2022 REPORT

Call to Action: Reimagining Campus Policing Task Force Recommendations

Letter from California Community Colleges Chancellor Eloy Ortiz Oakley

The past two years have been revealing to say the least. COVID-19 exacerbated socio-economic disparities, especially among people of color. Civil and social unrest continued to reveal deeply rooted injustices and structural racism that persistently and negatively impacts all of us. These socio-economic upheavals can be catalysts for change and provide lessons for all segments of society.

As we absorb these lessons as a state and diverse community leaders, the California Community Colleges, and by extension, this Reimagining Campus Policing Task Force, we have a role to play in learning from 2020 and beyond. On behalf of the Board of Governors of the California Community Colleges, we have issued a broad, six-part Call to Action. To address the first area of the Call to Action, which is focused on campus policing practices, a diverse Reimagining Campus Policing Task Force has been assembled. After nearly a year, the task force has drafted a set of substantive recommendations to enhance campus policing and campus climate as well as impact student success as part of this broad Call to Action to mitigate structural racism.

This Reimagining Campus Policing Task Force was specifically engaged to mobilize around the first Call to Action:

1. **A California Community Colleges systemwide review of law enforcement officer and first responder training and curriculum.**

2. Campus leaders should host open dialogue and address campus climate.

3. Campuses should audit classroom climate and create an action plan to create inclusive classrooms and anti-racism curriculum.

4. District Boards review and update equity plans with urgency.

5. Shorten the time frame for the full implementation of the Diversity, Equity and Inclusion Integration Plan.

6. Join and engage in the Vision Resource Center "Community Colleges for Change."

When we look back in a year, or five years, what will we see? Will this task force be credited with recommendations that led to stronger policies and regulations that made a difference? Will college and campus police leaders be remembered for their

commitment to reimagining campus climate and public safety? Will students, faculty and members of the campus community feel more welcomed, secure and safe? We think all of this is possible. Thank you all for being part of this task force, for the difficult but necessary dialogue this work included, and for moving our system, state, students and communities forward in inclusive ways with meaningful and impactful recommendations.

Sincerely,

Eloy Ortiz Oakley, Chancellor

CALL TO ACTION: REIMAGINING CAMPUS POLICING TASK FORCE RECOMMENDATIONS

January 4, 2022

Prepared By

California Community Colleges Chancellor's Office
Reimaging Campus Policing Task Force

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INTRODUCTION

As a student of color, I've had negative experiences with the police in the past. How welcome I feel on campus has a lot to do with the campus police force and how they treat students, especially students of color.

-Student member, Call to Action Task Force on Campus Police Reform

THE CALL TO ACTION

Increased attention to police brutality and violence against people of color has elevated scrutiny of campus police. Students have critiqued the inequitable treatment of students of color on their campuses by campus police. In doing so, the students are critiquing racial inequity in the campus climate. The California Community Colleges Chancellor's Office (Chancellor's Office) issued a *Call to Action for the California Community Colleges* in summer 2020 to eradicate systemic racism across the programs and services at California's community colleges. This scrutiny includes campus police training, practices and campus culture. The Student Senate, representing students at all 116 California community colleges, also called for accountability and action.

The Chancellor's Office established an 18-member task force, representing a diversity of stakeholders and campus executive leaders, to reimagine campus policing. This reimagining of policing is critically important and must be consistent with the system's commitment to equity. If we fail to examine all parts of the campus to promote an inclusive campus climate, then we fail to advance the system's *Vision for Success*. To support this overall effort, the Chancellor's Office partnered with Jobs for the Future (JFF) to facilitate the task force.

CAMPUS POLICING BACKGROUND

The evolution of campus policing can be traced to 1898 when Yale University hired two off-duty City of New Haven police officers to patrol the campus. Over the next 50 years, hundreds of colleges implemented similar campus policing functions. In the late 1960s and early 1970s, the first campus police departments appeared in response to growing levels of campus unrest. Part of the solution was for colleges and universities to create their own police departments that would keep order but also be part of the larger campus community. Via legislators, college administrators were successful in enabling legislation passed in multiple states, including California.[1]

Today, campus policing policy, regulations and data collection across California's community colleges is complex. The system office has limited data and line sight into local campus policing practices and policies. Local campuses have structured vastly different models of policing. Generally, community college policing is provided by an on-campus police department or through contracted services by a third party. This shapes how officers are hired, trained and evaluated, who is responsible for funding of services, and even the level of interaction on campus with students and faculty.

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[1] J. Sloan. **Race, Violence, Justice, and Campus Police.** Footnotes: The American Sociological Association. July/August 2020, Vol. 48 Issue 4. asanet.org

In addition, California's state constitution and Education Code creates a funding mechanism for community college policing[2] and establishes an entitlement to safe schools[3]. The Clery Act requires disclosure related to safety, specifically requiring community colleges to record specific campus crime statistics and safety policies for student and consumer protection.

SYSTEM IMPERATIVES

The work of the task force is part of a comprehensive, systemic effort to address the complexities of structural racism that has been an autonomous and distinct campus function. The Chancellor's Office provided leadership to drive several imperatives to:

- *Establish* **systemic campus policing reform**, not isolated practices, to fully address the need for cultural and practice changes that are consistent across the 116 community colleges.

- Advance recommendations that will **enhance transparency** in campus policing, so the campus community and police departments understand the impact of police student interactions on campus climate.

- Integrate the centrality of student well-being and success in the campus police culture to develop **student-centered policies and practices** that result in campus police playing a role in student success.

- ***Center diversity, equity and inclusion principles*** in campus policing reforms to develop campus policing culture and practices that reflect a commitment to the success of a campus's diverse student body.

THE TASK FORCE CHARGE

To make these imperatives actionable, the task force has met the clear charge from the Chancellor's Office to make recommendations concerning:

1. Baseline policies and regulations related to on-campus policing that bring practices into alignment with campus cultures that center student success.

2. Transparency of system and campus reporting on campus policing data and incidents to students and the public.

3. Recruitment and hiring to promote diversity among campus police.

4. Removal of police officers found to be unsuitable for on-campus employment.

5. State-level support and resources that will enhance campus efforts to reform campus and community policing practices and police personnel workforce reforms.

With this charge, the task force members developed recommendations for the Chancellor's Office that are actionable while also building out long-term and sustainable change across the system.

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[2] Cal. Const., art. XIII, § 36, subds. (a) and (e).

[3] (Cal. Const., art. I, § 28(b)(7); Cal. Const., art. I, § 28(f).)

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TASK FORCE RECOMMENDATIONS

Reimagining campus policing is a multi-dimensional challenge. Changes of this magnitude require system-level infrastructure and the capacity to work collaboratively with campus leadership and stakeholders. Over the course of three task force meetings, the task force members rose to the challenge and developed recommendations that satisfied the Chancellor's Office charge. The chart below captures the recommendations.

Task Force Charge	Draft Recommendations
Baseline policies and regulations related to on-campus policing that bring policies into alignment with best practices	1. **Establish a structure for system and campus level coordination for operational** responsibility and accountability for safe and inclusive campuses. 2. **Integrate relevant commitments from *Vision for Success*/Diversity, Equity and Inclusion framework** into campus policing reforms to ensure student-centered redesign and student input for campus policing. 3. **Establish processes and guidelines for accountability** for campus policing that includes multiple campus stakeholders, including students. 4. **Expand category of "first responders"** to include mental health professionals, social workers, CARE trained faculty, staff and administrators, as well as other counselors, to minimize unnecessary police interactions and mitigate escalation. 5. **Redesign professional development** that promotes inclusive and equitable student-centered guiding principles for campus police and *staff/faculty* for productive interpersonal interactions (e.g., training on de-escalation techniques, peer intervention, interrupting bias)

Task Force Charge	Draft Recommendations
Increasing transparency of system and campus reporting on campus policing data and incidents to students and the public	6. **Establish Chancellor's Office systems-level campus policing data infrastructure** to support collection and analysis to inform campus safety, connect to student success, and provide a feedback system for improvement and transparency. 7. **Establish a baseline for systemwide data collection** with consistent Key Performance Indicators (KPI) for campus policing interactions and campus climate, disaggregated across student demographics. 8. **Determine an annual process in which campus police departments augment Clery Act data** with a report to students, campus community, and systemwide, campus policing performance and disaggregated data on campus police interactions.
Develop policy on recruitment and hiring to promote diversity among campus police	9. **Develop minimum performance standards** for campus police personnel that includes a framework, such as Critical Decision-Making Model and balanced scorecard, with public sharing of data for increased transparency and culture shift. 10. **Conduct a feasibility study for pathways into campus policing** by aligning to the emerging degree in Modern Policing, and possible development of an academy for training and professional development specific to college policing beyond the POST + model. 11. **Embed Diversity, Equity and Inclusion standards** into campus policing performance evaluations to promote an equitable and inclusive campus and workplace culture. 12. **Review hiring protocols across the system that promote DEI and student-centered values** (signaling commitment to "guardian" instead of "warrior" culture by encouraging recruitment of campus police from diverse sources, broadening beyond local/community police staff, and ensuring the contextual differences between on policing on college campuses and in other municipalities/communities.

Task Force Charge	Draft Recommendations
Develop policy for the removal of police officers found to be unsuitable for on-campus employment	13. **Ensure campus leadership has decision-making authority for removal** of officers, including when campuses contract with local police agencies. 14. **Develop clear accountability expectations for campus leadership** over campus policing practice and culture whether campus policing is campus-hired or outsourced. 15. **Develop policy, in keeping with recent legislation, for the ability of campus police departments to make a police officer's disciplinary history available** to other agencies when an officer is removed, such as those seeking a reference for future hiring. 16. **Establish peer-intervention training** and protection for officers who do intervene, from retaliation or other consequences.
Inform strategies for state-level support and resources that will enhance campus efforts to reform campus & community police practices and police personnel workforce reforms	17. **Set minimum campus police department standards** across the system with resources for attaining accreditation (POST, IACLEA, or similar) for transparency and cycles of review for continuous improvement. 18. **Establish a baseline campus-policing "landscape analysis"** to understand organizational and accountability structure for campus policing at the local level. 19. **Develop a college-student set of guiding principles (compact?)** to establish baseline expectations for campus police to interact with students and the campus community, and for students to have a voice in their campus experience and formal mechanism for reporting incidents (positive and negative). 20. **Review the reporting structure** of campus police departments to ensure the function of policing is integrated into college strategic and equity planning and is fully supporting the *Vision for Success* and DEI goals.

STAKEHOLDER ENGAGEMENT

These recommendations were the result of a robust process of engaging with the many voices expressing a deep desire for fundamental change. Diverse stakeholders from within the community college system and from the communities and organizations with expertise served on the task force.

TASK FORCE MEMBERS:

- **Matthew Besmer,** General Counsel for the State Center Community College District

- **Barbara Calhoun,** Clerk, Compton Community College, Trustee Area 2 representative

- **Stephanie Curry,** Reedley College Academic Senate Past President & Faculty Guided Pathways Coordinator

- **Michael Dolphin,** (retired) Chief of the Los Angeles County and Ventura County Workforce Services Division

- **Carole Goldsmith,** President of Fresno City College

- **Nekoda (Nikki) Harris,** Executive Director of Human Resources at the College of Marin

- **Lance Heard,** Mt. San Antonio College Academic Senate Co-Vice President & Professor of Administration of Justice

- **Kristen Huyck, EdD,** Director of Public & Governmental Relations, Marketing & Communications at Mira Costa Community College

- **Stephen Kodur,** (former SSCCC officer) Community Organizer at the Student Senate for California Community Colleges

- **Ka Ren Mac Calla,** (former SSCCC officer) President of the Black Student Union at Moorpark College

- **Obed Magny,** Police Office at Sacramento Police Department & Professor at Brandman University

- **Ross Miyashiro,** Vice President of Student Services at El Camino College

- **Jane Saldaña-Talley, EdD,** Vice President of Academic Affairs at Santa Rosa College

- **Linda Vaughn,** President of South Bay Regional Public Safety Training Consortium

- **Bryan Ventura,** Dean of Institutional Effectiveness and Advancement at East Los Angeles College

- **Amber Wade,** Chief of Police Napa Valley College

SUBJECT MATTER EXPERTS:

- **Josh Bronson,** Director of Education & Leadership Development, International Association of Campus Law Enforcement Administrators (IACLEA)

- **Chief, Dr. Clarence Green,** Vice President of Culture and Chief of University Police at Northwest Missouri State University

- **John Hetts, PhD,** Visiting Executive, Research and Data, California Community Colleges;

- **Benjamin Hunter,** Associate Vice President for Public Safety and Institutional Assurance and Superintendent for Public Safety at Indiana University

- **Lennor Johnson,** Vice President of Student Services and Equity at Imperial Valley College
- **Valerie Lundy-Wagner, PhD,** Assistant Vice Chancellor for the Research and Data Analytics Unit, California Community Colleges
- **Desirée Nero,** CEO, Epiphany Life, LLC and Leadership Instructor at Palm Beach State College Criminal Justice Institute

CHANCELLOR'S OFFICE STAFF:

- **Marty Alvarado,** Executive Vice Chancellor for Educational Services
- **Paul Feist,** Vice Chancellor for Communications
- **Lakresha Jenkins,** Administrative Assistant for Educational Services and Support
- **Marc LeForestier,** General Counsel
- **Sheneui Weber,** Vice Chancellor of Workforce and Economic Development

JFF TEAM:

- **Erica Acevedo,** Associate Director
- **Barbara Endel, PhD,** Senior Advisor
- **Sandra Lee,** Senior Program Manager
- **Lucretia Murphy, J.D., PhD,** Associate Vice President
- **Derek Niño, EdLD,** Associate Director

STATE AND NATIONAL STRATEGIC COMMUNICATIONS

To help inform and engage multiple constituents beyond the Task Force and their respective organizations, interested in this work, the Chancellor's Office activated a strategic communications plan. In 2021, the Chancellor's Office released a video featuring community college students, leaders from the Chancellor's Office and campus policing community brought the issues of equity, student success, and need for data to make the case for future actions. Second, a blog post was released framing the issues such as accountability, recourse for students, and effect of campus policing on the broader campus culture and climate. On-going communications to advance these recommendations will occur via digital media channels, student storytelling, and stakeholder engagement.

To engage a national audience, the Chancellor's Office sponsored a *Reimagining Campus Policing National Conversation* with several community college system leaders to share strategies and policy related changes. *Reimagining Campus Policing National Conversation* with thought leaders' virtual summit on reimaging campus policing. Attendees were from the largest community college systems in the country (IL, LA, NC, NY, FL, VA, and GA) and 7 dynamic college presidents from TX, MI, and MD, among others, to elevate reimagining campus policing with CA leading the way.

RESOURCES

- Campus policing video (https://www.cccco.edu/About-Us/News-and-Media/California-Community-Colleges-Outlook-Newsletter/ccc-police-reform)

- Blog (https://www.cccco.edu/About-Us/News-and-Media/California-Community-Colleges-Outlook-Newsletter/campus-policing)

- Workforce division police training webinar series

- Vision Resource Center postings of task force meeting agendas, data and information on campus policing
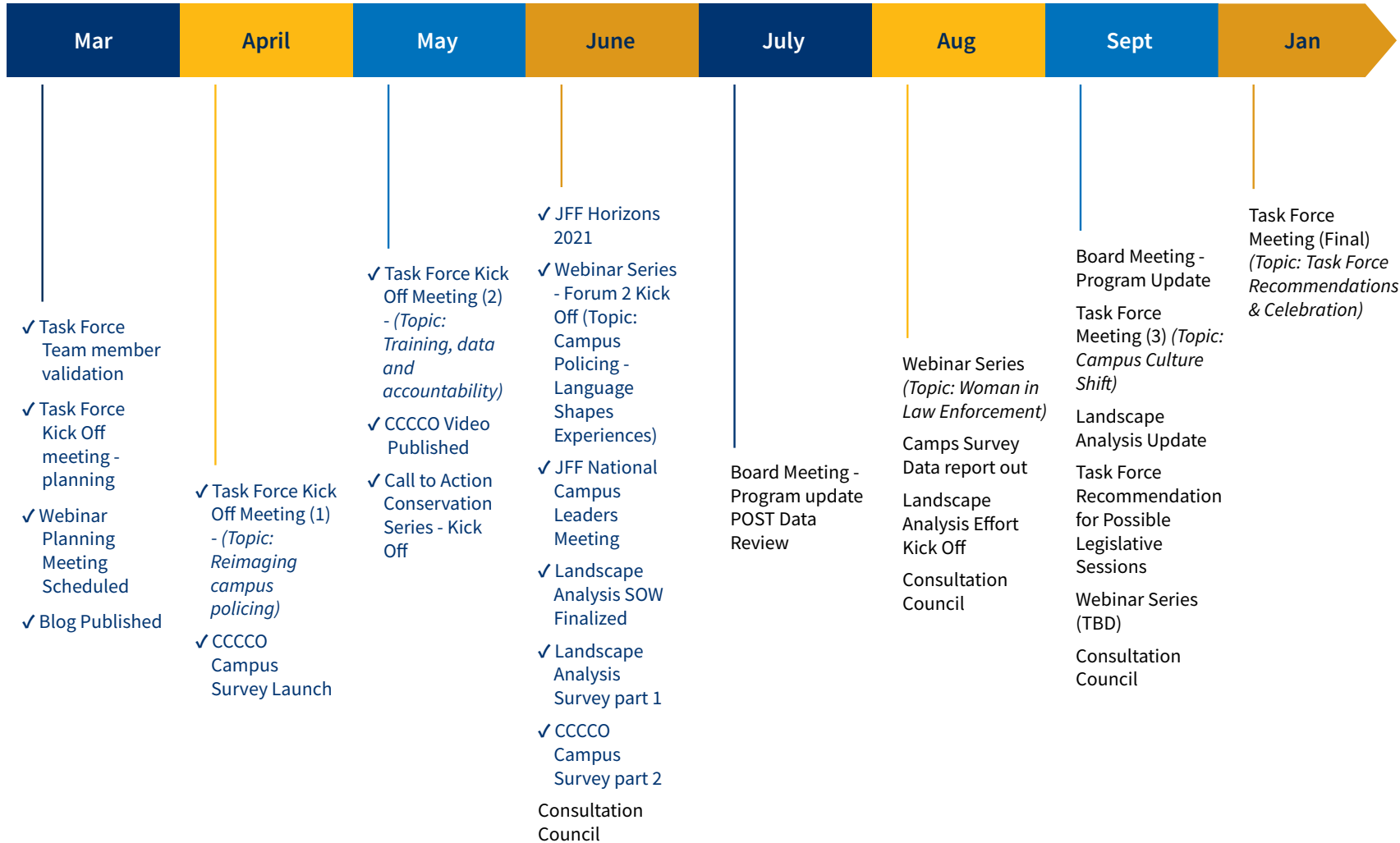
PROCESS AND TIMELINE

The process and structure of the Task Force was accomplished by designing four phases:

1. **Discovery Phase** with campus policing research, literature review, California community colleges regulatory and statute analysis, Title IX/Clery Act review, and over fifteen campus policing subject matter expert interviews within California, and with experts from across the country representing cutting edge 21st campus policing reforms). January-June 2021.

1. **Task Force Recruitment and Formation** with 18 Task Force members, including two students, were identified across the continuum of primary stake holder and participatory governance organizations (i.e. Student Senate, Faculty Senate, Board of Trustees, and CEOs,) accepted the invitation to serve on the Task Force. February-March 2021

2. **Recommendations Development** by the Task Force over the course of four half-day virtual meetings. The timeline is presented below. April-November 2021. A Briefing Book for Task Force members, synthesizing California's campus policing evidence base, and showcasing exemplar policies and practices from across the country was provided and updated for every meeting.

3. **Proposed Regulations** and Draft Board of Governor's Resolution was prepared by the Chancellor's Office in response to the guiding principles and values that emerged from the Task Force. On-going work on the regulations, policies, and/or resolution will continue from fall 2021 into spring 2022.

APPENDIX
Timeline of Task Force Activities 2021-2022

Mar	April	May	June	July	Aug	Sept	Jan

Mar
- ✓ Task Force Team member validation
- ✓ Task Force Kick Off meeting - planning
- ✓ Webinar Planning Meeting Scheduled
- ✓ Blog Published

April
- ✓ Task Force Kick Off Meeting (1) - *(Topic: Reimaging campus policing)*
- ✓ CCCCO Campus Survey Launch

May
- ✓ Task Force Kick Off Meeting (2) - *(Topic: Training, data and accountability)*
- ✓ CCCCO Video Published
- ✓ Call to Action Conservation Series - Kick Off

June
- ✓ JFF Horizons 2021
- ✓ Webinar Series - Forum 2 Kick Off (Topic: Campus Policing - Language Shapes Experiences)
- ✓ JFF National Campus Leaders Meeting
- ✓ Landscape Analysis SOW Finalized
- ✓ Landscape Analysis Survey part 1
- ✓ CCCCO Campus Survey part 2
- Consultation Council

July
- Board Meeting - Program update POST Data Review

Aug
- Webinar Series *(Topic: Woman in Law Enforcement)*
- Camps Survey Data report out
- Landscape Analysis Effort Kick Off
- Consultation Council

Sept
- Board Meeting - Program Update
- Task Force Meeting (3) *(Topic: Campus Culture Shift)*
- Landscape Analysis Update
- Task Force Recommendation for Possible Legislative Sessions
- Webinar Series (TBD)
- Consultation Council

Jan
- Task Force Meeting (Final) *(Topic: Task Force Recommendations & Celebration)*

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WEBSITES

California Community Colleges
cccco.edu

Salary Surfer
salarysurfer.cccco.edu

I Can Go To College
icangotocollege.com

SOCIAL MEDIA

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facebook.com/CACommColleges

California Community Colleges Twitter Feed
twitter.com/CalCommColleges

Chancellor Eloy Oakley Twitter Feed
twitter.com/EloyOakley

Government Relations Twitter Feed
twitter.com/CCGRAdvocates

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youtube.com/CACommunityColleges

California Community Colleges Instagram Page
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