidence Response – Process Map



Reporting

Crime Log

All incident reports are held within the campus security department; Clery Crimes are reported in the annual Campus Safety Report

Timely Warnings

Live Safe, text message, phone call, and campus PA systems are utilized for emergency responses as necessary

Title IX Crimes

The vast majority of campus cases do not rise to the criminal level. Campus compliance coordinates with Ogden PD on all logistical matters

Hiring / Onboarding / Training – Key Learnings

FACULTY AND STAFF UNDERGO ANNUAL TRAINING DEDICATED TO A SPECIAL TOPIC

All faculty and staff meet for one week to discuss and upskill on a pertinent topic for the college. Previous trainings included topics such as Clery compliance, active shooter, and natural disaster emergency response

SKILLS USA PROVIDES MANDATORY TRAINING FOR INCOMING STUDENTS

Topics are chosen annually and required by new students to complete. Alcohol and drug training is also a mandatory training outside of the Skills USA suite

RACISM, BIAS, AND EVERFI SEXUAL HARASSMENT TRAININGS ARE OFFERED

These voluntary trainings are offered to select populations on an annual basis online

CAMPUS SECURITY EMPHASIZES 'GOOD CUSTOMER SERVICE' AND ARE LICENSED

All personnel receive structured unconscious bias, de-escalation training, and firearms trainings. Leadership has placed an intentional focus on serving students, faculty, and staff

Southwest Technical College

Cicero

Executive Summary

AT A GLANCE

Police Force	Campus	**Municipal**
Head of Security	Designated Role	**Shared Role**
Dispatch	University Dispatch	**Local Dispatch**
Clery and Title IX	**Combined**	Separate
Victim Advocacy	On Campus	**Outside Organization**

STAFFING

0
On-site police officers

0
full-time security officers

2
Municipal police agencies

KEY INITIATIVES

Clery & Title IX: Recently the two mandates were combined under one individual who leads reporting. Data collectors and investigators are available on an ad-hoc basis

MOU Formulation: A pressing priority for the administration is the signing of an MOU with both Cedar City and Kanab municipal police forces

Title IX Asssistance: Southern Utah University signed a formal agreement to provide assistance as needed for Title IX related cases

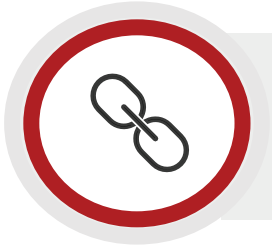
Security Technology Upgrade: The college considered contracting a security presence, but opted to upgrade technology instead

LEADERSHIP

- **Mark Florence** – Director of IT & Facilities
- **James Mulleneaux** – VP of Student Services
- **Tessa Douglas** – Director of Dual Enrollment and Placement Services

*No formal Head of Campus Safety position exists; responsibility is shared between departments

Org Structure – Key Learnings



CLERY ACT AND TITLE IX LEAD ROLES ARE UNDER A SINGLE DEPARTMENT

As of January 2020, leadership has shifted towards a combined Clery Act and Title IX structure that will soon become one role

AN MOU WITH MUNICIPAL DOES NOT EXIST AND IS A FOREFRONT PRIORITY

Both Cedar City and Kanab campuses do not have a formal MOU with municipal police departments are rely on high school adjacent in case of an immediate emergency

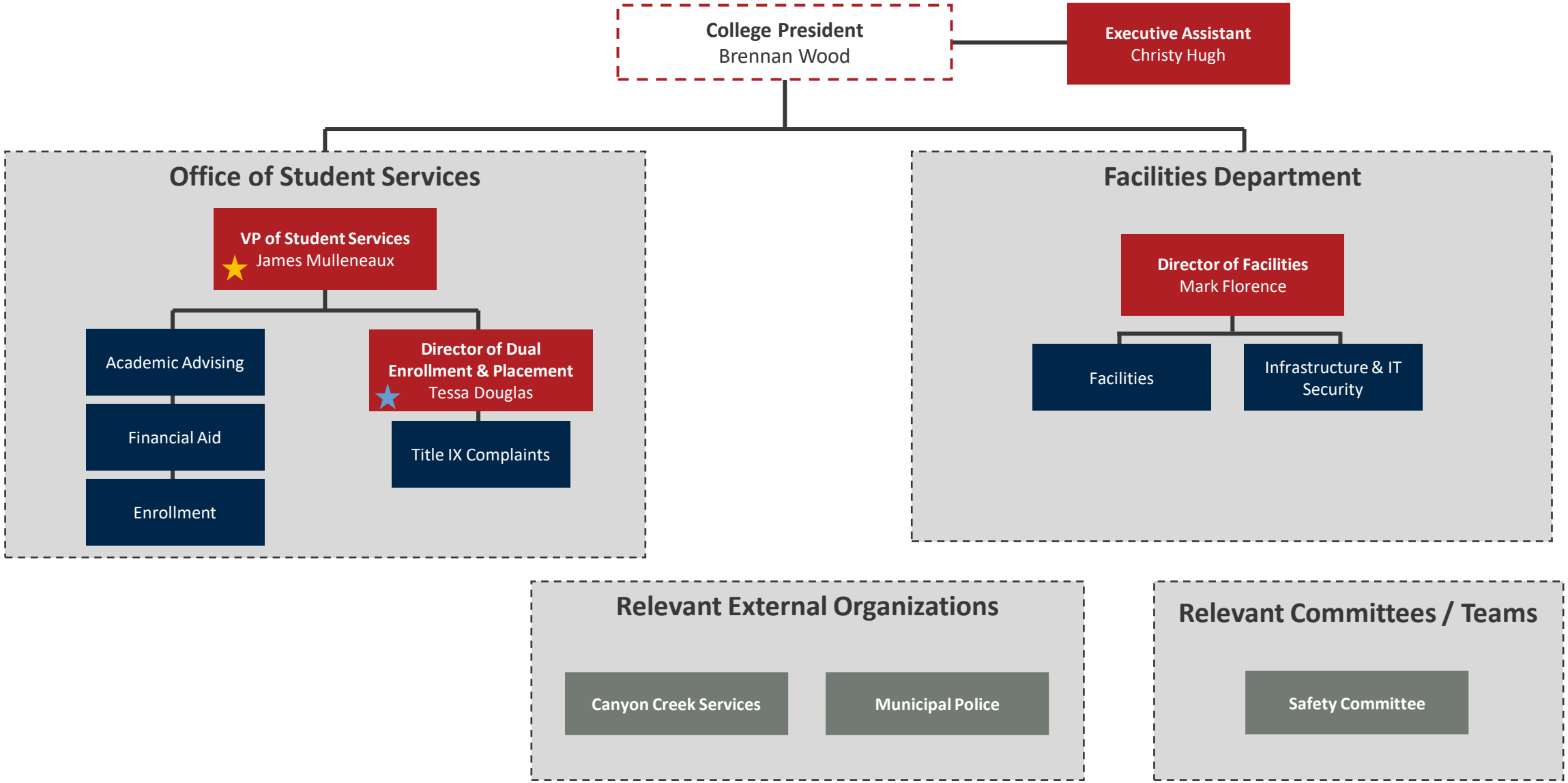
THE SAFETY COMMITTEE IS ADAPTING TO GROWTH AND REASSESSING COMPOSITION

Following COE protocol the college surveys faculty, staff, and students annually. The Safety Committee meetings quarterly to review data and is planning to reorganize its team to include mid-level staff

THE INSTITUTION IS ORGANIZATIONALLY ‘FLAT’

Due to its small size, the institution’s staff are able to fill a variety of rolls and responsibilities on many staff members consequentially wear multiple hats

Campus Safety Team – Organizational Structure



Direct Report | Relevant Roles | Key Responsibilities | External Involvement | ★ Primary Responsibility for Clery Act | ★ Primary Responsibility for Title IX

Reporting & Incidence Response – Key Learnings

IN LOW SEVERITY CASES, THE COLLEGE RELIES ON ADJACENT SCHOOL POLICE FORCES

Both Kanab and Cedar City have high schools nearby with officers who are willing and able to help; there is no MOU in place, but there is a strong handshake relationship

TITLE IX PROCEDURES ARE FORMALIZED AND AN MOU EXISTS WITH SUU

A recent title change has combined Clery Act and Title IX roles and responsibilities; in case of a conflict of interest or a staffing constraint an MOU was signed with Southern Utah University to provide support

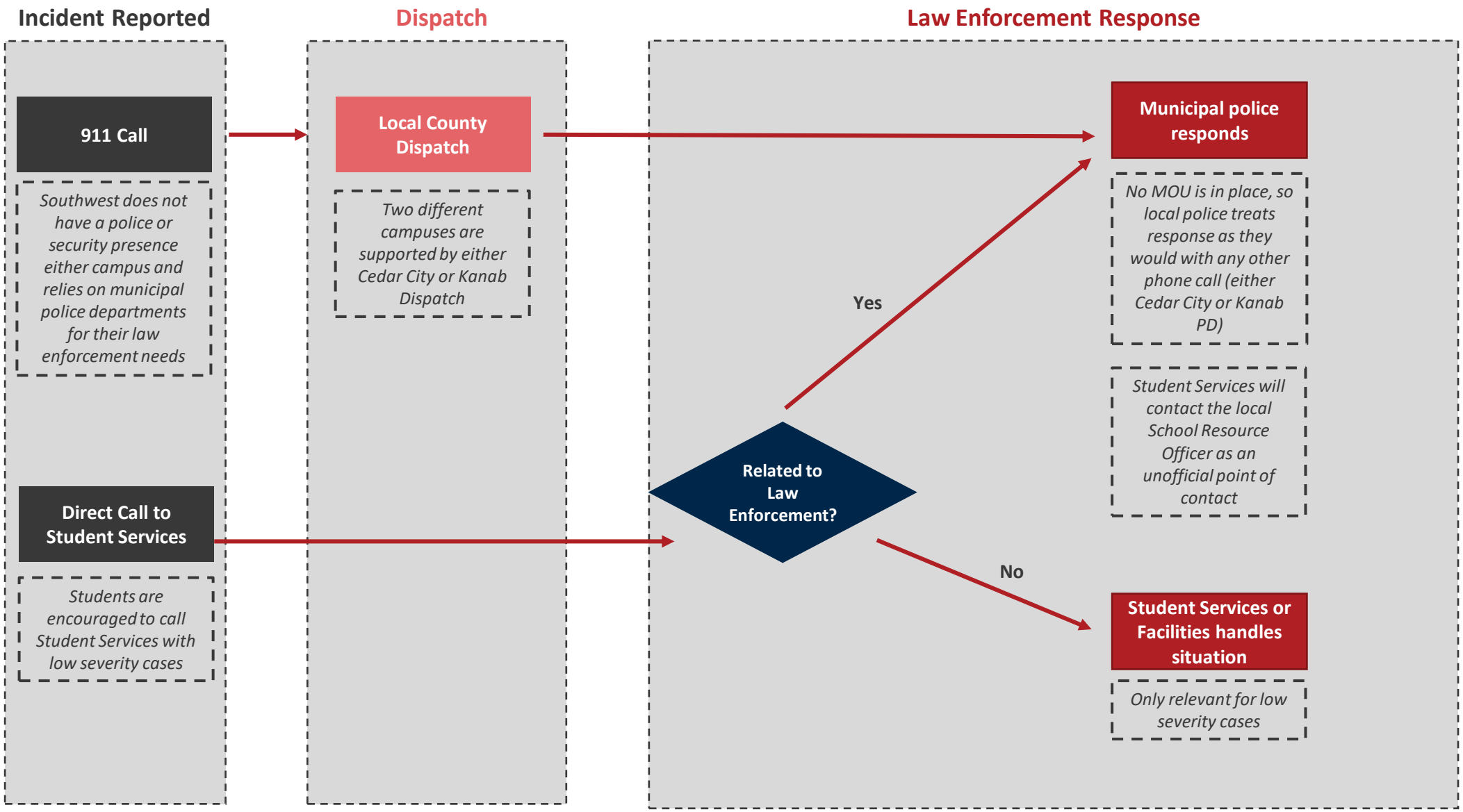
VICTIM ADVOCACY IS PROVIDED VIA THE SAFE UT APP AND CANYON CREEK SERVICES

Canyon Creek Services offers domestic violence and sexual assault services to SUU students; for mental health resources, students can use the SafeUT app or university curated list of mental health providers in the area

TIMELY WARNINGS VIA TEXT MESSAGE HAVE A SMALL PERCENTAGE OF OPT-IN

Student information databases are inaccurate and do not provide contact information for a large majority of faculty, student, and staff. Nascent plans to opt-in more students are in the ideation stage

Reporting & Incidence Response – Process Map



Reporting

Crime Log

Southwest College does not currently track a log and has plans to include this when a law enforcement officer is added to their staff

Timely Warnings

Email and text messaging are the two conduits used for quickly disseminating information. Emails are automatically sent and text messages require students to opt-in through the 'Remind' app

Title IX Crimes

There are two investigators and hearings officers for incoming cases. The college has an MOU with Southern Utah University for conflict of interest and in case of needing assistance

Hiring / Onboarding / Training – Key Learnings

STUDENTS, STAFF, AND FACULTY RECEIVE TRAINING VIA EVERFI

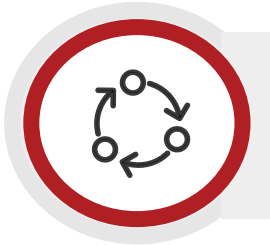
Title IX, alcohol, and other trainings are provided through EverFI as an online mandatory training

ANNUALLY, FACULTY AND STAFF HOST A DIVERSITY & EQUITY MANDATORY TRAINING

Every year during the summer months faculty and staff are invited to participated in a mandatory training on the topics of non-discrimination, diversity, and anti-harassment

ALL CAMPUS MEMBERS ARE INVITED ANNUALLY TO A SPECIAL TOPIC TRAINING

Specialized professionals are invited to train a small number of participants on topics such as CPR and AED proficiency; topics covered rotates on a yearly basis and are selected based on perceived relevancy



EMERGENCY TRAININGS ARE PROVIDED QUARTERLY AND ROTATE APPRORIATELY

Fire, active shooter, and earthquake drills rotate and are practiced on an every 3-month basis

Tooele Technical College

Cicero

Executive Summary

AT A GLANCE

Police Force	Campus	**Municipal**
Head of Security	Designated Role	**Shared Role**
Dispatch	University Dispatch	**Local Dispatch**
Clery and Title IX Responsibility	**Combined**	Separate
Victim Advocacy	On Campus	**Outside Organization**

KEY INITIATIVES

Behavioral Intervention Team: Leadership plans to supplement committee package with a dedicated mental health services team promoting victim advocacy services.

Creation of MOUs: Defining relationships with Tooele municipal police and local high school security guards is a pressing priority for the college.

STAFFING

0
On-site police officers

0
full-time security officers

1
Municipal police agency

LEADERSHIP

- **Ellen Lange-Christenson** – VP of Student Services
- **Kent Thygerson** – Head of Security & VP of Finance and Operations
- **Clint Bryant** – Director of Facilities

Org Structure – Key Learnings

THE COLLEGE RELIES ON MUNICIPAL POLICE WITHOUT STAFFING A SECURITY OFFICER

Tooele PD and adjacent high schools provide law enforcement on an ad-hoc basis. If there is an emergency, the closest officer will handle the situation

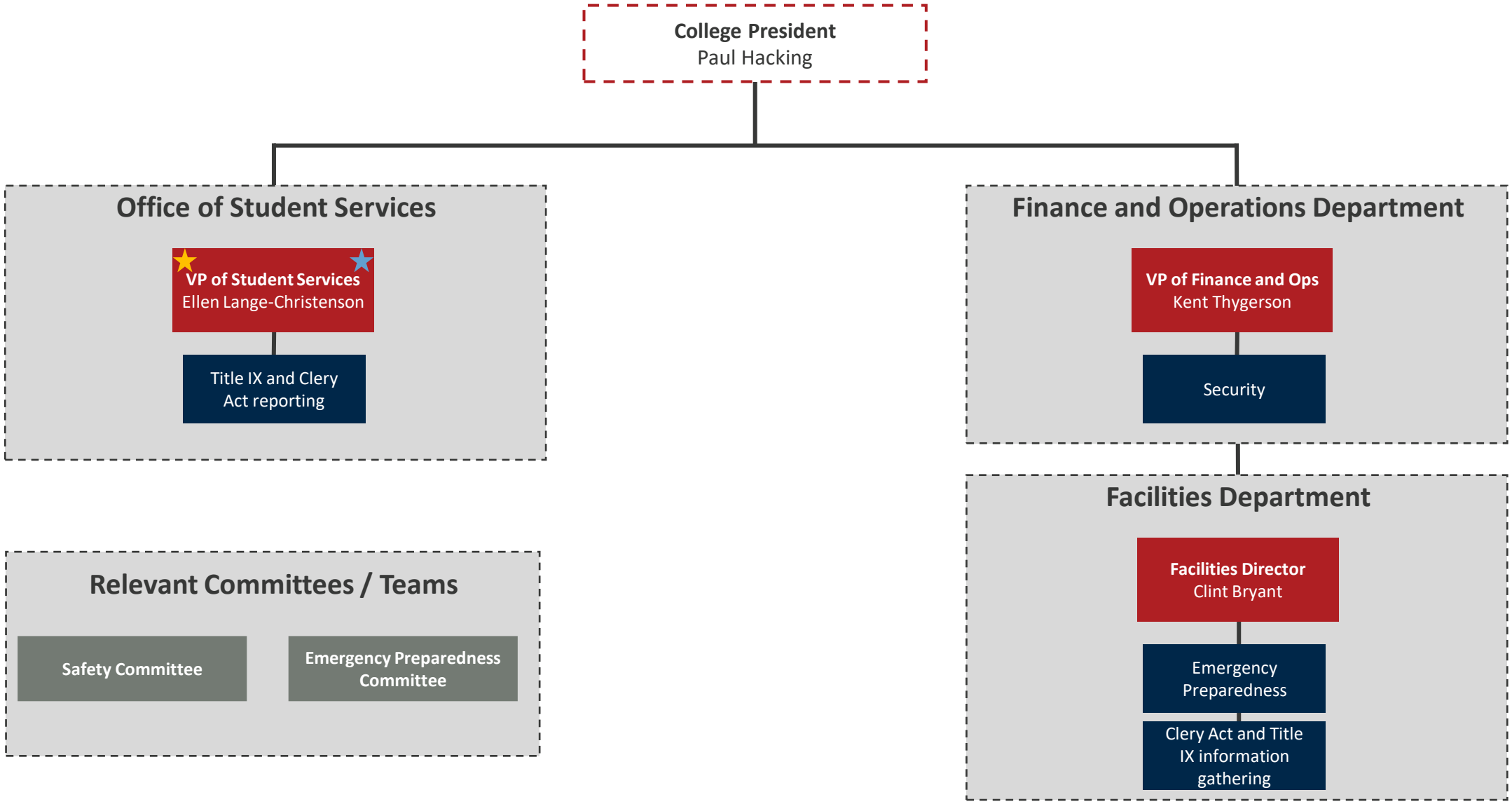
TITLE IX AND CLERY REPORTING ARE LED BY THE STUDENT SERVICES DEPARTMENT

The college has never had a reported Clery or Title IX case. Overall compliance, data collection, and reporting systems are in place, but have yet to be tested

A BEHAVIORAL INTERVENTION TEAM IS CURRENTLY BEING IDEATED

Mental health services have yet to be formalized and the college is in the early stages of creating a BIT team. Currently select staff meet when an incident occurs and discuss next steps

Campus Safety Team – Organizational Structure



Direct Report | Relevant Roles | Key Responsibilities | External Involvement | ★ Primary Responsibility for Clery Act | ★ Primary Responsibility for Title IX

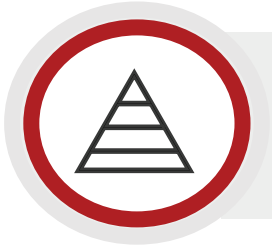
Reporting & Incidence Response – Key Learnings

INCIDENTS ARE REVIEWED WEEKLY DURING EMERGENCY PREPAREDNESS MEETING

Committee members review online, Safe UT, and in-person reports on a weekly basis. Often these discussion are had in the Safety Committee because the teams' composition does not change

ALL STAKEHOLDERS ARE IN THE SAME BUILDING, FACILITATING EFFICIENT REPORTING

Tooele Tech has a small campus and administrative responsibilities are all housed under one tightly-knit building. Leadership identifies this as an advantage for quick collaboration



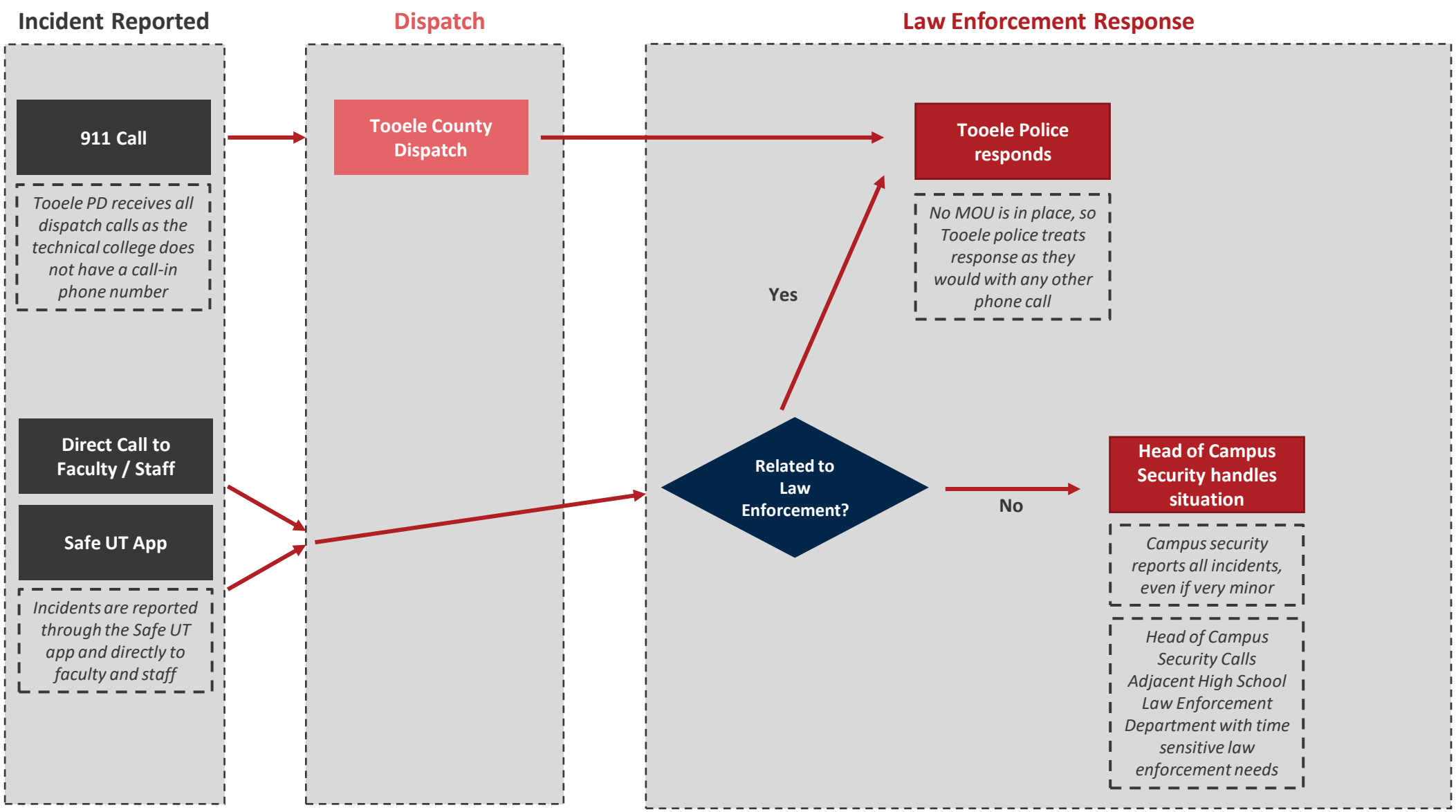
INCIDENT REPORTING TO FACULTY IS 'FLAT' AND RECEIVES APPROPRIATE ATTENTION

Students are encouraged to communicate incidents with faculty and staff. A response will be commensurate with the urgency and the President can be notified if the faculty deems it necessary or the student requests an integration

FOR URGENT INCIDENTS, ADJACENT SCHOOL POLICE ARE NOTIFIED IMMEDIATELY

Tooele Tech does not have a trained officer on campus. Tooele PD and local high school law enforcement assist the college on an ad-hoc basis when a timely incident occurs

Reporting & Incidence Response – Process Map



Reporting

Crime Log

Incident reporting is housed under the facilities department and shared with all individuals who request a disclosure of information

Timely Warnings

There are three primary channels of dissemination: Text messaging, email notification, and college website posting. All three do not require an opt-in by students, faculty, or staff

Title IX Crimes

Incidents are reported through the Office of Student Services and the college has never had a Clery or Title IX case in its 11-year history

Hiring / Onboarding / Training – Key Learnings

STUDENTS, STAFF, AND FACULTY RECEIVE SELECTED, ANNUAL TRAININGS

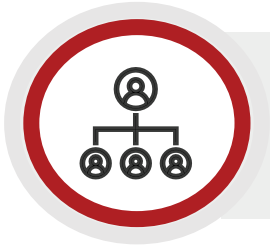
All relevant parties receive emergency response drilling; students are required to complete EverFi and specialty training contingent on industry of choice i.e. welding, construction etc.

MENTAL HEALTH SERVICES ARE A RECOGNIZED AREA OF GROWTH

Currently the college does not have a counselor or a dedicated mental health professional on staff, which is an area of opportunity going forward

THE COLLEGE PREFERS TO HAVE A SECURITY PRESENCE ON CAMPUS IN THE FUTURE

Defining roles and providing services effectively to students has been a pain-point for faculty and staff; providing law enforcement services through a dedicated security guard would ease others' burdens



THE COLLEGE'S SIZE ALLOWS LESS STRUCTURED ROLES AND RESPONSIBILITIES

While the college aspires to grow, they recognize that currently there is not a necessity for a large staff to serve students effectively

Uintah Basin Technical College

Executive Summary

AT A GLANCE

Police Force	Campus	**Municipal**
Head of Security	Dedicated Role	**Shared Role**
Dispatch	University Dispatch	**Local Dispatch**
Clery and Title IX Responsibility	**Combined**	Separate
Victim Advocacy	On Campus	**Outside Organization**

STAFFING

2
On-site police officers*

0
full-time security officers

2
Municipal police agencies

KEY INITIATIVES

Racism and Bias: The college recently filled a new diversity officer position and school-wide diversity and inclusion training is a high priority; the college has also hired a 3rd party to conduct a racism/bias related assessment of the school

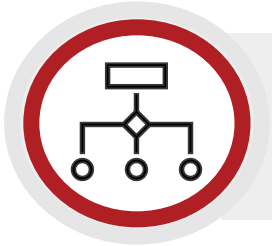
Security Upgrades: All security cameras were recently updated and efforts are being made to develop key card access to all the doors

LEADERSHIP

- **Dean Wilson –** VP of Student Services
- **Cody Peterson –** Facilities Manager
- **Karen Secrest** – Head of Financial Aid

*1 officer at each of the two campuses

Org Structure – Key Learnings



CAMPUS SAFETY FALLS UNDER VP OF STUDENT SERVICES

Anything on the student side of campus safety falls under student services (including managing the relationship with the municipal police) while physical safety (facilities, IT, security) falls under the VP of Fiscal Services under the Facilities Manager

CLERY COLLABORATION ACROSS MULTIPLE DEPARTMENTS

The Facilities Manager handles the safety report creation, while the head of financial aid helps with data collection, compliance, and other coordination efforts

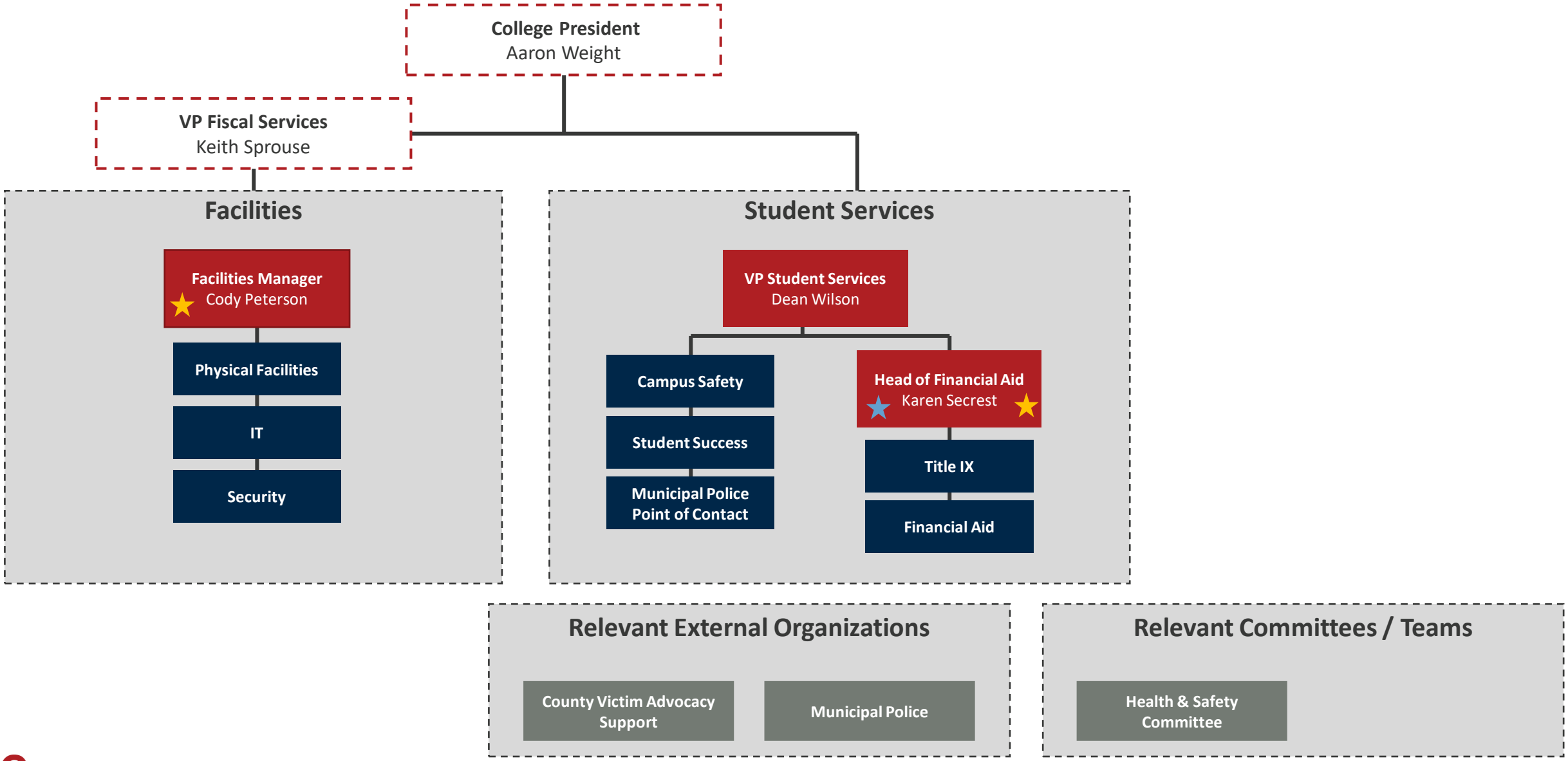
HEALTH AND SAFETY COMMITTEE IS LED BY FACILITIES MANAGER

UB Tech's facility manager and student success officer were recently made co-chairs of a health and safety committee that reviews the health and safety plan, does different drills, reviews incidents, discusses training topics, etc.

EMERGENCY MANAGEMENT RESPONSIBILTIES FALL UNDER FACILITIES MANAGEMENT

The facilities manager oversees emergency management, with the direct input of the health and safety committee

Campus Safety Team – Organizational Structure



Direct Report | Relevant Roles | Key Responsibilities | External Involvement | ★ Primary Responsibility for Clery Act | ★ Primary Responsibility for Title IX

Reporting & Incidence Response – Key Learnings

ASSIGNED, ON-SITE MUNICPAL POLICE OFFICERS

UB Tech contracts with local police agencies to provide a police officer on campus throughout the week from 7am – 4pm. An MOU is in place that describes the nature of the agreement and officers have dedicated office space at each school

COUNTY DISPATCH CONNECTS DIRECTLY TO ON-SITE OFFICERS

Both UB Tech campuses use the local county dispatch; the dispatch systems direct calls right to on-site officers based on geographical jurisdiction

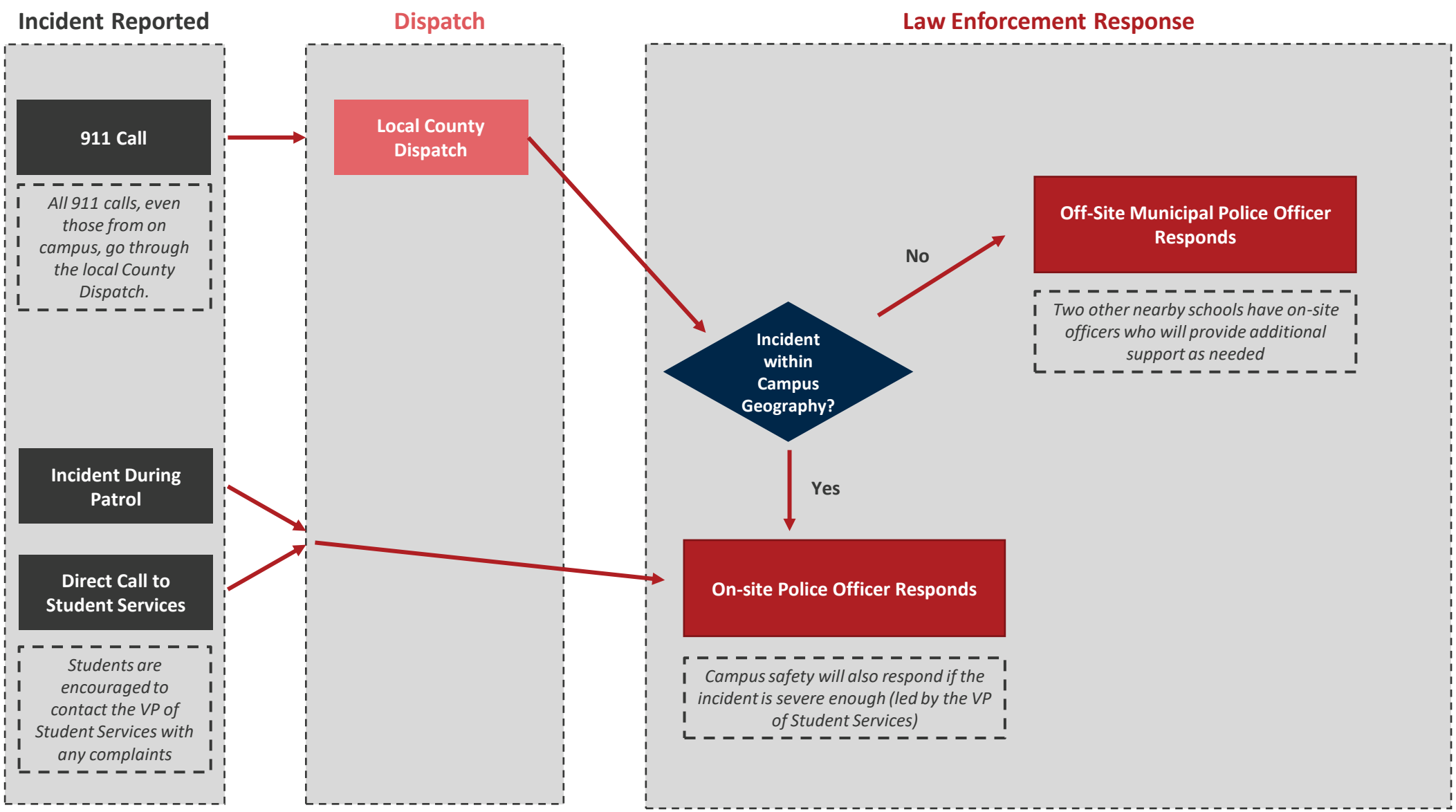
VICTIM ADVOCATE SUPPORT COMES FROM EXTERNAL PARTNER

UB Tech uses external resources at the county level for victim advocacy and counseling support; the justice system provides additional help for students under 18 given that many minors are on campus

STUDENT SERVICES HANDLES ALL OTHER COMPLAINTS

Any other safety-related calls that don't go to the police go directly to the VP of Student Services. In the student handbook, students are directed to go to the VP of Student Services with any complaints.

Reporting & Incidence Response – Process Map



Reporting

Crime Log

The Facilities Manager and the Head of Financial Aid work together to collect the Clery crime data needed for the Annual Safety Report.

Timely Warnings

In the event of an emergency that requires a timely warning, information is shared with the front office and then communicated broadly over the PA system and through email.

Title IX Crimes

All incidents of sexual misconduct are reported to the Title IX Coordinator, who will then conduct their own investigation and determine if disciplinary action and/or police involvement is needed.

Hiring / Onboarding / Training – Key Learnings

USE EVERFI FOR TITLE IX AND OTHER TRAININGS

Online training presentations covering Title IX, alcohol use, and other topics are provided through EverFi to students across campus. These trainings are only required for students who will be in Skills USA or off-campus representing the school for any other reason.

HEALTH AND SAFETY COMMITTEE OVERSEES SAFETY RELATED TRAINING

The Health and Safety Committee has a training schedule with active shooter, fire, and lockdown drills covered every year; other topics are rotated into the schedule based on needs and committee input

POLICE TRAINING DETERMINED BY THE MUNICIPALITY

UB Tech does not require any additional training for on-site officers on top of what is provided and required by the municipality

NEW DIVERSITY OFFICER

The college recruiter was recently made the diversity officer. As this role is brand new, the responsibilities of that role are still being decided.

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153 Secondary Research

Key Secondary Sources

President's Task Force on 21st Century Policing[1]

2015 report documenting important pillars and recommendations for law enforcement

UC System Police Task Force Report[3]

2019 report analyzing existing campus policing practices and detailing opportunities for improvement

UNC System Campus Safety Assessment[2]

2014 research report evaluating UNC's systemwide safety efforts and opportunities for improvement

Re-Imagining Safety, Security and Law Enforcement[4]

2020 report outlining steps for campuses to take given recent events related to law enforcement

[1] President's Task Force on 21st Century Policing
[2] UNC System Campus Safety Assessment
[3] UC System Police Task Force Report
[4] Re-imagining Safety, Security, and Law Enforcement

Campus Safety Organizational Considerations

1

ELEVATING DEPARTMENT OF PUBLIC SAFETY TO THE CABINET

Many campus safety departments report through business affairs rather than directly to the president; how deep within the organization the department lives can be indicative of its relative importance

2

MOVING CLERY ACT OUT OF THE DEPARTMENT OF PUBLIC SAFETY

As long as the Clery Act lives in the department of public safety, it will be treated like a police issue; in reality, the Clery Act requires involvement from a number of different departments

3

UNIQUE LEADERSHIP REQUIREMENTS FOR HEAD OF PUBLIC SAFETY

Leaders must be able to navigate complex organizations and build relationships with stakeholders across multiple departments; the traditional skillset of a Chief of Police may not be fit for this role

4

STANDARDIZING CAMPUS SAFETY ACROSS THE SYSTEM

Many university systems (e.g., UT System) have systemwide leadership, policies, trainings, reporting procedures, meetings, etc.*

Note: Considerations on this slide were informed by secondary research evaluating other systems and conversation with a Campus Safety consultancy group, Margolis Healy

**See slides 156 and 157 for more details on what a more centralized Campus Safety system of higher education may look like*

Trends in Systemwide Standardization

Key Areas of Standardization

Leaderships Positions

Systemwide leadership roles across policing, risk management, compliance, etc.

Hiring and Applications

Candidates apply through a system-level application and hiring process

Policies and Procedures

Documented policies and procedures at the system level regarding various aspects of campus safety

Cross-campus Meetings

Regularly occurring meeting cadence with campus safety leadership across different campuses

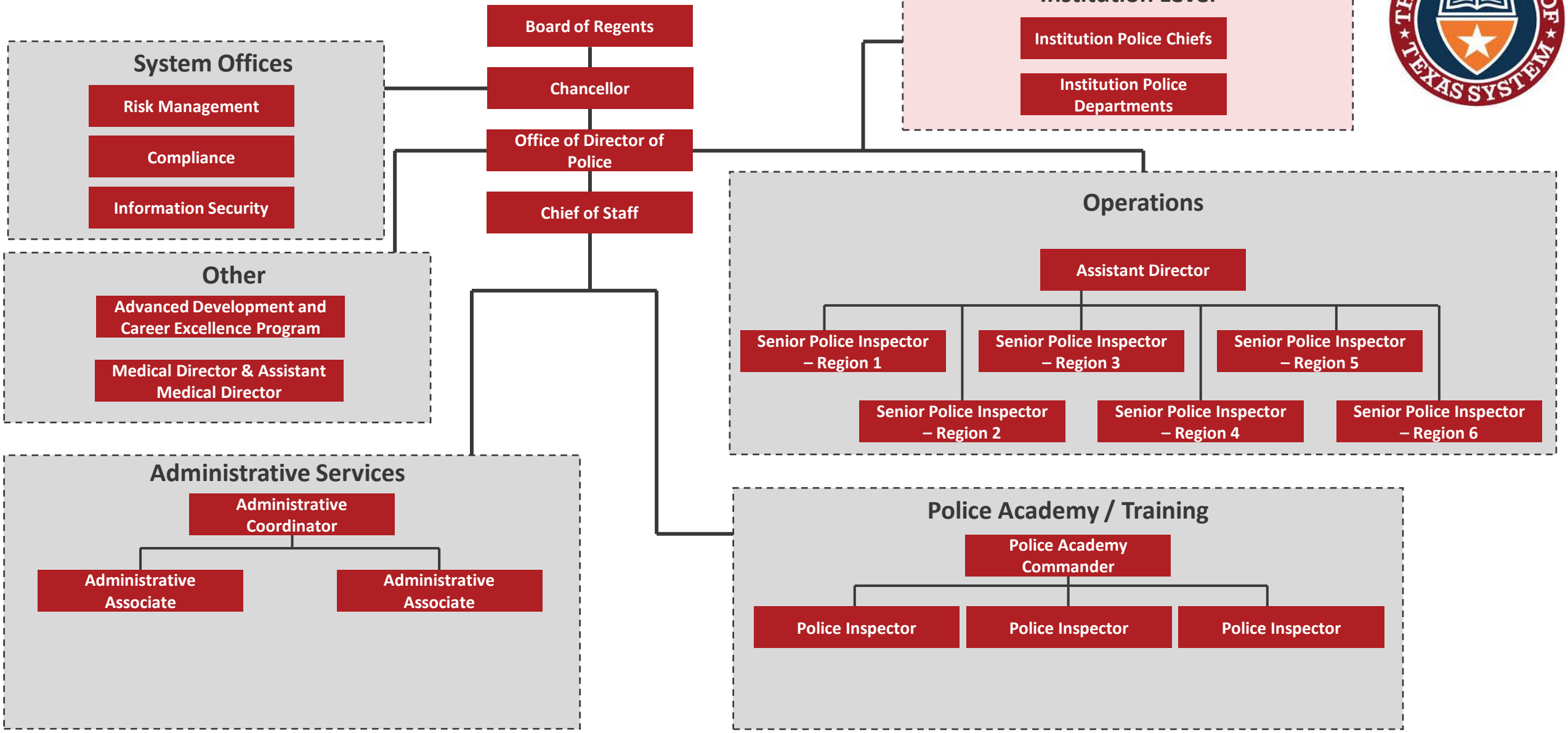
Training

Content creation, scheduling, and training delivery provided by the system

Award Programs

Opportunities for recognition and notoriety at the system level through a standardized awards program

Example System Org Chart (University of Texas System)



General Campus Safety Themes

Trust and Legitimacy

- "Strive to create a workforce that encompasses a **broad range of diversity** including race, gender, language, life experience, and cultural background to **improve understanding and effectiveness in dealing with all communities**"
- "Establish a culture of **transparency** in order to build public trust and legitimacy" – *21st Century Police Report*
- "Explore ways to release certain **video evidence**" – *UC System Police Report*
- "Create **independent advisory boards** with representatives from the campus who can facilitate and enhance communication between the police department and the greater campus community as well as work collaboratively with the departments on issues involving campus safety and security" – *UC System Police Report*

Accountability

- "Establish a systemwide phone number and web-based intake **system for reporting complaints** of alleged officer misconduct and commendations" – *UC System Police Report*
- "Departments shall **document and review each use of force** to determine whether the force used was in compliance with applicable policy and law" – *UC System Police Report*
- Develop a **campus climate survey** instrument for campuses' use to gather information regarding student attitudes, knowledge and experiences while attending the campus – *UNC System report*

Technology

- "Increase in self-awareness (from the use of **body worn cameras**) contributes to more positive outcomes in police-citizen interaction" – *21st Century Police Report*
- Create a safety-centered **mobile phone application** for students – *UNC System report*
- **Social media** is a communication tool the police can use to engage the community on issues of importance to both – *21st Century Police Report*

Campus Safety Themes (Continued)

Community Policing

- "New systems of **incentives, monitoring, and measurement** that put building community trust at the forefront of policing goals must be installed" – *Margolis Healy Report*
- "Work to identify ways to improve outreach, focusing on principles of **engagement, open and responsive dialogues, and education**" – *UC System Police Report*
- "Examine community expectations regarding the role and mission of the campus safety department; an objective assessment of how you use campus safety officers; and **opportunities to assign non-campus safety resources to certain categories of calls**" – *Margolis Healy Report*

Training and Education

- "Enhance Training in Cultural Competency, Implicit Bias Awareness, Bias-Based Policing, Crisis Incident Response and Procedural Justice" – *Margolis Healy Report*
- "Should include mandatory Crisis Intervention Training (CIT), instruction in disease of addiction, implicit bias and cultural responsiveness, policing in a democratic society, procedural justice, and effective social interaction and tactical skills" – *21st Century Police Report*
- "offer educational and awareness presentations or classes for **students, staff and faculty**" – *UC System Police Report*

Officer Wellness & Safety

- "Institutions should identify a qualified mental health professional to provide mental health services to department members" – *Margolis Healy Report*
- "Encouraging and assisting departments in the implementation of scientifically supported shift lengths by law enforcement" – *21st Century Police Report*