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2020-2021 ANNUAL REVIEW

OVERVIEW OF PROGRAM REVIEW AND PLANNING FOR NON-INSTRUCTIONAL PROGRAMS

Program Review is a self-study of your unit. For non-instructional program review, the definition of what is a unit varies based upon your division. A unit may be a department (e.g., Information Services, Institutional Research and Planning, Financial Aid), a program (e.g., EOPS, TRIO), or a division (Human Resource Services). The Vice Presidents for each division have identified/defined the units that will complete the review cycle.

Regardless of whether your unit is a program, department, or division, program review is about documenting the plans you have for improving Institutional Effectiveness in your area and sharing that information with the college community. Through the review of and reflection on key elements, program review and planning identifies program strengths as well as strategies necessary to improve the operation of your area. With that in mind, please answer the following questions.

The Annual Update is designed to help you track progress on your three-year plan. It allows for updates to your plan based on:

> 1) Updates to Service Area Outcomes assessment cycle or unit data;
>
> 2) new events, legislation, or processes that affect your unit's ability to meet your mission; and
>
> 3) a review of progress on your three-year plan's goals.

BASIC UNIT INFORMATION

Program/Unit Name
Campus Police

Department Name
Campus Police

Division Name
Financial and Administrative Services

Name of Person responsible for the Program/Unit
Chris Moore, Chief of Police

Website address(es) for your program(s)/unit(s)

Webpage URL 1

Unit webpage
https://www2.palomar.edu/pages/police/

Please list all participants and their respective titles in this Program Review

Participant	Title
Chris Moore	Chief of Police

STAFFING AND SERVICE UPDATES

Staffing

Use the link provided to help answer the staffing questions below.

Link: Permanent Employees Staff Count

This form requires a login and password to access. Please use your Palomar email and password to log in.

Full-Time Staff	**Part-Time Staff**
Total Number of Full-time Staff 16.00	**Total Number of Permanent Part-time Staff** 0.00
Number of Classified Staff 14.00	**FTE of Part-time Staff (2x19 hr/wk=.95)** 0.00
Number of CAST Staff 1.00	**FTEF of Part-time Faculty** 0.00
Number of Administrators 1.00	
Number of Full-time Faculty 0.00	

Describe additional temporary hourly or contract staff who support this unit and/or department. (Include FWS/District Student Worker/Veteran Student Worker)
Currently 7 short term workers are used to cover nights, weekends and holidays in dispatch (5). One works in the vacant parking specialist and one works in the vacant staff assistant position.

Have you experienced any changes in staff this past year? If so, please describe how the changes have impacted your operations.
Elimination of 27 short term community service officers and front desk personnel. One police officer retirement. The police officer retirement creates a vacancy at the Rancho Bernardo Center, once in person learning resumes. The officer represents a 10% reduction in staffing. A second officer vacancy occurred with the promotion of a classified officer to CAST In Feb of 2020. No personnel work on the graveyard shift to support the dispatcher monitoring cameras on campus or to respond to incidents after hours or on holidays when FT staff are off.

Program/Unit Description

Have the services your unit performs change in any way over the past year?
Due to C19 our service population has decreased over 95%. Minimal staff and students are on campus. As a result of the loss of ST CSO's, campus police officers moved to a seven day a week schedule. Parking is reduced as well which results in little to no enforcement/revenue for the District. Due to our contactless parking system, we were able to save money disabling cash parking machines and go exclusively to an online/app based platform.

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PROGRAM/UNIT ASSESSMENT

SERVICE AREA OUTCOMES UPDATE

GOT SERVICE AREA OUTCOMES?

Outcomes are statements written in support of student learning to show direct support (instruction) or indirect support (services) provided on campus. Assessment is the way we measure how well we are achieving our outcomes.

For non-instructional areas, outcomes are called Service Area Outcomes (SAO).

So, what is an SAO?

> A Service Area Outcome (SAO) is a statement about what a client will experience, receive, or know as a result of a given service. Clients can be students, faculty, staff, or community members.

> As part of our three-year planning and review cycles, all non-instructional units are asked to:

> - identify at least two SAOs,
> - develop a plan and assess their SAOs,
> - reflect on the results,
> - and take action, as necessary.

Palomar has adopted Nuventive Improve (previously named TracDat) as our official repository for SLO and SAO Assessment information.

Review and/or define your SAOs and assessment plans and ensure they are entered in Nuventive Improve by:

> 1) Login to Nuventive Improve (previously TracDat) https://www2.palomar.edu/pages/sloresources/2015/08/10/tracdat/. Your Palomar username and password is your login.

> 2) Check your SAOs for **currency** and **sunset** any SAOs if you no longer plan to assess them.

> 3) Revise or edit your current SAOs by revising their wording and/or updating the assessment and assessment results.

NEED HELP?

Nuventive Improve:

> 1) If you need help with anything Nuventive Improve related such as login, unit identification, entering SAO info, contact Marti Snyder at msnyder2@palomar.edu.

> 2) Check out this video on how to enter SAOs in Nuventive Improve: https://youtu.be/b1sRa68wm4c

Defining and Assessing SAOs:

Not sure if your SAOs make the grade? Need some help writing an SAO? Not sure about how to assess your SAOs?

> 1) Hartnell's SAO Guide is a nice resource! Thank you Hartnell!

> 2) Contact Michelle Barton at mbarton@palomar.edu. We have a resource support team to help.

A template for entering SAOs can be found on the IR&Ps Non-instructional Program Review and Planning website

Are all of your unit's SAOs and assessment plans UPDATED and ENTERED in Nuventive Improve?

SAOs Summaries / Reflection

If you have completed any SAO assessments over the past year, summarize what you learned from the assessment and what improvements you have implemented or plan to implement as a result of your SAO assessments. If you have not completed SAO assessments, document why (e.g., SAO was assessed last year).

SAOs

SAO 1

SAO Title
Reduce staff hours required to issue and send parking permits by 50% with use of digital parking system to improve student/staff basic customer service.

Assessment Status
Assessed

SAO Summary and Reflection
The program began in June 2019 for summer and rolled out for Fall 2019. In Spring of 2020 nearly 15,000 students were on the platform. As a result of the technology embrace by students, the yellow permit machines were "bagged" and the maintenance contract was suspended. With additional evaluation and the pandemic, eliminating the service contract will save the District $8,500 annually. In addition, contactless parking prohibits cash collection and thus no cash is handled by the police department and therefore no financial reconciliation is required by the cashiers office. Improving the process for both departments. Full time parking specialist remains vacant with salary and benefit savings.

OTHER ASSESSMENT DATA

Review the Quantitative and Qualitative Data from your comprehensive review. If there are updates please describe them below.

ACHIEVEMENTS AND OTHER RELEVANT INFORMATION

Describe your program's achievements this past year. Where possible, describe how these achievements are related to our students and their success!
The single greatest change to campus police was the digital parking system. It improved process and allowed for contactless payment options during the pandemic. For over a year a team was forged to implement to students and improve internal processes. It reduces staff time for mailing permits and created more compliance on permit purchases, creating revenue and efficiency with a third party monitored 24 hour platform for student interaction. Simply students could buy permits 24 hours a day and beyond office hours for cashiers. Campus Police implemented scheduled patrols to increase visibility at high volume buildings on campus in order to prevent crime.

Provide an update on recent changes in legislation, policies, procedures, processes, and/or technology (software and hardware) that have impacted or will impact your program/unit?   What effect will these changes have on your program/unit?

The digital parking system using license plate reader technology (LPR) is a legacy project for the District. We were featured in a national publication, Parking Today, showcasing Palomar College as a Leader in 21st Century Parking. We will continue to save money on service contracts, replacement of machines and initial cost of $80,000 for the expansion of Rancho Bernardo and Fallbrook campuses. The District will also save $20,000 per year on physical parking permits.

In addition to (or in response to) the changes listed above, what board policies, procedures, and processes need to be updated, created, or deleted?

Continual research and committee insight will be required for privacy concerns with an outside vendor housing registration information on vehicles.

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PROGRESS ON GOALS

Review the goals listed on your comprehensive review and sumarize progress you have made on the strategies for implementation. If your unit has experienced challenges implementing the goals, describe those challenges.

Click on "+Add Goal" below for each additional goal.

Goals

Goal 1

Goal
Provide Sexual Harassment training for all employees

Choice
Completed

Describe Progress
Beyond the training offered to full time employees, Campus Police requested from HR training for short term employees of the police department. Through our training corporal the training was offered on the PD Portal and progress was monitored, date specific compliance requested and over 50 employees received the training to educate them on District and legal aspects of sexual harassment by December 2019.

Describe Challenges
Expanding the training to short term employees who often work evenings, weekends and holidays with little to no full time supervision. Young people, often with their first job, need proper training on proper workplace behavior in a professional setting.

Describe Outcomes (if any)
The Department became a more educated work place and no reports of any behavior prohibited were reported after the training was offered.

Goal 2

Goal
Comply with POST training standards for police officers

Choice
In progress

Describe Progress
Since appointing a corporal to oversee training and with the promotion of an additional sergeant, the Department is about 95% compliant in our bi-annual training ending December 2020. One officer was scheduled for training by the Sheriff had to cancel due to C19. At this time we are in communication with SDSO to arrange for attendance in compliance with county health guidelines. The remainder of the police officers are compliant. Previously most of the Department was out of compliance, due to poor systems, management and logistics and cost of outside training. In October of 2019 the corporal position was approved and a leadership change occurred at the sergeant rank improving process and compliance.

Describe Challenges
Campus Police required outside agencies to provide our bi-annual training of 24 hours in proficiency skills. Through the establishment of the leadership, improved internal systems to collect training and the partnership with the San Diego Sherriff's Office, a local, free source of training was established. As a result our compliance will only be cemented in the future. Direction has been given by the Chief to the training corporal to submit a course outline for approval of our firearms qualification by POST by end of 2020. Use of weekly trainings via Zoom and the POST Learning Portal also allowed for facilitated training in Summer 2020 to include Bias in policing and de-escalation.

Describe Outcomes (if any)
Campus Police will be a 100% compliant agency as it relates to training and maintaining the proficiency of our officers to comply with changes in police and penal code. Training was recently held on compliance with SB923, photo line ups, in August of 2019.

Goal 3

Goal
Increase Police Officer staffing at Centers

Choice
In progress

Describe Progress
With the expansion of Rancho Bernardo and Fallbrook Centers, two additional police officer positions were hired in 2018. The permanently assigned officers start their day at the campus and provided consistency of service to students, faculty and staff, enhancing our relationship based policing philosophy. Efforts were made to apply for a federal COPS grant to hire additional officers but it was not pursued due to potential financial liability to the District. One officer at RB resigned in Sep of 2020. Through the VP of Finance, two police officer positions have been requested for recruitment in Jan 2021 with July 21 hire. One officer for RB and one to be assigned to Escondido.

Describe Challenges
The District has been in fiscal crisis and additional classified positions are being analyzed for financial impact to the ongoing budget of the District. Parking Revenue for Campus Police, five year average of one million annually, is nearly 50,000 due to limited in person offering. Similar restrictions in Spring of 2021. As a result the police department is under-funded. Police Officer hiring takes 4-6 months to complete and depending on the applicant 6-16 weeks of training will be required before staffing the two centers. With additional activity on the San Marcos campus, more officers are needed on SM due to population and other considerations, demonstrations, threats to campus.

Describe Outcomes (if any)
Formal requests have been made to request the hire of positions. The cost will impact future FY21/22 budget.

The Strategic Plan 2022 includes the College's Vision for Success (VfS) outcomes. Review the VfS goals and reflect on how your unit supports these outcomes. Identify one strategy your unit will implement to help the college meet these outcomes.
The main purpose campus police exists at Palomar College to promote a safe environment for which students can learn without concerns for their safety. Using constitutional and relationship based policing and the enhanced use of social media, campus police continues to support student equity (Goal 5). Campus Police will continue to use community outreach and engagement events to connect with the campus community to invoke trust, communication and a perception of safety for students faculty and staff. Goal 3. The implementation of Digital Parking supports Goal 5 of Institutional Effectiveness by streamlining process by technological enhancement thus not requiring in person parking permit purchases.

Describe any changes to your goals or three-year plan as a result of this annual update.
None, continual pursuit of equity and enhanced communication and trust with campus community.

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RESOURCES

Congratulations! You are nearing completion. In this section, you will consider the resources you need to implement your three-year program review plan and/or address any findings from your assessment of your discipline.

The section is organized into the following four parts:

PART 1: Staffing Needs (Faculty and Additional Staff)

PART 2: Budget Review

PART 3: Technology and Facilities Needs

PART 4: One Time Request for Other Needs (NonTechnology Equipment, Supplies, Operating Expenses, Travel)

Reflect upon the three year plan you created above, your current operations, and any upcoming factors (retirements, changes in legislation, and changes in policies or procedures) that will impact your unit. How will you allocate resources to implement your plan? Describe additional resources needed to improve the effectiveness of your unit/program. All resource requests must be aligned with the College's Strategic Plan 2022.

Summarize any reallocation/re-organization of resources you are making based upon your three-year plan, your current operations, and any other factors (e.g., legislation). Describe the impact of the reallocation of resources to your unit.

PART 1: STAFFING NEEDS

Are you requesting new Classified, CAST, or AA positions?
Yes

If you are requesting STAFF, please fully complete this section. If not, you can skip to the next resource section. Click "+Add Staff, CAST, AA request" below for each additional request.

When considering the funds required for a position, consult the HR website for position salary schedule and the Benefits Worksheet for additional costs related to benefits for the position.

REQUEST FOR ADDITIONAL CLASSIFIED, CAST, AA

Staff, CAST, AA request 1

Title of position
Police Sergeant

Is this request for a full-time or part-time position?
Full Time

How does the position fill a critical need for current, future, or critical operations? e.g. accreditation, health and safety, regulatory, legal mandates, institutional priorities, program trend analyses of growth/stability.
Provides night and weekend supervision for sworn police officers and support staff of a 24 hour 7 day a week operation. Ensures response to critical incidents involving use of force, outside law enforcement and public safety agencies during emergencies. Assist with EOC. Works to promote community outreach and engagement efforts. Provides training to police officers.

Does the position assist in establishing more efficient District Operations through either of the following: reorganization/restructuring OR use of technology?
Part of our current org chart, two sergeants, two shifts, 17FT classified staff

Is there funding that can help support the position outside of general funds?
No

Describe how this position helps implement or support your three-year PRP plan.
Maintaining POST training standards, safety on campus and cultivating public trust.

Strategic Plan 2022 Objective

3:1	3:4	4:3

If the position is not approved, what is your plan?
Continue with normal operations, current CAST employee supervising all classified and short term staff with no evening supervision

Staff, CAST, AA request 2

Title of position
Police Compliance Coordinator

Is this request for a full-time or part-time position?
Full Time

How does the position fill a critical need for current, future, or critical operations? e.g. accreditation, health and safety, regulatory, legal mandates, institutional priorities, program trend analyses of growth/stability.
Accumulates all institutional data to draft the Annual Security Report for the DOE. Partners with PIO and Financial Aid director to publish materials to students, faculty and staff. Collect, organizes annual data from various non and law enforcement sources for crime data at all area learning and educational centers. ASR is due traditionally 1 October. Complies with all record keeping and retention per DOE and PRA. Fulfills all PRA requests from police department.

Does the position assist in establishing more efficient District Operations through either of the following: reorganization/restructuring OR use of technology?
Yes by monitoring the records management system to ensure proper data collection for department of justice and ASR. Administrator of RMS system.

Is there funding that can help support the position outside of general funds?
No

Describe how this position helps implement or support your three-year PRP plan.
Collecting data on methods of community engagement to promote transparency and communication. Keep the District compliant with DOE on ASR

Strategic Plan 2022 Objective

3:1   3:4   3:5

If the position is not approved, what is your plan?
Request out of class compensation for another classified employee, potential delays on PRA releases and ASR report. Possible integrity data with no sole source collector.

Staff, CAST, AA request 3

Title of position
police officer (2)

Is this request for a full-time or part-time position?
Full Time

How does the position fill a critical need for current, future, or critical operations? e.g. accreditation, health and safety, regulatory, legal mandates, institutional priorities, program trend analyses of growth/stability.
Protecting the campus community from threats and criminal activity to promote a safe learning environment for students, faculty and staff. Provide staffing for Rancho Bernardo and Escondido campuses to ensure minimal gaps in public safety coverage as a result of officers commuting from San Marcos campus. Continuing threats to campus community from outside groups.

Does the position assist in establishing more efficient District Operations through either of the following: reorganization/restructuring OR use of technology?
part of the re-organization is having police officers permanently assigned to the educational centers to increase service opportunities. Constant complaint from center director and staff. Reliance on outside police agencies to deal with students in a possible less student centered manner.

Is there funding that can help support the position outside of general funds?
Yes

What funding would support this position?
Partial from parking revenue 50%

Describe how this position helps implement or support your three-year PRP plan.
Improving communication with students, present a positive example of policing. More communication with center staff

Strategic Plan 2022 Objective

3:1   3:4   3:5

If the position is not approved, what is your plan?
No coverage at Escondido center due to staffing shortages. No officer assigned to RB for Fall 2021. No ST CSO's to backfill officer absences.

Staff, CAST, AA request 4

Title of position
Community Service Officers (3)

Is this request for a full-time or part-time position?
Full Time

How does the position fill a critical need for current, future, or critical operations? e.g. accreditation, health and safety, regulatory, legal mandates, institutional priorities, program trend analyses of growth/stability.
Provides supplemental coverage to Educational Centers and San Marcos campus for police officer absences and training. Provides enforcement of parking regulations which equates to near one million dollars in annual revenue for District. Provides traffic control for events on campus.

Does the position assist in establishing more efficient District Operations through either of the following: reorganization/restructuring OR use of technology?
eliminates the need for short term hourly CSO's in the annual budget process

Is there funding that can help support the position outside of general funds?
Yes

What funding would support this position?
100% parking revenue

Describe how this position helps implement or support your three-year PRP plan.
Support community engagement/communication with students faculty and staff. Provide uniformed security to protect campus and ensure safety for campus community. Helps to align short term hourly budget which has caused fiscal concerns .

Strategic Plan 2022 Objective

| 3:1 | 3:4 | 3:5 | 5:2 |

If the position is not approved, what is your plan?
No supplemental staffing for centers and san marcos campus.

PART 2: BUDGET REVIEW

Review your Budget/Expenditure reports for 2018, 2019, 2020. Consider your three-year PRP plan.

Click on the link below to access directions to the *Available Budget Report* to complete this section.

How to Request the Available Budget Report

Reflecting on your three-year PRP plan, are there any budget considerations you would like your dean/supervisor to be aware of for the upcoming year?
Yes

What budget considerations would you like your dean/supervisor to be aware of or to consider? Please be as specific as possible. For example, if you need an increase in the 40000 account and a decrease in the 23000 account, describe what increase your department needs, how much, and a description of why the department needs the adjustment.
Hiring full time critical staff in order to fill continued vacancies to support educational center staffing. Consider the District fully fund the police budget and then use parking revenue to off-set positions by 50%.

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NOTE: PARTS 3 and 4 – TECHNOLOGY, FACILITIES AND OTHER NEEDS

This year the College is implementing two new processes related to resource needs coming from the PRP process.

1. One-Time Fund Requests. The college is implementing a process for prioritizing and allocating funds for one-time needs/requests tied to Program Review and Planning. Prioritization will take place through participatory governance in planning councils and the Budget Committee. Then, a recommendation will be made to Exec for funding of request utilizing various funding sources.

   For more information about funding sources available, see IELM BLOCK GRANT, LOTTERY, PERKINS AND STRONG WORKFORCE GUIDELINES (on the left menu of the web page).

   Consider submitting one-time requests only if you have verified that you cannot fund the request using your general discretionary funds or other funds.

2. Technology and Facilities Review. From now on, ALL requests for technology will go through an institutional process. If you request technology here, you will see a description of the process below.

PART 3: TECHNOLOGY

Will you be requesting any technology (hardware/software) this upcoming year?
No

Note about technology requests:

All technology requests will now go through a review process before prioritization.

- *Your director will send you a Technology Request Checklist (aka Technology Proposal Analysis Checklist).*
  - *You must complete this checklist and return it to your director no later than 10/30/2020.*
  - *Once the director approves the form and the request, the director will send the document to the Technology Review Committee to determine IS resources needed, any integration issues, and/or potential overlap with existing technology.*
  - *The results of the review will be sent to the director with feedback.*
  - *The director will determine whether or not the request moves forward for prioritization and/or implementation.*
    - *Requests for one-time funding will move forward for prioritization.*
    - *Requests that use funding from your department budget may move forward for purchase.*

PART 3: FACILITIES NEEDS

Do you have resource needs that require physical space or modification to physical space?
No

PART 4: ONE TIME NEEDS

For more information about funding sources available, see IELM BLOCK GRANT, LOTTERY, PERKINS AND STRONG WORKFORCE GUIDELINES (on the left menu of the web page under "Instructional Funding Sources").

Do you have one-time requests for other items (e.g., Non-Technology Equipment, Supplies, Operating Expenses, Travel) that your budget or other funding sources will NOT cover?
Yes

Requests

Request 1

What are you requesting?
Upgrades in the next 36 months to the radio communication system in San Diego County. Campus Police will be required to purchase new Motorola XT6000 compliant portable and car radios to continue to be on the regional public safety communication with North County agencies who partner with all campuses in the event of a critical incident.

Estimated Amount of Request.
$245,000.00

Will you accept partial funding?
No

Budget Category
Operating Expenses

What PRP plan goal/objective does this request align with?
Goal 3 communication-if we can not communicate with San Diego Sheriff or San Marcos Fire Department in a campus emergency delays could jeopardize safety of students, faculty and staff. Dispatch would not be able to communicate with officers to respond to emergencies on campus.

What Strategic Plan 2022 Goal/Objective does this request align with?

3:1   3:4   3:5

Provide a detailed description of the item requested. What is it, and why do you need it? Please be as descriptive as possible. Include in your description how the requested item aligns with your discipline's PRP goals, analysis of PRP data, SLO/SAOs.
PCPD portable radios and radios in the police cars require upgrades to operate on the radio system, The Regional Communication System is a third party entity. We pay annual fees to be a part of the public safety network. The current radios owned by campus police are 10-12 years old. The amount could be reduced 20-40 thousand due to reductions in staffing.

Please upload a copy of the quote, if available.

(36) APX6000 w ENCRYPTION, Accessories & Mobile Radios w Install in Vehicles 10.7.20 .pdf
51.16 KB

Request 2

What are you requesting?
Police Cars (2)

Estimated Amount of Request.
$100,000.00

Will you accept partial funding?
No

Budget Category
Non-technology Equipment (acct 600010 and per unit cost is >$500)

What PRP plan goal/objective does this request align with?
Institutional Effectiveness-in order to provide proper public safety protection and respond to all educational institutions campus police will need to replace its aging fleet.

What Strategic Plan 2022 Goal/Objective does this request align with?

5:2

Provide a detailed description of the item requested. What is it, and why do you need it? Please be as descriptive as possible. Include in your description how the requested item aligns with your discipline's PRP goals, analysis of PRP data, SLO/SAOs.

To my knowledge there is no District plan on fleet replacement. Campus Police has an aging fleet which is increasing annual PO's for mechanical issues. In the last 12 months two vehicle transmissions were replaced. 26% of vehicles are nearing 20 years old and 33% are over 90,000 miles. the fleet manager from the city of Escondido stated their replacement policy is 8 years or 120,000 miles. Order of fleet vehicles takes over six months to place the order and costs should escalate in the next year or two. Repairs are completed by an outside vendor, the car could be un-available for days as a result.

Please upload a copy of the quote, if available.

2018 Ford Explorer.pdf
19.45 KB

2019 Palomar Utilityaftermarket.pdf
271.00 KB

Fleet Roster2020.docx
14.77 KB

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FEEDBACK AND FOLLOW-UP

Once your Program/Unit PRP is completed, your division or planning council should review and discuss based on your Vice President's planning process. This area is intended for summary feedback and recommendations from the divisional review.

Confirmation of Review by Division / Planning Council

Person/Group/Council who reviewed PRP: **Date Reviewed**

FEEDBACK

Strengths and successes of the program/unit as evidenced by the data, analysis, and assessments:

Areas of Concern, if any:

Recommendations for improvement:

Enter your email address to receive a copy of the PRP to keep for your records.
cmoore1@palomar.edu

I confirm that the Program Review is complete and ready to be submitted.
Yes

Vice President Review

Strengths and successes of of the discipline as evidenced by the data and analysis:

Areas of concern, if any:
Resource requests, including additional personnel, equipment, vehicle, and software are not supported by college needs. Campus safety needs to be assessed with greater emphasis on college versus a municipal model. The current staffing model may not best suit the needs of the college. Place greater focus on campuses and times when Police coverage is needed, particularly during this pandemic.

Recommendations for improvement:
Re-examine campus safety from a college perspective rather than adopt a municipal model. Review how technology, facilities design, and insurance coverage can enhance and improve campus safety.

VP Name:
Yulian Ligioso

Signature Date:
1/5/2021