2021

Report and Recommendations
from the Task Force on Community Safety and Policing

SJSU SAN JOSÉ STATE UNIVERSITY

Task Force Members

The members of the Task Force include a demographically diverse set of SJSU community members representing students, staff, faculty, and alumni.

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From the Co-Chairs

We would like to thank President Papazian for the opportunity to serve our campus and community as co-chairs of San José State University's Task Force on Community Safety and Policing. We also extend our gratitude to the many people who took time to consult with our Task Force to ensure that our review and recommendations were informed by the diverse experiences of students, staff, faculty, community groups, university organizations, law enforcement, and social service providers. Your time, expertise, collaboration, and innovative ideas were critical to our efforts to take stock of what works and what must be transformed to ensure SJSU is a welcoming, inclusive space where people feel safe and respected. Finally, a warm thank you to our fellow Task Force members for their time and commitment to building consensus around the following recommendations.

Executive Preamble

San José State University (SJSU) serves one of the most diverse communities in the nation. To achieve our mission, our university must be a place where members across the spectrum of more than 36,000 students and more than 4,300 faculty and staff feel safe to learn and work. Cultivating a campus environment that is inclusive, welcoming, and secure is an ongoing process — one that requires learning from the experiences of our diverse community members; acknowledging challenges; and working together to innovate equitable, transparent, and accountable systems that promote "community safety" for all.

Located in the heart of downtown San José, SJSU is the only urban campus in the California State University system. SJSU has an open campus, and our joint university-public library helps SJSU serve as a resource for our local community. However, our unique setting also generates a variety of public safety concerns that are more typical of cities than most college campuses. Task Force members grappled with the dual and often competing concerns of cultivating an open yet safe environment on and around SJSU's campus, mindful of the fact that different members of our campus community experience public spaces and security measures in different ways.

This Task Force was convened during an academic year of social unrest and unprecedented threats to our individual and collective safety and wellbeing: police violence, protests and riots; anti-Asian hate crimes; political division; massive wildfires; and, a global COVID-19 pandemic that ravaged our communities and exacerbated already-stark inequalities. These intersecting safety issues highlighted the importance of the Task Force adopting a holistic approach to defining, examining, and recommending improvements to public safety at SJSU.

The primary catalyst for the Task Force and review of SJSU's approach to public safety was the murder of George Floyd by Minneapolis Police Officer Derrick Chauvin on May 25, 2020. A bystander filmed the police encounter on her phone, showing Chauvin callously kneeling on Floyd's neck for nearly 10 minutes. The viral video spread quickly on social media, sparking protests that spread across the world calling for accountability for police misconduct and demands for businesses and universities to reaffirm their commitment to anti-racist action. This national awakening echoed what many communities of color had known and protested about for generations.

The video ignited protests against police brutality across the United States and the world, including in downtown San José. Here and around the country, community activists seized the opportunity to turn the spotlight to local cases of police misconduct, violence, and lack of accountability.

George Floyd's murder was a tipping point in the national conversation about racial injustice and policing, encouraging long overdue re-assessments of the ways in which our social institutions are shaped by white supremacy and systemic racism.

It is past time for higher education to recognize policing and public safety as diversity, inclusion, and equity issues on our campuses.

While the majority of protests were largely peaceful, property damage, looting, and rioting occurred in some cities. And though most law enforcement and national guard personnel deployed to respond to protest actions exercised restraint, some police officers' responses to anti-police violence protests provided new examples of police violence and disproportionate use of force on civilians. In some instances, officers threatened and arrested journalists; targeted protestors; and indiscriminately deployed tear gas, tasers, pepper spray, and "less lethal" projectiles (e.g., rubber bullets) into crowds of protestors.

Locally, San José mirrored the national reaction to police violence. SJSU students and affiliates attended protests where police used tear gas and rubber bullets on the crowd at close range. Activists and community leaders were outraged at SJPD's use of force, leading to renewed calls for defunding, reform and training, changing police leadership, new policies to constrain police use of force, and task forces charged to reassess and "reimagine" policing, safety, and community relations.

Many of our SJSU students, faculty, and staff participated in protests, solidarity actions, and teach-ins during the summer of 2020. Thousands of SJSU community members signed petitions calling for SJSU to commit to anti-racist actions, account for past harms, and reevaluate what constitutes a "safe" campus and how best to

achieve it. Demands for action ranged from moderate reforms of police training and use of force policies to disarming campus police to the "defunding," and the ultimate abolition, of policing institutions entirely:

- Several area K-12 educational institutions have taken steps to become "police-free schools," calling attention to students' primary or secondary traumatizing experiences with law enforcement outside of school; racial disparities in the criminalization of school discipline and behavioral issues; the overreliance on school resource officers while providing few resources for school nurses and counselors; and the resulting "school-to-prison pipeline."
- Scholar-activists have called upon the CSUs and UC campuses to create innovative ways to address campus and public safety issues and get "cops off campus," to disarm campus police, and to redirect resources from policing and enforcement to invest instead in services to support historically underrepresented students and campus communities.
- At SJSU, faculty, staff, and student groups have mobilized to urge their university to provide more transparency regarding past incidents involving university police, to divest from policing and reinvest in services and resources for Black, Indigenous, Undocumented, and Brown students, faculty, and staff to ensure they feel safe, welcome, and supported on campus.

Paralleling the growing awareness and response to police violence were several additional safety threats: the COVID-19 pandemic, the rise of anti-Asian and Pacific Islander hate crimes, and threats of violence in relation to the 2020 Presidential elections. Our nation witnessed a surge in anti-Asian violence that continues to threaten the physical and psychological safety of the Asian-Pacific Islander community. Additionally, as wildfires raged, it imposed new demands on UPD staff while presenting new threats to housing and health. Extreme political divisiveness and threats of violence related to the 2020 election and its aftermath required management of a variety of community concerns about physical and virtual safety, emergency preparedness coordination, and potential protest actions.

The stark difference between the aggressive law enforcement response to the summer 2020 protests and the disproportionately weak police response to the protestors who stormed the U.S. Capitol on January 6, 2021, renewed debates about the policing of protests. Subsequent reports that former and current law enforcement officials participated in the extremist groups who led the riotous insurrection renewed calls for police reforms that combat bias, misconduct, white supremacist extremism, and abuse of power among those sworn to serve and protect the public.

The scope of our Task Force's inquiry adopted a very broad definition of "public safety" to meet President Papazian's charge. Creating a safe campus requires listening to the experiences of our diverse campus communities. The Task Force members met collectively and individually with a range of students, staff, faculty, and community members to explore perceptions and experiences of safety and policing

at SJSU. Additional consultations with several law enforcement officials, public and mental health professionals, and community organizations helped the Task Force to assess what resources are in place that might help improve health and security.

> **Creating a safe university cannot focus on policing alone; in some areas, increasing our community members' feelings of belonging and safety at SJSU will likely require less policing. Safety is a shared responsibility of everyone who participates in the educational community, and is measured by more than crime rates. Reimagining campus safety requires us to recognize that perceptions of crime, risk, and safety are influenced by personal experiences of race/ethnicity, gender, sexual orientation, citizenship status, and other identities, as well as previous encounters with law enforcement and the justice system.**

Ensuring those tasked with protecting campus safety are equipped to navigate our incredibly diverse SJSU community is central to building relationships with our campus community members. As such, many of the recommendations below focus on efforts to improve communication between different campus stakeholders and ensure that information about multiple safety metrics (crime statistics, types of policing engagements, equity analysis

of policing, responses to non-policing crises, and opportunities for SJSU community members to learn about safety) is shared in accessible and transparent ways.

This report summarizes areas of success, improvement, and recommendations to address safety and security concerns raised through engagements with stakeholders on and off SJSU's campus. It is our hope that the work of this Task Force can provide a foundation for our campus community to cultivate more holistic, evidence-based, problem-solving, and innovative approach to public safety and restorative justice at SJSU and in the downtown San José area.

Formation and Charge

In July 2020, President Papazian released a call requesting nominations or self-nominations for representatives from students, staff, and faculty to form a Task Force on Community Safety and Policing as part of a broader effort to reevaluate university policy and procedures with an equity lens. The President's Leadership Team on Equity and Justice reviewed the nominations to produce a recommended list of individuals for the President to approve. The Task Force was convened in September 2020.

The Task Force on Community Safety and Policing charge was to examine the critical safety issues of the San José State University campus and the roles the University Police Department and other campus departments, student and community organizations, neighborhood associations, and other groups have in ensuring an environment conducive to learning, racial justice, and equity.

The Task Force was composed of SJSU students, faculty, and staff as well as community leaders and people with active and former law enforcement experience. Task Force members represented constituencies with different areas of expertise and responsibility, and differing experiences of police and public safety issues. Shared among the Task Force members, however, was a commitment to listen to and learn from the diverse experiences of our SJSU community to identify areas of concern related to public safety and to inform pragmatic recommendations to address them. The work of this Task Force helps map the first steps in this process.

Process and Scope of Inquiry

The work of the Task Force began with a wide study of the issues associated with campus safety and policing. Members of the Task Force reviewed data from multiple sources, including the University Police Department (UPD); conducted qualitative interviews with a variety of stakeholder groups (e.g., students, staff, faculty, city and county officials, community members, and police officers); and reviewed research on current best practices on public safety for urban campuses.

In order to understand the current perceptions of safety on campus, the Task Force engaged with individuals and groups that represented the diversity of experiences and backgrounds at SJSU. The focus groups were semi-structured qualitative interviews, in which each group was prompted to provide their perceptions and experiences of campus safety. The subsequent discussion was guided by the feedback provided by the participants.

The Task Force identified an initial group of stakeholders to listen and engage with that included groups of SJSU students, staff, faculty, and alumni; campus experts on safety issues (e.g., policing, restorative justice, anti-racism, human rights, and abolitionist praxis); and numerous campus organizations representing Black, Indigenous, Undocumented, and Asian Pacific Islander and Desi/American (APID/A) Spartans. Utilizing a snowball methodology, these initial conversations led to additional engagements with campus offices and personnel involved in addressing aspects of campus safety, including UPD officers who address security calls related to homeless community members or individuals with mental health issues at the public Dr. Martin Luther King Jr. Library and around campus. It should be noted that

although efforts were made to engage several constituencies, the pandemic did constrain the Task Force's ability to do so in a comprehensive manner. The Task Force was especially interested in hearing from Black, Indigenous and People of Color (BIPOC) individuals and those from traditionally marginalized backgrounds. These critical sessions formed the foundation for the recommendations in this report, and the Task Force is exceedingly grateful for the sharing of time and perspective.

These sessions also underscored the need for enhanced transparency and we must take seriously how past incidents figure in current perceptions of SJSU's University Police Department. We must also take seriously student, staff, and faculty concerns about how the presence of armed police officers on campus impacts their educational experience. Our students come from diverse backgrounds, and some live in communities where police officers may be perceived as figures to be feared and avoided, not trusted. Some SJSU community members shared humiliating and traumatizing experiences with law enforcement officers on and off campus. Several Black students, staff, and faculty explained that they are fearful and wary of all police officers, even UPD officers, due to previous experiences of discrimination, profiling, and violence. Staff and students in several Task Force engagements described incidents where they hesitated to call UPD to address concerning behavior by a member of the public because they worried the encounter would escalate.

When some SJSU community members do not feel comfortable to call UPD for assistance because they fear that police interactions will not be productive, it compromises campus safety. Bridging this distrust will require an ongoing process

of relationship building, transparent communication about policies and practices, and engagement and messaging UPD's commitment to innovative new ways to respond to public safety concerns.

In addition to the qualitative interviews, the Task Force reviewed extant literature and engaged with faculty experts to ground discussions and the Task Force's subsequent work. Specifically, the Task Force engaged on the following issues: campus safety issues on urban campuses, practices to enhance relationships between campus communities and policing agencies, background to the defund police movement with examples of implementation, best practices in equitable safety and policing, environmental safety interventions on university campuses, student experiences and perceptions of safety and policing based on pre-collegiate experiences, and task force reports from other public and private universities both inside and outside California. This grounding of the Task Force's work in evidence-based research and best practices in campus policing provided a foundation for better understanding feedback gathered through focus groups, data received from the UPD, and discussions within the Task Force.
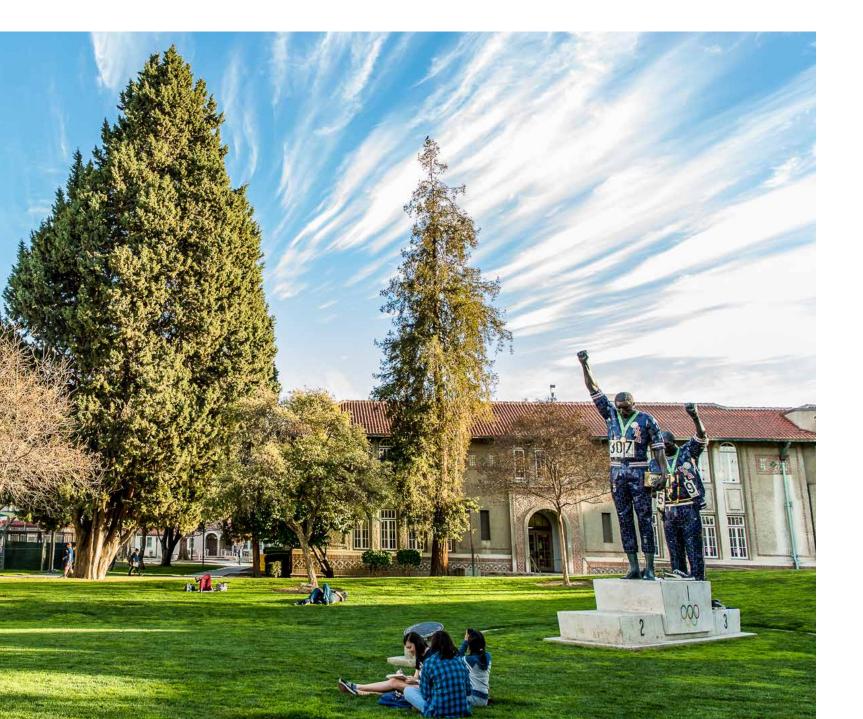
This examination has not been a review of all facets of campus policing. The Task Force has tried to understand the combination of factors that impact overall safety and consider the role of policing within that frame. However, university campuses are not safe because of policing alone, and the Task Force recommendations below represent other critical strategies to enhance and ensure safety by considering key factors like the physical environment, technological innovation, education and training, and ongoing assessment across the university community.

Data Reviewed

Review of SJSU policing and Clery data was another element of the review process. The Task Force wanted to understand the nature of policing activity at SJSU, where it was occurring, and who were the individuals or groups that UPD were engaging. Data provided to the Task Force included UPD policies, the UPD duty manual, incidence data for 2019, budgetary information, and discussion with the UPD Chief. Notably, one member of the Task Force is a current UPD staff member and provided data and context throughout the process. The group also wanted to explore some commonly proposed alternatives to policing and inquired into resources available for mental health services on campus and in the community. Finally, the Task Force gathered information and reports from various stakeholder engagements and community and campus events addressing policing and public safety issues during the 2020-21 academic year.

Detailed budget information for UPD was slowly provided and a long-awaited presentation by the UPD Chief on policing data on SJSU's campuses was not provided until the Spring 2021 semester. The challenges the Task Force met in gathering ostensibly public information underscored the need for greater transparency, robust data collection and analysis, and accountability to communicate both legally-mandated crime information and ensure that additional relevant information is accessible, so the campus community understands the critical work that UPD does to address public safety issues on and around campus. Recommendations pertaining to data infrastructure, analysis, and dissemination are included below.

The scope of the Task Force's review, the complex web of campus and community programs responsible for public safety issues in downtown San José, and the need for ongoing dialogue to address diversity, equity, and inclusion concerns in campus and public safety underscores the need for a standing committee to continue this work.

Reflections

This review takes place in one of the most dynamic, challenging, and reconciling times around race and policing that the U.S. has seen in decades. The deaths of Black Americans at the hands of police officers have set off a broad questioning of the role and legitimacy of current forms of policing in American society, including in our schools. Debates have ranged from reform to abolition of police, while others suggest that criticisms of policing are unfair, overbroad, and fail to recognize the difficulty of the job officers are asked to engage in on a daily basis. Members of the Task Force shared their personal experiences with the subject matter reflecting both positive and negative perspectives. The Task Force represented a diversity of philosophies on safety and policing; however, they endeavored to be respectful of different perspectives and made sure to be inclusive of all members in difficult conversations. Additionally, the group was unified around the need to improve both policing practices and safety in general at the university.

This Task Force acknowledges that there remain serious unresolved issues between SJSU and some university stakeholders around significant incidents, including those involving UPD, that resulted in psychological and physical harm and even death. The Task Force heard concerns about official responses to campus safety matters; quality of police investigations of serious incidents; and the appropriateness of UPD, faculty, and staff responses to mental health crises on campus.

While the Task Force cannot overemphasize the repercussions and importance of these incidents on individuals' perceptions of campus safety, it is beyond the charge of this Task Force to reexamine negative past incidents or excessively praise

positive ones. Rather, the Task Force sought to identify recurring themes across communities and make recommendations on how to address those that emerged. Building sustainable confidence in the safety and policing of SJSU will require an appropriate acknowledgement of past incidents, positive and negative; resolution where possible; and a consequential shift in communication practices around safety, policing, and accountability.

Throughout the Task Force's engagements, it became clear that UPD has officers who care deeply about their work, and their exemplary work has been recognized both internally and by organizations outside of the university. This cannot be overlooked and is fully acknowledged by the members of the Task Force. Stories were shared during engagement meetings that lauded the good work and close attention paid to safety by the department and the individual efforts of certain officers to assist students and community members in distress. Several of our UPD officers are alumni and interned with UPD as cadets; other officers have children who will be SJSU students. In fact, there have been no formal complaints toward the department in four years.

Nonetheless, like any policing agency, the Task Force encountered some negative experiences involving university community members and specific officers. The work of this Task Force, however, is not the review of individual officers within UPD. Rather, the primary focus of this examination is a reassessment of the framework of safety and policing on the SJSU campus. Our work has been an attempt to reconsider fundamental questions about the approach to keeping the university safe and critical review of the execution of chosen activities.

Over the course of the review, it also became clear that a number of commonly discussed shifts in safety and policing orientation were already in place at SJSU and had, in fact, become codified across the California State University System. Initiatives like *8 Can't Wait* and other prohibitions about use of force are currently in place, but little has been done to communicate these shifts to the SJSU community.

Similarly, nationwide calls to defund the police have been echoed by parts of the SJSU community. Examination of the budget revealed that UPD represents only a small percentage of the campus budget — around 1%. The amount of funding has decreased over the last few fiscal years, amounting to an already significant defunding of UPD; however, the decrease in funding did not see a commensurate increase or redistribution to other support services. In either case, shifting budgets and decisions about how budget allocations were distributed across campus support services were not clearly communicated with the campus community, creating the appearance of inactivity.

Through many deliberations and discussions, the magnitude and complexity of the safety and policing challenge became clearer. Across the nation, continued police violence against people of color has occurred over the past year, and the responses to those events from all sides weighed heavily on the chairs and all members.

Many campus members hold a deep mistrust of police and policing. Within the same SJSU space, however, many support UPD and policing agencies more generally. Safety and policing of a downtown urban campus walk a thin edge between campus and community. A very permeable membrane between campus and external

communities provides learning opportunities and a cadre of positive social and economic benefits. At the same time, it poses a number of very difficult issues for managing campus safety. Are we a university campus or a public park? A workplace or a social service provider? How do we balance the rights of students against those of the general public? Answers will likely vary depending on who receives the question and the moment in time when they receive it.

University campuses are chiefly learning environments. Embedded in the idea of a healthy learning environment is the promise to be reasonably safe from danger. The promise to students, families, staff, faculty, and others is that there will be a university agency tasked to protect them from these dangers inside and outside the institution. If members of the community do not see a campus policing unit as a known, supportive, and accountable ally in the educational process, then that unit is failing. Further, if that department is wrought with the same challenges of municipal policing agencies, and becomes a danger itself to members of the university community, it should be dismantled. If "safety" cannot be maintained without the inappropriate or violent acts left unaccounted for by police or other members of the university community, we should indeed start all over.

Safety, security, and policing issues must be addressed through a combination of ongoing reforms and systemic change across multiple areas. A singular task force will not quickly create comprehensive change. This is long-term work that will require continued engagement. These recommendations begin this process of moving toward higher levels of safety and security for all members of the Spartan community.

Policing, Crime, and Public Safety at SJSU

University Police Department (UPD)

Prior to the creation of the University Police Department (UPD), San José State University was served by night watchmen and security guards. All law enforcement needs were provided by the San José Police Department (SJPD). SJSU, like many other universities across California, experienced its share of demonstrations and riots in the late 1960s and 1970s. San José State University began employing sworn armed police officers in the 1970s. On October 1, 1975, UPD officers became armed 24 hours a day by executive order of the Office of the CSU Chancellor. UPD officers were recognized by the California Commission on Police Officers Standards and Training (P.O.S.T.) in 1975 and in the years since then the department has developed into a full-service law enforcement agency.

Currently, SJSU's UPD is approved for 35 sworn peace officers. However, UPD only has 23 sworn peace officers currently employed. Of the 23 officers, there are two captains, two lieutenants, five sergeants, four corporals, nine police officers, and one police officer undergoing field training. Notably, 10 of the current officers were former SJSU police cadets, and one is a SJSU alumnus. According to the BJS report, Campus Law Enforcement, 2011–2012 (2015), female and minority representation among sworn campus officers on 4-year public institutions with more than 2,500 students, was 18% female, 32% minority, 21% Black, and 7% Latinx/a/o.

We understand how important it is for UPD to reflect the diversity of its campus and how this diversity may lead to more open conversations for change in policy and enforcement tactics. Currently, UPD serves the campus with 20% female officers and 64% minorities (24% Asian and 40% Latinx/a/o). UPD must continue to engage in recruiting practices that will maintain the diversity of its department and allow for more opportunities to transform the development of enforcement tactics in practice today. We believe that the diversity of UPD officers will lead to resolving issues that require non-traditional responses in solving complex issues on campus.

Jurisdiction

UPD provides primary law enforcement services to the following areas:
- SJSU Main Campus
- SJSU President's house
- South Campus athletics facilities
- Recognized sorority and fraternity houses surrounding the campus
- Studies in the American Language facility (384 S. 2nd St.)
- Art Metal Foundry (1036 S. 5th St.)
- International House (360 S. 11th St.)
- Spartan Shops Warehouse (1125 N. 7th St.)
- Spartan Shops Apartments (355 E. Reed St.)
- Child Development Center (430 S. 8th St.)

Because of their distance from the SJSU campus, the following locations remain under the jurisdiction of the San José Police Department:

- SJSU College of Business MBA Program (180 Rose Orchard Way)
- University Foundation (210 N. 4th St.)
- Spartan Shops Houses (380, 382, 386, 390, & 394 N. 4th St.).

Because of its distance from the SJSU campus, Moss Landing Marine Laboratories remains under the primary jurisdiction of the Monterey County Sheriff's Office, while UPD provides crime prevention services and emergency preparedness services.

UPD does not regularly monitor student activity off-campus. Public property around campus is under the jurisdiction of the San José Police Department. The Santa Clara County Sheriff's Office has jurisdiction over properties, buses, and light rail trains of the Valley Transportation Authority.

Enforcement Authority

California State University Police officers are Peace Officers as defined by the California Penal Code, Section 830.2(c). Officers meet all the requirements set forth by the Commission on Peace Officer Standards and Training (POST) for all California law enforcement officers. In addition, CSU Police Officers undergo training specially designed to meet the needs of the SJSU community.

Memorandum of Understanding between the City of San José and SJSU

The SJSU campus is under the primary jurisdiction of the CSU Police Department as described in the California Education Code, Section 89560 and the California Penal Code, Section 830.2 (c).

UPD is responsible for processing, investigating and prosecuting all crimes committed on SJSU property and grounds owned, operated, controlled or administered by the California State University.

By this agreement, UPD may call upon the San José Police Department to assist in the handling of major crimes, including, but not limited to, Part 1 violent crimes as defined in California Education Code, Section 67381 (the Kristin Smart Campus Safety Act of 1998), Section 1.

Questions about "Militarization"

At a national level, there are growing concerns regarding the militarization of police departments, especially campus police departments. College campus police departments can receive military equipment through the Pentagon's 1033 program. This program allows departments to receive the equipment (e.g., grenade launcher, M16 rifles, mine-resistant vehicles) at no cost, just the cost to deliver the equipment. SJSU does not participate in this program, nor does it have any military-grade equipment in its possession.

Some students reported concerns regarding the "militarized" appearance of certain vehicles used by UPD. SJSU UPD has a side-by-side all-terrain vehicle that some students mistook for a "tank." The Task Force recommends that all vehicles utilized by UPD be distinctively branded to help mitigate these concerns.

Immigration and Customs Enforcement

The University Police Department *does not* cooperate with Immigration and Customs Enforcement (ICE). UPD *does not* comply with inquiries regarding a student's immigration status from ICE or any federal, state, or local agency. Any inquiries made to campus affiliates by such entities can be redirected and reported to UPD. This policy is consistent with both California Government Code §§7282 and the Memorandum on Immigration and Customs Enforcement issued by the Chancellor's Office.

SJSU students who are undocumented or who have undocumented family members expressed concerns regarding their safety and security on campus. Providing more clear guidance for students, faculty, and staff regarding what to do should ICE appear on or near campus would help ensure SJSU cultivates a campus community that is responsive to our students' needs regardless of immigration status.

Budget

There is a lack of transparency around how the UPD budget is projected, allocated, and modified. The Task Force requested UPD budget information early in the Fall 2020 semester and did not receive it until the middle of the Spring 2021 semester. A lack of transparency regarding how the millions of dollars allocated to UPD are actually spent can foster misperceptions regarding the source and scale of SJSU's resource allocations for UPD.

Many of the budget concerns raised by students, faculty, and community members in advocacy efforts and during Task Force consultations were informed by key points from the broader national conversation regarding municipal police reform and the priorities reflected in different communities' budgets. Building trust with SJSU community members and awareness of the costs of public safety will require more transparency around UPD's budget and resources, and it may help identify additional ways to offset costs or divert responsibilities to other administrative areas.

UPD's budget is less than 1% of the SJSU overall budget. In addition, UPD brings in revenue that offsets some of the budgeted funds. UPD provides dispatch services for Foothill/DeAnza and CSU East Bay. These contracts bring in well over $300,000. UPD also provides Livescan fingerprint services for SJSU departments and for the city of San José, which brings in additional revenue. Additionally, beyond the cost of officer time for special events, UPD receives a 10.45% administrative fee for each special event for which they provide services.

For the past eight years, UPD's actual budget was on average 1.3% of SJSU's general fund university budget. Refer to Table 1. Comparison of SJSU General Fund budget and UPD budgets FYs 2012–2019 for details.

University Police Department Budget and Actual Expenses Compared to the University General Funds.

The budget for SJSU's UPD currently accounts for 0.67% of the total university budget. This percentage is similar to several other large universities in the CSU system, as shown in Table 2. Comparison of spending on campus police across four CSU campuses.

Table 1. Comparison of SJSU General Fund budget and UPD budgets FYs 2012–2019.

Table 2. Comparison of spending on campus police across four CSU campuses in 2019.

	BUDGET ($, MILLIONS)			ACTUALS ($, MILLIONS)		
	University	UPD	%	University	UPD	%
2012	$ 248.5	$ 4.5	1.8%	$ 269.3	$ 4.3	1.8%
2013	$ 279.3	$ 3.4	1.2%	$ 285.7	$ 3.2	1.1%
2014	$ 299.9	$ 4.0	1.3%	$ 295.7	$ 4.0	1.3%
2015	$ 319.6	$ 4.0	1.3%	$ 321.0	$ 4.2	1.3%
2016	$ 334.8	$ 4.1	1.2%	$ 353.5	$ 4.5	1.3%
2017	$ 357.1	$ 5.1	1.4%	$ 386.4	$ 5.5	1.4%
2018	$ 372.0	$ 5.6	1.5%	$ 391.3	$ 5.3	1.3%
2019	$ 403.8	$ 5.8	1.4%	$ 451.0	$ 5.1	1.1%

	BUDGET ($, MILLIONS)					
	UPD	General Fund	Total University	UPD $ / Total Budget	FTES	Acres
Long Beach	$ 6.50	$ 473.00	$ 668.00	0.97%	36,279	323
San José	$ 5.06	$ 451.00	$ 751.00	0.67%	29,076	154
San Diego	$ 6.00	$ 446.00	$ 859.00	0.70%	33,483	283
Northridge	$ 4.40	$ 449.52	$ 620.00	0.71%	41,548	353
Average	**$ 5.49**	**$ 465.50**	**$ 724.50**	**0.76%**	**35,097**	**278**

Breakdown of UPD Budget

The majority of UPD's budget is allocated for salary and benefits. Collective bargaining agreements at the CSU level determine the salary range and caps for University Police Department personnel. Like most positions at SJSU, CSU-allocated salary ranges are low relative to the cost of living in Silicon Valley.

At the university level, 76% of the budget is related to employee salary (52%) and benefits (24%). Of UPD's total budget, 94% is allocated to employee salary (61%) and benefits (33%); the remaining 6% ($441,156) of the UPD budget is used for operating expenses including training, equipment, travel, and some discretionary spending.

SJSU's Public Safety Profile is Unique

SJSU's campus is not located in a pastoral or isolated setting like some universities. SJSU is the only urban campus in the CSU, with two campus sites (Main Campus and South Campus) separated by 1.25 miles. While the urban setting makes the campus a dynamic place with many opportunities for research and community engagement, it also presents unique challenges with regard to public safety and security.

Unlike other CSU campuses where campus police activity is primarily internally focused, SJSU's campus setting requires UPD to be both internally and externally focused regarding criminal activity and public safety risks on campus as well as in the one mile radius surrounding SJSU's two campus spaces. This unique safety profile, coupled with lower salaries compared to surrounding municipal police departments, presents significant challenges in recruitment and retention. The Task Force learned that UPD has not been fully staffed for some time, and recruiting candidates with the qualities necessary to engage with our diverse campus community is challenging.

Given the range of issues that UPD is tasked with addressing, the costs of required (and proposed additional) trainings and community engagements, and ongoing staffing challenges, Task Force members requested a more detailed budget breakdown with categories that help us better understand how UPD is allocating SJSU's limited resources for campus and community safety. Understanding and communicating the fixed costs and baseline resources necessary for UPD to achieve specified safety functions will be critical to navigating discussions of how best to allocate the university's resources.

The Task Force also inquired as to whether UPD has discretion to implement new programs, and whether there has been any shift in priorities within discretionary spending over the past several years. Over the past five years, UPD has been instituting community-policing initiatives; this was also a main area of emphasis for former Chief Gina Di Napoli.

Funding Sources for New Programming

The Task Force also sought to assess the flexibility in discretionary spending compared to the university's past and planned investments in wellness and counseling services on campus and find ways to better integrate those services into campus public safety strategies. Reforms that are personnel related require the university to come up with additional base (General Fund) support. If programs or initiatives are for a fixed period, the university can utilize "one time" funds.

It does not appear that UPD has applied for or received significant federal or state grants to support training, equipment, and analytical support. Vice President for Administration and Finance and Chief Financial Officer Charlie Faas surveyed the CSU Police Chiefs and determined that most campus police departments do not apply for or receive grants.[1] Such grants require significant planning, infrastructure, reporting, and often matching funding. Faas reported that one UPD representative was recently sent to a grant writing school to support grant applications this year for potential cameras, cars, and equipment.

[1] Cal Maritime and CSU Fresno have applied for Clean Air Vehicle Grants; CSU Northridge received a Cal OES Grant for Communications Interoperability; CSU San Luis Obsipo had an Emergency Management grant; and several agencies applied for grants to secure Narcan (used for fentanyl exposure).

Analysis of UPD Policing Data

University Police (UPD) administration provided the Task Force with raw Computer Aided Dispatch (CAD) data from 2019. The goals of reviewing this data were to understand the nature of the events UPD was involved in and to provide perspective on how UPD addresses enforcement and non-enforcement events. Additionally, the Task Force identified some events that might be amenable to reimagined strategies to continue to shift away from an enforcement response to a more public safety response that reduces the use of force potential by diverting some incidents to alternative resources on campus and in the broader community.

In 2019, UPD responded to over 68,000 events in which officers responded to provide public safety to affiliates and non-affiliates throughout and around SJSU's campus. UPD was able to maintain campus safety despite staffing and resource limitations. UPD is currently staffed with 23 sworn officers (2 are currently in the academy), 55 non-sworn officers, and 0 cadets at this time (due to COVID-19). Compared to other 4-year campus police agencies SJSU should employ at least 29 FT sworn officers (BJS, 2015).

Task Force members with experience in law enforcement data collection and analysis reviewed and coded the total of 68,000 events to assess the calls for service that may have the potential for enforcement and Use of Force (UOF). Nearly 46,477 (68%) incidents could be considered enforcement type events requiring a sworn officer to engage and use their discretion to determine the best outcome.[2] Of these 46,477

events, less than 4% would likely result in some type of use of force; 62% of the enforcement events were less likely to experience UOF by a sworn officer.

Mental Health Crises

Currently, mental health crisis calls are dispatched as emergencies requiring UPD response; we found only 81 events occurred in 2019. None of these calls resulted in use of force. Nonetheless, police response to mental health crises may contribute to perceived or real escalation of circumstances that could be handled in alternative ways. This kind of singular response may place both the person(s) in crisis and the responding officers in an unnecessary compromise or conflict.

Problem-Solving Policing

UPD officers respond to calls that require no real enforcement and demonstrate their ability to offer their affiliates a more public service oriented experience. There was a significant number of events that allowed for UPD officers to engage with affiliates and non-affiliates in order to support community-oriented policing strategies. Of the non-enforcement type calls (escorts, phone calls, animal control, beat information, ticket sign-off, etc.) there were 21,559 events (32% of all events) that resulted in no enforcement action. Many of these calls were dispatched to sworn personnel who had the discretion to assign the call to non-sworn personnel. Further analysis on the directive for dispatch criteria on non-enforcement calls needs to be addressed.

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[2] Since UPD officers are often dispatched to a call with limited information, they must determine their initial strategy to engage with the victim, eyewitness, or suspect. Though policy requires reporting use of force to UPD, no data collection on use of force (UOF) by UPD officers was provided to the Task Force. As such, we cannot discern the impact of having armed police officers attend to these calls.

The Task Force met with UPD officers on two different occasions and discussed various topics related to perceptions of over-policing, use of force, abolishing the police, and reimagining their role as campus safety officers. What we learned is that UPD officers are very mindful of the issues affecting policing today and understand the impact it has on their perception on campus. When we asked pointed questions that focused on misconduct, they welcomed the criticism and were open to ways to be more transparent about how they do their job. Many of these officers recognized that UPD was sometimes a stepping stone for officers to move on to other larger municipal agencies for officers and administration. They knew that the pay for UPD officers was less than their city and county counterparts, and exposure to various crime events were sometimes less exciting; however, what many of them said was that they loved the academic environment and were energized by the students and staff on campus. Because of the university environment, they found the interaction with affiliates more memorable and rewarding since many of them worked on certain shifts for many years. This familiarity was welcomed by many officers as they took pride in bringing their community policing philosophy into their shifts. Many of their comments were candid regarding UPD and the defund climate permeating the country's police agencies.

When asked questions about whether the department was creating policing that addressed these misconduct perception issues, there seemed to be little evidence of mandates for change. Officers seemed to be ready for change and acknowledged that something should be done, so their department would not be included in the broad swath of misconduct impacting other policing agencies. They offered their own ideas for reimagining their role in policing campus affiliates and did not balk

when we asked them to consider some of our recommendations focused on their role as campus safety officers. We were impressed with their professionalism and their willingness to transform their role from only traditional police to facilitators and service-minded public safety officers. One officer mentioned that they had gone away from their service-oriented philosophy over the years, and he felt having that mindset today might give them an opportunity to change the perception some affiliates have of them. The Task Force believes UPD officers are ready and willing to reimagine their role as leaders in modeling a new kind of campus public safety officer.
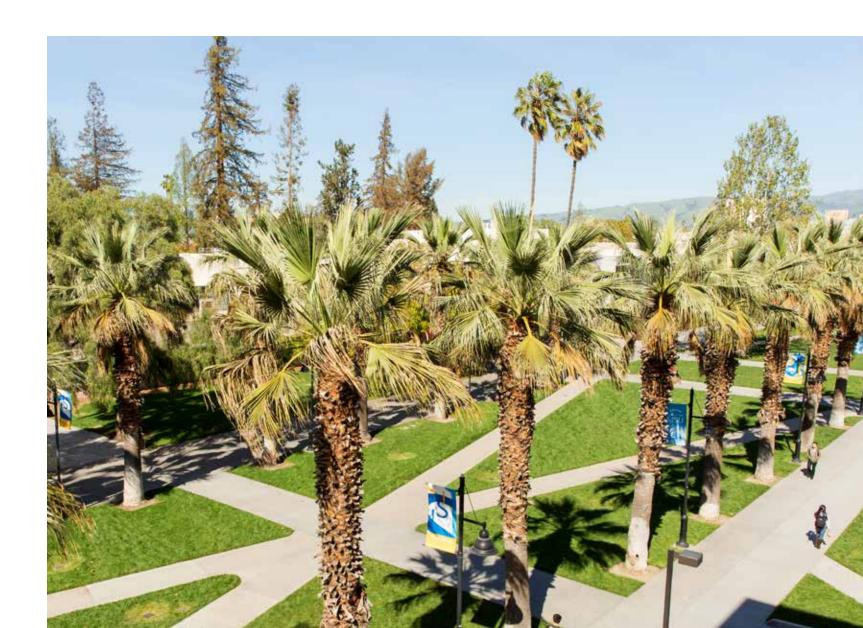
Table 3. Analysis of UPD engagements from 2019.

EVENT	DESCRIPTION	INCIDENTS	ENFORCEMENT	LIKELY UOF	LESS LIKELY UOF
1033	Alarm	2,010	Yes		●
1034-1035	Open Door/Open window	204	Yes		●
1051-1059	Intoxicated person/Malicious mischief	119	Yes	●	
1062-1080	Meet the citizen	1,278	Yes		●
10851-10852	Stolen vehicle	118	Yes		●
1087-1126	Meet the officer/Abandoned found bike	674	Yes		●
11300-11377	Narcotics/Possible methamphetamines	262	Yes	●	
1154	Suspicious vehicle	593	Yes		●
11550-1192	Under the influence of controlled substance	2,648	Yes	●	
1195	Car stop	3,625	Yes	●	
12020-451	Possession of weapon/Arson	1,597	Yes	●	
459-496	Burglary/Possession of stolen property	2,992	Yes		●
5150	Arrest hold for danger to self and others	87	Yes	●	
529-594	False impersonation/Vandalism	187	Yes		●
602-653M	Trespassing/Annoying (harass) phone calls	683	Yes		●
904	Fire	240	Yes		●
CS-Found	Found controlled substance	2,165	Yes		●
FP	Foot patrol	14,395	Yes		●
NOCITE-PARK	Parking citations	506	Yes		●
PC	Premise check	2,436	Yes		●
SPECEVT-SPECOPS	Special events/Special operations	111	Yes	●	●
VP	Vehicle patrol	8,853	Yes	●	●
WARR	Warrant service	119	Yes	●	
WELCHK	Welfare check	575	Yes		●
1014	Escort	5,583	No		
1021	Phone call	108	No		
89031	Powers of Trustees	1,241	No		
Admin-Animal	Animal control notification	743	No		
Asst-BTinfo	Beat information	2,120	No		
OST-MVASSIST	Motor vehicle assist	1,333	No		
SCIMP-SCIMPLYF	Scooter impound/Scooter impound Lyft (by CSOs)	62	No		
SMOKE	Smoke condition	215	No		
TECHF-TEST	Tech working on alarms/Test of CAD	804	No		
SR	Service request (e.g., liquid spill, elevator)	233	No		
TSO	Ticket sign-off	946	No		
VS	Vehicle service	653	No		
PL196-PL369	Library violations	5,480	No		
HAZD-LOCKUP	Room building lock-up	2,038	No		

Clery Act and Campus Safety Compliance Overview

The Office of Clery and DFSCA Compliance oversees three campus safety compliance and reporting functions for the university — the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act (Clery Act), the Drug Free Schools and Communities Act/EDGAR Part 86 (DFSCA/Part 86), and the student safety provisions of the California Donahoe Higher Education Act (Chapter 15.5). The purpose of these laws is to ensure that current and prospective students, employees, and community members are provided with important information that helps them make informed decisions about their safety. This office is independent of the University Police Department as well as all SJSU offices that oversee administrative grievance and discipline procedures involving students and employees.

These laws have numerous immediate, annual, and ongoing compliance requirements related to safety of the university community. The Clery Act is a federal consumer protection law that requires colleges and universities receiving federal funds to maintain and publicly disclose certain institutional policy, procedure, program, and crime information that relates to the safety and security of the institution. The Drug-Free Schools and Communities Act is a federal law that requires colleges and universities receiving federal funds to adopt and implement a drug and alcohol abuse prevention program (DAAPP) designed to prevent the unlawful possession, use and distribution of illicit drugs and alcohol abuse on campus and at institutionally-recognized events and activities. The student safety provisions of the California Donahoe Higher Education Act pose requirements that include, but are not limited to, reporting on topics such as identifying safeguards that have been established for particular facilities or activities, safety enhancements expected to be made in the next 24 months, and disclosure regarding the number of certain crimes reported to have occurred on campus property for the previous calendar year.

The management of these safety compliance functions is comprehensive and involves ongoing collaboration with various departments including, but not limited to: Facilities Development & Operations; Finance and Business Services; Housing and Residence Life; Student Conduct and Ethical Development; Student Involvement; Title IX; University Personnel; and the University Police Department. These departments provide information regarding various aspects of their department policies, procedures and education program efforts pertaining to university safety. Crime information is gathered from offices and individuals designated as Campus Security Authorities as defined by the Clery Act, as well as external law enforcement agencies that provide primary law enforcement jurisdiction and response services to SJSU's Clery-reportable campus, non-campus, and public property areas.

California State University (CSU) Executive Order 1107 is the systemwide policy that provides direction for all CSU campuses regarding compliance with the Clery Act. There are additional system wide policies that intersect with various aspects of Clery and campus safety compliance including, but not limited to, the following:

- Executive Order 1056 - Emergency Management Program
- Executive Order 1095 - Systemwide Sex Discrimination, Sexual Harassment, Sexual Misconduct, Dating and Domestic Violence, and Stalking Policy
- Executive Order 1096 - Policy and Procedures; Discrimination, Harassment, Retaliation, Sexual Misconduct, Dating and Domestic Violence, and Stalking against Employees and Third Parties
- Executive Order 1097 - Systemwide Policy Prohibiting Discrimination, Harassment and Retaliation, Sexual Misconduct, Dating and Domestic Violence, and Stalking Against Students and Procedure for Addressing
- Executive Order 1098 - Student Conduct Procedures
- Executive Order on Daily Crime Log
- Executive Order on Mandatory Reporting of Child Abuse and Neglect

Task Force Recommendations

The Task Force developed strategies in response to the data and research gathered and analyzed throughout the process. The strategies recommended revolved around three primary themes of: *1) rebuilding trust; 2) education and engagement; and 3) planning and innovation for campus safety.*

Rebuilding Trust

STRATEGY 1:

Revise Departmental Mission and Visual Representation

The University Police Department (UPD) is an important part of the SJSU community. The maintenance of safety and responsiveness to certain emergency situations allows the institution to advance the mission of learning and development. However, a number of students, faculty, and staff expressed concern to the Task Force that the department seemed disconnected from the role of the university. Consistently, SJSU community members from many perspectives suggested that the department needed to function and represent itself more like a part of SJSU and different from a traditional policing agency. This recommendation suggests not only a shift in purpose, but also a branding shift to visually represent that change. These recommendations are meant to communicate the department's integration and connection to the culture, operations, and educational mission of SJSU.

1a.   **Consider a departmental name change from the University Police Department (UPD) to the Department of Public Safety (DPS).**

This name change reflects a shift in the expression of departmental purpose from enforcing law and order to one of safety. A Department of Public Safety also represents a broader assortment of safety activities, more

consistent with the actual current work of the department. Additionally, this name change provides more opportunities for the department to integrate and collaborate with other departments in order to ensure the safety of the campus community. This change, in purpose, would necessitate a realignment of activities engaged by the department. For instance, locally, the City of Sunnyvale has successfully implemented this model since 1950 and, despite the current national climate, continues to maintain the trust of the community. Within the California State University system, the Los Angeles campus similarly employs a Department of Public Safety model.

1b.   **Consider changing uniforms within UPD to distinguish them from the San José Police Department and other local law enforcement agencies.**

Two common concerns expressed were the presence of the San José Police Department (SJPD) on campus and UPD's relationship with SJPD. As a whole, there was a greater sense of trust expressed for UPD as compared to SJPD. However, the uniforms for the two departments are similar and make it difficult for an individual to quickly and easily distinguish which department an officer is affiliated with. To better identify a UPD officer and integrate a UPD officer with the campus community, a SJSU-specific uniform that is visually distinct from SJPD's uniform is recommended. The new uniform should communicate a connection to the SJSU community and differentiate UPD officers from other law enforcement agencies.

1c.   Consider a shift in types of departmental vehicles and visual branding.

The department should consider ways to move even farther toward bicycle, electric, and/or hybrid policing vehicles. While the department already does this to some extent (e.g., on-campus vehicles for cadets and safety officers), there remains an opportunity to decrease vehicle emissions. This is consistent with SJSU's commitment to sustainability and that made by law enforcement agencies across the United States. In conjunction with the change in UPD uniforms, the branding of UPD vehicles (e.g., colors, striping, and logos) should be visually distinct from SJPD. The branding should be consistent with and emblematic of SJSU.
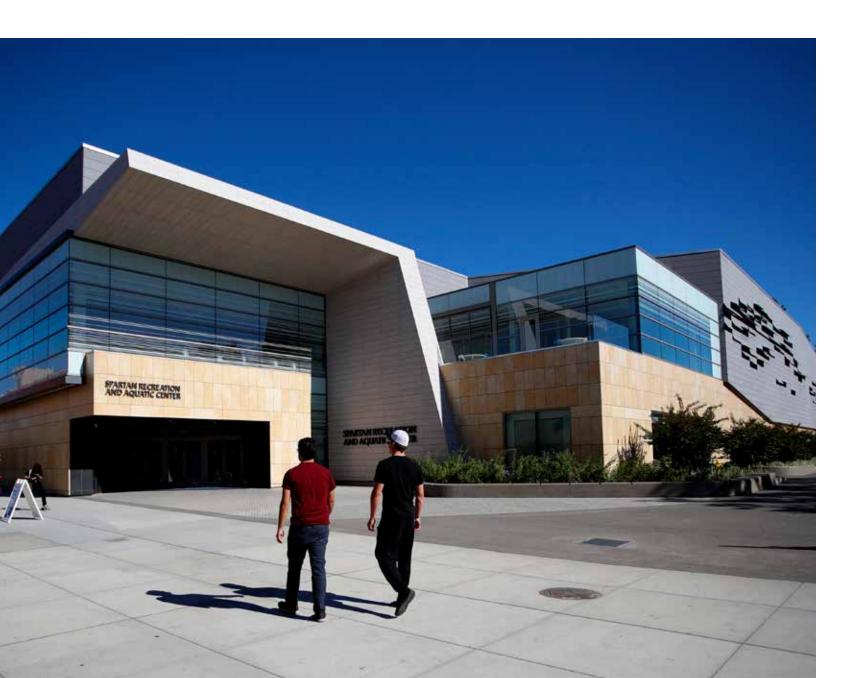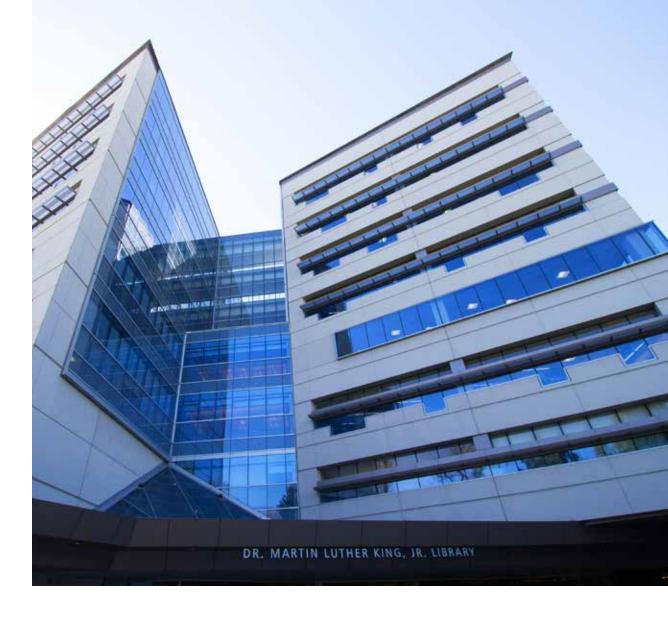

STRATEGY 2:

Implement an Innovative and Transformative Strategy to Address Non-Emergency Calls for Service

Reviewing the incidence data and feedback from the interviews revealed that officers are dispatched often to situations where they provide some form of social services or mental health assistance. Moreover, these situations involve both campus and non-campus affiliates alike. We also found about 1,900 calls where UPD officers were dispatched to meet with persons who called for some assistance. We can determine from these events that many did not require enforcement. Finally, there were over 5,400 library events that required UPD attention. The data lists specific code violations that do not rise to the level of a misdemeanor. The Task Force would need more clarification on these events to determine whether a sworn officer was required or not. We believe the library environment is less conducive to enforcement action, although we understand emergencies do occur and UPD would respond as required.

The Dr. Martin Luther King, Jr. Library alone accounts for almost 8% of calls to UPD and potentially 13% of calls related to foot patrols, premise checks, and security issues around campus. The Task Force did not receive a specific breakdown of these events that may be related to the library, but relied on a figure that was 50% of all events related to these types of tasks. The MLK Library is a critical resource to our community through programs such as People Assisting the Homeless (PATH), which connects our unhoused community members to services and housing options. These programs provide critical services for the San José community, but what remains unclear is how to provide these services, while ensuring the safety of the campus community.

There is broad concern from the SJSU community about having compassionate and appropriate responses to people in crisis situations. There is also concern about officers within UPD being able to successfully perform their functions in protecting the community from the most dangerous of incidents. These recommendations advance the conversation about redistributing resources to address the safety of SJSU more holistically and strategically.

DR. MARTIN LUTHER KING, JR. LIBRARY

2a.   Connect and partner with government and nonprofit organizations.
The Task Force recommends the campus identify potential mental health crisis services and general social services resources from local government and nonprofit agencies that can augment the campus' ability to address mental health issues. One key partnership to explore is the County of Santa Clara and San José Police Department's Mobile Crisis Response Teams (MCRT). MCRTs deploy clinicians alongside police officers to aid in assessing mental health situations, de-escalation, intervention, and proper connection with community resources. This would be a helpful resource, especially when dealing with campus non-affiliates.

2b. Reallocate and add funding to create a public health and safety primary response team of clinical professionals to address issues of mental health, housing insecurity, and related issues.

The Task Force recommends a reallocation of resources previously dedicated to policing, to commit to the creation of a specialized response unit, similar to MCRTs, for incidents of mental health crises, houselessness/homelessness, and selected other behavioral/substance abuse-related situations. This new unit would be made up of mental health professionals, social work professionals, and/or addiction recovery specialists. The unit would be dispatched through the same number that reaches UPD. Dispatchers should be given access to proper services to refer non-emergency calls properly. Given the complexity of some incidents, the unit would work in partnership with UPD officers but take a front-line role in addressing these types of incidents. In some instances, the unit could potentially be dispatched separately from UPD officers. The response unit would be connected to university (e.g., Counseling and Psychological Services) and municipal resources to provide needed assistance and healthy resolution to matters not requiring policing solutions.

STRATEGY 3:

Build a Safety-Oriented Policing Department

Building a safety-oriented department that can create a sense of trust and safety for the community will require several changes to how the department is staffed. From understanding the safety needs of a diverse community to understanding the unique situation of being an urban campus, officers must be trained and equipped with the right resources to ensure the safety of the campus.

3a. Recruiting and developing a diverse officer, command, and student cadet staff.

Hiring a truly diverse policing unit that resembles the community being served is particularly difficult when that community embodies large communities of color. It is made even more difficult when trying to find the right type of person who understands and is committed to safety and security of university environments different from municipal policing. Nonetheless, UPD must engage in deep pathway development, community engagement and recruitment, re-envisioned marketing and position development strategies to recruit, and retain more people of color and women to the staff.

On top of traditional methods of recruiting staff, the department and the university must develop potential talent through cadet programming at SJSU and beyond, engage with local community organizations and agencies focusing on opportunities for women and people of color, and reconsider innovative ways to make the roles within UPD more appealing through professional development, educational benefits, and healthy work climate.

Engagements with UPD officers underscore the challenge of recruiting and retaining law enforcement officers at SJSU due to the relatively low salary range authorized by CSU-wide policy. Some explained that UPD positions are viewed as a "stepping stone" to more remunerative positions with other law enforcement agencies in the area. These factors underscored the importance of cultivating and emphasizing the unique benefits of working at a CSU campus to offset the comparatively low salaries for UPD officers relative to other area agencies.

3b. Conduct pre-employment and ongoing screening for inappropriate affiliations of UPD officers and staff members.

Currently, officers hired within UPD go through an extensive background check process, including FBI and state criminal background checks and psychological screening. In light of recent revelations regarding the infiltration of law enforcement by individuals involved with white supremacist and extremist affiliations, the Task Force inquired about whether applicants were screened for these kinds of affiliations or other indicators of bias. The answer was that these kinds of affiliations revealed in the current screening process would disqualify an officer.
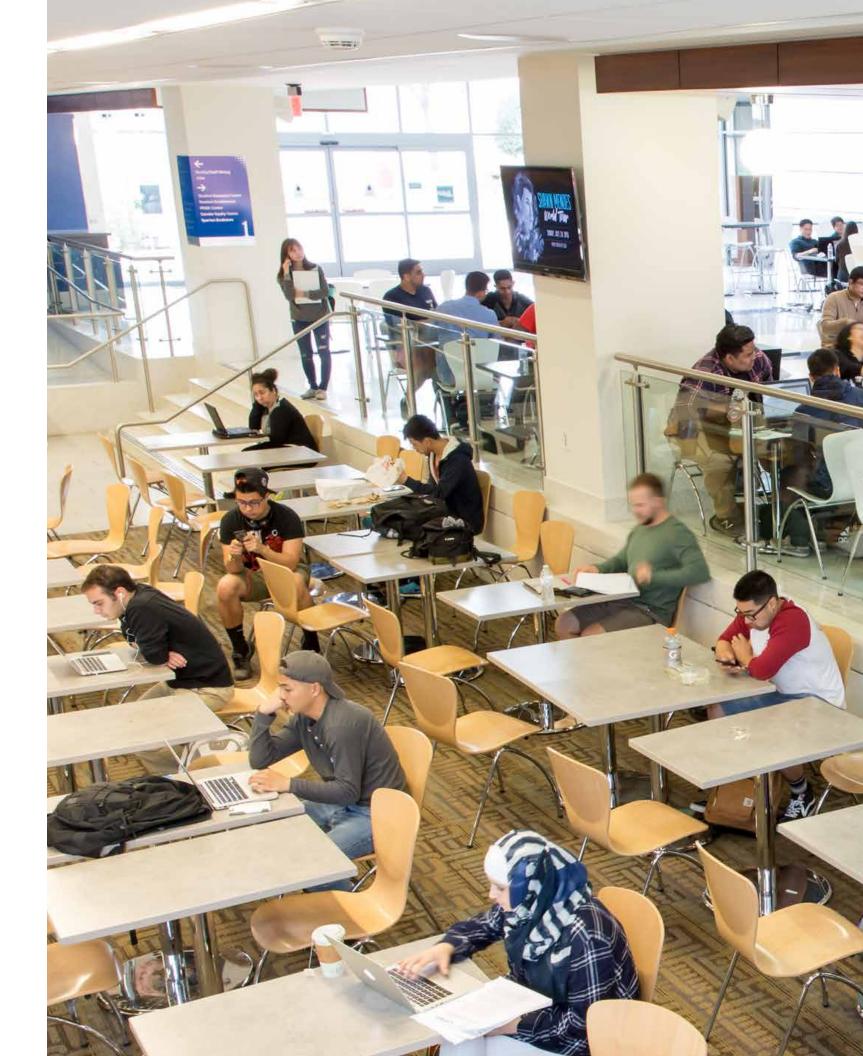
The Task Force recommends a specific screening for officer and staff involvement in extremist organizations and a judicious but clear prohibition of these kinds of affiliations. Understanding and respecting that staff within UPD are part of collective bargaining agreements, the Task Force recommends a periodic screening of current officers and staff members of their affiliations with extremist organizations. The role of campus policing is a specific and unique one at the university with powers beyond all other entities. As such, the ongoing review of personal affiliations with organizations antithetical to the mission of the department should be a standard.

STRATEGY 4:

Develop Robust Communication and Data Strategy

Data transparency and robust communication protocols are key aspects of accountability. As previously discussed, the Task Force encountered difficulty procuring requested data from UPD around policing practices (e.g., demographics of encounters, budget, types of incidents). While some of the data was available on the UPD website (e.g., policy manual, training information, and daily crime log), the availability, ease of accessibility, and data transparency was lacking even after UPD's website was updated in the spring of 2021. UPD should consider a dashboard for the Racial and Identity Profiling Act and/or other best practices to collect data related to calls for service, engagement, and demographics.

Consistent with RIPA best practices, the department should collaborate with the community they serve and experts (faculty and community) to develop data reporting and communication protocols that address the needs of the community they serve. Additionally, UPD should develop stronger collaborative ties and internal communication between other safety-related SJSU departments (e.g., Title IX, Student Conduct and Ethical Development, and University Housing Services). Developing strong integration, communication channels, and data transparency provide for increased accountability and contribute to the campus community's sense of trust in UPD and safety on campus.

4a. **Develop a comprehensive UPD data infrastructure that builds departmental capacity to assess equity in policing practices.**

The inability to access data readily and/or provide data in a user friendly format represents a data infrastructure gap for UPD. This lack of infrastructure is the result of several factors: antiquated software, lack of data protocols, and lack of personnel to manage and analyze data. The inclusion of data transparency as a key function of UPD would create a culture of data collection, analysis, and feedback to inform UPD practices and the greater community. Therefore, it is recommended that UPD develop a robust set of policies and tools that allow for the collection and reporting of policing data. This should include a comprehensive set of operational metrics, data reporting plan, software upgrades or acquisitions, and data analyst capacity added to the department. The reporting plan should have internal- and external-facing data interfaces that can display both daily and ongoing reporting, as well as annual summary information.

4b. **Improve transparency by providing ongoing public data about UPD and public safety issues at SJSU.**

The department should develop a plan for sharing and publishing UPD policing and safety data through the university website. The data sharing plan should be communicated widely for members of the SJSU community and be easily accessible for public consumption. Consultation with those experienced in data visualization/UX-design is highly encouraged.

4c. **Clarify the mission, responsibilities, and scope of UPD, and clearly articulate the relationship between UPD and external law enforcement agencies.**

Students and staff shared with the Task Force a lack of clarity about the mission and scope of UPD services on the SJSU campus. This was most pronounced in trying to understand the role that UPD would play in cases involving undocumented students and staff. As previously discussed, UPD does not comply with inquiries regarding a student's immigration status from ICE or any federal, state, or local agency. Consequently, it is recommended that the role of UPD be made explicit in public places (e.g., university website), and that the role of UPD in instances of enforcing immigration and other related policies involving students, faculty, and staff be outlined in detail.

4d. **Improve internal information sharing with appropriate SJSU units and community members in cases of emergencies, student conduct or critical public safety situations.**

While UPD collaborates with other departments in compliance with Clery Act requirements, several departments expressed that outside of Clery-related incidents, there is lack of information sharing. Clery Act related incidents only represent a specific set of crimes, and can preclude other information that involves the safety of the campus community. The Task Force recognizes the confidentiality of certain information, however also recognizes the importance of information sharing in order to better coordinate and serve the safety needs of the campus. Lack of information sharing and collaborative relationships compromises the entire campus. It is recommended that UPD develop more

relationships with other safety-related SJSU departments (e.g., Title IX, Student Conduct and Ethical Development, and University Housing Services). This recommendation is not novel, but is standard practice at other universities.

Expand University Safety Assessment Process

In order to better understand and address the needs of the campus community around safety, continuous assessment and evaluation of efforts are necessary. While UPD and SJSU do engage in some assessment and evaluation to comply with regulatory requirements, the Task Force recommends that a more robust, holistic approach to assessment is undertaken. These assessments should move beyond just UPD-specific metrics and include campus-wide considerations of safety (e.g., lighting, physical plant, cameras, and access points).

5a. Conduct an annual safety survey.

Assessing the perception of safety across all members of the SJSU community should be a commitment of the university. The Campus Safety Planning Leadership Team or other designated entity should conduct an annual safety survey. Soliciting feedback on multiple types of safety issues (e.g., physical safety, psychological safety, cybersafety, and physical plant) will provide important data for institutional planning while engaging students, staff, and faculty in the collective work of addressing safety. A campus briefing of the key findings and plans to address any findings should be part of the process.

5b. Conduct a comprehensive community safety audit at four-year intervals.

The university should conduct a comprehensive assessment of safety across many parts of the institution every four years. Unlike the annual survey, this review should include focus groups with diverse stakeholders. It should also include a deeper examination of ongoing challenge areas that may arise during the four-year intervals. This may necessitate internal/external consultation with experts on safety issues. Findings determined from the audit should be presented to the campus community along with planned actions to address findings.

5c. Conduct an external review of UPD at five-year intervals.

The University Police Department should engage in an external review of the department every five years. This review should have a specialized focus on university policing and should include the expertise of professional associations like the International Association of Campus Law Enforcement Administrators (IACLEA), Center for Policing Equity, and National Center for Campus Safety. Moreover, the review should consider issues specific to safety, policy, and law enforcement on an urban, downtown university campus. Communication of findings to the campus community should be part of the process of the external review of UPD.

STRATEGY 6:

Implement Race-Based Assessment of Stops and Engagements

To address historic evidence of racial and identity profiling, California State Assembly Bill (AB) 953 enacted The Racial and Identity Profiling Act of 2015 (RIPA) into law, which requires each California law enforcement agency (LEA) employing peace officers to annually report their stop data to the Attorney General. While state law does not require UPD to collect and report this data until April 1, 2023, it is recommended that the creation and adoption of this process be completed sooner, such that data can be collected starting July 1, 2022. Not only shall this data be reported to the State, but should be posted in an easily accessible manner for the SJSU community to view.

In alignment with the Office of the California Attorney General, the Task Force highly recommends that UPD consult with both community-based organizations and campus experts on the development, implementation, and analysis of this protocol. While the goal of the law is to promote bias free policing, individual representatives of UPD, students, and staff at campus student centers all expressed concern that RIPA reporting will in effect require officers to "read," interpret, and categorize identities in ways that may reinforce stereotypes about individuals based on race, ethnicity, sexual orientation, gender presentation, or immigration status. Therefore, it is strongly encouraged that UPD engage with staff and area experts in SJSU campus centers to both explain new RIPA legal requirements and develop culturally-informed protocol sensitive to the diverse constituencies represented in SJSU's community.

Education and Engagement

STRATEGY 7:

Enhance Education, Training, and Development Protocols

SJSU represents a unique context for providing effective public safety. The campus is located within an urban setting with permeable boundaries and has a diverse population (i.e., socioeconomic, ethnically, transient, citizenship status). This type of setting precludes one-size-fits-all types of approaches to public safety. Instead, education, training, and development are necessary to better understand and serve the community. However, these training sessions cannot be seen as solitary fixes. Despite increased police training regimens, the United States has continued to witness either deliberate or unwarranted violence or dramatic errors in judgment resulting in harm. Conversely, since the 1994 earthquake that devastated the CSU Northridge campus, or the 2007 mass shooting at Virginia Tech University, SJSU and other universities have struggled to implement comprehensive training and preparation exercises to protect their communities for the inevitable unexpected crisis.
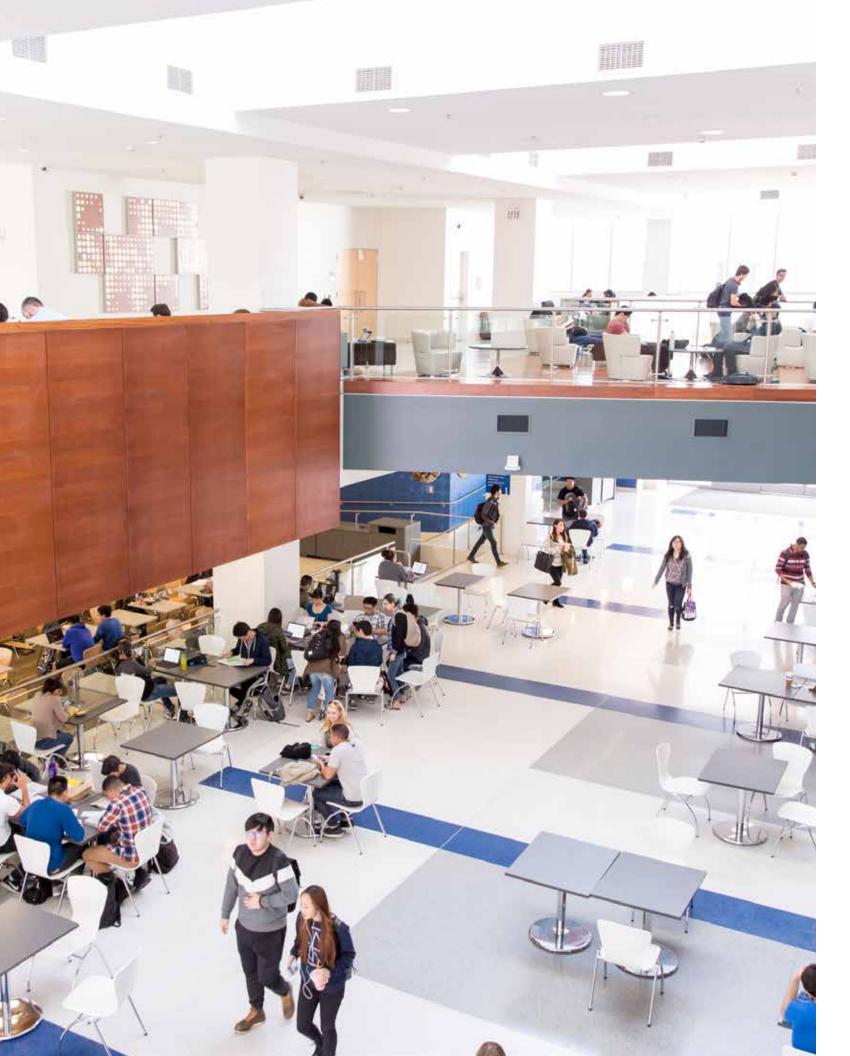
UPD already provides a variety of education, public safety, and emergency preparedness training programs for SJSU's campus community. For example, UPD provides training during employee orientation, Run, Hide, Fight training on active-shooter incidents, earthquake preparedness through the Great Shakeout, and evacuation drills. UPD trains Emergency Operations Committee personnel and conducts tabletop exercises to plan for potential crises, and works with and trains Building Emergency Teams. UPD also completed a full scale active shooter exercise, and officers are trained in tactical medicine.

UPD is also relaunching a campus CERT program, addressing one of the recommendations raised in the Task Force's engagements with neighborhood association and student organizations.

The Task Force recommends a comprehensive commitment to preparing officers to serve our campus community and preparing faculty, staff, and students to respond to emergencies, while engaging in safe practices proactively. This set of recommendations also recognizes that SJSU is an anchor institution and neighbor in San José's downtown and south neighborhoods. Community members should be included in safety planning strategies.

7a. **Develop a revised UPD officer training protocol centered on student experiences.**

The primary work of SJSU is providing learning pathways for more than 36,000 students. Consequently, training and preparation of campus police should be centered on the student perspective and experience. Training and development should help officers understand the demographics of the SJSU campus; the life experiences of students, including their potential previous interactions with policing; and draw on the expertise of academic and student development professionals on how students move through the educational environment. Officers and staff members should be made aware of the resources available to students and be empowered to connect students to the proper resources. Liaison relationships should be developed with student support units and UPD should be provided with the names and contact information of who to contact in a situation. These contacts should

be available 24 hours a day, 7 days a week. This realignment to a student-centered approach is consistent with the shift from law enforcement to one of public safety.

7b.   Develop a revised UPD officer training protocol that infuses equity and racial justice in all training subject matter and identifies equitable and just practices as a core competency.

Racial justice and equity within policing must be articulated, trained, developed, and measured. Notably, UPD currently requires trainings around racial profiling, inherent bias, procedural justice, de-escalation, crisis intervention, video simulator, and peer counseling training. However, relying on previous trainings to advance these practices will not be sufficient to improve policing for officers themselves or for the communities they serve. Beyond the conceptual, trainings should include case-based analysis of successful and unsuccessful practice examples. To infuse a diversity of perspectives, these trainings should be conducted jointly with other safety-related departments. These joint trainings can provide multiple insights; promote cross-divisional collaborations that promote public safety; and foster trust and relationship building. Officers should receive insight and feedback on racially just, equitable, and safe ways to address a wide variety of situations and be supported around the cognitive discipline required to process through the complexity of contradiction and behavior.

7c.   Develop academic partnership between academic departments, UPD, and SJPD to revise campus policing and police academy curricula.

The depth and diversity of academic resources of SJSU is significant. Both

faculty and staff provide both breadth and depth in expertise and insights that would benefit UPD (e.g., restorative justice, de-escalation, mental health training). While this report provides recommendations on known solutions and improvements to safety and policing, the Task Force is also recommending an investment in research and curriculum creation to address justice at a core level. SJSU faculty, partnering with UPD and other local law enforcement, can be at the forefront of developing new ways of thinking about policing and safety. This recommendation suggests the creation of an initial research and development fund to support faculty partnerships and the development of intellectual resources and potential curricula. Faculty in Justice Studies, African American Studies, Asian American Studies, Chicana and Chicano Studies, Sociology, and others provide an opportunity for systemic curricular change.

7d. **Develop an Active Bystander for Law Enforcement (ABLE) program.**
Active Bystander for Law Enforcement (ABLE) programs affirm the need for police officers to step in as bystanders when the behavior of other officers seems inappropriate or unlawful. Committing to ABLE explicitly adds an additional tool for UPD officers to support safety on and off-campus, as well as promotes community trust in UPD.

7e. **Increase and enhance emergency preparedness strategies for campus.**
SJSU must increase preparation for natural disasters and campus-wide emergencies requiring shelter-in-place, lockdown, or evacuation responses. Currently, UPD provides trainings on emergency preparation, crime prevention, and general safety during staff orientation. Additionally, members of the Emergency Operations Center are trained and participate in tabletop exercises,

evacuation drills, and other emergency-related trainings. The university should move forward by increasing the frequency and availability of information and trainings in preparation for earthquakes, flash floods, fires, active shooter incidents, and other potential emergencies. This could be done via written materials; video information and training guides; onboarding of new staff, students, and faculty; and regular drills involving the whole campus. SJSU can be more deliberate in raising the level of community preparedness and, ultimately, safety.

7f. **Develop a Community Emergency Response Team (CERT) training strategy between SJSU and surrounding agencies and neighborhoods.**
In cases of catastrophic emergencies, universities are often called to partner with surrounding communities to provide mutual aid. Depending on the specific occurrence, either the university or the community may be in the greatest need. SJSU is a core part of downtown and central San José. Natural or human created disasters that impact either SJSU or the surrounding neighbors will inevitably affect the other. The Task Force received a suggestion from members of the community to create a Community Emergency Response Team (CERT) program aligning the university and community members, in preparation for catastrophic incidents.

7g. **Enhance the development of the student cadet program.**
Cadet programs on university campuses are important opportunities for campus police units to provide internship experiences for students, potentially exposing them to a future career path. They also create opportunities for collaboration between campus police and academic units,

as well as a source of feedback and understanding of the student population through the cadets. The current UPD cadet program demonstrates a commitment to student opportunities and should be enhanced. UPD should consider a deeper partnership with Justice Studies and other related departments to develop a combined academic and professional learning experience for SJSU students. Further partnership with the Career Center may also connect students to a broader range of law enforcement and justice related career opportunities.

STRATEGY 8:

Increase Departmental Engagement in the SJSU Community

A consistent theme connected with building trust heard by the Task Force was for UPD to increase communication with and connection to the SJSU community. With few exceptions, the feedback was clear that the campus community felt disconnected from UPD. However, in stark contrast to that sentiment, UPD officers shared their commitment to the community and the activities they engaged in to demonstrate their care (e.g., speaking at classes and clubs, Holiday with a Cop, trainings for the campus community, meet and greet sessions, homeless outreach). There is a clear communication problem that, if remedied, could dramatically improve trust between UPD and the campus community. The community expressed wanting to better understand the department and be able to see UPD as an integral partner in fulfilling the educational mission of the university.

Additionally, students expressed the importance of developing relationships with UPD through meeting with UPD leadership and officers. Greater engagement with students, staff, and faculty would improve visibility and foster mutual understanding and trust. Strong relationships characterized by bidirectional communication with students, staff, and faculty are an essential part of campus policing, and one of the primary ways university-based departments can distinguish themselves from municipal departments. Beyond engagement for producing good will, this also provides a way to ensure increased accountability within the SJSU community, which is essential to improving policing practices and community safety. The following recommendations offer deliberate solutions.

8a. Develop a UPD Community Advisory and Review Board.

Community accountability is a critical element of improving campus policing and the relationship between the SJSU community and UPD. Consistent with the growing national call for police accountability, the Task Force heard a call for increased level of transparency and accountability around UPD operations, actions, and incidents. The creation of a Community Advisory and Review Board represents an opportunity to build stronger ties between the campus community and UPD. Moreover, it is emblematic that campus safety is a collaborative effort, not solely the responsibility of UPD. The board would be composed of faculty, staff, and students, and would create a defined space for information sharing, recommendations about policy and practice, and planning together with the SJSU community about ongoing and anticipated challenges for safety and policing. The composition of the board should include key representatives of safety-related departments to facilitate cross-divisional collaboration (e.g., Student Conduct and Ethical Development, Title IX, and Facilities Development and Operations). This group would also have a community-based review function around serious and critical incidents involving UPD. Their review and recommendations would be made directly to the Chief of Police and Vice President for Administration and Finance for actions in response to the incident(s). The board would have regular quarterly meetings in their advisory capacity but have additional meetings in their review capacity.

While there are contractual considerations that likely impact the authority of this board, such a group can still reflect the perspectives of SJSU community members by making recommendations around communication, policy and procedure changes, and restorative justice around critical incidents. Done well, a Community Advisory and Review Board will provide benefit to all members of the SJSU community, including the staff in UPD.

8b. **Develop a specific strategy to engage with students and student organizations.**

By far the largest constituency at SJSU is the student population. Therefore, it is important for UPD to develop a student-specific strategy to improve relationships and build trust. The unit should regularly engage with students and student organizations by participating in new student orientation programming, student receptions, and other events early in the semester while also attending a sampling of representative student organization meetings to develop trust and relationships. Developing these relationships allows students to see UPD as a resource throughout the year and not just in emergency situations. These established relationships with individual students, student groups, and organization advisors also help UPD in preparing for and addressing emergencies.

8c. **Create and offer annual campus-wide UPD-sponsored events.**

While annual events will not solve the most significant challenges of campus policing, it can assist in building relationships and trust, upon which reform and systemic change can take place. To be seen as a partner or supporter of SJSU, UPD should also be a primary sponsor of activities that engage the entire community during Weeks of Welcome, Homecoming, Parent and Family Weekend, Finals Week, and/or Commencement. Annual events sponsored by campus policing departments have become annual university traditions at some institutions.

8d. **Provide safety education and training experiences.**

A specific campuswide event that UPD can sponsor is a safety workshop. In feedback provided to the Task Force, students requested that UPD provide some practical guidance for SJSU students in safely navigating the urban environment of the SJSU Main Campus. Students suggested that this kind of assistance was necessary given the number of students they observed being unprepared for urban challenges associated with transit, theft, physical safety, travel after dark, and safely participating in social situations on and around campus. The Task Force recommends that UPD offer a curated and widely-marketed workshop series to support student safety and security.

8e. **Redeploy staffing to increase foot, bike, and electric vehicle patrols and engagement with the SJSU community.**

Task Force and SJSU community members shared consistently that they rarely saw or had substantive interactions with members of the UPD staff. Real or perceived, this perception seems to be shared by many. The Task Force recommends that UPD increase the deployment of officers

and leadership in visible and interactive non-automobile patrols. Even the electric vehicles utilized primarily by cadets can isolate UPD staff from the community on campus. The department should make a more deliberate and ongoing effort to communicate and interact with SJSU students, faculty, and staff throughout the campus.

8f.   **Commit to non-militarization of department.**
Nationwide, many campus police units have been criticized for owning and operating surplus military equipment and other military level weaponry. Although UPD does not have any surplus military equipment, the Task Force strongly recommends developing a policy banning any military-grade equipment for law enforcement use.

STRATEGY 9:

Develop Strategy to Address Race-Based Harassment and Violence
The United States has seen a notable increase in race-based violence and hate group activity in recent years. In the year since the pandemic began, the country has seen a surge in violence targeting people of Asian descent. As both an Asian American Native American Pacific Islander-Serving Institution (AANAPISI) and a Hispanic Serving Institution (HSI), SJSU has one of the most racially and ethnically diverse student populations in the United States. Students have reported incidents of racial harassment on and off campus, and many expressed their concerns for their friends and families who are people of color. The current climate, and likely ongoing reality, necessitates an appropriate level of readiness for incidents based on racial animus or hatred. UPD currently provides training on hate crime recognition and investigation for their officers and it is part of their policy manual.

9a.   **Develop specialized and strategic partnerships with local and national law enforcement agencies and nonprofit organizations to prepare and/or prevent race-based harassment or violence.**
UPD should develop strategic, specialized, and limited partnerships with local law enforcement agencies, nonprofit organizations, and other SJSU departments (e.g., Student Conduct and Ethical Development, Office of Diversity, Equity, and Inclusion) already involved in monitoring and preparing for race-based harassment or violence. This may include the sharing of information/intelligence, tactical and event preparation, and investigative strategies.

9b. **Provide training, professional development and targeted**
resources for specialized officers.

UPD should build departmental capacity by supporting the specialized development and cross-training of one or more officers to prepare for and address race-based harassment or violence. This will likely take the form of additional training, shadowing, and new technologies to support this and build strength across the unit. This training should also engage with service providers that can provide resources for both the officer and potential victims (e.g., Counseling and Psychological Services). One or more specially trained officers should be able to develop skill sets among the entire department.

STRATEGY 10:

Enhance Safety Education/Training for Students and Student Organizations

Students themselves are a critical element within the safety equation at SJSU. Education and training experiences are essential for students that may be new to the collegiate or urban environment. These experiences are important for both individual student engagements along with student organizations. UPD should prepare students to navigate safety across 24 hours and ensure that the wide range of Registered Student Organizations (RSOs) guard against unsafe practices in membership and social activities.

10a. **Develop safety education and training strategy for new students**
through New Student Orientation and fall semester.

Health and safety should become an essential part of orienting new students to the university and preparing them for success during their first semester of matriculation. The approach should consider multiple modalities, combining individual education/training with broader campaign strategies targeting the first-year cohorts. Students living on and off-campus should learn how to navigate student-to-student interactions as well as engage safely with vendors, solicitors, and others unaffiliated with SJSU.

10b. **Develop ongoing education and training strategy for students across the**
matriculation cycle.

Health and safety communications and associated education/training opportunities should continue across the student lifecycle. Programming and associated messaging may become increasingly specialized to address

the shifting education stages for students. Navigation of health and safety in student leadership roles, external internship experiences, parenting/family care situations, study away/abroad journeys, and alternative break experiences may extend the learning from the orientation and first semester.

10c. **Revise student organization education, training, and registration processes to include health and safety.**

For students, health and safety issues often manifest in student organization events and activities. Programming from the multitude of Registered Student Organizations (RSOs) and other groups are essential elements of the campus life and the overall education experience at SJSU. Nonetheless, serious accidents, unsafe social and athletic behaviors, and hazing can compromise the mission and safety. The Task Force recommends an additional layer of education and training specifically for student organization officers. The training should be required as a condition of registration. Student groups that have a record of health and safety problems within the past registration period will be required to submit a plan for remediation as a part of their new registration process.

Planning and Innovation for Campus Safety

STRATEGY 11:

Utilize the Master Planning Process to Create a Safer Physical Environment

The physical environment is consequential in the reality and perception of safety. SJSU's campus sits in the middle of an urban downtown of a major city. South Campus is geographically separated from the Main Campus by a distance of over a mile, and sits in an urban neighborhood/light industrial area that is less populated around the clock. A significant number of people move through the campus daily. The campus holds classes, events and athletic competitions as well as operates residence halls across a 24-hour cycle. Almost all members have an interaction with the built environment and many community members expressed concerns about their safety while on campus. While some shared negative experiences with members of the off-campus community, others expressed more general anxieties about lighting and safety in the evening hours. Others also shared stories about frightening incidents in campus garages. The feedback received by the Task Force suggested a need for specific safety strategies to counteract specific concerns, balanced with maintaining a campus that is welcoming to all and continues to be an anchor institution in the City of San José.

11a. **Migrate critical university building doors to a centralized control system.**
Recognizing that this is not a simple or inexpensive task, the Task Force recommends that the university invest in a comprehensive electronic access solution for building access points. Additionally, SJSU should provide the University Police Department with the ability to monitor and remotely control locking mechanisms in order to better monitor campus safety and

improve shelter-in-place safety in case of emergencies. Given the porous nature of the campus perimeter, this type of precaution also helps to limit access of the buildings to the campus community. However, the Task Force recognizes this is not a panacea to address safety concerns as the campus community must be educated on and adopt behaviors that help to maintain the safety of all building occupants (e.g. not propping doors open or allowing unknown individuals into the building).

11b.   Establish differential access protocols for campus building access points.
The Main Campus should develop policies and employ tools to manage access to campus from externally facing entrances. Campus community members report encountering non-affiliates occupying restrooms and common areas in the early morning hours or in the evenings. While no desire was expressed to summarily close off the campus to guests, the access and utilization of campus facilities needs to be better controlled to ensure the safety of all parties.

11c.   Determine appropriate access points to the Main Campus and close other locations.
The Main Campus is extremely porous, the ability to enter and exit at so many locations creates safety challenges. While SJSU is a public university, it is not a public park. One Task Force discussion considered incidents where armed individuals were able to evade the San José Police Department by running onto the Main Campus. Another discussion considered the dramatic openness of the student residential quadrant,

utilized largely as a way to walk on and off the campus. Despite multiple incursions into the residence halls, the area remains open to the general public. In achieving this necessary balance, the university should clearly identify access points and close off other locations where people enter and exit the campus.

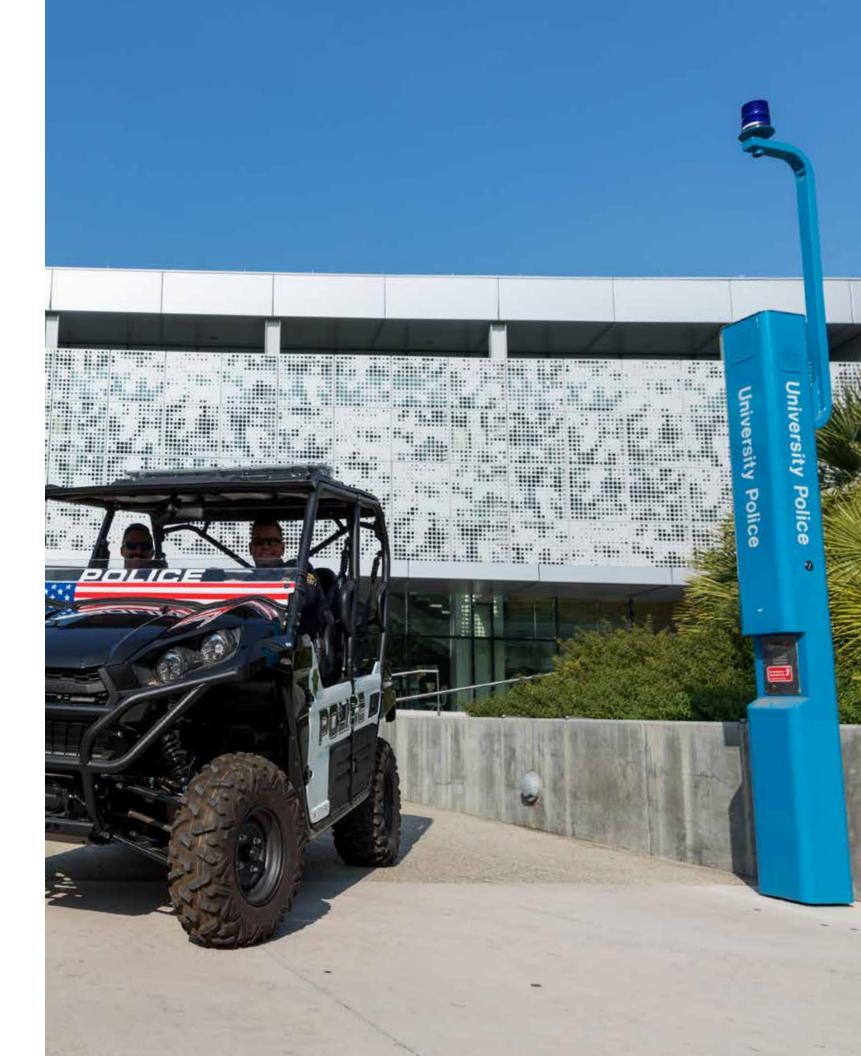**11d.   Upgrade the campus Blue Light Emergency Phone strategy.**
Blue Light Emergency Phones are an important safety and security measure for many university campuses. The Main Campus and South Campus have a number of these installations but need to consider expansion, equipment upgrades, and improved ongoing maintenance protocols. The Task Force received a number of specific stories from students who had attempted to utilize the phone system in emergency situations and found units inoperable. While these may be isolated cases, this important tool must be visible, accessible, and functional at all times. Additionally, while outside the immediate jurisdiction of SJSU, students shared they would like to see an expansion of these Blue Light Emergency Phones along major transportation corridors to public transit (e.g., VTA Light Rail station, future BART station, and bus stops). SJSU should engage with the City of San José and public transit agencies to discuss safety options available to address these concerns.

11e.   Implement a long-term plan for improved and sustainable campus lighting and create "safety corridors" on the Main Campus and South Campus.
Strong and targeted lighting combined with the SJSU commitment to sustainable practices should be a core safety and security strategy. The

university should continue the ongoing process to improve lighting on the Main and South Campuses. In addition to adding more and brighter lights, the university should also identify and delineate a series of "safety corridors." These pathways will be highly illuminated, landscaped, and monitored to ensure that members of the campus community can access buildings and move across the campus in the safest ways.

11f.   Place a UPD substation location within the residence hall quadrant of the Main Campus.

Over 4,000 students, faculty, and staff live in the residential quadrant. Given the density of the environment, location on the perimeter of campus, and the lack of barriers limiting access to the area, the Task Force recommends the consideration of a visible Safety and Security Substation within the area. The location could provide additional deterrence to uninvited persons, decrease response time, and perhaps encourage communication and reporting of health and safety issues. Officers stationed in this area would work closely with residence hall staff and students to be integrated into the residential community as part of the larger shift to services-first, community-oriented policing. The substation would be a complement to the main UPD location but include staffing of security officers who are also trained in mental health first aid to support the primary living environment of SJSU students and others. While all officers should be knowledgeable of and collaborative with the Student Conduct and Ethical Development office and the Title IX office, these safety officers should receive specific training on how to handle unique situations that may arise in the residence halls.

STRATEGY 12:

Develop New Strategies for Improved Safety in the Transportation Experience to and From Campus

Among the more than 36,000 students that attend SJSU, nearly 55% of them live within a five mile radius of the Main Campus (Associated Students, 2019). Associated Students' Transportation Solutions reports that in 2019, 36% of students and 17% of staff and faculty utilized some form of public transportation. Transportation Solutions also reports that many SJSU students report feeling unsafe and have been subjected to harassing behavior while on various forms of public transit. All members of the SJSU community must be able to travel to and from campus in safe and secure ways. While the university may not be able to affect all corners of the Bay Area, it may be able to impact the travel experience close to campus.

12a. **Promote shuttle service to/from local VTA and BART transportation stations.**
The university should widely promote the shuttle service available to SJSU community members to the major public transit stations (i.e., Diridon station, San Antonio VTA station, and BART Berryessa station). The program should offer services at high demand evening hours reflective of class and co-curricular activities times. Ridership, cost, and qualitative feedback should be a part of the assessment process.

12b. **Partner with public and private entities to enhance safety along pathways to VTA Station(s).**
Given the distance between SJSU's Main Campus and the two downtown VTA stations, many SJSU community members walk to these stations after class

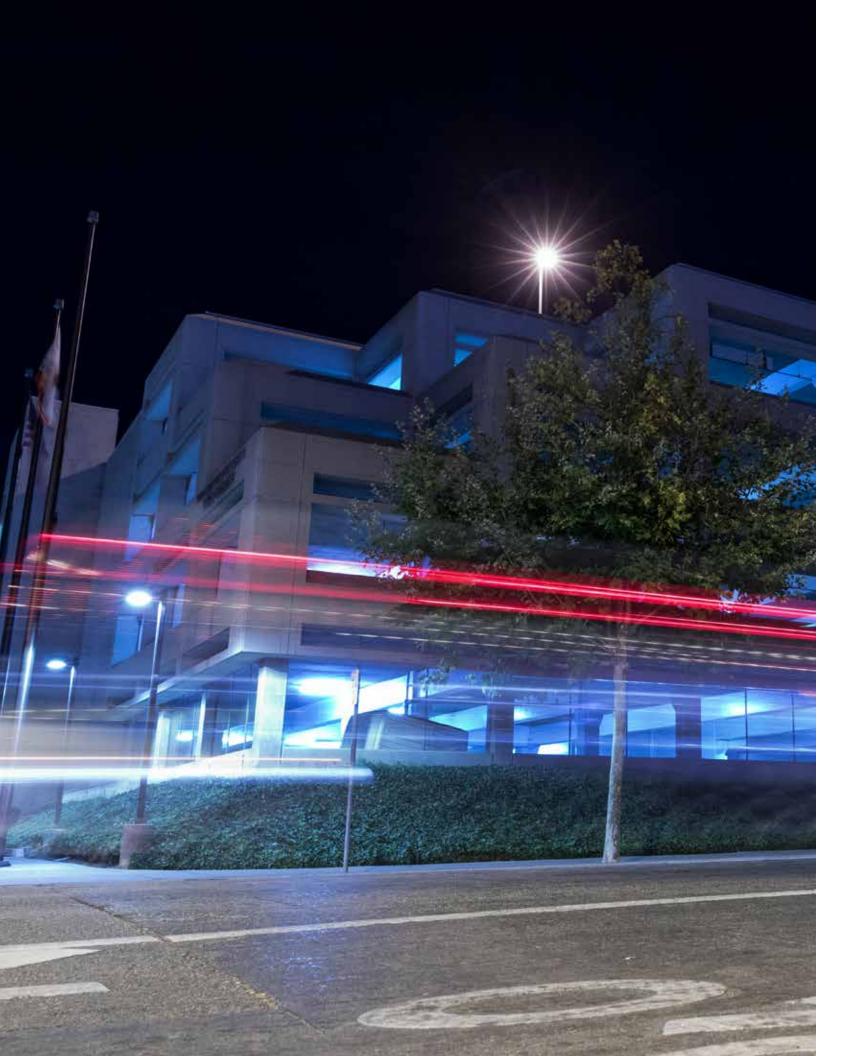and work hours. Certain parts of the path to these stations are poorly lit. Consistent with the concept of "safety corridors," the university should work with city and transit authorities to improve lighting along these pathways to ensure safety. As previously mentioned, discussion with these entities should include potential expansion of blue light emergency phones or similar safety devices.

12c. **Develop partnership strategy with local and transit law enforcement agencies to address harassment of student riders.**
Incidents of harassment were reported to the Task Force by SJSU students, and they were documented in a recent report by the Mineta Transportation Institute, "Crime and Harassment on Public Transportation: A Survey of SJSU Students Set in International Context" (2020). Recognizing the limits on available resources across law enforcement agencies, the university should develop a collaborative patrol strategy between UPD, SJPD, Sheriff deputies, VTA, and BART police. This strategy may also include information sharing on incidents of harassment and/or violence involving SJSU students.

12d. **Enhance garage safety strategy including video surveillance, enhanced lighting, and increased patrols.**
As the university enhances parking options for students, the university should develop a renewed strategy for parking garage safety. This strategy should include video recording and surveillance, enhanced lighting, corner mirror placements, increased patrols, and targeted staffing of garages.

STRATEGY 13:

Develop a Mindful Technology Strategy to Enhance Safety

Technology has become an important part of enhancing safety and security across many different environments. Innovative use of these tools expands a campus' capacity to address safety, prevent dangerous situations, and respond to crises. A deliberate approach that protects personal safety equitably and ethically utilizes technological capabilities is essential for use at SJSU. The Task Force recommends that the campus develop a plan on how to promote campus safety through the use of technology. This approach should consider both the public safety of the campus community while also protecting civil liberties.

13a. **Implement an application-based personal safety solution available to individuals.**

The ubiquity of smartphones among the campus community provides an opportunity to greatly expand the campus' ability to disseminate safety information and receive safety concerns from our community members. The Task Force recommends an application-based solution available to all students, staff, and faculty. The solution should be connected to UPD Dispatch and other safety service providers (e.g., shuttle service, counseling services). A previous app was developed; however, it had very limited adoption (~200 individuals) according to UPD. Therefore, the Task Force recommends that these safety functions be integrated into a more multifunctional app that is already broadly used and supported (e.g., Sammy app) to promote broad adoption of the solution. Additionally, connections

to off-campus safety resources should be considered in the creation of this solution (e.g., safety escorts available through San José Downtown Association, public transit security).

13b. **Expand a coordinated camera security system across Main Campus and South Campus.**

Cameras are currently a part of the strategy for safety and security on both SJSU campuses. The number of cameras needs to be increased and the placement of these units needs to be aligned with the most critical areas of needed visibility. Over time, the camera system should be completely unified across all locations and UPD should have access to all units. The university should also determine the need to increase the investment in staff to monitor cameras across an increased number of hours.

13c. **Utilize technology to develop a strategy for threat assessment.**

Threat assessment is a necessary capability for institutions of higher education. The Task Force recommends an investment in threat assessment technology that can appropriately prepare UPD and all members of the community for potential threats to the campus.

Conclusion

Changing and improving safety and policing will not happen by merely flipping a switch. This kind of change will require pilot efforts, bold moves, subtle moves, and significant assessment of efficacy throughout the process. Real improvements will unlikely make the headlines. This is the challenge of safety and policing on campuses — it is often working when things are quiet. Attitudes and perceptions of change will take much longer and require a different level of communication and trust-building with members of the SJSU community. This report can be a first step towards growing the areas where the campus is doing well and addressing the kinds of systemic and equitable shifts being demanded by national and campus voices. SJSU must commit to the restorative and transformative work in the critical areas that will create a truly safe campus for all of our community.

Resources and References

- International Association of Campus Law Enforcement Administrators (IACLEA)
- International Association of Chiefs of Police (University Police) (IACP)
- Peace Officers Standards and Training (POST)
- CSU Police Chiefs Pledge to Implement Recommendations from President Obama's Task Force on 21st Century Policing
- Campus Policing in an Urban Environment
- Public Safety, Racial Justice and Equity in Communities
- Improving Long-Term Public Perception Through Campus Policing
- What Colleges Can Do to Improve Police-Community Relations
- Black Students' Lived Experiences with and Perceptions of Law Enforcement
- Major Cities Chiefs Association Campus Security Guidelines
- Center for Policing Equity