

Campus Safety and Security Committee

Report to the Chancellor



**The University of North Carolina at
Charlotte**

July 2008

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I. Introduction

While the safety and security of University campuses have long been important considerations, there have been growing concerns for the past several years. Dramatic suicides at MIT and NYU, murders at UNC Wilmington, numerous alcohol-related accidents and assaults involving students, and persistent criminal activity which targets a vulnerable student population have led Universities to develop programs aimed at preventing suicide and enhancing mental health, reducing harm associated with alcohol abuse, preventing campus crime, and teaching conflict management and healthy relationship skills.

UNC Charlotte has not been immune from the experience of tragedy and victimization. While the campus is statistically a very safe place—like most campuses, much safer than the communities that surround them—students in recent years have been victims of suicide, stalking, relationship violence, and other assaults. Property crime appears to have peaked in areas near campus in the past several months. And UNC Charlotte, like UNC Chapel Hill and Duke University, lost one of its students this spring, a victim of an apparently random, off-campus murder.

The tragic mass murder at Virginia Tech and the shootings at Northern Illinois University shocked the nation and had a special impact on those who study and work on college campuses. These shootings led campuses across the country to urgently scrutinize their safety and security plans and procedures. In North Carolina, President Erskine Bowles appointed a Campus Safety Task Force in May 2007 to develop a set of recommendations for the UNC constituent universities. Similarly, North Carolina Attorney General Roy Cooper commissioned a task force to review the state of campus security and recommend ways to better prepare for and respond to a critical incident.

The UNC Campus Safety Task Force issued its report in November 2007, and the Attorney General's Campus Safety Task Force followed with its report in January 2008. UNC Charlotte Chancellor Philip Dubois, a member of both task forces, created the Campus Safety and Security Committee in January 2008. In his charge, the Chancellor asked the Committee to develop a plan to assure the safety and security of the main campus at UNC Charlotte; annually monitor the University's progress in achieving its safety-related goals and objectives; and advise the Chancellor on recommended changes in policies and procedures that would enhance the safety and security of the campus.

This report is the Committee's first response to Chancellor Dubois' charge. In this document the Committee has endeavored to describe a comprehensive safety and security plan for the campus community, identify current programs and procedures in place relative to the plan, and offer recommendations for 2008-2009 that we believe will enhance safety and security. While many of these goals are simple enhancements or refinements of current practices and thus can be implemented at little or no cost, several have budget implications. The Committee has prioritized those recommendations that have associated costs.

This report also describes several elements of the plan for which the Committee needs additional time to develop specific recommendations. These second-phase goals will be explored in depth by the Committee in the coming months. Recommendations relative to these plan elements will be submitted to the Chancellor in priority order, with associated costs, before January 2009.

The plan and recommendations fall within three broad categories: Prevention, Preparedness and Response, and Recovery. These categories closely mirror the structure of the Attorney General's Task Force report, a structure that aided the Committee in the organization of its work. It is the belief of the Committee that a combination of procedures, policies, and practices from each of these areas is essential to a sound and comprehensive safety and security plan.

The Committee acknowledges that any proposed safety and security plan will be, of course, imperfect. There is a strong sentiment – among Committee members as well as other community members who have offered input – that we balance security considerations with a desire to maintain an open and inviting atmosphere on our campus, one in which the principles of academic freedom, freedom of movement, autonomy, individual privacy, unencumbered discourse, and public access are preserved. Among the historic strengths of this University have been its spirit of collaboration and its commitment to public service and access. We offer these recommendations with the sincere hope that the safety of the campus is enhanced while the access to and freedom within the institution, inherently entwined with its mission, are preserved.

While it is the Committee's strong expectation that this plan will clarify procedures and fill important gaps, we do not pretend to make recommendations that will offer a guarantee of safety for all members of the community. Rather, we believe that these recommendations will reduce crime and the potential of harm to students, staff, and faculty; enhance the perceptions of safety and security in the community; encourage all individuals to take personal responsibility for the collective safety of UNC Charlotte students, staff, faculty, and visitors; and, allow the work of the University to occur in a manner relatively unimpeded by safety concerns.

II. Chancellor Dubois' Charge to the Committee

January 2, 2008

Dear Colleagues:

Re: Campus Safety and Security Committee

I would appreciate your service on a new Campus Safety and Security Committee. The primary purpose of this Committee is to develop and implement a comprehensive plan to assure the physical safety and security of the main campus of UNC Charlotte. In addition to developing the plan and annually monitoring our progress in achieving its goals and objectives, the Committee will advise the Chancellor on any recommended changes in campus policies or procedures that could assist in making the campus a safer and more secure environment for all. The Committee will also identify and place in priority order those financial expenditures it believes are necessary to implement the major provisions of the plan.

Because this is a large task and a large group, I understand that it may take some months to develop an initial set of recommendations and priorities. However, my hope is that substantial progress can be made by July 1, 2008, so that we can enter the 2008-2009 academic year with a reasonably clear set of goals and objectives.

Elements of such a plan will be determined by the Committee, but could be expected to include topics such as:

- Analysis of campus and neighborhood crime statistics to determine areas of greatest risk and development of specific response strategies.
- Administration and assessment of surveys conducted periodically to identify perceptions about crime and campus safety so that areas of particular concern can be addressed.
- Crime prevention, including security for residence halls, other campus facilities, parking lots, and other outdoor spaces.
- Safety education, particularly efforts aimed at new students, staff, and faculty.
- Threat assessment, including efforts to screen prospective students, staff, and faculty, and to identify, respond to, treat, and refer members of the campus community who may represent a danger to themselves or others.
- Alcohol and drug abuse education to reduce the frequency and severity of crimes associated with the excessive use of alcohol and the consumption of illegal substances.

- Educational programs to promote mental health and an understanding of mental health issues among members of the campus community.
- Public information and communication strategies to ensure that members of the campus community and other affected constituencies (e.g., parents) receive accurate and timely information relating to crimes occurring on campus or in nearby neighborhoods and the University's response.
- Annual assessment of progress in implementing the goals and objectives of the plan, including actual reductions in campus crime rates and/or adverse perceptions relating to campus safety.

It is undoubtedly true that we already have many programs and activities in place that address many of these topics. In such instances, a comprehensive plan will serve to document all of those initiatives in one place. In other cases, the Committee may identify significant gaps in our approach to campus safety and security that require attention.

As part of preparing a comprehensive campus safety plan, I will also ask the Committee to take responsibility for review of and implementation of appropriate recommendations from the recent report (enclosed) of the University of North Carolina Campus Safety Task Force (November, 2007). It is expected that a similar report will be issued early in 2008 by the Attorney General's Task Force on Campus Safety.

Although it is clear from the work of the UNC Task Force that all campuses should engage in "all hazards emergency planning," my preference for the moment is for the Committee to stay focused on threats to safety that are caused by criminal and violent behavior. Thus, at least for now, the charge of this Committee does not extend to a review of the Campus Emergency Response Plan except with respect to the timely communication of information concerning crimes that may be occurring on or near the campus where the transmission of such information is necessary for individuals to take actions appropriate to secure their own safety.

For your information, this Committee replaces the Campus Safety Task Force that was mandated by the UNC Board of Governors in response to the murders at UNC Wilmington.

The work of this Committee will begin early in 2008 under the leadership of Associate Vice Chancellor Dave Spano. I expect that, early in your work together, you will be assisted by a professional facilitator to develop the outline, structure, and elements of a comprehensive plan. Because of the importance of the topic and the size and scope of the charge of the Committee, I will also be allocating resources to provide significant administrative support. Because of the composition of this group, its work will fall under the provisions of the North Carolina Open Meetings statute and will be subject to its public notice requirements.

Maintaining a safe and secure campus must be considered at the very top of our institutional responsibilities. I appreciate your willingness to take the time and effort necessary to ensure that every member of the campus community and every visitor is able to enjoy our beautiful campus without fear of becoming a victim of criminal activity.

Cordially,

Philip L. Dubois

Chancellor

PLD/cfh

III. Campus Safety and Security Committee Members

David Spano, Chair
Counseling Center

Kristin Kolin
Disability Services

Marian Beane
International Programs

Krista Newkirk
Office of General Counsel

Allan Blattner
Housing and Residence Life

Jeanne Madorin
Human Resources

John Bland
Public Relations

Morgan Roseborough
Business Continuity Planning

Christine Reed Davis *
Dean of Students Office

Jamie Strickland
Geography and Earth Science

Tim Ernst and Joey Lemons
Student Government Association

Wayne Walcott (until June 30, 2008)
Jayaraman "Jay" Raja (after July 1, 2008)
Academic Affairs

Paul Friday
Criminal Justice

Staff to the Committee:

Marlene Hall and Lee Porter
Police and Public Safety

Leslie Sweezy, Graduate Assistant
Criminal Justice

Larry Howell
Facilities Management

*Curtis Morgan from the Dean of Students
Office represented Ms. Davis during
her leave of absence.

IV. Methodology

The Campus Safety and Security Committee was appointed by Chancellor Phil Dubois in January 2008. The Committee received the Chancellor's charge in writing and in person during the first Committee meeting.

On February 12, 2008, the Committee held its first working session, an off-campus retreat. Dr. Anne Udall, Executive Director of the Lee Institute, served as consultant and facilitator. At this retreat, the Committee established goals, objectives, and timelines and created a work plan for the rest of the spring semester and early summer. Three subcommittees were formed, and chairs were appointed. Subcommittee members reviewed the elements of the plan assigned to their specific group.

Subcommittee I, chaired by Krista Newkirk, focused on student, staff, and faculty behavior and education, with particular attention to safety education, crime prevention, and interpersonal violence. This subcommittee examined alcohol and drug abuse education, protocols for background checks, student conduct codes, relationship violence, threat identification, and counseling and mental health services.

Subcommittee II, chaired by Morgan Roseborough, focused on law enforcement, facilities, and communication. This subcommittee examined security of campus facilities, adequacy of campus police staffing, equipment, and training, agreements with external agencies, and communication in response to potential threats and critical incidents.

Subcommittee III, chaired by Paul Friday, focused on data collection and analysis. This subcommittee designed a survey that was administered to students in March 2008 and a similar survey administered to faculty and staff in April 2008. Both surveys were designed to elicit community members' perspectives on safety and to gather self-reported victimization data. Additionally, this subcommittee gathered and analyzed data from two additional sets of crime statistics, Charlotte-Mecklenburg Police Department data for the Mutual Aid Jurisdiction adjacent to campus and UNC Charlotte Department of Police and Public Safety data for on-campus incidents.

Each subcommittee produced a report of their findings and recommendations. These reports are included as appendices to the full report. After reviewing, revising, and discussing the subcommittee reports, the Committee developed the safety plan and accompanying set of recommendations included herein. The plan and recommendations were developed largely by consensus of the Committee. Whereas some elements of the plan were developed into clear objectives, most of which can be accomplished over the next 6-12 months, a number of other recommendations require further study. It is the intention of the Committee to develop these recommendations and present them to the Chancellor by January 2009. For 2008-2009 recommendations, the Committee developed cost estimates and put those recommendations with associated costs in priority order.

V. Major Themes

In response to the charge from the Chancellor, the Campus Safety and Security Committee began its work by identifying critical elements of a comprehensive safety and security plan for the campus. This plan was developed by reviewing the recommendations of the UNC and North Carolina Attorney General's task forces on campus safety and analyzing survey and crime data. The Committee's safety plan, which includes recommendations to fully implement the plan, is provided in detail in this report.

The Committee identified the University's current "best practices" related to safety and security as well as areas where there appear to be gaps in policies, procedures, or practices or where improvement of current practices is recommended.

The Committee found that concerns for campus safety have been a long-standing priority of this University, significant resources have been allocated, and a number of best practices have been developed and implemented. Current best practices on this campus include:

1. Safety education programs exist in multiple places on campus. Police and Public Safety has endeavored to educate students and others on personal safety practices and recently published a brochure that includes tips for personal safety. The Department has been offering self-defense classes to members of the community for several years. Safety issues have received attention through activities of the Office of Public Relations and at new student orientation. Resident students receive important safety information annually from Housing and Residence Life.
2. Substance abuse education programs have expanded in recent years. The Wellness Promotion Department, in collaboration with faculty from the Department of Criminal Justice, has just completed the first year of a two-year project funded by a \$283,000 grant from the U.S. Department of Education to reduce high-risk drinking among UNC Charlotte students. Grant activities include enhanced education for violators of campus alcohol policies, training for servers at area bars and restaurants, and alternatives-to-alcohol activities.
3. The University has established a Campus Behavioral Intervention Team (CBIT), chaired by the Dean of Students. CBIT is developing procedures for receiving and evaluating information about community members who may pose potential threats to others on campus.
4. The University now conducts criminal background checks before hiring new tenure-track faculty and all staff. In addition, the University has established an Admissions Review Committee that conducts background checks on applicants for admission who indicate issues in their background that require further investigation.
5. The University offers mental health services to students through its comprehensive Counseling and Student Health Centers. The Counseling Center, staffed by licensed psychologists, is accredited by the International Association of Counseling Services and offers individual and group counseling as well as educational programs and consultation services for the campus community. The Health Center, located in a new state-of-the-art facility, added a full-time psychiatrist to its clinical staff in 2007 and includes a full-service pharmacy. The Centers have good, informal working relationships with each other, with departments across campus, and with local hospitals and various community agencies.
6. The Department of Human Resources has an established contract with Deer Oaks, an Employee Assistance Program for University staff and faculty.

7. The University has extensive emergency plans in place, including comprehensive business continuity plans and a crisis communication protocol.
8. Police and Public Safety and other University representatives, most notably Curtis Morgan from the Office of the Dean of Students, have begun meeting with area apartment managers and with University City Partners to discuss improving safety and security in the area surrounding the University.
9. The Student Government Association conducts an annual "Safety Walk," which results in recommendations for improved lighting and other safety considerations. The Chancellor has typically funded security enhancements that SGA has recommended as a result of the Walk.
10. The University has recently contracted with a private security agency to supplement Police and Public Safety during evening hours. In addition, a campus shuttle bus system and an accessible campus escort program have been developed and expanded.
11. Police and Public Safety has recently purchased an Interoperable Radio System, for use within the Department, which will enhance on-campus communication.
12. The campus warning network has been developed and tested, allowing for wide broadcast of campus security announcements. In addition, a system for sending emergency messages by text and voicemail to subscribed students, staff, and faculty has been developed and tested.

In light of recent events and emerging best-practice recommendations, the following gaps and areas of improvement were found:

1. Safety education efforts on campus are generally not coordinated, and some groups, including graduate students, continuing education students, and others, may not receive safety information.
2. There is no administrative home for relationship violence prevention programs on campus, and little coordination of response to sexual assault or domestic violence.
3. While an Involuntary Protective Withdrawal policy has been drafted, revisions and final approval are still necessary.
4. Criminal background checks are not currently required for contractors, vendors, and other campus visitors who have access to students and sensitive areas. In addition, gaps remain in the criminal background check procedure for applicants for admission to the University.
5. The Counseling and Student Health Centers currently do not have resources to adequately follow-up with students who have been referred to off-campus providers. There are no formal Memoranda of Understanding between the Counseling and Student Health Centers and local hospitals and other mental health agencies.
6. The central, highly-visible location of the Counseling Center is easily accessible but may inhibit some students from seeking help due to the stigma associated with help-seeking.
7. With the exception of Atkins Library, the Student Activity Center, and residence halls, campus buildings lack basic security plans and designated building security managers.
8. Most campus buildings lack electronic card access locks and the capacity to be locked and unlocked centrally and remotely. In addition, it is not clear that the University can account for its inventory of keys for external doors.
9. There has been no comprehensive study of the adequacy of campus lighting or the feasibility of installing video surveillance cameras, intrusion alarms, and other security devices.
10. The Department of Police and Public Safety lacks the resources to actively pursue appropriate accreditation. In addition, there is widespread perception among students and employees that

police and other security personnel should maintain a more visible presence on campus, and an assessment of the department's personnel and equipment requirements is in order.

11. Mutual aid agreements with local first responder agencies are incomplete, not in place, or outdated.
12. The University lacks a basic campus address system with clearly marked streets, buildings, and other structures that would aid first-responders. In addition, geocoding campus structures would assist with crime analysis and incident tracking.
13. The interoperable radio system as currently funded will only be available to Police and Public Safety personnel and not personnel in Parking and Transportation Services, Facilities Management, Housing and Residence Life, and Recreational Facilities.
14. A significant percentage of students have not subscribed to the campus text messaging system for emergency notification.
15. Faculty in classrooms that are not equipped with “smart” classroom technology or who teach after 5 p.m. when Classroom Support is not available have no means of communicating emergency situations to someone outside the classroom.

With these best practices in place, and considering the areas needing improvement, the Committee developed recommendations within three major categories: prevention; preparedness and response; and recovery. Below is a brief description of the major themes from each area.

Prevention: The Committee believes that campus safety will be impacted significantly by devoting resources to increased crime prevention programs. Central to prevention efforts is the coordination of safety education efforts for all members of the community. While there are important safety education programs already in place at the University, the Committee recommends that these efforts be directed at all members of the community and coordinated by the Office of Risk Management, Safety, and Security.

The Committee also recognizes the strong correlation between campus safety and substance abuse, mental health concerns, and relationship violence. While substance abuse prevention efforts have recently been enhanced through a federal grant, resources to sustain those efforts are needed. In addition, resources for mental health outreach programs, case management, and planned growth of counseling staff to meet increased demand are necessary. Finally, the Committee is recommending that we develop ideas for a Center that would house educational programs about relationship health and relationship violence prevention and support victims of sexual assault and relationship abuse.

Preventing and assessing potential threats to personal safety are central to the recommended prevention efforts. The Committee recommends that the University expand background check processes to include individuals who work on campus and who have access to residence halls and other sensitive facilities; that we look for ways to tighten our procedures for performing background checks on applicants for admission and re-admission; and that we require current students and employees to report new criminal charges after they have begun enrollment or employment. To assess potential threats from current members of the community, the Committee recommends that the Campus Behavioral Intervention Team (CBIT) continue to develop its threat-assessment procedures. We further recommend that CBIT obtain the resources necessary to create a systematic way to gather and process information about potential threats.

Preparedness and Response: The Committee also focused on recommendations that will assist the University in preparing for threats and responding to potential threats and critical incidents. To that end, the Committee is recommending that campus buildings create and practice security plans, that the University deepen its partnerships with off-campus organizations and property owners, and that we examine critical aspects of our safety infrastructure, including lighting, alarm systems, card access locks, and surveillance cameras. While some aspects of infrastructure can be addressed immediately, there are others that the Committee will study in further detail in the coming months.

Central to the University's preparedness is the quality of law enforcement. The Committee is making several recommendations relevant to Police and Public Safety on campus, including a study of staffing levels, support for pursuing accreditation, an increase in bike and foot patrols on campus, and the implementation of a community policing model. The Committee makes further recommendations regarding equipment for preparedness and response, including rapid deployment gear and radios and other communication systems.

Recovery. The Committee's focus on recovery efforts after an incident is centered on providing services to victims and their families. Our central recommendation is the creation of a more formal process for reaching out to victims and families of victims and assisting them in connecting with important resources for support.

VI. Summary of Survey and Crime Data

Student and Faculty/Staff Surveys

A subcommittee on data collection and analysis of the Campus Safety and Security Committee constructed and administered a survey of students on campus safety and security issues and another for faculty and staff. Using the services of Student Voice, a company that specializes in assessment in higher education, all currently enrolled students received an email invitation in March 2008 to participate in the online survey. All full- and part-time faculty and staff received a similar invitation by email in April 2008.

Completed surveys were returned from 3,455 students and 898 employees (including 382 faculty and 516 staff). Both surveys were designed to measure self-reported victimization and perceptions of safety on and near campus. Below are the major findings of the surveys.

Student survey findings:

1. Students feel safe on campus during daylight hours and while in class.
2. Students feel most unsafe on campus after dark, specifically, while walking alone to and from residence halls, walking alone to parking decks and parking lots, walking alone on campus, and waiting alone for public transportation.
3. Students identified parking decks and parking lots as specific areas of concern on campus.
4. The majority of students are not worried about an incident similar to Virginia Tech occurring on campus at UNC Charlotte.
5. A very small percentage of students have been victims of a crime on campus.
6. The majority of crimes against students on campus involved the theft of personal property.
7. The majority of students feel safe in the area surrounding the University during daylight hours, but unsafe at night.
8. Students would like to see more police presence on campus.

Faculty/staff survey findings:

1. Employees feel safe on campus during daylight hours and while waiting for public transportation during the day.
2. Two-thirds of employees feel unsafe at night on campus.
3. Employees feel most unsafe while walking alone on campus after dark and while walking to parking decks.
4. Over half (55.3%) of employees are not worried about an incident similar to Virginia Tech occurring on the campus of UNC Charlotte; 18.8% express fear of such an incident.
5. Employees identified parking decks and parking lots as specific areas of concern on campus.
6. A small percentage (9.2%) of employees have been victims of a crime on the UNC Charlotte campus; 2.8% report being victimized during 2007-08.
7. The majority of victimization involved theft of personal property.

8. The majority of employees stated they seldom or never see campus police on foot or on bicycles.
9. Over two-thirds (70.3%) of employees would like to see more police presence on campus.

The following are the major points of comparison between the two surveys.

1. Overall, employees feel safer on campus than students.
2. Staff employees are most worried about a Virginia Tech-like incident occurring on the UNC Charlotte campus.
3. At night, students feel less safe on campus than employees.
4. Both students and employees identified parking decks and parking lots as specific areas of concern.
5. The majority of both students and employees stated the specific areas of concern identified need more lighting and more blue lights.
6. Overall, both groups of students and employees would like to see more police presence on campus.

Crime Data for UNC Charlotte and Mutual Jurisdiction Area

The subcommittee on data collection and analysis examined two data sets: Charlotte-Mecklenburg Police Department (CMPD) data for the Mutual Aid Jurisdiction adjacent to campus and the UNC Charlotte Department of Police and Public Safety for on-campus incidents. The following are the conclusions of the subcommittee based on their review:

1. Crime reports on campus have been stable and low for the past three years.
2. Crime reports in the CMPD district adjacent to campus have been stable with a slight decline since 2005.
3. Most of the reported crimes to both CMPD Mutual Aid Jurisdiction and the University are property crimes that include larcenies, thefts from autos, and thefts of autos.
4. The majority of violent crimes are simple assaults, which are offenses committed by persons who know each other.
5. Property crime offenses constitute 72.5% of all incidents handled by UNC Charlotte Department of Police and Public Safety. Larceny from a building (generally academic/office buildings) is the largest, single offense reported.
6. Serious personal crimes represent 6.5% of the incidents reported to the UNC Charlotte Department of Police and Public Safety in 2007.
7. On campus:
 - a. Larcenies not related to motor vehicles have increased 16.4% since 2003 and are up 34% since the low of 159 instances in 2006.
 - b. Motor vehicle incidents are up 22% since 2003 but slightly down from 2006.

VII. Recommendation Summary

In developing recommendations for the full implementation of the plan, the Committee identified specific objectives, most of which it believes can be accomplished in the next 6 to 12 months. These recommendations, arranged by topic, are presented below.

A. Recommended Objectives for 2008-2009

1. Safety Education
 - a. Coordinate the development of a comprehensive campus safety education program for students, staff, and faculty.
 - b. Develop safety information for parents which will include the description of safety initiatives present on or near campus and an emergency/safety plan for parents in response to a campus event.
 - c. Develop safety education materials for camp and conference guests that they will receive prior to their arrival to campus or during their orientation or check-in.

2. Substance Abuse and Relationship Violence Prevention
 - a. Continue substance abuse education program as delivered by the Wellness Promotion Department and market wellness-related programs more widely to students.
 - b. Work with Charlotte-Mecklenburg Drug Free Coalition to advocate for compliance with alcohol purchase and consumption laws by offering training and providing data to stores and bars selling or serving alcohol in the University area.
 - c. Make the judicial process for alcohol- and drug-related violations more visible to students.

3. Assessing Potential Threat to Safety
 - a. Complete and maintain an Involuntary Protective Withdrawal Policy which allows the University to have an assessment performed for those students who may pose a significant and immediate threat to themselves or others.
 - b. Develop a formal, streamlined system which would allow the community to report and the Campus Behavioral Intervention Team (CBIT) to track information about students, staff, faculty, and others who are potential threats or who may be engaged in interpersonal violence, including domestic violence. The CBIT should formalize its protocols, including specifying its membership and procedures, for addressing persons of concern.
 - c. Develop and maintain a marketing strategy to inform the University constituents of the CBIT and the reporting mechanism.
 - d. Develop a University protocol or policy statement related to University reports of relationship violence, such as restraining orders involving students or employees.
 - e. Add language to all contracts requiring criminal background checks for contractors, vendors, campus ministers, group advisors, and others working on campus, particularly those who have access to residence halls and other facilities.
 - f. Encourage consultation with Police and Public Safety by planners, managers, and sponsors of events where public visitors are present, such as athletic events, concerts,

political rallies, and commencements, to build safety and security concerns into the process of event planning.

- g. Share the list of persons who are currently barred from campus with event organizers and others on campus, as appropriate.
 - h. Either work with General Administration to review and revise the regulation on criminal background checks for students applying for admission or require that the relevant departments follow all aspects of the regulation.
 - i. Require that all applications for readmission be checked against the University's internal student judicial database and general trespass database.
 - j. Provide information about the admissions review process online for applicants for admission. Include this information on the recommended campus safety web site.
 - k. Amend the policies regarding criminal background checks for prospective employees and Policy Statement #87 to require that current employees notify the Department of Human Resources or Academic Affairs when charged and convicted with a criminal offense other than a minor traffic violation.
 - l. Require temporary agencies to provide current criminal background checks at the time of assignment to the University.
 - m. Provide Human Resources with direct access to the recommended Student Conduct Judicial Database to allow for expedited review of student employee applicants.
 - n. Work with General Administration and the College Foundation of North Carolina to amend the application language regarding the required questions to prevent unnecessary reporting and background checks. Also, require that the information regarding employment and education history be mandatory instead of voluntary in order to identify unexplained gaps as required by the Board of Governors' regulation.
 - o. Allocate funds for a full-time staff member to manage background checks for students and develop and maintain the student conduct judicial database and trespass list.
4. Mental Health Promotion
- a. Add a Case Manager to the Counseling Center staff to maintain and establish a streamlined process for follow-up of students who have been referred to on- or off-campus resources or who have presented in crisis, as appropriate.
 - b. Offer groups in the Counseling Center on relationship issues, transition, and coping skills that are culturally appropriate for all students, including lesbian, gay, bisexual, and transgender students, students of color, and international students.
 - c. To diminish the stigma associated with mental health treatment, the University Master Plan should consider locating the Counseling Center within the Student Health Center or in another location where the sense of privacy can be enhanced.
 - d. Offer counseling services, including individual and group counseling, in locations outside the Counseling Center.
 - e. Continue Counseling Center efforts to make appropriate community referrals as necessary and increase the number of community referral resources available, including referral to major substance abuse and addiction recovery agencies.
 - f. Maintain adequate Counseling Center crisis response procedures and engage in ongoing evaluation of the efficacy of their crisis response.

- g. Maintain collaborative relationships between the Counseling Center and other campus departments, especially the Student Health Center, so that continuity-of-care issues can be adequately addressed.
 - h. Continue Counseling Center programs to educate the community about its services, and market counseling services in ways that reduce stigma associated with counseling.
 - i. In collaboration with the Counseling Center and other departments of the Student Health Center, offer Wellness Promotion Department programs on mental health issues and available services to the campus community.
 - j. Publicize mental health services, including psychiatric services, available in the Student Health Center.
 - k. Maintain Student Health Center protocols for developing strong, collaborative relationships between medical and mental health providers and the Counseling Center.
 - l. Establish and maintain Student Health Center protocols to follow up with and provide support to students who are referred off campus for mental health concerns.
 - m. Establish a system in the Student Health Center for collecting data on utilization of services by students for mental health concerns.
 - n. Make information about student health insurance coverage and guidelines for inquiring about coverage provided by other insurance plans available to students referred off campus by the Counseling Center and the Student Health Center.
 - o. Establish formal Memoranda of Understanding with Behavioral Health Center CMC-Randolph and Presbyterian Hospital for students with mental health concerns.
 - p. Establish formal Memoranda of Understanding with the appropriate local chemical dependency and treatment centers.
 - q. Establish formal Memoranda of Understanding with appropriate local domestic abuse and sexual assault response agencies.
 - r. Expand information provided to parents regarding the health and counseling services policies including policies addressing the disclosure of student-patient information to parents.
 - s. Expand information provided to parents on ways to assist with student-patient treatment and how to consult with the Student Health or Counseling Center if they have mental health concerns about their son or daughter or another student.
5. Emergency Planning and Infrastructure
- a. Conduct annual exercises within colleges, departments, and administrative units to practice and evaluate emergency plans.
 - b. Continue emergency exercises for the Crisis Management Team.
 - c. Provide specific information and awareness training on preparing for and responding to an active-shooter event.
 - d. Schedule quarterly meetings with off-campus housing managers and owners, with special meetings scheduled during periods of increased criminal activity.
 - e. Encourage participation by Police and Public Safety with University City Partners and other appropriate community organizations on a regular basis.
 - f. Add off-campus housing managers and owners to the PIER communications system as a separate “mailing list.”

- g. To secure buildings after hours, equip all non-residential buildings with card access locks on primary entrances, ensure that these are integrated in a central system that allows remote locking and unlocking, and ensures accessibility for all users.
 - h. Continue student-led activities on campus (e.g., SGA Campus Safety Walk) and appropriately fund solutions to identified problems.
 - i. Evaluate the Safe Ride program for efficacy and recommend possible modifications.
6. Law Enforcement
- a. Hire a consultant to develop a plan for appropriate staffing levels for the Department of Police and Public Safety to ensure the safety of a growing campus population.
 - b. Actively pursue accreditation of the Department of Police and Public Safety in accordance with International Association of Campus Law Enforcement Administrators (IACLEA) standards by authorizing a position dedicated to the accreditation program and providing the necessary funding.
 - c. Increase level of visible police or security personnel presence based on campus schedule, specifically after night classes; increase patrol on foot and bicycles.
 - d. Develop and implement a plan consistent with the principles of Community Policing tailored to the unique demands of the UNC Charlotte campus.
 - e. Pursue the addition of “Plateau,” an on-line law enforcement training system that includes mandatory state training, as well as individual professional development training for law enforcement personnel, in the Department of Police and Public Safety.
 - f. Subscribe to KBCOPS, a crime data analysis system in use by the Charlotte-Mecklenburg Police Department (CMPD).
 - g. Meet best-practice standards for equipment for emergency response by Police and Public Safety, and include other local law enforcement agencies in training to coordinate responses.
 - h. Continue training annually on Rapid Deployment Tactics.
 - i. Enhance training by including local law-enforcement agencies such as CMPD and SWAT in the training and exercise of Rapid Deployment Tactics.
 - j. Allocate funds to improve weapons and equipment for rapid response for the Department of Police and Public Safety.
 - k. Review, update, and maintain contracts with CMPD, CFD, Council of Government, and other agencies, as appropriate.
 - l. Consider creating cooperation agreements with other colleges and universities in the surrounding area.
 - m. Encourage and participate in periodic meetings of UNC system law enforcement agencies to share best practices and develop and reinforce mutual aid agreements.
7. Emergency Communication
- a. Continue to review, use, evaluate, and refine communication protocols in response to campus emergencies.
 - b. Expand the interoperable radio system to include other departments and units, such as Facilities Management, Housing and Residence Life, and Recreational Facilities, and be

sure all systems are tested and that users are trained, and eliminate “dead spots” where communication is currently limited.

- c. Expand the interoperable radio system to include Parking and Transportation Services. (Note: the Committee recommends that expansion of the radio system to include Parking and Transportation Services be separated from the expansion to other departments because it may be more quickly attainable due to its relative cost.)
 - d. Exercise the Campus Warning Network at least once per semester.
 - e. Require all students to sign up for the campus texting service or select a waiver of this notification as part of the class registration process.
8. Resources for Crime Victims
- a. Continue to provide support to student victims and their families, as appropriate, and provide information about available counseling services.
 - b. Modify the University Emergency Response Plan to include communication with victims and victims’ families.
 - c. Continue to provide Employee Assistance Program services to employees who are victims and to their families.
 - d. Continue to participate in periodic meetings of UNC system counseling center staff to share best practices and discuss mutual aid in the event of an incident.

In addition to the recommendations above, the Committee identified a number of objectives that need additional study. These recommendations are generally more complex and potentially more costly than those listed above. It is the intention of the Committee to assign working groups to each of these objectives and formulate full recommendations, in priority order with associated costs, for submission to the Chancellor by January 2009. These objectives, arranged by topic, are presented below.

B. Objectives Needing Further Study

1. Substance Abuse and Relationship Violence Prevention
 - a. Develop a program, using best practices, to educate and provide rehabilitation to students who face alcohol-related conduct violations.
 - b. Assess the effectiveness of sanctions for alcohol and drug violations and recommend appropriate changes.
 - c. Develop a proposal for a program or Center that would provide education to students on relationship health and the prevention of relationship violence, coordinate protocols for response to incidents of relationship violence and sexual assault, including the development of a Sexual Assault Response Team, and coordinate aid to victims of domestic violence and sexual assault.
2. Assessing Potential Threat to Safety
 - a. Implement an Identification Management System, which would include all students, faculty, staff, and other persons (contractors, vendors, suppliers) working on campus.

3. Mental Health Promotion
 - a. Within its scope of service, develop a plan to maintain Counseling Center services that are accessible to all students who need assistance and to coordinate services with other departments on campus.
 - b. Within its scope of service, the Student Health Center should develop a plan to maintain accessible and effective psychiatric services for students.
 - c. Assess the effectiveness of the current Employee Assistance Program and make recommendations for change.

4. Emergency Planning and Infrastructure
 - a. Conduct a large-scale mock “active-shooter” exercise, including external response agencies (e.g., CMPD, CFD, EMS, HAZMAT, CMEMO).
 - b. Develop and maintain a basic security plan for all buildings or groups of buildings on campus. (See Appendix E for building plan template.)
 - c. Assign building security managers, responsible for maintaining and implementing building security plans, to each building or group of buildings.
 - d. Consider installing fire alarms with voice capacity in all new buildings and in older buildings as funding for retrofitting allows.
 - e. Consider installing permanent and/or mobile video surveillance cameras at critical campus locations.
 - f. Consider placing panic buttons and intrusion alarms in areas where students, faculty, and/or staff may be at risk.

5. Law Enforcement
 - a. Consider various options related to Computer Aided Dispatch for 911 calls for Police and Public Safety.
 - b. Create a Master Campus Address file that is integrated into a Geographic Information System.
 - c. Clearly mark streets, buildings, and other structures so that addresses can be easily found by first responders.
 - d. “Geocode” campus features, e.g., lighting fixtures, emergency phones, and buildings, to aid with crime analysis and incident tracking.

6. Emergency Communication
 - a. Develop and employ a system of communication from classrooms when Classroom Support is not available or in rooms without Smart Classroom technology.

C. Recommendations for 2008-2009 in Priority Order

Of the Committee's recommendations for 2008-2009, twenty (20) had potentially significant budget impact. The Committee ranked these recommendations in priority order within categories. They are listed below along with estimated costs and references to their position in the Campus Safety and Security Plan which begins on page 25. Cost estimates are tentative and subject to revision.

I. Prevention

A.1.a. Coordinate the development of a comprehensive campus safety education program for students, staff, and faculty.

Recurring Cost: \$25,000

Non-recurring Cost: \$50,000

D.1.a. Add a Case Manager to the Counseling Center staff to maintain and establish a streamlined process for follow-up of students who have been referred to on- or off-campus resources or who have presented in crisis, as appropriate.

Recurring Cost: \$57,000

Non-recurring Cost: \$57,000

C.1.b. Develop a formal, streamlined system which would allow the community to report and the Campus Behavioral Intervention Team to track information about students, staff, faculty, and others who are potential threats or who may be engaged in interpersonal violence, including domestic violence.

Recurring Cost: \$10,000 annually after first three years

Non-recurring Cost: \$30,000 (for 3 yr. contract)

C.3.h. Allocate funds for a full-time staff member to manage background checks for students and develop and maintain the student judicial database and trespass list.

Recurring Cost: \$57,000

Non-recurring Cost: \$57,000

D.2.b. In collaboration with the Counseling Center and other departments of the Student Health Center, offer Wellness Promotion Department programs on mental health issues and available services to the campus community

Recurring Cost: \$50,000 (for health educator specializing in mental health)

Non-recurring Cost: \$50,000

B.1.a. Continue substance abuse education program as delivered by the Wellness Promotion Department and market wellness-related programs more widely to students.

Recurring Cost: \$10,000

Non-recurring Cost: None: grant funded for 2008-2009

B.1.c. Work with Charlotte-Mecklenburg Drug Free Coalition to advocate for compliance with alcohol purchase and consumption laws by offering training and providing data to stores and bars selling or serving alcohol in the University area.

Recurring Cost: \$6,000

Non-recurring Cost: \$6,000

A.3.a. Develop safety education materials for camp and conference guests that they will receive prior to their arrival to campus or during their orientation/check-in.

Recurring Cost: \$2,000

Non-recurring Cost: \$2,000

II. Preparedness and Response

A.4.b. To secure buildings after hours, equip all non-residential buildings with card access locks on primary entrances, ensure that these are integrated in a central system that allows remote locking and unlocking, and ensures accessibility for all users.

Recurring Cost: Funds for new construction as needed.

Non-recurring Cost: \$500,000 for all campus buildings not currently equipped.

C.2.a. Expand the interoperable radio system to include Facilities Management, Housing and Residence Life, and Recreational Facilities, and be sure all systems are tested and that users are trained, and eliminate “dead spots” where communication is currently limited.

Recurring Cost: None

Non-recurring Cost: \$1.2 million

B.2.b. Subscribe to KBCOPS, a crime data analysis system in use by the Charlotte-Mecklenburg Police Department (CMPD).

Recurring Cost: \$20,000

Non-recurring Cost: \$73,820

B.1.b. Actively pursue accreditation of the Department of Police and Public Safety in accordance with International Association of Campus Law Enforcement Administrators (IACLEA) standards by authorizing a position dedicated to the accreditation program and providing the necessary funding.

Recurring Cost: \$50,000 for three years

Non-recurring Cost: \$57,000 for staff and administrative costs

A.1.d. Provide specific information and awareness training on preparing for and responding to an active-shooter event.

Recurring Cost: None

Non-recurring Cost: \$4,000 (for “Shots Fired” video license)

C.2.b. Expand the interoperable radio system to include Parking and Transportation Services. (Note: the Committee recommends that expansion of the radio system to include Parking and Transportation Services be separated from the expansion to other departments because it may be more quickly attainable due to its relative cost.)

Recurring Cost: None

Non-recurring Cost: \$150,000

B.3.b. Continue training annually on Rapid Deployment Tactics.

Recurring Cost: None

Non-recurring Cost: \$1,000 for equipment

B.3.d. Allocate funds to improve weapons and equipment for rapid response for the Department of Police and Public Safety.

Recurring Cost: \$26,000

Non-recurring Cost: \$38,000

B.1.a. Hire a consultant to develop a plan for appropriate staffing levels for the Department of Police and Public Safety to ensure the safety of a growing campus population.

Recurring Cost: None

Non-recurring Cost: \$8,000

B.2.a. Pursue the addition of "Plateau," an on-line law enforcement training system that includes mandatory state training, as well as individual professional development training for law enforcement personnel, in the Department of Police and Public Safety.

Recurring Cost: \$1,250

Non-recurring Cost: \$1,250

III. Recovery

A.1.a. Continue to provide support to student victims and their families, as appropriate, and provide information about available counseling resources.

Recurring Cost: \$25,000

Non-recurring Cost: \$25,000 (reassigned duties)

A.1.c. Continue to provide EAP services to employees who are victims and to their families.

Recurring Cost: None

Non-recurring Cost: \$20,000

VIII. UNC Charlotte Safety and Security Plan

Recommendation	Responsible Department(s)	Completion Date	Costs recurring after first year	Non-recurring and/or first-year costs
I. Prevention				
A. Safety Education				
<i>1. The University should deliver a comprehensive safety education program to all current, full-time and part-time students, staff, and faculty.</i>				
a. Coordinate the development of a comprehensive campus safety education program for students, staff, and faculty.	Risk Management, Safety, and Security (RMSS)	Varies, see below	\$25,000	\$50,000
1.) Develop University wide campus safety events to raise awareness of safety issues.	Police and Public Safety; RMSS	August 2009		
2.) In cooperation with Charlotte-Mecklenburg Police Department, provide data to students regarding specific apartment complexes where victimizations occur to improve safety.	Police and Public Safety; Dean of Students	May 2009		
3.) Create a safety checklist for students to look at when looking for off-campus housing without rating or endorsing areas; create a link to CMPD community crime information.	Police and Public Safety; Dean of Students	May 2009		
4.) Teach self-defensive techniques to make community members feel safer; educate and train students in personal safety.	Police and Public Safety	August 2009		

Recommendation	Responsible Department(s)	Completion Date	Cost recurring after first year	Non-recurring and/or first-year cost
5.) Address the high level of interpersonal violence (simple assaults) by providing resources to teach/educate students on anger control and conflict management skills.	Police and Public Safety; Counseling Center	August 2009		
6.) Put fear and perceptions of crime into perspective by disseminating crime data and other facts.	Police and Public Safety; Public Relations	August 2009		
7.) Develop an education and marketing program for the campus community, delivered via the web, electronic mail, live presentations, campus television, electronic billboards, and newsletters on warning signs of potential threats and specific strategies for responding to various threats.	RMSS; Public Relations	August, 2009		
8.) Develop materials for SOAR, graduate student orientation, and orientations of other groups, directed at new students as well as their parents, when appropriate, that will address campus safety and security issues.	Dean of Students; Graduate School; Office of International Student Programs	June 2009		
9.) Develop a safety information packet as part of the welcome materials for Continuing Education students.	Office of Continuing Education	August 2009		
10.) Develop a training program on safety for new faculty orientation, to include information on responding to disruptive students, alcohol and drug abuse issues, and workplace violence.	Dean of Students; Counseling Center; Academic Affairs; Police and Public Safety	August 2009		

Recommendation	Responsible Department(s)	Completion Date	Cost recurring after first year	Non-recurring and/or first-year cost
11.) Develop an orientation module for new staff employees on campus safety issues, with a special module on alcohol and drug abuse among students and in the workplace.	Human Resources	August 2009		
12.) Develop a fact sheet of safety information for nontraditional students.	Office of Adult Students and Evening Services	August 2009		
13.) Develop a web site devoted to campus safety, which will be linked from the UNC Charlotte home page, all admissions office home pages, and from an icon that ITS will install on the desktops of new computers on campus.	RMSS, Public Relations, and Information and Technology Services	August 2009		
2. The University should deliver comprehensive safety education information to parents and guardians and encourage families to discuss this information with their students.				
1. Develop safety information for parents which will include the safety initiatives present on or near campus and an emergency/safety plan for parents in response to a campus event.	Dean of Students	June 2009	None	None
3. The University should make safety education available to campus visitors, including camp and conference attendees.				
a. Develop safety education materials for camp and conference guests that they will receive prior to their arrival to campus or during their orientation/check-in.	Conference Services; Housing and Residence Life	May 2009	\$2,000	\$2,000

Recommendation	Responsible Department(s)	Completion Date	Cost recurring after first year	Non-recurring and/or first-year cost
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B. Substance Abuse and Relationship Violence Prevention				
<i>1. Recognizing the strong relationship between alcohol and drug abuse and interpersonal violence, the University should maintain a comprehensive alcohol and drug abuse prevention program for students.</i>				
a. Continue substance abuse education program as delivered by the Wellness Promotion Department and market wellness-related programs more widely to students.	Wellness Promotion Department in the Student Health Center	Ongoing	\$10,000	None: grant funded for 2008-2009.
b. Develop a program, using best practices, to educate and provide rehabilitation to students who face alcohol-related conduct violations.	Recommendation needs further study by CS&SC.			
c. Work with the Charlotte-Mecklenburg Drug Free Coalition to advocate for compliance with alcohol purchase and consumption laws by offering training and providing data to stores and bars selling or serving alcohol in the University area.	Department of Criminal Justice; Wellness Promotion Department (in collaboration with the Charlotte-Mecklenburg Drug Coalition)	January 2009	\$6,000	\$6,000

Recommendation	Responsible Department(s)	Completion Date	Cost recurring after first year	Non-recurring and/or first-year cost
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2. The University should maintain effective protocols for students in violation of campus drug and alcohol policies.				
a. Assess the effectiveness of sanctions for alcohol and drug violations and recommend appropriate changes.	Recommendation needs further study by CS&SC.			
b. Make the judicial process for alcohol- and drug-related violations more visible to students.	Dean of Students	August 2009	None	None
3. To address issues of relationship violence and sexual assault, the University should maintain a program educating the campus community on healthy interpersonal relationships and effective protocols for responding to incidents of relationship violence and sexual assaults, including a Sexual Assault Response Team (SART).				
a. Develop a proposal for a program or Center that would provide education to students on relationship health and the prevention of relationship violence, coordinate protocols for response to incidents of relationship violence and sexual assault, including the development of a Sexual Assault Response Team, and coordinate aid to victims of domestic violence and sexual assault.	Recommendation needs further study by CS&SC.			
C. Assessing Potential Threat to Safety				
1. The University should maintain effective protocols for identifying and responding to students, staff, faculty, and visitors who may pose a threat to themselves or others.				
a. Complete and maintain an Involuntary Protective Withdrawal Policy which allows the University to have an assessment performed for those students who may pose a significant and immediate threat to themselves or others.	Development: CBIT & General Counsel; Approval: Chancellor's Council and Board of Trustees	January 2009	None	None

Recommendation	Responsible Department(s)	Completion Date	Cost recurring after first year	Non-recurring and/or first-year cost
b. Develop a formal, streamlined system which would allow the community to report and the Campus Behavioral Intervention Team to track information about students, staff, faculty, and others who are potential threats or who may be engaged in interpersonal violence, including domestic violence.	Dean of Students; CBIT members	January 2009	Avg. \$10,000 annually after first three years.	\$30,000 (for 3 yr. contract)
c. Formalize CBIT protocols, including specifying its membership and procedures, for addressing persons of concern.	Dean of Students; CBIT members.	January 2009	None	None
d. Develop and maintain a marketing strategy to inform the University constituents of the CBIT existence and the reporting mechanism.	CBIT members	January 2009	None	None
e. Implement an Identification Management System, which would include all students, faculty, staff, and other persons (contractors, vendors, suppliers) working on campus.	Recommendation needs further study by CS&SC.			
f. Develop a University protocol or policy statement related to University reports of relationship violence, such as restraining orders involving students or employees.	General Counsel, with approval by Chancellor's Council and Board of Trustees	August 2009	None	None
2. <i>The University should take reasonable steps to identify and respond to individuals visiting or working on campus, including vendors, contractors, and event attendees, who may represent a threat to members of the campus community.</i>				
a. Add language to all contracts requiring criminal background checks for contractors, vendors, campus ministers, group advisors, and others working on campus, particularly those who have access to residence halls and other facilities.	General Counsel; Vice Chancellor for Business Affairs	August 2009	None	None

Recommendation	Responsible Department(s)	Completion Date	Cost recurring after first year	Non-recurring and/or first-year cost
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b. Encourage consultation with Police and Public Safety by planners, managers, and sponsors of events where public visitors are present, such as athletic events, concerts, political rallies, and commencements, to build safety and security concerns into the process of event planning.	Police and Public Safety; Conference Services and other event sponsors	August 2009	None	None
c. Share the list of persons who are currently barred from campus with event organizers and others on campus, as appropriate.	Police and Public Safety	Immediately	None	None
3. <i>The University should perform background checks for all faculty and staff positions as well as for all students of concern.</i>				
a. Either work with General Administration to review and revise the regulation on criminal background checks for students applying for admission or require that departments follow all aspects of the regulation.	General Counsel	August 2009	None	None
b. Require that all applicants for readmission be checked against the University's internal student judicial database and trespass database.	Dean of Students	August 2009	None	None
c. Provide information about the admissions review process online for applicants that have questions about the process. Include this information on the recommended campus safety web site.	Undergraduate Admissions; Dean of Students; Graduate School	August 2009	None	None
d. Amend the policies regarding criminal background checks for employees and Policy Statement #87 to require that employees notify the Department of Human Resources or Academic Affairs when charged and convicted with a criminal offense other than a minor traffic violation.	General Counsel; Chancellor's Council and Board of Trustees	August 2009	None	None

Recommendation	Responsible Department(s)	Completion Date	Cost recurring after first year	Non-recurring and/or first-year cost
e. Require temporary agencies to provide current criminal background checks at the time of assignment to the University.	Human Resources	August 2009	None	None
f. Provide Human Resources with direct access to the recommended Student Conduct Judicial Database to allow for expedited review of student employee applicants.	Dean of Students; Human Resources	January 2009	None	None
g. Work with General Administration and the College Foundation of North Carolina to amend the application language regarding the required questions to prevent unnecessary reporting and background checks. Also, require that the information regarding employment and education history be mandatory instead of voluntary in order to identify unexplained gaps as required by the Board of Governors' regulation.	General Counsel; Undergraduate Admissions; Graduate School	August 2009	None	None
h. Allocate funds for a full-time staff member to manage background checks for students and develop and maintain the student conduct judicial database and trespass list.	Dean of Students	August 2009	\$57,000	\$57,000
D. Mental Health Promotion				
<i>1. The Counseling Center should have the resources necessary to provide services available to all students who need help and to provide those services in a coordinated manner with other departments.</i>				
a. Add a Case Manager to the Counseling Center staff to maintain and establish a streamlined process for follow-up of students who have been referred to on- or off-campus resources or who have presented in crisis, as appropriate.	Counseling Center; Student Health Center, with other departments, and off-campus resources	August 2009	\$57,000	\$57,000 (for a case manager)

Recommendation	Responsible Department(s)	Completion Date	Cost recurring after first year	Non-recurring and/or first-year cost
b. Offer groups in the Counseling Center on relationship issues, transition, and coping skills that are culturally appropriate for all students, including lesbian, gay, bisexual, and transgender students, students of color, and international students.	Counseling Center	August 2009	None	None
c. To diminish the stigma associated with mental health treatment, the University Master Plan should consider locating the Counseling Center within the Student Health Center or in another location where the sense of student privacy can be enhanced.	Campus Master Planning Team	January 2010	None	None
d. Offer counseling services, including individual and group counseling, in locations outside the Counseling Center.	Counseling Center	August 2009	None	None
e. Continue Counseling Center efforts to make appropriate community referrals as necessary and increase the number of community referral resources available, including referral to major substance abuse and addiction recovery agencies.	Counseling Center	Ongoing	None	None
f. Within its scope of service, develop a plan to maintain Counseling Center services that are accessible to all students who need assistance and to coordinate services with other departments on campus.	Recommendation needs further study by CS&SC.			
g. Maintain adequate Counseling Center crisis response procedures and engage in ongoing evaluation of the efficacy of their crisis response	Counseling Center	Ongoing	None	None

Recommendation	Responsible Department(s)	Completion Date	Cost recurring after first year	Non-recurring and/or first-year cost
h. Maintain collaborative relationships between the Counseling Center and other campus departments, especially the Student Health Center, so that continuity-of-care issues can be adequately addressed.	Counseling Center	Ongoing	None	None
2. <i>The Counseling Center and Student Health Center should provide educational programs to the campus community about relevant mental health issues.</i>				
a. Continue Counseling Center programs to educate the community about its services, and market counseling services in ways that reduce stigma associated with counseling.	Counseling Center	Ongoing	None	None
b. In collaboration with the Counseling Center and other departments of the Student Health Center, offer Wellness Promotion Department programs on mental health issues and available services to the campus community.	Wellness Promotion Department; Counseling Center	August 2009	\$50,000	\$50,000 (for health educator specializing in mental health)
3. <i>The Student Health Center should establish and maintain programs that address mental health needs of the students using its services.</i>				
a. Publicize mental health services, including psychiatric services, available in the Student Health Center.	Student Health Center	August 2009	None	None
b. Within its scope of service, the Student Health Center should develop a plan to maintain accessible and effective psychiatric services for students.	Recommendation needs further study by CS&SC.			
c. Maintain Student Health Center protocols for developing strong, collaborative relationships between medical and mental health providers and the Counseling Center.	Student Health Center; Counseling Center	August 2009	None	None
d. Establish and maintain Student Health Center protocols to follow up with and provide support to students who are referred off campus for mental health concern.	Student Health Center	August 2009	None	None

Recommendation	Responsible Department(s)	Completion Date	Cost recurring after first year	Non-recurring and/or first-year cost
e. Establish a system in the Student Health Center for collecting data on utilization of services by students for mental health concerns.	Student Health Center	August 2009	None	None
f. Make information about student health insurance coverage and guidelines for inquiring about coverage provided by other insurance plans available to students referred off campus by the Counseling Center and the Student Health Center.	Counseling Center; Student Health Center	August 2009	None	None
4. The University should maintain an effective assistance program for employees who need help with psychological, interpersonal, substance abuse or related concerns.				
a. Assess the effectiveness of the current Employee Assistance Program and make recommendations for change.	Recommendation needs further study by CS&SC.			
5. The University should maintain formal Memoranda of Understanding with local health and mental health agencies.				
a. Establish formal Memoranda of Understanding with Behavioral Health Center CMC-Randolph and Presbyterian Hospital for students with mental health concerns.	Counseling Center; Student Health Center	August 2009	None	None
b. Establish formal Memoranda of Understanding with the appropriate local chemical dependency and treatment centers.	Counseling Center; Student Health Center	August 2009	None	None
c. Establish formal Memoranda of Understanding with appropriate local domestic abuse and sexual assault response agencies.	Counseling Center; Student Health Center	August 2009	None	None

Recommendation	Responsible Department(s)	Completion Date	Cost recurring after first year	Non-recurring and/or first-year cost
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6. <i>The University should maintain clear procedures and policies for communicating with parents of students who receive mental health services.</i>				
a. Expand information provided to parents regarding the health and counseling services policies including policies addressing the disclosure of student-patient information to parents.	Counseling Center; Student Health Center; Dean of Students	August 2009	None	None
b. Expand information provided to parents on ways to assist with student-patient treatment and how to consult with the Student Health or Counseling Center if they have mental health concerns about their son or daughter or another student.	Counseling Center; Student Health Center; Dean of Students	August 2009	None	None

II. Preparedness and Response

A. Emergency Planning and Infrastructure

1. <i>The University should conduct tabletop exercises and use other strategies for training, rehearsing, and improving emergency plans.</i>				
a. Conduct annual exercises within colleges, departments, and administrative units to practice and evaluate emergency plans.	Individual Departments in collaboration with RMSS	August 2009	None	None
b. Continue emergency exercises for the Crisis Management Team.	RMSS	Ongoing	None	None

Recommendation	Responsible Department(s)	Completion Date	Cost recurring after first year	Non-recurring and/or first-year cost
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c. Conduct a large-scale mock “active shooter” exercise, including external response agencies (e.g., CMPD, CFD, EMS, HAZMAT, CMEMO)	Recommendation needs further study by CS&SC.			
d. Provide specific information and awareness training on preparing for and responding to an active-shooter event.	RMSS	August 2009	None	\$4,000 (for “Shots Fired” video license)
2. All campus facilities- including residence halls, parking lots, academic buildings, athletic venues, libraries- should maintain effective security plans.				
a. Develop and maintain a basic security plan for all buildings or groups of buildings on campus. (See Appendix E for building plan template.)	Recommendation needs further study by CS&SC.			
b. Assign building security managers, responsible for maintaining and implementing building security plans, to each building or group of buildings.	Recommendation needs further study by CS&SC.			
3. The University should work with off-campus facilities that house significant numbers of students and with other relevant community groups to discuss safety and security concerns and to develop strategies for increasing public safety.				
a. Schedule quarterly meetings with off-campus housing managers and owners, with special meetings scheduled during periods of increased criminal activity.	Dean of Students; Police and Public Safety	August 2009	None	None
b. Encourage participation by Police and Public Safety with University City Partners and other appropriate community organizations on a regular basis.	Police and Public Safety	Ongoing	None	None
c. Add off-campus housing managers and owners to the PIER communications system as a separate “mailing list.”	RMSS	January 2009	None	None

Recommendation	Responsible Department(s)	Completion Date	Cost recurring after first year	Non-recurring and/or first-year cost
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<i>4. Campus buildings, parking decks, and other outdoor areas where security is an issue as identified by crime data or perception should have up-to-date security systems and devices.</i>				
a. Consider installing fire alarms with voice capacity in all new buildings and in older buildings as funding for retrofitting allows.	Recommendation needs further study by CS&SC.			
b. To secure buildings after hours, equip all non-residential buildings with card access locks on primary entrances, ensure that these are integrated in a central system that allows remote locking and unlocking, and ensures accessibility for all users.	Facilities Management	August 2010	Funds for new construction as needed.	\$500,000 for all campus buildings not currently equipped.
c. Consider installing permanent and/or mobile video surveillance cameras at critical campus locations.	This recommendation needs additional study by the CS&SC.			
d. Consider placing panic buttons and intrusion alarms in areas where students, faculty, and/or staff may be at risk.	This recommendation needs additional study by the CS&SC.			
e. Continue student led activities on campus (e.g., SGA Campus Safety Walk) and appropriately fund solutions to identified problems.	Student Government Association; Facilities Management	Annually	None	None

Recommendation	Responsible Department(s)	Completion Date	Cost recurring after first year	Non-recurring and/or first-year cost
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5. *The campus should maintain and evaluate a system of shuttle buses and escorts to assist with transportation for students, faculty, and staff after dark and at all times for persons with disabilities or who park in remote areas.*

a. Evaluate the Safe Ride program for efficacy and recommend possible modifications.	Accessibility Committee; Parking and Transportation Services; Police and Public Safety	June 2009	None	None
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B. Law Enforcement

1. *The Department of Police and Public Safety should maintain appropriate accreditation, up-to-date equipment, and trained staff.*

a. Hire a consultant to develop a plan for appropriate staffing levels for the Department of Police and Public Safety to ensure the safety of a growing campus population.	Police and Public Safety	August 2009	None	\$8,000
b. Actively pursue accreditation of the Department of Police and Public Safety in accordance with International Association of Campus Law Enforcement Administrators (IACLEA) standards by authorizing a position dedicated to the accreditation program and providing the necessary funding.	Police and Public Safety	August 2011	\$50,000 for three years	\$57,000 for staff and administrative costs
c. Increase level of visible police or security personnel presence based on campus schedule, specifically after night classes; increase patrol on foot and bicycles.	Police and Public Safety	Immediately	None	None
d. Develop and implement a plan consistent with the principles of Community Policing tailored to the unique demands of the UNC Charlotte campus.	Police and Public Safety	August 2009	None	None

Recommendation	Responsible Department(s)	Completion Date	Cost recurring after first year	Non-recurring and/or first-year cost
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2. *The Department of Police and Public Safety should operate using best-practices in communication within and outside of the Department.*

a. Pursue the addition of “Plateau,” an on-line law enforcement training system that includes mandatory state training, as well as individual professional development training for law enforcement personnel, in the Department of Police and Public Safety.	Police and Public Safety	August 2009	\$1,250	\$1,250
b. Subscribe to KBCOPS, a crime data analysis system in use by the Charlotte-Mecklenburg Police Department (CMPD).	Police and Public Safety; Information Technology Services	August 2010	\$20,000	\$73,820
c. Consider various options related to Computer Aided Dispatch for 911 calls for Police and Public Safety.	This recommendation needs additional study by the CS&SC.			

3. *The Department of Police and Public Safety should maintain a plan for responding to critical incidents that pose a safety risk to members of the University community.*

a. Meet best-practice standards for equipment for emergency response by Police and Public Safety, and include other local law enforcement agencies in training to coordinate responses.	Police and Public Safety	August 2009	Total (see below)	Total (see below)
b. Continue training annually on Rapid Deployment Tactics.	Police and Public Safety	Ongoing	None	\$1,000 for equipment
c. Enhance training by including local law-enforcement agencies such as CMPD and SWAT in the training and exercise of Rapid Deployment Tactics.	Police and Public Safety	August 2009	None	None
d. Allocate funds to improve weapons and equipment for rapid response for the Department of Police and Public Safety.	Police and Public Safety	August 2009	\$26,000	\$38,000

Recommendation	Responsible Department(s)	Completion Date	Cost recurring after first year	Non-recurring and/or first-year cost
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4. *The University should develop and maintain appropriate mutual aid agreements, Jurisdiction Extension Agreements, and Memoranda of Understanding with local first-responder agencies.*

a. Review, update, and maintain contracts with CMPD, CFD, Council of Government, and other agencies, as appropriate.	General Counsel; RMSS	August 2009	None	None
b. Consider creating cooperation agreements with other colleges and universities in the surrounding area.	Police and Public Safety	August 2009	None	None
c. Encourage and participate in periodic meetings of UNC system law enforcement agencies to share best practices and develop and reinforce mutual aid agreements.	Police and Public Safety;	August 2009	None	None

5. *The University should establish a system to better identify crime incident locations, both for first responders and to aid in crime analysis.*

a. Create a Master Campus Address file that is integrated into a Geographic Information System.	This recommendation needs additional study by the CS&SC.			
b. Clearly mark streets, buildings, and other structures so that addresses can be easily found by first responders.	This recommendation needs additional study by the CS&SC.			
c. Geocode campus features, e.g., lighting fixtures, emergency phones, and buildings, to aid with crime analysis and incident tracking.	This recommendation needs additional study by the CS&SC.			

C. Emergency Communication

1. *The University should maintain effective protocols for communications with the campus community following a crime on or near campus.*

a. Continue to review, use, evaluate, and refine communication protocols in response to campus emergencies.	RMSS, supported by Public Relations	Ongoing	None	None
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Recommendation	Responsible Department(s)	Completion Date	Cost recurring after first year	Non-recurring and/or first-year cost
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2. The University should maintain redundant and interoperable emergency notification system that integrate into the National Incident Management System.				
a. Expand the interoperable radio system to include other departments and units, such as Facilities Management, Housing and Residence Life, and Recreational Facilities, and be sure all systems are tested and that users are trained, and eliminate “dead spots” where communication is currently limited.	Police and Public Safety; RMSS	August 2009	None	\$1.2 million
b. Expand the interoperable radio system to include Parking and Transportation Services. (Note: the Committee recommends that expansion of the radio system to include Parking and Transportation Services be separated from the expansion to other departments because it may be more quickly attainable due to its relative cost.)	Police and Public Safety; RMSS	August 2009	None	\$150,000
c. Exercise the Campus Warning Network at least once per semester.	RMSS	Ongoing	None	None
d. Require all students to sign up for the campus texting service or select a waiver of this notification as part of the class registration process.	Academic Affairs; Registrar; Information Technology Services	August 2009	None	None
e. Develop and employ a system of communication from classrooms when Classroom Support is not available or in rooms without Smart Classroom technology.	This recommendation needs additional study by the CS&SC.			

Recommendation	Responsible Department(s)	Completion Date	Cost recurring after first year	Non-recurring and/or first-year cost
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6. Recovery				
A. Resources for Crime Victims				
<i>1. The University should maintain a plan for communicating and offering counseling services to crime victims and victims' families.</i>				
a. Continue to provide support to student victims and their families, as appropriate, and provide information about available counseling services.	Dean of Students	August 2009	\$25,000	\$25,000 (reassigned duties)
b. Modify the University Emergency Response Plan to include communication with victims and victims' families.	RMSS	August 2009	None	None
c. Continue to provide Employee Assistance Program services to employees who are victims and to their families.	Human Resources	Ongoing	\$20,000	None
d. Continue to participate in periodic meetings of UNC system counseling center staff to share best practices and discuss mutual aid in the event of an incident.	Counseling Center	Ongoing	None	None

IX. Acknowledgements

The Committee received important assistance from a number of individuals in completing this report.

Dr. Anne Udall, Executive Director of the Lee Institute in Charlotte, contributed valuable expertise by consulting with the Committee chair prior to the opening retreat and then assisting with retreat facilitation. Dr. Udall helped the Committee establish ground rules and make other process decisions before getting into the substance of its work. This facilitation helped pave the way for a productive first six months of Committee operations.

Leslie Sweezy, a graduate student in the Department of Criminal Justice, was hired as an assistant to provide administrative support to the Committee. Leslie has performed reliably, diligently, and intelligently in her role, and the Committee was able to accomplish much more with her assistance.

The Committee is grateful to Chancellor Dubois for providing the resources to hire both Dr. Udall and Ms. Sweezy.

The Committee expresses its appreciation to the many faculty, staff, and students who submitted information, sat for interviews, or otherwise assisted with our information-gathering. We are most grateful to the nearly 3,500 students and 900 employees who took the time to complete our surveys.

Leadership from within the Committee was also critical to the process. Dr. Paul Friday chaired the subcommittee on data collection and analysis and was primarily responsible for constructing and analyzing data from the student and employee surveys. Krista Newkirk chaired the subcommittee on Student and Behavior and Education, and Morgan Roseborough chaired the subcommittee on Law Enforcement, Facilities, and Communication.