



# **WFU POLICE ACCOUNTABILITY TASK FORCE FINAL REPORT**

## **NOVEMBER 2017**

## **TASK FORCE MEMBERS**

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## **CURRENT STATUS OF CONSULTANTS' RECOMMENDATIONS AND POLICE ACCOUNTABILITY TASK FORCE (PATF) RECOMMENDATIONS FOR FUTURE ACTION**

### **1. TRAINING**

#### ***Consultants' Recommendation:***

*“WFUPD should provide culturally diverse and bias-based training programs for each employee at Wake Forest University Police Department (WFUPD). This training should include unconscious and conscious biases. Wake Forest University has one such program on campus taught by a faculty member who is the Manager in the Office of Diversity and Inclusion. This program should be mandatory and ongoing. The investigation also uncovered similar diversity training on the campus of Winston-Salem State University. This investigation has focused mostly on the WFUPD; however, many persons interviewed felt that other University departments should be required to take this training as well.”*

#### **Current Status:**

**Wake Forest University Police Department (WFUPD) reports the following developments related to training:**

- Supervisors attended the North Carolina Diversity and Inclusion Fall Conference. The majority of the WFUPD attended Unconscious Bias Training provided by Cook Ross.
- Police officers and supervisors attended Biased Incident Response Training by Margolis Healy and Associates. Supervisors and personnel who participated in the Trust Talks attended “Appreciating Differences: A campus racial diversity workshop for campus police and public safety personnel.”
- Supervisors attended Leveraging Diversity to Foster Safe and Vibrant Communities, Winter Intercultural Communication Conference, Race and Crime Lecture by Dr. Jennifer Eberhardt, NC Justice Academy; Verbal Judo Communications Skills for Law Enforcement and Review of Basic Hate Crime Investigation for Law Enforcement, Fair and Impartial Policing Training, presented by Dr. Lorie Fridell and the U.S. Department of Justice. Two Instructors attended Fair and Impartial Policing Train the Trainer class in Kansas City, KS September 2016.
- The Chief, Captain, Sergeant for Special Events, COP Sergeant, Office Manager, and Detective participated in the Wake Forest University Social Justice Retreat.
- The Special Events Sergeant and Victim Advocate attended the Inaugural Racial Justice Retreat. Other supervisors are being scheduled to attend next semester.
- All new Officers are required to complete Crisis Intervention Training (CIT).

- Security Officers and Communications personnel also complete CIT (Crisis Intervention Training)
- Currently the Executive Officer, who has been hired for a Limited Term Position, reviews Officer video interactions, identifies video and other training material, to use for special scenario based training during roll call.
- A new representative assigned to Victim's Support Responsibilities, is being trained, is currently "over-hauling" the program and "refreshing" all digital information.
- WFUPD Co-hosted Procedural Justice Class with Duke University at Elon University. Two WSPD Commanders also attended.
- WFUPD further notes that it is in the process of implementing Lexipol policy, scenario and testing software.
- WFUPD new training coordinator is working with the Office of Diversity and Inclusion to coordinate and collaborate on training opportunities.
- All personnel have completed the Intercultural Development Inventory (IDI) Assessment.
- Major Stormer is completing Career Development Plans for officers, detectives, supervisors and security.
- WFUPD hosted a "Privilege and Bias" Workshop conducted by Dr. Lester Neal, Arizona State University.
- All personnel completed "Surviving Verbal Conflict De-Escalation Training".
- WFUPD is in the process of evaluating, and potentially, incorporating best practices, procedural justice policies into its departmental policies.
- WFUPD is preparing for 2018 IALCEA Accreditation Electronic File review.
- During 2016, WFUPD documented a number of incident involving alleged criminal behavior in off-campus neighborhoods involving or impacting WFU students who resided in these areas. In order to increase patrols, student outreach and response time in areas that were not under the jurisdiction of WFUPD, on September 14, 2016, WFUPD engaged the assistance of off-duty Winston-Salem Police Department officers to patrol and respond to calls in areas designated by the WFUPD, which were in the vicinity surrounding Wake Forest, but outside the jurisdiction of WFUPD.
  - WFUPD reports that the arrangement worked as follows:

- If WFUPD requests one officer from the Winston-Salem Police Department (WSPD) from 5 PM until 5 AM, it is possible for one WSPD officer to work a 12-hour shift, or multiple officers may sign up to work in 4-hour increments.
- The WSPD officers report to the WFUPD at the beginning of their shift, remain in WSPD uniform and use WSPD marked cars or unmarked patrol cars during their shifts.
- WFUPD reports that the services provided by off-duty WSPD officers are not governed by the existing Memorandum of Understanding between the two entities.
- WFUPD reports that WSPD, not WFUPD, maintains supervisory authority of the off-duty officers.

WFUPD reports that off-duty WSPD officers that signed up for shifts (through the WSPD) were not screened by the WFUPD and did not participate in any formal orientation that WFUPD campus police officers attend related to their employment.

***The Police Accountability Task Force (PATF) recommends that the WFUPD:***

- Require every employee of WFUPD who engages with students (including all sworn and unsworn officers) complete the intercultural competency training, or a satisfactory equivalent, part of their on-boarding process or complete the training as part of their field training process by December of each fiscal year.
- Develop a process for ensuring that WFUPD officers receive frequent and consistent training opportunities related to bias, de-escalation and intercultural competency.
- Identify a third party that provides Procedural Justice Training to enhance trust and improve interactions between WFUPD and various campus constituencies.
- In consultation with the WFU community, review and assess the need for requesting the assistance of WSPD to provide additional patrols in off-campus neighborhoods on an annual basis.
- In the interest of transparency, the existence of any agreement between WFUPD and WSPD, or request for additional assistance as described above, along with the areas designated for such patrols, should be made publicly available to the Wake Forest Community.
- In consultation with the WFU community, develop screening and eligibility requirements for off-duty WSPD officers who provide patrol services at the request of WFUPD.

- Refrain from requesting additional assistance from WSPD, as described above, until the eligibility requirements are determined.
  - Such eligibility requirements should take into account the officers' experience, training, certifications, and ability to work with various WFU campus populations.
  - The PATF recommends that off-duty WSPD officers performing patrol services at the request of WFUPD should have completed bias-related training comparable to and consistent with the training now required for WFUPD officers, as well as completion of a session at Wake Forest to orient them to the WFUPD.

## 2. DIVERSITY IN HIRING

### ***Consultants' Recommendation:***

*"Set a goal with specific timetables and metrics to develop innovative approaches to recruitment. Take immediate action to hire additional minorities on the police force. Targeted recruitment of African-American and Latino officers and employees is strongly recommended. Building a more diverse workforce is a strategy that will benefit the entire University. Hiring veteran officers can be beneficial and an asset to the University. However, care should be taken to make sure the officers' experience is one of inclusiveness and professionalism. The Human Resources Department can be a great asset in identifying appropriate personnel."*

### **Current Status:**

Below are the Fall 2017 percentage of racial minorities enrolled as undergraduate students:

#### **Fall 2017 Undergraduate Students**

11.9% Asian  
7.4% Hispanic  
6.9% Black  
2.9% Two or more races  
0.1% American Indian  
0.0% Pacific Islander

Below are the Fall 2016 percentages of racial minorities faculty and staff at Wake Forest:

#### **Fall 2016 Faculty and Staff**

20% Faculty and Staff  
11% Asian  
4% Black  
1% Two or more races  
1% Race unknown

Since the first PATF report released in Spring 2015, the percentage of racial minority in the police department increased from 7.7 percent to 30 percent. Wake Forest University Human Resources reports the following demographics:

60 % White  
20 % Black or African American  
42 % Female  
3.7 % Hispanic/Latino  
3.7 % Two or More Races  
2.4 % Asian  
1.2 % Unknown

WFU retained Spelman and Johnson Consulting Group, a national search firm, to assist with locating a diverse, experienced applicant pool for the Major and Captain Positions. Diverse individuals across the WFU community, including faculty, staff and students, were selected to serve on interview committees of applicants for the Police Department positions. The candidates met with numerous groups who interact closely with University Police. The candidates selected for an on-campus interview gave a presentation that was open to the entire campus community. Each WFU community member participating in the interview process was given the opportunity to provide feedback on each candidate. As a result of these recruitment efforts, Major Derri Stormer and Captain Joe Dixon were hired and both are very experienced in working in diverse communities on college campuses.

Major Stormer is responsible for the management and oversight of the WFUPD Recruitment. Sergeant Finney supports the Recruitment function by coordinating logistics, utilizing Search Committees chaired by Campus Life representatives and composed of other key campus stakeholders. Moving forward, Operations Manager Melanie Hylton will support and coordinate the logistics of the Recruiting function.

Major Stormer developed recruiting materials to actively solicit recent local retirees and attends Basic Law Enforcement classes at various local community colleges as a part of their recruiting efforts. In addition, WFUPD has contacted a local school system to help promote higher education law enforcement as a career choice.

**WFUPD reports the following with respect to Diversity in Hiring:**

- WFUPD reassigned the hiring coordination to the Sergeant responsible for Community Policing who utilizes Search Committees of key campus stakeholders. Search Committees are chaired by representatives from Campus Life and Partners.
- Two recent hires are experienced in working with diverse communities.
- Major Stormer is revamping the WFUPD recruitment with plans of visits to career fairs, BLET classes, university visits, etc. which was scheduled to begin in the Fall 2016.

- WFUPD is exploring options for a person to focus on police recruitment needs and the possibility of developing a recruitment police video.
- WFU Human Resources is assisting with compensation study and salary reevaluation

***The PATF recommends that WFUPD:***

- Review candidate feedback from Spelman and Johnson Consulting Group.
- Review market (salary) data of the sworn officer positions to assist with recruiting efforts. Make necessary adjustments to ensure salaries are comparable to other institutions and Universities in this region.
- Work with WFU Human Resources to develop recruiting materials.
- Use outside search firm to fill WFUPD leadership positions.
- Continue to select diverse individuals across the WFU community who interact closely with WFUPD to serve on interview committees of applicants for WFUPD positions and to assist with the process for selecting new hires.
- Advertise WFUPD positions on diverse sites, publications and locations.
- Periodically review data in the applicant tracking system to see if diverse candidates are applying.
- Utilize IACLEA, as a resource, for best practices in recruiting and hiring a diverse workforce.
- Explore meeting with local high schools to discuss law enforcement in higher education as a great career choice.

### **3. NIGHTSHIFT SUPERVISION**

***Consultants' Recommendation:***

*"It became clear to the investigators that there is disconnect between the wishes of senior police officials and the way those wishes are administered on night shift. Based on comments made by supervisors who work predominately at night, they do not necessarily view themselves as part of management. This can cause problems as these Corporals are managing the department on nights and on weekends. Police Administration must work to include Corporals in management decision-*



*making and to foster a greater sense of management responsibility among the night shift supervisors.”*

**Current Status:**

**WFUPD reports the following with respect to Nightshift Supervision:**

- WFUPD assigned one Sergeant per squad and one Corporal to night shift to reduce the span of control.
- WFUPD explored a 10-hour work schedule, but due to staffing limitations has not been implemented. WFUPD reports that it is exploring other ways to maximize shift coverage.
- WFUPD is currently utilizing an Executive Officer who has been hired for a Limited Term Position as Watch Commander during the search for a Major and Captain. Random unannounced visits have been made on campus, nights and weekends. Unannounced visits are a requirement of the Commander on Call responsibility, during their on-call week. Since January 25, 2016, the Major and Captains have also made unannounced visits.
- When Sergeants or Corporals are absent, WFUPD Sergeants assigned to Specialized Units; Special Events, Communications and Community Policing assist to fill-in gaps in the schedule. WFUPD reports that this has provided more supervision on weekends and peak hours during the school year. Due to gaps in Administrative responsibilities, WFUPD continues to evaluate and refine this model.
- All Corporals, Sergeants, Captains, Majors and The Chief continue to participate in an on-going series of strategic planning sessions that focused on leadership, accountability and information sharing. WFUPD plans to continue these sessions on an annual basis.
- Corporals, Sergeants, Captains, Majors and the WFUPD Chief hold monthly meetings.
- A Corporal vacancy occurred when a night shift Corporal was promoted to Sergeant. The Corporal position was opened to external applicants. A search committee with key campus stakeholders assisted with an assessment center selection process. An internal candidate was selected and promoted to Corporal. As a result of staffing needs for Wake Downtown at Innovation Quarter, two additional Corporal positions have been created. In addition, a Detective was promoted to Corporal.
- In the absence of rotating shifts, WFUPD developed a process that would require senior WFUPD staff to make routine and unannounced visits during night shifts.
- The implementation of the “watch commander” concept recommended by the PATF occurred when the Major and Captain Positions were created. Patrol Sergeants are assigned to work a split shift covering both days and nights.

***The PATF recommends that WFUPD:***

- Continue to monitor options for possible implementation of the 10 hour work schedule.
- Continue to evaluate staffing models that would allow WFUPD Sergeants to be assigned to Specialized Units, Special Events, Communications and Community Policing.
- Maintain implementation of the annual strategic planning sessions focused on leadership, accountability and information sharing.
- Maintain implementation of the watch commander with patrol sergeants assigned to work split shifts.
- Implement a plan to ensure that the off-duty officers hired to patrol and respond to off-campus calls in the vicinity of the University are fully trained regarding the best practices of campus policing and are properly supervised.
- Develop, in consultation with the Police Advisory Board, an orientation and supervision plan for off-duty officers subcontracted to work with WFUPD.

#### **4. BODY CAMERA POLICY**

***PATF Recommendation:***

*“Adopt the revised version of the Body Camera Policy which provides guidance to Officers related to instances in which cameras must be deployed and delineates procedures for storage and usage of footage. If feasible, consider implementing procedures that would delegate the responsibility for downloading video footage to a designated member of the WFUPD at the end of an Officer’s shift.”*

**Current Status:**

**WFUPD reports the following with respect to the Body Worn Camera Policy:**

- The PATF’s Standard Operating Procedure related to Body Worn Camera (BWC) has been updated with several changes from the earlier approved policy.
- Interim Accreditation Manager Officer Pratt is processing BWC footage into Power DMS General Order System, and WFUPC has disseminated the policy to WFUPD personnel.

- WFUPD states that it believes the system meets evidentiary and chain of custody standards because the automated downloading feature has safeguards to prevent edits, modifications and tampering with recordings.
- Officers currently download footage at the end of each shift, and an on-duty supervisor and Sergeant review the footage on the next shift.
- Currently, the Executive Officer, who was hired for a Limited Term position, reviews the system weekly to identify incidents that raise concerns about an officer's conduct as well as to identify video to use for scenario based training during roll call.
- All supervisors review video for supervisory and training purposes.

***The PATF recommends that WFUPD:***

- Conduct a periodic review of the Policy to ensure that it adheres to best practices given the evolving technological advances and complies with applicable state law.
- This periodic review should include community consultation and WFUPD should utilize its relationship with the WFU Police Advisory Board to evaluate the impact the cameras have on the privacy or accountability concerns of campus community stakeholders.

## **5. EVENT MANAGEMENT**

***Consultants' Recommendation:***

*"The use of lounges on campus versus using a large venue has generated much discussion. Activities at the lounges sometimes result in unsupervised parties thus creating an opportunity for heavy and underage drinking. Therefore, we recommend that the administration review this procedure to make sure that all student events are policed in an equal manner. The events held by NPHC organizations are small and they cannot generally meet the required financial responsibility. Additionally, consider reviewing and possibly updating the Large Social Event Management Guidelines. Make sure the students are familiar with the guidelines and have some input since they are directly impacted by these policies. The students have to agree to be held accountable for not exceeding the capacity limits. Adults and police should play a major role in the decision of assigning students to tasks that may be better managed by an adult. This has been a major cause of confusion during events held by NPHC organizations. If a certain number of students leave an event and if capacity has been met, additional students should not be allowed to enter to fill the gap. When capacity is met, that should be the final count whether someone vacates the premises or not. Only the exact number of tickets should be sold to accommodate the capacity limit. Event sponsors should have a mechanism available to determine the authenticity of tickets that have been sold which should eliminate capacity surplus.*

*Developmental Associates further recommends that the University and Campus Police re- institute*

*the major event committee. The purpose of this committee is to communicate with all parties involved and should be held at least seven days prior to the event. A detailed written action plan should be completed and discussed during this meeting. This action plan must address personnel assignments, cost and at least a Sergeant in charge. The Chief of Police or her designee needs to attend this briefing. This meeting does not counter the meeting officers have 30-minutes prior to the event. Corporals are not part of management. They are aligned more closely with field personnel as opposed to management. Officer in Charge of major events should carry at least the rank of Sergeant.”*

*Review procedure concerning the use of campus lounges for unsupervised parties. Consider reviewing and possibly updating the Large Social Event Management Guidelines. Ensure that students have input on these guidelines and are familiar with them.*

*Developmental Associates recommend that the University and Campus Police re-institute the Major Events Committee.”*

**WFUPD reports the following with respect to Event Management:**

- In conjunction with Dean of Students Office of Student Engagement, Police and Security Officers have increased visible presence on the Quad and active monitoring of lounge parties.
- WFUPD created a Sergeant Position to coordinate Special Events and Security personnel. This position collaborated regularly with the Dean of Student’s Office of Student Engagement, Event Resource Manager (ERM) and student organizations to reduce risk and ensure event safety. The Sergeant and Emergency Manager also serve on the campus-wide event planning committee and coordinate planning for large student events. A representative has also been identified and assigned a Resource Officer to support and work closely with NPHC organizations. Corporal James Gravely was promoted to Special Events Sergeant.<sup>1</sup>
- WFUPD participated in Pre-Event Meetings with student Event Hosts and staff to review Event Management Plans. UP member was available throughout events to work with Event Sponsors and ERM staff in the resolution of any concerns.

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<sup>1</sup> WFUPD reports that Sgt. Gravely (UP Special Events) event management role is new and evolving. He continues to brief and develop other UP officers to work collaboratively with ERM staff, and to understand and value the protocols. WFUPD notes that Sgt. Gravely provided training to ERMs about how to conduct Pre-Event Meetings, recognize intoxication and identify other concerning behaviors. ERMs were also provided guidance about when to request assistance from UP. August Vernon, UP/Emergency Manager, provided mid-year training to ERM student staff about crisis response practices. WFUPD also states that Sgt. Gravely is working to develop a systemic method for UP Patrol Supervisors to conduct the first rounds of lounge events with the ERM Supervisor on duty.

- WFUPD increased pre-event planning. Heightened prevention and awareness and monitoring of the lounge parties; WFUPD has decreased certain student behavior and safety risks.
- WFUPD's participated in an Event Planning Committee convened to coordinate planning for large student events and campus traditions (ex: 2015 President's Ball).
- Originally, WFUPD identified and assigned a Resource Officer (Anthony Chambers) to support and work closely with NPHC organizations. Due to staffing limitations, and his responsibilities teaching RAD, WFUPD is recruiting another Resource Officer.
- WFUPD participated in event de-briefing meetings and helped develop ERM Barn and Lounge preliminary protocols.

**The Community Engagement Subgroup of the PATF reports the following with respect WFUPD's efforts related to event planning.**

The Community Engagement subgroup reports that a significant amount of progress has occurred since the publication of the Consultants' Report and that WFUP has been a strong partner in the effort to reform student organization event management practices on campus. Increased pre-event contacts with student organizations, the use of technology, and improved event planning practices have all been important changes. WFUPD security and ERM student staff have increased their presence in the Quad and around events with alcohol held in Lounges. WFUPD reported that they increased presence on the Quad during weekend-evenings through directive foot patrol of police and security officers to more closely monitor events, activity, and support the needs of ERM student staff. When on foot patrol, Officers monitor the Quad and exterior of lounges for intoxicated students entering or leaving events and other risks observed. When incidents are observed, officers respond.

***The PATF recommends that the WFUPD:***

- Continue to increase security and law enforcement presence in the Quad, Subway, and other areas of campus where students are active in the evenings. Students express on-going concern about intoxicated and disorderly conduct in Subway during late night hours. The PATF recommends that WFUPD increase presence in this specific location and address disorderly conduct when it occurs.
- Continue to partner with student event hosts and their advisers before and during events. Additional attention should be given to organizations hosting events with alcohol in lounge spaces on campus.
- Begin participating in Pre-Event Meetings with ERMs aUP should assist with the development of clear protocols when issues of student safety are involved.

## **6. COMMUNITY ENGAGEMENT**

***Consultants' Recommendation:***

*“Communication between the University and Campus Police needs to improve. The Chief of Police and senior staff must open up lines of communication through more Town Hall meetings, Chats with the Chief and other open forums. In addition, it is strongly recommended that Chief of Police hold mandatory quarterly meetings with the entire Police Department. These meetings will provide opportunities to keep the organization philosophy and goals out front and help address potential problems.”*

**Current Status:**

**WFUPD reports the following with respect to its efforts to increase and improve community engagement:**

- The WFUPD reports that it hopes to conduct two full staff meetings per-year and additional section meetings with Security and Communications Personnel. , requiring those absent to review.
- WFUPD Personnel are required, , to attend the three Campus Life Staff meetings each year.
- A UNCG graduate assistant is reaching out to other universities to gather information and budget details for a Citizen Police Academy (CPA) at colleges/universities in North Carolina to expose campus partners to the complexities of campus public safety.
- WFUPD held its CPA during the Spring Semester of 2016. In 2016, there were 18 Graduates and there were 15 graduates in Spring 2017. WFUPD is considering the formation of a WFUPD CPA Alumni Association.
- WFUPD reports that it is exploring the development of a WFUPD Volunteer Service Corps to enlist civilian personnel to assist during large campus events, such as Commencement.
- The WFUPD has established the Deacon Student Patrol (DSP).
- The DSP program is expanding with leadership development and training opportunities; to include Social Media Marketing and developing the “*STAYaWAKE*” Off Campus safety education.
- In addition to coordinated activities with Residence Life Staff and Faculty Fellows, Resource Officer Community Policing initiatives have focused on First Year Residence Halls to purposely build and cultivate relationships. Expanding the “Coffee with a Cop” events have increased the number of brief, casual, low stress opportunities for Officers to interact and make connections.

- Monthly “Chat with Chief” events have grown in size and diversity in student attendance. September’s event at Zick’s had a great mix of students, including students of color, international students, residential and commuter students, Greek and non-Greek, athletes, members of the LGBTQ community, student tour guides, etc.; some faculty and staff have also attended. Some students have become regular attendees.
- The objective for the programs referenced above is to have brief positive interactions in a low stress environment. In addition to multiple special speaker requests, Officers also interacted with 320 students who take Rape Aggression Defense (RAD) classes, all 100 Health & Exercise Science students, and participated in Professor Dovico’s freshman seminar class, “Debate Like a Champ”.
- Officers attended the Thrive event on Magnolia court, participated in the Community Forum, engaged with students at puppies and popsicles Thrive initiatives and the World Cultural Festival. Chief Lawson and representatives from WSPD Command Staff attend Professor Melissa Harris-Perry Political Science Class.
- Student Government (SG) has been willing to support the initiative, although students who were involved in the Spring ’15 Trust Talks had limited time to commit to organizing Fall ’15 Trust Talks. Two members of SG Executive Board attended WSSU Trust Talks with WFUPD to observe their effectiveness and to generate ideas for the next WFU Trust Talk.
- Major Stormer partnered with the Intercultural Center to host a Mini-Trust Talk in the Spring Semester 2017.
- WFUPD and WFU students participated in the Winston Salem Collegiate Trust Talks with WSSU, Salem College, UNC School of the Arts and Forsyth Technical Community College, Spring Semester 2017.
- Additional Mini-Trust Talks with the Intercultural Center, Residence Life & Housing and Faculty Fellows are being planned for Fall Semester 2017.

### **The Community Engagement Subgroup**

In collaboration with the Police Advisory Board, the PATF Community Engagement subgroup of the PATF held two focus groups this spring with students to gain a better understanding of how students perceive WFUPD, how they perceive safety on campus and how they think communication with WFUPD could be improved. Results from these focus groups indicated that some students (especially white students and white men in particular) feel safe on campus and have experienced a positive relationship with UPD. Other groups of students (women and students of color in particular) cited concerns about police competency, police bias, and structural inequities within the party and event management system.



Seven students attended a focus group held on March 14, 2016, facilitated by members of the Police Advisory Board. While the PATF desires to summarize their responses in the spirit of transparency, we believe that a small sample size may not accurately reflect either favorable or unfavorable critiques many members of the Wake Forest Community may have had regarding the WFU Police Department.

During the focus groups the facilitators posed the following questions:

1. What have your interactions been with WFUPD?
  2. Do you feel safe on campus? Why or why not?
  3. If you were in a situation in which you felt unsafe, what would you do? Are you familiar with reporting options?
  4. Do you feel safe in your interactions with University Police?
  5. Have members of the group you represent voiced other concerns regarding University Police or policing practices?
  6. What is your assessment of the steps that have been taken [to respond to student concerns]? Are they appropriate, useful, relevant to campus concerns, etc.?
  7. What is the best way of communicating these changes to the campus community, especially the student body?
  8. What recommendations do you have for the PAB moving forward?
- Based on the responses, the Community Engagement Subgroup developed the following observations. The Community Engagement Subgroup reported that students continue to feel distrust of WFUPD and express great reluctance to call on them in times of crisis. They are frustrated by ongoing inequities in policy and practice (and discrepancies between the two), especially regarding oversight of IFC spaces. They are concerned about the safety of certain physical spaces on campus. They want to see greater awareness of and sensitivity to the issues of sexual assault, exemplified in a campus culture that is explicitly anti-rape (going beyond standard admonitions to women to protect themselves). While recognizing the importance of building community through relationships, they remain deeply committed to seeking systemic change. They hope to see greater transparency and consonance between administrative language and practice.
  - Conduct broad surveys (or include in current surveys) questions that seek to gain a better understanding of how WFU community stakeholders view their relationship.
  - Disseminate a Community Survey.
  - Continues to monitor data collected as part of the ID Check category that began in 2015.
    - In 2015, WFUPD also added an ID Check category to its data tracking process to address the disproportionate number of times the police department stopped African American students in our community.
    - WFUPD data demonstrates that the number of field stops made in 2015 involves fewer stops of African-American students relative to their white counterparts.
    - WFUPD submitted to the PATF its field stop data for 2017 which is attached in Appendix A.
    - WFUPD publishes its arrest data at <http://police.wfu.edu/files/2017/03/Arrests-2016.pdf> and submitted the arrest data for 2017 at Appendix B.



- Conduct a meeting that includes senior WFUPD leadership to discuss the identification data tracking reports more thoroughly, as well as to better understand how stops and why stops are made, and how these reasons are recorded, as a means to protect against unconscious bias.
- Continue to increase security and law enforcement presence in the Quad and other areas of campus where students are active in the evenings.
- Continue its relationship with the Police Advisory Board to develop ideas about (in)effective and (in)efficient . Demonstrate the professionalism behind law enforcement work and the challenges associated with community policing.

Develop opportunities for increased social interaction between Police and students to increase the level of trust and understanding on both sides (e.g., athletic competitions).

### **Information Supplement for Event Management**

Prior to the event date, student organization's Event Hosts attend an Event Planning Meeting with staff in the DOS/Office of Student Engagement. An Event Planning Form is utilized communicate relevant campus policies, insure appropriate staff/offices are notified and involved in the planning process, and to identify and manage risks. The Five dimensions of risk (Physical Harm, Emotional Harm, Reputational Harm, Financial, and Property) are explored to identify risk mitigation strategies for the event. This conversation results in the creation of an Event Management Plan.

ERMs are student employees that work for the DOS/Office of Campus Programs and Services. The role of an ERM is to assist student organization Event Hosts with successful implementation of an Event Management Plan. ERM's engage in low risk interventions by identifying concerns before they become high risk situations. After identifying a concern, ERM staff are trained to bring the issue to the attention of a student Event Hosts to ask for their intervention. ERM's are trained to ask for assistance from law enforcement if a high-risk situation exists. ERM's document all concerns and positive interactions so that the information can be discussed with student Event Hosts post-event in the Office of Student Engagement.

ERM's have instituted consistent practices at all student organization events, including: a pre-event meeting, consultations during events and a brief post event meeting after the event's conclusion. In 2015-16, ERM's expanded their presence and role at lounge parties to include: pre-event meetings, two-three contacts with event hosts and a rotation to ensure that the event closed on time.

In Fall 2015:

- The Office of Student Engagement held **50 Event Planning Meetings** with student event hosts

- ERM's supported **63 student events** and worked **450 evening hours** (between 7 PM – 2 AM, Wed - Sat.)

## Appendix A

### FIELD CONTACT 2017

CASE_ID	FCDATE	RACE	SEX	AGE	STREET
201700472	01/01/2017 11:05:00	B	M	17	THE BARN
	02/19/2017 02:16:00	W	F	18	LUTER HALL
	03/30/2017 12:59:00	W	F	47	FARRELL HALL
	04/30/2017 19:35:00	W	F		BENSON CENTER ROOF
	06/14/2017 12:02:00	W	F	59	FARRELL HALL
	10/02/2017 00:14:00	W	M	19	POLO RD
	10/03/2017 17:15:00	W	M		REYNOLDS BLVD
	10/05/2017 17:55:00	W	M	63	ALUMNI HALL

## Appendix B

### 2017 Arrest Data

*Wake Forest  
University Police*



<u>Date</u>	<u>Report #</u>	<u>Affiliation</u>	<u>Race</u>	<u>Sex</u>	<u>Age</u>	<u>Charge</u>
1/20/17	201700089	S	W	M	19	OVERLOADED VEHICLE, M
2/8/17	201700201	NA	B	M	28	COMMUNICATE THREATS, M
2/13/17	201700231	S	W	M	23	LARCENY/MISDEMEANOR, M
2/18/17	201700260	S	A	M	19	PARKING-HANDICAPPED, M
2/18/17	201700260	S	A	M	20	PARKING-HANDICAPPED, M
3/17/17	201700379	NA	B	M	25	BREAKING OR ENTERING-FELONY, F
3/25/17	201700421	NA	W	M	17	UNDERAGE POSSESSION, M
4/16/17	201700555	S	W	M	19	PWMSD CONTROLLED SUBSTANCE, M
4/24/17	201700572	VIST	W	M	43	PEEPING, M
4/25/17	201700316	S	W	M	19	TAMPER WITH FIRE EQUIPMENT, M
4/26/17	201700421	NA	W	M	17	UNDERAGE POSSESSION
4/26/17	201700586	S	W	M	22	VIOLATION OF CONTROLLED SUBSTANCE AC
5/9/17	201700626	NA	W	M	73	LARC BY EMPLOYEES, F
6/1/17	201700718	NA	B	M	15	MV Theft - All Other Mv, F
8/6/17	201700847	S	B	M	22	VIOLATION OF CONTROLLED SUBSTANCE AC
8/18/17	201700872	S	A	F	24	ASSAULT-SIMPLE
8/29/17	201700926	NA	W	M	66	TRESPASSING, M
9/29/17	201701182	NA	W	F	17	UNDERAGE CONSUMPTION, M
9/30/17	201701180	NA	W	M	68	OVERLOADED VEHICLE
10/28/17	201701347	S	W	F	21	HIT & RUN
11/19/17	201701511	NA	W	M	18	UNDERAGE POSSESSION

Appendix B cont.



