



To: President David Fithian  
From: Members of the Task Force for Campus Safety and Security  
Re: Proposed Recommendations  
Date: June 15, 2021

At your request our committee reviewed Clark's approach to campus safety and security in response to concerns voiced by the Black Student Union and other members of our community. Over the last three months, our task force has met regularly to review campus safety and security practices at Clark while also researching how other colleges and universities approach campus safety. With input from our Task Force's faculty, staff and student representatives, we have developed a set of proposed recommendations to enhance the feeling of safety and security at Clark.

Our recommendations are based on three primary objectives as follows:

1. Increase the feeling and reality of safety for all members of our community.
2. Minimize the need to have local or state police agency presence on campus.
3. Ensure that the campus response to incidents is appropriate.

We recognize that there is a tension between the first two objectives, *and* between the two elements ('being safe' and 'feeling safe') of the first objective. Having an armed and highly trained campus police department reduces the need to rely on local and state law enforcement agencies to respond to on-campus incidents. If our University Police (UP) Department were to be disarmed or replaced with an unarmed security unit, many more campus incidents would require a response by the Worcester Police Department or Massachusetts State Police, increasing the presence of armed local and state police officers on the Clark campus.

We as a Task Force understand that trust must be established between UP and all members of our community. As part of our proposed recommendations we hope to build that trust through efforts such as increasing transparency in UP operations and decreasing the need for armed UP response to calls for service, when appropriate.

## Our recommendations are:

### I. Reduce the Presence of Armed Officers in Public and Residential Spaces on Campus

1. Relocate University Police (UP) Headquarters to the periphery of campus.
2. Armed UP Officers would no longer be responsible for residence hall, classroom, and office lock-outs.
3. Establish a community-service civilian unit to respond to service calls not requiring an armed uniformed police officer.
4. Increase the capacity of Clark Ride to minimize the need for armed police officers to provide safety escorts.
5. Request and provide resources for UP and the Office of Student Affairs to develop a new pathway for responses to student welfare checks.
6. Provide resources to Increase mental health staffing on campus.

### II. Develop Mechanisms for Increased Accountability and Transparency Related to Policing

7. Create a multi-constituency campus advisory board to oversee the implementation of these recommendations and to monitor ongoing communication with the campus community on the status of the implementation of these recommendations.
8. Direct UP to post non-confidential daily crime log information online to increase transparency.
9. Provide a confidential online platform for campus community members to submit complaints and feedback about UP.

### III. Strengthening Relationships between UP, Students, Faculty and Staff

10. Provide opportunities for students, faculty and staff to have thoughtful dialogues and community engagement with UP Officers.

## Community Engagement Efforts

We solicited input and feedback from the campus community on our proposed recommendations. Our engagement efforts included a community listening session on February 16, 2021 and four open online drop-in sessions held in early June 2021. We also engaged the campus community through an online survey. The survey was sent to students, faculty, staff and parents, and included our draft recommendations for their review and

feedback. The feedback of the respondents informed our final recommendations. Highlights of the survey results follow:

- The survey opened on May 26, 2021 and closed on June 6, 2021. We received 1,183 responses from Clark community members including 594 undergraduate students, 84 graduate students, 143 staff members, 87 faculty members, and 239 parents of students. Of the 1,183 responses, 14.69% of respondents identified as a member of the BIPOC community. BIPOC community members represented 18% of the survey's undergraduate student responses, 20% of the graduate student responses, 10% of the staff responses, 17% of the faculty responses, and 5% of the parent responses.
- More than half of all respondents said they either “somewhat support” or “strongly support” all of the proposed recommendations with the *exception* of moving UP headquarters, of which only 48% of participants either somewhat or strongly support. Participants who identify as members of the BIPOC community support this recommendation by 55%, with 61% of undergraduate BIPOC students supporting it. Parents of students, regardless of BIPOC affiliation, were the least likely to support moving UP off campus at 27%. All other recommendations had equal levels of support between BIPOC and other participants.
- We received approximately 600 comments with content largely varying based on Clark affiliation. A large number of comments from undergraduate students asked that UP be disarmed or abolished. Staff, on the other hand, often commented that UP should not be disarmed. Parents of students overwhelmingly did not support disarming UP and expressed concerns about how students would be impacted during an incident if UP could not respond. Faculty and graduate student comments were more mixed.
- All groups had several comments related to mental health, ranging from a desire for more services be made available to students to prioritizing professional mental health staff first responders to certain calls instead of UP.
- A number of comments, particularly from faculty, staff, and parents of students, expressed concern about relocating UP. Many of these had to do with concerns about response time or access to services provided by UP.

Implementation Timeline and Financial Impact

**I. Reduce the Presence of Armed Officers in Public and Residential Spaces on Campus**

Recommendation	Detailed Explanation	Current Impact	Implementation Timeline	Estimated Financial Resources Required
1. Relocate University Police (UP) Headquarters to the periphery of campus.	Move UP from their current space in Bullock Hall to a location on the periphery of the main campus. The space currently occupied by UP would be transitioned into a public service safety center housing Clark Ride, Rapid Response, the newly formed CUPD civilian unit, and mental health resources.	UP currently has between two to three uniformed officers based out of the Bullock Hall residence hall in the center of campus. Dispatch, UP operations and vehicle parking all originate from the central campus location.	Approximately 7-12 months once approved.	\$200,000 one-time project cost.
2. Armed UP Officers would no longer be responsible for residence hall, classroom, and office lock-outs.	UP would assign lock-out responsibilities to student workers who would answer calls during business hours and during the evening. Late night residence hall lockouts would still be covered by UP, but only from 1:00 AM -9:00 AM.	UP currently assists students and staff with 477-686 lockouts per year. This would reduce UP responses by up to 15%.	UP has already transitioned residence halls lockouts to student-workers. Full implementation targeted for Fall 2021.	\$30,000 per fiscal year.

<p>3. Establish a community-service civilian unit to handle responses to service calls not requiring an armed uniformed officer.</p>	<p>The University would develop a civilian unit to respond to service calls, which do not require an armed uniformed officer. Dispatching would remain centralized for both the UP Department and civilian unit. The civilian unit would be staffed by professionals and student workers. Space considerations will continue to be assessed as the unit is developed.</p>	<p>Currently UP assists 4-5 people a year with vehicle lock outs and jump starts; 110-170 facilities management related-calls for triage; 46 beeping smoke detectors; 17-28 propped doors; 288-347 assist citizen calls; and, 16-24 skateboarder-related calls. This would reduce UP police officer responses by up to 14%.</p>	<p>Six months for hiring and training.</p>	<p>\$250,000 per fiscal year.</p>
<p>4. Increase the capacity of Clark Ride to reduce the need for UP Officers to provide safety escorts.</p>	<p>Increasing the level of escort services available to the campus community would reduce the number of escorts needed to be conducted by UP when Clark Ride is not operating or during high demand hours.</p>	<p>UP current assists with 77-275 foot and safety escorts a year. This would reduce UP responses by up to 6%.</p>	<p>UP has already engaged Clark Ride to end the practice of using UP Officers and vehicles during high demand hours. Expected Implementation is Fall 2021.</p>	<p>No financial impact.</p>

<p>5. Direct UP and Student Affairs to develop a new pathway for responses to student welfare checks.</p>	<p>UP and the Office of Student Affairs would evaluate the types of mental health situations and determine which types should be handled by UP and the types handled by a different office. The goal is to reduce UP's responses to low- and mid-level mental health situations. Chief Misale, Interim Dean of Students Donna Curry, and the Director of Operations at RLH, Drew Melendez, will assess and develop a new pathway for Fall 2021.</p>	<p>UP conducts 20-30 student welfare checks per year. We estimate this would reduce UP responses by &lt;1%.</p>	<p>Expected development and implementation for Fall 2021.</p>	<p>No financial impact.</p>
<p>6. Increase mental health staffing on campus.</p>	<p>This recommendation would provide additional resources for campus mental health emergencies, which do not require an armed UP officer. We are also recommending that resources be allocated to the University's Psychology Department to help foster applicants of color in the Department's clinical Psychology program. Interim Dean of Students Donna</p>	<p>UP responds to 20-40 mid- to high-level mental health calls, including suicide ideation and suicide attempts, and initiates Section 12 protocols as necessary. We estimate this would reduce UP responses by &lt;1%.</p>	<p>Rapid response already covers alcohol and substance calls through peer-to-peer intervention.</p>	<p>\$90,000 per fiscal year for non-academic program development. The additional resources required for the Psychology Department's clinical program has not been determined.</p>

	Curry and Director of CPG Megan Kersting will lead the non-academic program development.			
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**II. Develop Mechanisms for Increased Accountability and Transparency Related to Policing**

<b>Recommendation</b>	<b>Detailed Explanation</b>	<b>Current Impact</b>	<b>Implementation Timeline</b>	<b>Estimated Financial Resources Required</b>
7. Create a multi-constituency campus advisory board to oversee the implementation of these recommendations.	This recommendation would create a committee on campus that is charged with overseeing the implementation of these recommendations and to monitor ongoing communication with the campus community on the status of the implementation of these recommendations.	No current permanent advisory board exists.	Form the committee in early July 2021 following the wind-down of the current Task Force for Campus Safety & Security.	No financial impact.
8. Direct UP to post the daily crime log online, which contains information related to UP’s activity in order to increase transparency.	This recommendation would result in a daily public safety crime log detailing activity, which UP conducts on a daily basis. This would provide community members with	The current daily crime log is a paper document publicly accessible at UP headquarters.	The daily log will be posted online beginning July 1, 2021.	No financial impact.

	information on the types of calls and activities of UP in a transparent manner. Chief Misale will work with the ITS web team to post the daily crime log.			
9. Provide an online platform to process and file complaints and feedback for UP.	The University would explore different approaches to an online complaint support system, which could provide confidential reporting in an easy to use manner. Once a complaint is received through this mechanism they would be registered and followed-up with according to the new Police Reform Law in Massachusetts.	Current UP complaints are delivered through multiple mediums including phone calls, emails, and physically written complaints.	The University is currently exploring options for a reporting system including an in-house option and outside confidential 24/7 incident management system.	Out of house: TBD  In house: No financial impact.

**III. Strengthening Relationships between UP, Students, Faculty and Staff**

<b>Recommendation</b>	<b>Detailed Explanation</b>	<b>Current Impact</b>	<b>Implementation Timeline</b>	<b>Estimated Financial Resources Required</b>
10. Foster and facilitate dialogue and constructive	The campus safety advisory board (Rec. 7)	Prior to the COVID-19 pandemic, UP	UP is preparing to restart programs after COVID-19	\$2,000 per semester.



engagement between UP Officers and Clark students, faculty and staff.	will sponsor listening/dialogue sessions around matters related to campus safety and security. UP will resume public service programming for members of the Clark Community on such topics as rape prevention and self-defense.	did offer several courses and opportunities aimed at educating and engaging the community.	restrictions have eased. Implementation expected in fall 2021.	
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We appreciate your consideration of these recommendations. We are currently preparing to have a meeting with you during the week of June 21st to provide you with an opportunity to discuss the recommendations with us, ask questions and discuss next steps.

Appendix I: University Police Incident Data Sheet

Understanding Current Campus Police Operations

The following items were listed on the Clark University Police Department Fact Sheet. The Taskforce reviewed this information along with UP Leadership to help determine which UP duties could be transferred to an unarmed civilian unit or other appropriate on-campus resource.

	# incidents 2019	# incidents 2020
Maintain safety and security of students, staff, faculty & campus grounds by conducting motor vehicle, foot, and bike patrol	1,748	1,365
Conduct welfare checks	21	30

	# incidents 2019	# incidents 2020
Respond to low-level mental health calls & provide alternate resources (CURR, CPG after hours)		
Respond to mid-to-high level mental health calls including suicide ideation or suicide attempts and initiate section 12 protocols, if necessary	38	20
Assist with calls for medical assistance (CURR or local ambulance company)	150	63
Respond to suspicious person calls	57	25
Respond to "shots fired" or "ShotSpotter" activations around the outskirts of campus		14
Respond to neighborhood calls of assault/fight in progress (Assist WPD)	1	4
Respond to motor vehicle and/or pedestrian accidents to ensure safety of students if involved (Assist WPD)	25	17
COVID-19 operations - conducted roughly 340 COVID transports during Fall 2020		~340
Conduct investigations	11	8
Respond to emergency box activations	38	28
RLH Assist	2	4
Fight	1	4
Assist parties with vehicle lock-outs or utilizing the jump pack for dead car batteries	4	5
Assist students and staff with room/office/dorm lock-outs or unlocking rooms for events	686	477
Assist with Student Safety Escort (lights, radios, mechanical malfunctions, accidents)		
Conduct foot and vehicle safety escorts	275	77
Issue parking citations-parking complaint	155	46
Respond to Facilities Management related calls for triage	169	110
Fire- Master, Co Alarm, Structure, detector, supervisory, trouble	150	139

	<b># incidents 2019</b>	<b># incidents 2020</b>
Larceny/forgery/fraud	34	19
Larceny from MV	4	5
Propped Door	17	28
Assist WPD	94	65
Assist Citizen	347	288
Criminal Complaint	1	7
Disturbance/Noise/Loud party	32	43
Burglar Alarm	117	76
Assault	1	3
Assist another agency	27	28
Biohazard	13	13
Disorderly person	65	91
Complaint	57	42
Elevator problem	21	5
Suspicious package	2	0
Suspicious vehicle	13	12
Panic Alarm	8	5
Harassment	3	7
Intoxicated person	13	7
Lewd conduct	1	1
Injured Person	3	5
No contact order	2	1
Threats	1	1
Trespass	14	20
Soliciting	2	0
Vandalism	2	21
209A service	1	0

	# incidents 2019	# incidents 2020
Skateboarders	16	24
Scam/fraud	2	3
Money transport	127	86
Fingerprinting	8	1
Property damage	4	4

Appendix II: Neighborhood Crime Maps

*We are currently working to add greater context to our neighborhood crime maps to ensure they provide clear and detailed information. We hope to include these maps once they are completed in a supplemental attachment.*