



A HOLISTIC PLAN FOR CAMPUS PUBLIC SAFETY AT PORTLAND STATE UNIVERSITY



STEPHEN PERCY
INTERIM PRESIDENT PORTLAND STATE UNIVERSITY

A Holistic Plan for Campus Public Safety at Portland State University

The Portland State campus is located in a thriving city of 650,000 people. Every hour of every day at PSU, thousands of students, faculty, staff, citizens and visitors travel on and off the campus. With 50 buildings spread over 50 acres, PSU is interwoven with downtown Portland. The vibrant city, and the diverse people and ideas it attracts, make PSU an environment of innovation and opportunity.

PSU is also an environment with complex safety needs. Protecting and caring for the individuals on our urban campus goes well beyond the abatement of crime. It encompasses emergency preparedness, risk management, traffic control, and much more. The PSU community has for several years vigorously discussed the safety of our community. The continuous and ongoing review informs and expands our community's understanding of campus public safety.

Above all else, PSU is a place of learning, and learning is a shared responsibility requiring shared commitment and respect. During the last 15 months, following the profoundly tragic death of Mr. Jason Washington, our campus has held a wide-ranging conversation about safety. We learned that safety does not mean the same thing to every person. Safety does not *feel* the same way to every person. The reasons for these disparate perceptions of safety are well researched and documented. They are all valid. And they are all worthy of our respect.

Our approach is guided by one prominent finding from our reflection. In our learning community, public **safety must be a shared responsibility**. Community safety is a human endeavor. We all have a role to play, and it is this collective participation that creates the energy, assets, and behavior needed to produce safety and advance security.

The foundations of a safe community are equity, transparency and human dignity. Truly safeguarding our campus requires that we fully realize PSU's commitment to equity. Goal 4 of our Strategic Plan reminds us to "ensure a campus climate that welcomes all students, employees, and community partners." Racial and social inequities must be identified and, through collaboration, resolved. Every day, citizens of our learning community experience or encounter public health emergencies, such as homelessness, food insecurity, addiction, and mental health crises. Addressing these varied challenges – creating a welcoming climate – requires a steadfast commitment to human dignity.

The campus public safety approach described in this document is offered as the next step to advancing our ethos of caring, equity and dignity for all. The approach is based on learning, continuous improvement, and candid assessment. Assessment and feedback is intended to guide – even challenge – our practice.

On our campus, we are always learning from one another and embracing innovation. As we continue to reform and refine our public safety function through ongoing inquiry, we must share what we learn – we must let knowledge serve the city.

BACKGROUND ON PUBLIC CAMPUS SAFETY AT PSU

In 2013, University leaders and community members began intensely studying and discussing how to keep the campus safe. That year, the **Task Force on Public Safety** concluded that "limitations on CPSO (Campus Public Safety Office) authority, jurisdiction and capability are the most concerning safety issue

on campus.” The Task Force also argued that “the most ideal campus safety staffing model is one that allows PSU access to dedicated professionals, who are part of the PSU ethos and community, who have sworn officer status.”

At the same time, an outside consultant concurred with the Task Force’s conclusion and recommended that the university consider creating a “dedicated, fully sworn campus police department.” Among the data points cited was a five-year study of arrests on the PSU campus, which found that 81 percent of people arrested on campus were unaffiliated with the university, 41 percent of whom had at least one prior arrest for a violent crime and 14 percent of whom had a history of criminal activity involving the use of a weapon.

In early 2014, the Board of Trustees established a **Special Committee on Campus Public Safety**, to gather public input on the concept of establishing a PSU police unit with sworn officers. The Special Committee also consulted with the Oregon State Police, the Portland Police Bureau and the Oregon Health & Sciences University Police. All were unable to provide the needed police services to the university. The Special Committee approved a Board of Trustees resolution authorizing the university to commission sworn police officers.

In December 2014, the Board of Trustees authorized a campus public safety office (CPSO) consisting of both police officers and public safety officers and created an **Implementation Advisory Committee for Campus Public Safety (IAC)** to recommend strategies for moving forward with a new model of campus policing. The IAC included faculty, staff, students, unions, and campus programs and academic units whose disciplines related to public safety and student life. The IAC report was the basis for a PSU management implementation plan (MIP), which was provided to the Board of Trustees. The MIP was a blueprint for the policies, practices, recruitment, training, and oversight necessary to establish a police department appropriate for a large urban university. The recommendations were intended to build a campus safety unit “based on an ethos of trust and care and a mission of ensuring safety for everyone and upholding the values of equity, diversity and inclusion.”

In June 2015, the Board gave final approval to the implementation plan and established an oversight committee, which consists of a broad swath of campus representatives and two community members, and considers overarching public safety policy issues.

TRAGEDY PROMPTS REFLECTION AND REVIEW

On June 29, 2018, armed CPSO officers fatally wounded Mr. Jason Washington. The tragic death of Mr. Washington shook the PSU campus to its core. It prompted the University to reexamine campus safety systems. One aspect of this was a top to bottom review of the CPSO and other aspects of the university’s safety and security programs, including all the information considered in the 2014 decision to establish a sworn police force. The campus community continues to mourn the death of Mr. Washington.

Following the tragedy, PSU retained **Margolis Healy and Associates** (Margolis Healy) to conduct the comprehensive review. Margolis Healy looked at CPSO’s campus safety strategy, organizational structure and climate, training, community policing and community engagement initiatives. In the course of the work, nine listening forums were held across the PSU campus.

In February 2019, Margolis Healy released its **Public Safety Management Study and Safety and Security Program Assessment for Portland State** (the Margolis Healy report). The report made 115 recommendations related to campus safety policies, practices, training, recruitment, hiring, facilities and technology. These include the continued development of a hybrid force that would retain sworn and armed officers and, more specifically, that would build its ranks of highly trained, non-sworn officers. The non-sworn officers would provide primary patrol and community policing.

The university administration studied and began to implement many of the recommendations, including training all CPSO officers in bias-free policing, de-escalation and crisis intervention and reaching out to the Homelessness Research & Action Collaborative and the City of Portland Joint Office of Homeless Services for partnerships.

A full list of the recommendations will be available on the President's web page.

In May 2019, former PSU President Rahmat Shoureshi appointed a **Review and Response Committee** to develop an action-based response to the Margolis Healy report that built on previous work and reflected perspectives from communities and constituencies that were absent from earlier reports. After gathering input, the Review and Response Committee recommended that the university elevate safety to the level of strategic importance; rebuild trust and promote healing; take evidence-based actions and be transparent. Specifically, the Review and Response Committee highlighted "promising practices" for the university to consider.

- Train students to monitor campus in pairs;
- Share more information with the campus through a social media and communications strategy that lays out timelines, authority, best practices and emerging problems; and
- Request special legislative funding for public and campus safety.

In June 2019, members of the **University Public Safety Oversight Committee (UPSOC)** prepared a memo in response to the Margolis Healy report. The committee supported recommendations to change its reporting structure and enhance its oversight of use of force incidents.

FUNDAMENTAL GUIDES FOR MOVING FORWARD

Campus public safety is an area of starkly divided opinion, deeply held views, and public controversy. The diverse perspectives, opinions, and attitudes about campus safety in general, and about arming campus police officers in specific, have been provided in the efforts described previously in this document. There is substantial evidence that concerns about public safety, including but well beyond the sworn officer question, run deep on campus. Some members of the campus community feel unsafe with the presence of armed officers; others are concerned that there are insufficient armed officers to provide a safe and secure environment. Resolving these differing views requires new approaches to campus public safety and must be centered around our common values. Resolving these differing views requires new approaches to campus public safety and must be centered around our common values of equity, transparency and human dignity.

The Review and Response Committee offered guidance for moving forward. It concluded that public safety is multi-faceted and complex, and that public safety must be elevated to the level of a strategic, core importance. The report acknowledges that a strong sense of safety is important to learning, employee satisfaction and community reputation. The team made it clear that creating a safe

environment requires a deep understanding of risk and vulnerability and noted that we have inappropriately framed the campus public safety issue as a binary choice: to arm or to disarm. The team advanced the concept that we must create a campus that is safe for all, adopting a holistic, multi-pronged approach to our efforts to maintain a secure campus.

CORE VALUES

PSU Campus Safety 2020 is based upon the following values:

- *Make Security a Responsibility of All of Us* – Creating a safe environment is not the job of a limited set of individuals with “security” or a related phrase in their title. Instead, a truly safe environment is created when all members of a community participate. Examples of participation include taking protective actions, reporting concerns about safety to staff, coordinating and providing training to security personnel, reporting suspicious circumstances to appropriate authorities, and providing mutual care and support.
- *Elevate Strategic Importance of Public Safety* – As a campus, we must make safety issues a core part of our strategic mission. The Review and Response Committee reminded us to think “big” about public safety, to expand our thinking to include risk and vulnerability, and to address the factors that lead to danger and harm.
- *Advance Equity* – Fundamentally, the benefits of safety and security must be made available to all members of the campus community, consistent with PSU’s Strategic Plan. Our work must be grounded in safeguarding human dignity and eliminating all forms of discrimination.
- *Create a Safe Environment* – PSU is committed to creating and sustaining a campus environment where all members of the campus community feel safe in all dimensions of campus life.
- *Encourage Healing, Trust and Respect* – It is critical that PSU build and maintain trust between members of the campus community, campus leadership and the varied people across the campus who have responsibility to maintain a safe environment.
- *Exercise Oversight* – The actual and potential application of campus safety actions and policies represent a critical dimension of overall university life. The power to arrest, retain or subdue individuals perceived of violating relevant laws and policies is so vital to our liberty and freedom that it is important to execute oversight and review to ensure that individual rights are protected and that police power is exercised consistently and only to the extent necessary to protect peace and safety.
- *Provide for Ongoing Professional Development* – Innovation and knowledge of new trends or best practices in campus safety are most likely to occur if those engaged in security are committed to and supported in ongoing professional development.
- *Promote Communication and Transparency* – Safe, trusting environments are advanced through communication and transparency. The community can participate in its own safety only if it is consistently informed of threatening situations and plans to respond to such situations.
- *Engage in Continuous Learning* – The conditions that challenge a safe environment are not static. Maintaining safety requires constant reflection, analysis and innovation. At PSU, we are

innovators and must extend that spirit to campus public safety, learning from our experiences in order to advance overall public safety and security.

ELEMENTS OF A COMPREHENSIVE CAMPUS SAFETY PROGRAM

Establishing and maintaining campus public safety at a university that is located in the midst of urbanized community requires an integrated system of components that together advance safety, including a range of unarmed first responders. PSU needs a comprehensive system of strategies that enhance measurable safety from harm, feelings and perceptions of safety, and confidence in a campus safety system that compassionately supports all members of the PSU Community. The comprehensive system outlined below and its core elements are intended to create as safe a campus as possible.

CORE ELEMENT 1: Everyone Has a Role to Play in Campus Public Safety

Creating a safe and secure urban campus requires that everyone participates. Providing safety is not the job of a few people who wear uniforms. Instead, all members of the campus community have roles, including:

- Reporting suspicious circumstances to CPSO;
- Understanding the difference between a situation requiring an emergency response and one requiring alternate interventions;
- Reducing or eliminating opportunities that increase risk of being a target and crafting a personal schedule with safety in mind;
- Securing personal property to make it less prone to theft;
- Adhering to campus rules and policies related to security;
- Follow protocols to alert PSU C.A.R.E. Team when there are concerns about student mental health or emotional well-being;
- Identify opportunities across campus, within academic and administrative units, to teach and learn tools such as conflict resolution skills, equity training, racial justice, bystander intervention and de-escalation skills.

Action Plan: Campus leadership, working with the University Public Safety Oversight Committee and the Campus Public Safety Office, will promote the premise that maintaining a safe and respectful environment is a responsibility we all share. It will call attention to the ways that individuals can contribute to overall public safety.

CORE ELEMENT 2: CPSO Staffing

Several types of employees will operate from the Campus Public Safety Office to advance campus safety and security.

Part 1: Student Safety Ambassadors

Overall campus safety can be advanced through the addition of a new element to the security system: student safety ambassadors. This strategy was recommended by the earlier Implementation Advisory Committee and, more recently, by the Review and Response Team.

Role in Campus Public Safety: Ambassadors will serve as a first point of contact and community presence. As part of their functions, ambassadors will meet and have conversations with many types of people on campus—including faculty, staff, students and administrators along with community partners, senior adult learners, and others who participate in campus life or use university facilities. Ambassadors can provide general information related to campus operations and will be available to quickly alert campus safety personnel to concerns from students, faculty or staff or to emergencies. Their apparel will clearly identify their role and, and they will NOT engage in campus public safety activity or intervention. Ambassadors will be equipped with radios to report any incidents or potential for such to the CPSO office. They will interact daily with the CPSO staff and share what they have learned about safety concerns through their interactions with people on campus. Representatives from the Ambassadors will also report back to the University Public Safety Oversight Committee on a schedule determined by UPSOC.

Action Plan: A minimum of 10 Ambassadors, will be recruited from PSU's student body. Recruitment will emphasize selecting Ambassadors that reflect the overall diversity of the PSU student body.

Ambassadors will be paid a minimum of \$15/hour and will receive extensive training to support their work. Always working in teams, the Ambassadors may serve as escorts to students and others who may wish support as they move about on campus during evening hours. Student safety ambassadors will work during the weekday and evenings and may join other elements of the campus safety system to support specific events on campus.

The University Public Safety Oversight Committee will be asked to cooperate with CPSO in designing a recruitment process that will be complete by November 15, 2019. Recruitment of Ambassadors will begin after that date, followed by selection of recruits and provision of training. Student Safety ambassadors will join campus safety operations early in the Winter Term.

Part 2. Campus Public Safety Officers

Campus Public Safety Officers who conduct their safety work without weapons will operate as a critical element of PSU's overall security system.

Role in Campus Public Safety System: Non-sworn Campus Public Safety Officers may respond to the many calls for service that do not initially indicate a need for the exercise of sworn police authority at PSU. Non-sworn officers provide the highly visible presence PSU needs given its location in an urban environment. They contribute to community-based policing by facilitating CPSO's engagement with the community and developing partnerships with individuals, departments and agencies on and off campus.

Action Plan: Recruit six new campus public safety officers to expand the number of such officers in the overall campus safety system. This will expand the ranks of unarmed responders from the current level

of four to a minimum of 10, marking a 150% expansion. As these officers are hired, they will immediately begin training following the outline of training topics present in Core Element 3 consistent with the CPSO Chief's training schedule.

Recruitment is currently underway with the intention of hiring these new staff and starting them on the job as soon as possible, consistent with training requirements and expectations.

Part 3: Campus Police Officers

In 2014, the PSU Board of Trustees authorized PSU's President to expand PSU's campus public safety system by adding some personnel trained and certified to exercise full, sworn police authority. These officers will continue to operate as part of a three-pronged personnel system.

Role in Campus Public Safety System: Providing public safety on an urban campus requires that the overall system has capacity to perform a variety of enforcement, investigation and intervention activities that can only be performed by sworn police personnel. These activities include, but are not limited to,

- Community caretaking authority to make emergency entry;
- Intervening and de-escalating violent crises;
- Arresting authority as provided by the state;
- Acting off-campus grounds to investigate crimes;
- Investigating sexual assaults;
- Using emergency aid entry authority;
- Responding immediately to active and on-going threats of violence;
- Practicing 21st Century Policing concepts and principles; and
- Receiving public safety training and certification from the Oregon Department of Public Safety Standards and Training.

At the time of planning for a sworn police unit, campus leaders explored the possibility of obtaining police services from other local police agencies, but none was able to provide for the needs of PSU. Over the last year PSU reviewed the decision to operate our own police department rather than have it provided as a service. The ability to retain a law enforcement office centered on our mission and values and integrated into our campus community is important to effective campus safety.

Action Plan: Sustain recruitment efforts to hire enough police officers to maintain an industry standard minimum coverage level defined as the capacity for CPSO to have two police officers and a supervisor on duty 24 hours a day, seven days a week. In recent times, recruitment is a slow process with many law enforcement agencies facing personnel shortages and recruitment challenges. We continue our efforts to hire personnel to reach the level of adequate coverage.

As police offers are hired by CPSO, they will commence training—both training required under state law and specialized training identified for PSU's officers, following a plan originally developed by the Implementation Advisory Committee and subsequently expanded in this plan. The CPSO Police Chief will be responsible for developing a training plan as outlined in detail in Core Element 3.

Recruitment for CPSO police officers is underway. Training for new recruits will begin as appropriate to onboarding into the organization. Training for existing officers will continue and follow the training schedule designed by the Police Chief in consultation with UPSOC.

CORE ELEMENT 3: CPSO Personnel Training

The report of the Implementation Advisory Committee (IAC) identified an extensive set of trainings for campus police officers and campus public safety officers “based on an ethos of trust and care and a mission of ensuring safety for everyone and upholding the values of equity, diversity and inclusion.” The same report outlined an extensive set of trainings focused on a variety of topics including harassment, micro-aggressions, mental health awareness, disability and religious awareness, de-escalation techniques, and non-lethal force training.

This plan’s requirements of training adhere to the IAC plan and call for training in the following topics, utilizing, to the extent possible, knowledge and expertise on campus and within our local community (See Appendix 1):

1. PSU discrimination, harassment, Title IX, sexual assault response, professional standards of conduct, C.A.R.E. Team training;
2. Oregon’s history, micro-aggression, unconscious bias and mindfulness;
3. Mental health awareness;
4. Individuals with disabilities awareness;
5. Veterans awareness;
6. LGBTQ awareness;
7. Religious awareness;
8. International students and staff awareness;
9. De-escalation techniques; and
10. Of primary importance, and immediate and ongoing attention, is training in de-escalation techniques designed to minimize the need for the use of any type of force.

In addition to the topic areas noted above, an additional is added:

11. Housing Insecurity and Homelessness.

PSU’s Homelessness Research and Action Collaborative (HRAC) will be asked to provide this training, possibly in partnership with other relevant knowledge and training resources in the greater Portland area.

Action Plan: Many of the specific training recommendations made in the Margolis Healy report are already implemented with current CPSO personnel. The CPSO Police Chief shall be responsible for developing a detailed training plan for student safety ambassadors, campus public safety officers and sworn officers consistent with state law and with the training topics identified above. At the start of the fall term of each academic year, the Chief will submit the training plan for all CPSO personnel to the University Public Safety Oversight Committee for review and feedback. UPSOC feedback will be reviewed by CPSO and university leadership and adjustments will be made to the training plan and schedule where warranted.

The Police Chief shall be responsible for maintaining detailed records on the specific trainings held and the training received by each police officer, each campus public safety officer, and for student safety ambassadors as a group. Using these records, during each summer following the end of the Spring term, the Police Chief shall provide a report to UPSOC, the Vice President for Finance and Administration and

the University President for review. To ensure transparency, the report will be published to the PSU website.

CORE ELEMENT 4: Mental Health Awareness and Response

In recent years, we have learned that many disruptions on our campus come from people who are experiencing dire physical, social, and emotional conditions or who lack basic shelter and food. They involve minimal or no unlawful conduct. Our responses to them should be informed by best practices and reflect our campus commitment to human dignity for everyone.

For our students facing crises, we will continue to offer a range of services, as we have for over a decade. Limiting campus public safety engagement or identifying opportunities to partner with others to provide humane and caring responses may improve outcomes, reduce the likelihood of escalation, and preserve CPSO resources.

Role in Campus Public Safety System: As described in Core Element 3, all CPSO team members will be extensively trained in mental health crisis response and working with individuals experiencing homelessness. In instances in which students are facing mental health crises, CPSO will implement protocols established in cooperation with the PSU C.A.R.E. Team in the Office of the Dean of Student Life. The C.A.R.E. Team offers proactive, supportive services focused on:

- Coordination of resources, information, services, and campus support networks;
- Assessment of risk, threat and well-being;
- Response to concerning behavior, student distress, campus community crisis and wellness concerns; and
- Education of the university community to create and maintain an ethos of care.

Response protocols include comprehensive threat assessment procedures and a system for triaging services. For more than 10 years, CPSO and the C.A.R.E. Team have worked in close collaboration to support students in connecting to campus and community resources that will best address their needs.

In all crisis situations, CPSO will respond with care and respect for the human dignity of the person they are assisting. While mental health and counseling resources available through the PSU campus are dedicated to serving student mental health needs, the university is committed to exploring partnerships with other metro-based agencies, community partners, and higher education organizations to identify innovative strategies for medical and public health response resources that can be called upon as first responders, in lieu of law enforcement, to low risk incidents.

Action Plan: We are dedicated to working with campus and community partners to find new ways to minimize the need for campus public safety response and maximize a health-care informed response. The Chief of Police and the Dean of Student Life will partner to expand the connectivity between CPSO and the C.A.R.E. team. We will also look at other successful models in use on other urban campuses and explore the possibility of cooperative agreements with local partners, including the City of Portland and Oregon Health Sciences University, to provide coordinated care response.

CORE ELEMENT 5: Expanded and Enhanced CPSO Oversight

A critical component of this holistic approach to campus public safety is an ongoing and comprehensive oversight system that is independent of CPSO. The University Public Safety Oversight Committee (UPSOC) was established when PSU commissioned sworn police officers in 2015. Since that time, UPSOC has primarily operated as an advisory body with limited access to the information and resources it needed to perform a true oversight function.

The role of UPSOC will be strengthened and clarified in a revised UPSOC Charter. A draft has been developed and will be shared with UPSOC for its input in the next week. Some critical elements in strengthening UPSOC's oversight authority include:

- Instituting a new reporting line for UPSOC directly to the President and giving regular access to the President as needed;
- Providing UPSOC with clear authority to review investigatory and other records as needed to perform its oversight function;
- Significantly increasing training for UPSOC members from experts on and off campus to enhance their capacity to exercise independent oversight;
- Requiring the University administration to respond to UPSOC recommendations and provide an explanation for any that are not implemented; and
- Ensuring transparency by making all UPSOC reports and recommendations – and the University's response – public on UPSOC's website.

In addition, UPSOC will continue to play an active advisory role with CPSO regarding policy review, personnel recruitment and hiring, and training requirements.

UPSOC shall develop and apply an **equity lens** in its planning, recommendations, and oversight to advance overall campus safety.

Action Plan: The draft UPSOC Charter will be shared for review and feedback immediately. UPSOC will exercise its enhanced authority immediately upon adoption of the Charter.

CORE ELEMENT 6: Safety Infrastructure and Technology

The Margolis Healy report noted that when creating plans for public safety there was “very little consideration given to physical security and the role it plays in creating a safer campus, as well as providing a feeling of security to its students, faculty, staff and advisors.” This plan purposely adds elements of physical infrastructure related to safety, communications and technology.

Action Plan: PSU will advance its infrastructure and technology for public safety and security. Actions to strengthen the campus infrastructure to advance public safety being developed or implemented include:

1. Enlarging and updating the communication/dispatch center in CPSO along with an upgrade of radios;
2. Modifying the CPSO Office to include a new interactive scenario training system;
3. Adding mobile data computers to campus police vehicles;
4. Transitioning the PSU Alert System from Blackboard to Rave for an improved interface and integration with campus social media; and
5. Enhancing lighting around campus.

Using funds already dedicated to supporting campus safety, CPSO will hire a Campus Physical Security Manager who will be a key member of the CPSO team. Among the first tasks of the Campus Physical Security Manager will be developing a plan for expanded use of cameras on campus, reviewing the current locations of emergency blue lights on campus, and developing a plan to install more lights.

CORE ELEMENT 7: Building Access Control

Urban universities often struggle with the issue of building access. On the one hand, wishing to demonstrate strong community engagement, universities endeavor to keep their buildings open to campus and community users. On the other hand, open access increases public safety concerns.

PSU is actively reviewing access to each of our buildings and working collaboratively with users, in consultation with UPSOC. Where students and staff work late in the evening, where there are chemicals requiring careful storage and use, and where we have expensive equipment, we have moved exclusively to 24/7 access control—which requires a campus identification card to secure entry. PSU seeks to be respectful of all people who use our buildings. We must be sure as we are considering building access policies that we view any changes with our equity lens.

Action Steps: The campus will work with leadership and building users to create individualized building access plans that balance openness with campus safety. The university has undertaken an inclusive and deliberative review of access and security, in particular to the Millar Library and Smith Student Union and is considering additional access control over the next academic year.

CORE ELEMENT 8: Formal Review of This Plan in Three Years

Providing campus safety and security for a large, urban campus is a challenge with frequently changing dynamics. Learning, continuous improvement, and candid assessment are critical to maintaining a safe and respectful community. The core elements above identify many places where assessment and feedback is intended to guide – even challenge – practice and to embrace innovation. A deep commitment to ongoing and engaged inquiry is the bedrock of responsive, innovative campus public safety and security.

Regular ongoing assessment will be buttressed with formal reviews every three years. This assessment will be comprehensive, informed by data (including a survey of all parts of the campus community, partners and the local community), informed by best and emerging practices, guided by an equity lens, and intended to provide a candid set of recommendations about the full range of campus safety operations. Such assessment will allow us to measure fidelity with this plan, identify relevant changes to the elements of campus safety and their interaction, and make changes to further advance safety.

Action Plan: The University Public Safety Oversight Committee will craft a comprehensive assessment plan for campus public safety, including key questions to guide assessment, data collection strategies and methods, plans for stakeholder participation, and an estimated budget to support assessment work. The plan will be submitted to the Vice President for Finance and Administration, the CPSO Police Chief and the University President. It will be shared with the Vice Presidents of each administrative unit on campus, the Faculty Senate, the Associated Students of Portland State University, the C.A.R.E. Team and other relevant groups for comment and feedback. Transparency is critical to trust, and the report will be publicly available and posted to the university webpage.

CONCLUSION

The holistic approach to campus public safety described in this report draws upon over five years of continuous introspection, review and reflection. Each of the core elements emanates from that work. It is not a starting point or an endpoint. It is a step in our ever-changing and ever-improving commitment to promoting a safe, caring, respectful and accessible environment that celebrates our differences and cultivates our collective faith in the transformative power of education and research.

Appendix 1: CPSO Personnel Training

Table 1. PSU Discrimination, Harassment, Title IX, Sexual Assault Response, Professional Standards of Conduct, CARE Team Training

Subject	Timing	Potential Instructors	Recommended Frequency
PSU’s Creating a Culture of Respect Learning Module	Pre-Academy	Online Module	Once
PSU Policy Review (Prohibited Discrimination and Harassment, Disability and Religious Accommodation, Consensual Relationship Policy)	Pre-Academy	Office of Equity and Compliance	Once and repeated annually
Professional Standards of Conduct	Pre-Academy	Human Resources	Once and repeated annually
Title IX and Sexual Violence Awareness	Pre-Academy	Office of Equity and Compliance – Title IX Coordinator, Women’s Resource Center and the Office of the Dean of Student Life	Once and repeated annually
Forensic Experiential Trauma Investigations	Post-Academy	Detective Carrie Hull and Oregon Attorney General Sexual Assault Task Force	Once and repeated as necessary

The instructors listed are potential instructors for consideration. A more thorough list of instructors with internal and external community experts will be developed and updated on an ongoing basis.

Table 2. Oregon’s History, Micro-aggressions, Unconscious Bias, Mindfulness Training

Subject	Timing	Potential Instructors	Recommended Frequency
Historical Education of Marginalized Populations in Oregon	Pre- and Post-Academy	Faculty from School of Gender, Race & Nations and other PSU faculty with specific scholarship in the area. Also outside consultants from the surrounding community.	Once and repeated annually
Antiracism	Post-Academy	Crossroads Antiracism Organization & Training	Once and repeated annually
Micro-Aggressions	Pre-Academy	City of Portland	Once and repeated every six months
Implicit/Unconscious Bias	Pre-Academy	Marshall ACM	Once and repeated every six months
Lawfulness & Legitimacy in Law Enforcement	Portions Pre-Academy and Portions Post-Academy	To be determined	Once and repeated as necessary
Mindfulness in Policing	Post-Academy	Consult with Hillsboro Police Department	Once and repeated as necessary
Multi-Culturalism	Post-Academy	Cultural Resource Centers	Once and repeated annually

Table 3. Mental Health Awareness Training

Subject	Timing	Potential Instructors	Recommended Frequency
Mental Health Awareness	Pre-Academy	Student Health and Counseling (SHAC)	Once and repeated as necessary
Brain and Mental Health Issues	Post-Academy	SHAC	Once and repeated as necessary
Mood Disorders (Depression, Bi-Polar, PTSD)	Post-Academy	SHAC	Once and repeated as necessary
Drug and Alcohol Disorders	Post-Academy	SHAC	Once and repeated as necessary
Thought Disorders and Schizophrenia	Post-Academy	Early Assessment and Support Alliance (EASA)	Once and repeated as necessary
Suicide Prevention and Response	Post-Academy	SHAC	Once and repeated as necessary
Autism	Post-Academy	SHAC	Once and repeated as necessary
Threat Assessment/CARE Team	Post-Academy	SHAC	Once and repeated as necessary
Trauma-Informed Care	Post-Academy	SHAC	Once and repeated as necessary

Table 4. Individuals with Disabilities Awareness Training

Subject	Timing	Potential Instructors	Recommended Frequency
Disability Awareness	Pre-Academy	Portland Commission on Disabilities, the group that is overseeing the DOJ Settlement for the City of Portland regarding policing and persons with disabilities; Director Disability Resource Center	Once and repeated annually
Ableism/Language/Stigma	Post-Academy	Disability Resource Center	Once and repeated annually

Table 5. Veterans Awareness Training

Subject	Timing	Potential Instructors	Recommended Frequency
Veteran Experiences and Resources	Pre-Academy	Veteran Resource Center	Once and repeated annually

Table 6. LGBTQ Awareness Training

Subject	Timing	Potential Instructors	Recommended Frequency
LGBTQ Awareness	Pre-Academy	Queer Resource Center	Once and repeated annually

Table 7. Religious Awareness Training

Subject	Timing	Potential Instructors	Recommended Frequency
Religious Awareness	Pre-Academy	Ecumenical Ministries of Oregon and special interest groups on campus	Once and repeated annually

Table 8. International Students and Staff Awareness Training

Subject	Timing	Potential Instructors	Recommended Frequency
International Students	Post-Academy	Associate Director of International Student Life and Director of Intensive English Language Program	Once and repeated annually

Table 9. De-escalation Techniques Training

Subject	Timing	Potential Instructors	Recommended Frequency
The Interpersonal Neurobiology of Conflict	Post-Academy	Conflict Resolution Faculty	Once and repeated annually
Security through Restorative Justice	Post-Academy	Conflict Resolution Faculty	Once and repeated annually
Basic Verbal Judo, CLARA (Calm, Listen, Affirm, Respond, And other information), Redirection, Reframing, Redefining	Post-Academy	Conflict Resolution Faculty and Students	Once and repeated annually
Inter-cultural Conflict Communication	Post-Academy	Conflict Resolution Faculty	Once and repeated annually
Crowd Management to Preserve Civil Rights/Community Policing	Post-Academy	Conflict Resolution Faculty and Students	Once and repeated annually
Mediation in the field	Post-Academy	Conflict Resolution Faculty and Students	Once and repeated annually
Integrating non-violent campus culture	Post-Academy	Conflict Resolution Faculty and Students	Once and repeated annually

Table 10. Non-Lethal Force Training

Subject	Timing	Potential Instructors	Recommended Frequency
Verbal De-escalation	Post-Academy	Internal Verbal De-escalation Instructor	Once and repeated annually
ASP Baton	Post-Academy	Internal Use of Force Instructor	Once and repeated annually
Pepper Spray	Post-Academy	Internal Use of Force Instructor	Once and repeated annually
Taser X2	Post-Academy	Internal Use of Force Instructor	Once and repeated annually
Beanbag Shotgun	Post-Academy	Internal Use of Force Instructor	Once and repeated annually

Table 11. Housing Insecurity and Homelessness Training

Subject	Timing	Potential Instructors	Recommended Frequency
Housing Insecurity and Homelessness	Post-Academy	Homelessness Research and Action Collaborative (HRAC)	Once and repeated annually