

Campus Safety and Security Committee

Report to the Chancellor

Spring 2009 Addendum



**The University of North Carolina at
Charlotte**

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I. Introduction to the Spring 2009 Addendum

In July 2008 the UNC Charlotte Campus Safety and Security Committee delivered its first report to the Chancellor. That report outlined a comprehensive safety and security plan for the campus, identified current programs and practices in place relative to the plan, and offered a set of recommendations for 2008-2009 that the Committee believed would enhance safety and security on campus.

That report also described several elements of the plan which the Committee felt needed additional study and discussion. In the months since that first report, the Committee has discussed these additional plan elements, reviewed programs and practices that currently address these aspects of the plan, and developed appropriate recommendations. Working groups were assigned to each of these areas needing study, and recommendations were formulated and brought to the full Committee for discussion. The Committee was able to reach consensus on each of these additional recommendations. In addition, the Committee has estimated costs that may be associated with each recommendation and placed those items with associated costs in priority order. The Committee has identified departments on campus who we believe will be responsible for each recommendation and proposed an estimated timeline for implementation.

These recommendations have been integrated into the full Campus Safety and Security Plan, which will form the basis of our continued work. The full, updated plan is included in this document.

The Committee's intent is to review each of the recommendations in the plan and develop a report that will describe progress toward implementation. As appropriate, the Committee will recommend changes, additions, or deletions to the plan in its annual report to the Chancellor.

II. Campus Safety and Security Committee Members, 2008-2009

David Spano, Chair
Health Programs and Services

Kristin Kolin
Disabilities Services

Marian Beane
International Programs

Krista Newkirk
Legal Affairs

Allan Blattner
Housing and Residence Life

Jeanne Madorin
Human Resources

John Bland
Public Relations

Morgan Roseborough
Risk Management, Safety, and Security

Christine Reed Davis
Office of the Dean of Students

Jamie Strickland
Geography and Earth Science

Tim Ernst and Joey Lemmons
Student Government Association

Jayaraman "Jay" Raja
Academic Affairs

Paul Friday
Criminal Justice

Staff to the Committee:
Tashiba Roberson
Social Work

Marlene Hall and Lee Porter
Police and Public Safety

Larry Howell
Facilities Management

III. Update on objectives from the 2008 report

In its July 2008 report, the Campus Safety and Security Committee identified a number of objectives that needed further study before specific recommendations could be made. Below are the objectives from that report and a summary of the Committee's discussion and conclusions in each of those areas.

1. Substance Abuse and Relationship Violence Prevention

- a. *Develop a program, using best practices, to provide rehabilitation to students who face alcohol-related conduct violations.*

The Committee believes that, while this recommendation may be a useful way to help retain students who might otherwise be suspended or dismissed because of substance abuse problems, this recommendation does not necessarily enhance campus safety and security beyond our prior recommendation that Wellness Promotion in the Student Health Center provide comprehensive alcohol education to the campus community. Therefore, the Committee is making no recommendation related to this objective at this time.

- b. *Assess the effectiveness of sanctions for alcohol and drug violations and recommend appropriate changes.*

The Committee believes that students whose substance use has gotten them involved with the campus judicial system are being appropriately sanctioned and monitored. Students whose alcohol and drug use gets them into trouble with the off-campus legal system are not being monitored, however. The Committee is recommending that the University, through the Dean of Students' student conduct staff, establish liaison relationships with the drug court and other Charlotte-Mecklenburg County Courts. In addition, we recommend that our Office of Legal Affairs develop Memoranda of Understanding with the courts so that information about students involved with the courts can be shared.

- 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.*

The Committee remains concerned that there is no central point of focus for educational programs for students on relationship health and no coordinated response team for students reporting sexual assault. We are recommending that the Wellness Promotion department of the Student Health Center create a program to address these issues.

In light of current budget constraints, the Committee is suggesting this program be created in conjunction with the mental health outreach program that was recommended in the July 2008 report. It is the Committee's understanding that the Student Health Center

is planning for a new position to respond to that recommendation. We recommend that the relationship violence prevention program be attached to this position for now rather than create yet another new position that would place additional strain on the Student Health fee.

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.*

Needs for secure identification management systems vary across departments and specific locations within the University. The Committee is recommending that the Electronic and Physical Security Committee, which has been investigating this issue for some time now, establish policies for identification management. The Committee believes that specific departments can best determine the degree to which they need to restrict access to their facilities via the use of electronic cards, visible ID cards, or other means.

The Committee recommends that Legal Affairs work with Police and Public Safety to consider the viability of a policy that would require that all faculty, staff, and students to carry University ID cards. The Committee further suggests the consideration of a similar policy that would require campus visitors, including vendors and contractors, to carry government-issued photo ID cards while 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.*

Examination of benchmarking guidelines for Counseling Center staffing suggests that the Center maintain, at a minimum, a 1:2000 staff-to-student ratio. While broad accreditation guidelines suggest a ratio between 1:1000 and 1:1500, actual practice suggests these are unrealistic ratios for large, urban state institutions like UNC Charlotte that enroll a significant percentage of students from the local region. With the addition of a case manager to its staff, the Counseling Center currently has 12 FTE professional staff members (including 3 full-time predoctoral interns). This is adequate for a student body of 24,000 students, so no recommendation for additional staff is being made at this time. Assuming the continuation of the University's current growth trajectory, the Committee recommends that the Center add a professional staff member every other year beginning with the 2010-2011 academic year.

- b. *Within its scope of service, the Student Health Center should develop a plan to maintain accessible and effective psychiatric services for students.*

Benchmarking guidelines for psychiatric services suggest that 2 hours of psychiatric services be available per week for every 1,000 students enrolled. With one full-time psychiatrist on staff, the Student Health Center falls approximately 8 hours short of this ratio at the current time. The Committee recommends that the SHC add an additional day of psychiatric care per week for 2010-2011 and, on average, an additional 2 hours a week annually until 2020, assuming the University's current growth projections. The Committee believes it would be more cost-effective for the Student Health Center to add hours for a psychiatric nurse practitioner or similar position rather than additional hours for a board-certified psychiatrist. The current psychiatrist would serve as consultant to the nurse practitioner to assure quality of care.

- c. *Assess the effectiveness of the current Employee Assistance Program and make recommendations for change.*

The Committee is recommending that the EAP program continue to be funded out of Human Resources so that staff and faculty with psychological, interpersonal, substance abuse, or related concerns can receive assistance and referral information.

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).*

The Committee recommends that the University conduct such an exercise by July 2010. The Office of Risk Management, Safety, and Security suggests that a consultant be hired to assist with planning and coordination.

- b. *Develop and maintain a basic security plan for all buildings or groups of buildings on campus.*
- c. *Assign building security managers, responsible for maintaining and implementing building security plans, to each building or group of buildings.*

Regarding both objectives above, the Committee recommends that the development of a basic security plan, including the designation of individuals responsible for plan implementation, be the responsibility of individual departments rather than building-specific designees. A template for each department to use in developing their plan will be made available by Risk Management, Safety, and Security.

- 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.*

The campus Electronic and Physical Security Committee has been considering issues related to security devices for some time, and the Campus Safety and Security Committee believes that this group has the expertise and assigned mission to develop policies and procedures related to a coordinated and centralized deployment of security devices on campus. The Committee recommends that these policies and procedures govern the request for, acquisition, maintenance, and monitoring of a coordinated system of security devices and that individual departments and buildings refrain from developing their own systems outside of this central framework.

5. Law Enforcement

- a. *Consider various options related to Computer Aided Dispatch for 911 calls for Police and Public Safety.*

The Committee feels that 911 calls from campus should be handled as they are now, by a dispatcher in Police and Public Safety. Other options may be considered as technology changes. Thus, the Committee is making no recommendation related to this objective at this time.

- 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.*

As the Campus Master Plan is developed, the Committee feels that this plan should include a master campus address file, which would be used to clearly mark streets and buildings on campus.

- d. *“Geocode” campus features, e.g., lighting fixtures, emergency phones, and buildings, to aid with crime analysis and incident tracking.*

As a way to assist with analysis of crime data, the Committee is recommending that the Department of Geography and Earth Sciences work with Facilities Management in creating a geocoding system for campus features. The Committee recommends that two graduate assistantships be created for students in the Department to assist with this project.

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.*

The Committee has been assured that Smart Classroom technology is available in all classrooms and that Classroom Support is available at all times that scheduled classes are in session. The Committee recommends that this level of support be maintained.

The Committee further recommends that Academic Affairs, Classroom Support, and Risk Management, Safety, and Security develop a basic training program for all classroom instructors, including teaching assistants, in emergency response protocols.

IV. Additional recommendations for 2009-2010

The Committee has identified two other sets of recommendations that were not included in the July 2008 report but that we feel should be added to the Campus Safety and Security Plan

1. *Training faculty and staff in Family Educational Rights and Privacy Act (FERPA) regulations.*

The Committee is recommending that a comprehensive safety education program include training for all University faculty and staff in regulations related to FERPA. Campus safety task forces that convened after the Virginia Tech incident, including the UNC Task Force, identified confusion about information-sharing among campus officials as a potential contributing factor when a distressed student “falls through the cracks” of the support system. Ensuring that campus officials understand that they are permitted—and in fact, encouraged—to share information with others on campus who have an educational need-to-know can assist the University in reaching out to students who may be troubled. In addition, the Committee believes that the University community will be aided by understanding the special protection afforded health and counseling records and the exceptions to confidentiality that the law allows.

To accomplish the goal of educating faculty and staff on these issues, the Committee is recommending that an online tutorial program be developed and that a plan be established to educate new employees about FERPA regulations within 60 days of hire and that continuing employees receive refresher training on FERPA every 3 years.

2. *Background checks for students and student employees.*

In addition to the other recommendations the Committee has made to help assess potential threats to campus safety, we are recommending specifically that the University comply with Board of Governors Regulation 700.5.1 [R], which up to now has caused some challenges for the University. This recommendation clarifies our previous recommendation that the University work with UNC General Administration to amend the regulations to prevent unnecessary reporting and background checks. We recommend that the University comply fully with the BOG regulation while at the same time working to refine it.

The Committee further believes that student employees, especially those in sensitive positions, should be subject to checks against the University conduct database as well as criminal records. The Office of Human Resources would work with supervisors to identify positions that are appropriate for student to hold and limit access or provide careful supervision to students who work near education records, financial information, or personnel information. While we recommend that all student employees be screened against the student conduct database, background checks similar to those performed on prospective employees should be conducted for students in positions of power or control over others students, such as Resident Advisors or Teaching Assistants.

V. Budget Priorities

Mindful of the strain on the University due to the current global economic downturn, the Committee has attempted to identify recommendations that could be implemented with no or little additional cost. Nonetheless, we are submitting the following recommendations that have some associated costs. We have attempted to estimate their recurring and non-recurring costs and are presenting these in the following order of priority:

1. Geocode campus features to aid with crime analysis and incident tracking.
Estimated cost: \$20,000 for 2 graduate assistants (recurring, General Fund)
2. Perform background checks prior to employment of students in certain positions, such as Resident Advisors and Teaching Assistants. The specific positions should be identified by HR in collaboration with the responsible departments.
Estimated cost: \$3,000 (recurring at a 10% increase per year, General Fund)
3. Screen applicants for student employee positions through the student judicial conduct database to ensure that the applicant has not been found responsible for a serious violation of the Student Code of Responsibility.
Estimated cost: \$7,500 (recurring, General Fund)
4. Use general benchmarking guidelines, which suggest 2 hours of psychiatric services per 1,000 students per week, to assure the availability of adequate psychiatric resources in the Student Health Center.
Estimated cost: \$12,000 (one time, then increasing at an average of \$3000 annually, based on enrollment projections, Student Health fee)
5. Maintain an effective Employee Assistance Program for staff and faculty.
Estimated cost: \$20,000 (recurring, General Fund)
6. License an online software program to deliver FERPA training to faculty and staff and to track those who have taken the training.
Estimated cost: \$1300 (one-time, then recurring at \$1100 annually, General Fund)
7. Develop policies and procedures for requesting and maintaining panic buttons, surveillance cameras, and intrusion alarms in all new buildings and for retrofitting older buildings.
Estimated cost: \$15,000 for consultation (one-time, General Fund)
8. Conduct a large-scale mock “active shooter” exercise, including response agencies (e.g., CMPD, CFD, EMS, HAZMAT, CMEMO)
Estimated cost: \$12,500 for consultation (one-time, General Fund)

VI. Campus Safety and Security Plan additions for Spring 2009

(Numbers in outline correspond with full plan.)

Recommendation	Responsible Department(s)	Completion Date	Recurring costs beginning in 2010-2011	2009-2010 cost
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>				
b. Modify the FERPA online tutorial to better address communication allowed in emergency situations. All current faculty and staff with access to student educational records must complete the online FERPA tutorial by December 2009. New faculty and relevant staff must complete the tutorial within 60 days.	Academic Affairs; Legal Affairs; Human Resources	August 2009	None	None
c. Develop a plan for refreshing faculty and relevant staff training every 3 years. Offer workshops as requested to faculty and other departments.	Academic Affairs; Legal Affairs; Human Resources	August 2009	None	None
d. License an online software program to provide the training and track those who have taken the training. Accountability should be built into this software to ensure that all relevant individuals complete the training.	Academic Affairs; Legal Affairs; Human Resources	August 2010	\$1100	\$1300

Recommendation	Responsible Department(s)	Completion Date	Recurring costs beginning 2010-2011	2009-2010 cost
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B. Substance Abuse and Relationship Violence Prevention

2. The University should maintain effective protocols for students in violation of campus drug and alcohol policies.

a. Establish liaison relationships with the drug court and other Charlotte-Mecklenburg County courts. Develop Memoranda of Understanding to share information about students involved with the courts.	Dean of Students, Office of Student Conduct	January 2010	None	None
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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. Create a program to 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.	Wellness Promotion Department	January 2010	None (shared with new position for mental health outreach)	None (shared with new position for mental health outreach)
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C. Assessing Potential Threats 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.

e. Establish policies for and implement an Identification Management System, focusing on critical areas of the University.	Electronic and Physical Security Committee	January 2010	None for policy development; IMS cost to be determined by EPSC	None
f. Establish policies regarding the carrying of ID cards on campus for faculty, staff, and students.	Legal Affairs; Police and Public Safety	August 2009	None	None

Recommendation	Responsible Department(s)	Completion Date	Recurring costs beginning 2010-2011	2009-2010 cost
g. Establish policies regarding the carrying of government-issued photo ID cards for adult campus visitors, including vendors and contractors.	Legal Affairs; Police and Public Safety	August 2009	None	None
3. The University should perform background checks for all faculty and staff positions as well as for all students of concern.				
a. Work with General Administration to review and revise the regulation on criminal background checks for students applying for admission. Meanwhile, background checks for applicants for admission to the University should be conducted in compliance with BOG Regulation 700.5.1[R].	Academic Affairs; Legal Affairs; Dean of Students; Office of Admissions	August 2009	None	None.
i. Provide training to supervisors via LEAD on appropriate positions and work tasks for student employees. This training should highlight how to supervise student employees who are performing work which would give them access to financial information, personnel information, or an inordinate amount of control over other students or access to student areas.	Human Resources	August 2010	None	None
j. Screen student employee applicants through the student judicial conduct database to ensure that applicants have not been found responsible for a serious violation of the Student Code of Responsibility.	Human Resources; Dean of Students	August 2010	\$7,500	\$7,500
k. Perform criminal background checks for certain student positions, such as Resident Assistants, prior to employment. The specific positions should be identified by HR in collaboration with the responsible departments.	Human Resources; Housing and Residential Life; Academic Affairs	August 2010	\$3,300 (increasing 10% annually)	\$3,000

Recommendation	Responsible Department(s)	Completion Date	Recurring costs beginning 2010-2011	2009-2010 cost
D. Mental Health Promotion				
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.				
f. Ensure the availability of adequate Counseling Center staff by using general benchmarking guidelines that suggest a 1:2000 staff-to-student ratio.	Counseling Center	August 2010 and ongoing	\$80,000 every other year, based on projected growth.	None
2. The Student Health Center should establish and maintain programs that address mental health needs of the students using its services.				
b. Ensure the availability of adequate psychiatric services in the Student Health Center by using general benchmarking guidelines that suggest 2 hours of psychiatric services per 1,000 students per week.	Student Health Center	August 2009 and ongoing.	Increasing at \$3000 annually, based on projected growth	\$12,000
3. The University should maintain an effective assistance program for employees who need help with psychological, interpersonal, substance abuse or related concerns.				
a. Maintain an effective Employee Assistance Program for staff and faculty.	Human Resources	Ongoing	\$20,000	None
II. Preparedness and Response				
A. Emergency Planning and Infrastructure				
1. The University should conduct tabletop exercises and use other strategies for training, rehearsing, and improving emergency plans.				
c. Conduct a large-scale mock “active shooter” exercise, including external response agencies (e.g., CMPD, CFD, EMS, HAZMAT, CMEMO)	Police & Public Safety, Business Continuity Planning, Safety & Environmental Health, RMSS, Student Health Services	June, 2010	None	\$12,500 (for a consultant for planning and coordination)

Recommendation	Responsible Department(s)	Completion Date	Recurring costs beginning 2010-2011	2009-2010 cost
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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 space for which each campus department is responsible, using a template provided by RMSS.	Risk Management, Safety & Security	June, 2009	None	None
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.				
a. Develop centralized policies and procedures for requesting, acquiring, maintaining, and monitoring panic buttons, surveillance cameras, and intrusion alarms in all new buildings and for retrofitting in older buildings.	Electronic and Physical Security Committee	August, 2009	None	\$15,000 (for consultant)
b. Establish guidelines for lighting on campus and incorporate these guidelines into new construction and renovations.	Facilities Management	January 2010	None	None

B. Law Enforcement				
5. The University should establish a system to better identify crime incident locations, both for first responders and to aid in crime analysis.				
a. Include the development of a Master Campus Address file and clearly mark streets, buildings, and other structures, in the Campus Master Plan.	Facilities Management	January 2010	None	None
b. Geocode campus features, e.g., lighting fixtures, emergency phones, and buildings, to aid with crime analysis and incident tracking.	Facilities Management; Geography and Earth Sciences	August 2010	\$20,000	\$20,000 (for two graduate assistants)

Recommendation	Responsible Department(s)	Completion Date	Recurring costs beginning 2010-2011	2009-2010 cost
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C. Emergency Communication				
2. <i>The University should maintain redundant and interoperable emergency notification system that integrate into the National Incident Management System.</i>				
e. To facilitate communication in case of emergencies, ensure that Smart Classroom technology is available in all classrooms and that Classroom Support is available when classes are in session. Provide training to faculty and to Classroom Support personnel on emergency response protocols.	Classroom Support; Academic Affairs	August 2009	None	None

VII. UNC Charlotte Safety and Security Plan – updated March 2009

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		
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		

Recommendation	Responsible Department(s)	Completion Date	Cost recurring after first year	Non-recurring and/or first-year cost
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		
b. Modify the FERPA online tutorial to better address communication allowed in emergency situations. All current faculty and staff with access to student educational records must complete the online FERPA tutorial by December 2009. New faculty and relevant staff must complete the tutorial within 60 days.	Academic Affairs; Legal Affairs; Human Resources	August 2009	None	None
c. Develop a plan for refreshing faculty and relevant staff training every 3 years. Offer workshops as requested to faculty and other departments.	Academic Affairs; Legal Affairs; Human Resources	August 2009	None	None
d. License an online software program to provide the training and track those who have taken the training. Accountability should be built into this software to ensure that all relevant individuals complete the training.	Academic Affairs; Legal Affairs; Human Resources	August 2010	\$1100	\$1300
2. <i>The University should deliver comprehensive safety education information to parents and guardians and encourage families to discuss this information with their students.</i>				
a. 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

Recommendation	Responsible Department(s)	Completion Date	Cost recurring after first year	Non-recurring and/or first-year cost
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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

B. Substance Abuse and Relationship Violence Prevention

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.				
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. 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
2. The University should maintain effective protocols for students in violation of campus drug and alcohol policies.				
a. Establish liaison relationships with the drug court and other Charlotte-Mecklenburg County courts. Develop Memoranda of Understanding to share information about students involved with the courts.	Dean of Students, Office of Student Conduct	January 2010	None	None
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. Create a program to 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.	Wellness Promotion Department	January 2010	None (shared with new position for mental health outreach)	None (shared with new position for mental health outreach)
C. Assessing Potential Threats 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
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	Dean of Students; CBIT members	January 2009	Avg. \$10,000 annually after first three years.	\$30,000 (for 3 yr. contract)

Recommendation	Responsible Department(s)	Completion Date	Cost recurring after first year	Non-recurring and/or first-year cost
engaged in interpersonal violence, including domestic violence.				
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. Establish policies for and implement an Identification Management System, focusing on critical areas of the University.	Electronic and Physical Security Committee	January 2010	To be determined by EPSC	To be determined by the EPSC
f. Establish policies regarding the carrying of ID cards on campus for faculty, staff, and students.	Legal Affairs; Police and Public Safety	August 2009	None	None
g. Establish policies regarding the carrying of government-issued photo ID cards for adult campus visitors, including vendors and contractors.	Legal Affairs; Police and Public Safety	August 2009	None	None
h. 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. 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.				
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
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. Work with General Administration to review and revise the regulation on criminal background checks for students applying for admission. Meanwhile, background checks for applicants for admission to the University should be conducted in compliance with BOG Regulation 700.5.1[R].	Academic Affairs; Legal Affairs; Dean of Students; Office of Admissions	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
e. Require temporary agencies to provide current criminal background checks at the time of assignment to the University.	Human Resources	August 2009	None	None

Recommendation	Responsible Department(s)	Completion Date	Cost recurring after first year	Non-recurring and/or first-year cost
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
i. Provide training to supervisors via LEAD on appropriate positions and work tasks for student employees. This training should highlight how to supervise student employees who are performing work which would give them access to financial information, personnel information, or an inordinate amount of control over other students or access to student areas.	Human Resources	August 2010	None	None
j. Screen student employee applicants through the student judicial conduct database to ensure that the applicant has not been found responsible for a serious violation of the Student Code of Responsibility.	Human Resources; Dean of Students	August 2010	\$7,500	\$7,500

Recommendation	Responsible Department(s)	Completion Date	Cost recurring after first year	Non-recurring and/or first-year cost
k. Perform criminal background checks for certain student positions, such as Resident Assistants, prior to employment. The specific positions should be identified by HR in collaboration with the responsible departments.	Human Resources; Housing and Residential Life; Academic Affairs	August 2010	\$3,300 (increasing 10% annually)	\$3,000
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)
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

Recommendation	Responsible Department(s)	Completion Date	Cost recurring after first year	Non-recurring and/or first-year cost
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. Ensure the availability of adequate Counseling Center staff by using general benchmarking guidelines that suggest a 1:2000 staff-to-student ratio.	Counseling Center	August 2010 and ongoing	\$80,000 every other year, based on projected growth.	None
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
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

Recommendation	Responsible Department(s)	Completion Date	Cost recurring after first year	Non-recurring and/or first-year cost
b. Ensure the availability of adequate psychiatric services in the Student Health Center by using general benchmarking guidelines that suggest 2 hours of psychiatric services per 1,000 students per week.	Student Health Center	August 2009 and ongoing	Increasing at \$3,000 annually, based on projected growth	\$12,000 (for psychiatric nurse practitioner)
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
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. Maintain an effective Employee Assistance Program for staff and faculty.	Human Resources	Ongoing	\$20,000	None
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

Recommendation	Responsible Department(s)	Completion Date	Cost recurring after first year	Non-recurring and/or first-year cost
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
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
c. Conduct a large-scale mock “active shooter” exercise, including external response agencies (e.g., CMPD, CFD, EMS, HAZMAT, CMEMO)	Police & Public Safety, Business Continuity Planning, Safety & Environmental Health, Risk Management & Insurance, Student Health Services	June, 2010	None	\$12,500 (for a consultant for planning and coordination)
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 space for which each campus department is responsible, using a template provided by RMSS.	Risk Management, Safety & Security	June, 2009	None	None
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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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.				
a. Develop centralized policies and procedures for requesting, acquiring, maintaining, and monitoring panic buttons, surveillance cameras, and intrusion alarms in all new buildings and for retrofitting in older buildings.	EMP subcommittee of the Electronic and Physical Security Committee	August, 2009	None	\$15,000 (for consultant)
b. Establish guidelines for lighting on campus and incorporate these guidelines into new construction and renovations.	Facilities Management	January 2010	None	None
c. 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.
d. 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

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

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

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

Recommendation	Responsible Department(s)	Completion Date	Cost recurring after first year	Non-recurring and/or first-year cost
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
4. <i>The University should develop and maintain appropriate mutual aid agreements, Jurisdiction Extension Agreements, and Memoranda of Understanding with local first-responder agencies.</i>				
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. <i>The University should establish a system to better identify crime incident locations, both for first responders and to aid in crime analysis.</i>				
a. Include the development of a Master Campus Address file and clearly mark streets, buildings, and other structures, in the Campus Master Plan.	Facilities Management	January 2010	None	None
b. Geocode campus features, e.g., lighting fixtures, emergency phones, and buildings, to aid with crime analysis and incident tracking.	Facilities Management; Geography and Earth Sciences	August 2010	\$20,000	\$20,000 (for two graduate assistants)

Recommendation	Responsible Department(s)	Completion Date	Cost recurring after first year	Non-recurring and/or first-year cost
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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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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

Recommendation	Responsible Department(s)	Completion Date	Cost recurring after first year	Non-recurring and/or first-year cost
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e. To facilitate communication in case of emergencies, ensure that Smart Classroom technology is available in all classrooms and that Classroom Support is available when classes are in session. Provide training to faculty and to Classroom Support personnel on emergency response protocols.	Classroom Support; Academic Affairs	August 2010	None	None
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III. 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