Kevin Guskiewicz, Chancellor
CB #3000, South Building
University of North Carolina at Chapel Hill
Chapel Hill, North Carolina 27599

28 May 2020

Dear Kevin,

First of all, thank you for affording Frank and me the opportunity to assume the role of chairpersons of the newly formed 2019 Campus Safety Commission. Your confidence in us propelled us to work unwaveringly to address what you coined last spring as, "a crisis of trust". To that end, please find attached, the Commission's End-of-Year Summative Report. This compilation of findings incorporates the renderings of many months of listening, discussing, investigating, honing and finally compiling into this living document. Hopefully, the report will have utility, align with tenets of the University's strategic initiative, and serve as a reference for future planning.

Throughout this year-long process of convening the commission, made up of UNC students, staff, faculty and community members, we not only listened to the voices of the voiceless, we also had the opportunity to learn more about the diverse positions, perspectives and passions of commission members. The diversity of thought and interpretations in the meetings, as well as in the listening sessions, will resonate in the compiled recommendations. We believe the information will aid in the university's ability to continue to do aspirational work.

Centering the humanity of people is key to addressing the "crisis of trust". Safety and Belonging are cornerstones of the commission's report. Students' safety and belonging is of primary importance to the overall health and well-being of the university community. In a presentation several years ago, you extolled the need to "listen to what students are telling us while they are here and after they are gone". We have been deliberate in our efforts to listen to students and others. The commission's report has been crafted with purpose and intentionality, addressing the salient needs of safety and belonging for all members of the University of North Carolina at Chapel Hill. Again, on behalf of the Campus Safety Commission, thank you for the opportunity to serve as an agent of change.

Respectfully Submitted,

Frank Baumgartner, PhD
Distinguished Professor of Political Science

DeVetta Holman, PhD
Coordinator, Resiliency & Student Success

Co-Chairs, UNC Campus Safety Commission
University of North Carolina – Chapel Hill

Annual Report *of the*
Campus Safety Commission

May 2020

THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

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In April of 2019, Interim Chancellor Kevin Guskiewicz convened a body of 17 members of the University community to serve as a think tank for cultivating a culture of safety and belonging. This cohort of individuals was named the Campus Safety Commission, a body to serve as a repository for gathering information to assist Interim Chancellor Guskiewicz in addressing what he termed "*A Crisis of Trust*".

The Campus Safety Commission has worked since its inception to address the concerns of students, faculty, staff, and community members regarding the culture of safety and belonging. In the months leading up to the creation of the Commission, UNC experienced a series of uncomfortable events, social and community unrest, and discord involving Neo-Confederate Nationalists, UNC students and Anti-Racist Activists around the removal of Silent Sam, a Confederate monument which symbolized the University's historical connection to racist and oppressive behavior. The controversies surrounding the monument and the related issues illuminated an unhealthy campus environment with incivility and intolerance. These controversies have continued throughout the first year of the Commission's work. They reflect the "*Crisis of Trust*" which fostered the creation of the Commission.

The Commission's mission was first and foremost to work with partners throughout the University community to understand the genesis of the unrest and distrust that was so harmful to campus culture, as well as to and to frame a new roadmap for campus safety, trust, and belonging. To say that the Commission had a large challenge would be a vast understatement. We were charged with figuring out why there was *A Crisis of Trust* and what we could do to resolve it, with no potential solutions off the table. The 2019-2020 school year entailed a range of first steps, a lot of listening to affected parts of the UNC community, and the beginnings of a strategic framework to repair the harm. In this Annual Report, we lay out our activities and recommendations for moving forward. By formally putting these before the Chancellor in a public fashion, we ensure full transparency. The University community will see here a review of the work we have done, the concerns we have been made aware of, and our recommendations of how the University can take steps to resolve these serious issues.

As the Commission began to embark upon its journey to delve deeply into the concerns that generated the C*risis of Trust*, we determined that we needed to devote considerable time simply to listening. Only then could we: A) Demonstrate the respect our community members deserve and: B) Understand the wide range of diverse feelings held by so many. Our listening sessions finally culminated in a campus-wide Summit including our own summary of what we had heard, a series of tentative recommendations, and responses from the University leadership including the Chancellor, Provost, and other campus leaders. Since January 2020, we have moved forward from the Campus Summit on Safety and Belonging to continue our work. Here we present our revised recommendations based on our first year of work. After many iterations, we have organized our recommendations into five topical areas rendered from the voices of the community; these areas address the concerns of the students, faculty and staff. We believe that the University leadership is committed to addressing the *Crisis of Trust* that generated this Commission. Our report will hopefully provide a useful roadmap toward doing exactly that.

II. Commission Charge and Membership

Commission Charge

The Campus Safety Commission (CSC) was convened by then Interim Chancellor Kevin Guskiewicz in April 2019. The mission is to assess the campus climate and culture around campus safety. The CSC was born out of a concern to address a "crisis of trust" between members of the campus community and the campus police, largely associated with events surrounding protests and events related to the removal of the Confederate Memorial. Commission members include students, staff, faculty, and community members.

Membership

Frank Baumgartner, Chair
Professor, Political Science

DeVetta Holman, Chair
Resiliency and Student Support Programs
Coordinator, Student Wellness

Robert Campbell
Minister and Former NAACP President,
Orange County

Brian Curran
Former Chief of Police, Town of Chapel Hill

De'Ivyion Drew
Undergraduate Student

Lawrence Grossberg
Professor, Communication Studies and
Cultural Studies

Jim Herrington
Professor (Ret'd), School of Public Health

Eric Muller
Professor, UNC School of Law

Desirée Rieckenberg
Dean, Office of the Dean of Students

Joshua Romero
Undergraduate Student

Quinton Smith
Post-Doctoral Fellow, School of Education

Dajah Stallings
Undergraduate Student

Charles Streeter
Former Employee Forum Chair, Student
Affairs

Kim Strom
Professor, School of Social Work

Charles Branson Vickory
Attorney

Brandon Washington
Director, Equal Opportunity and Compliance

Maya Weinstein
Professional Student, Law

III. Activities

Our main activities over the year have consisted of our regular monthly meetings, during which we have heard from campus leaders and community members on various topics that have greatly enhanced our understandings of the challenges we face as well as the resources available to meet them. Members of the Commission participated in the search process for the new UNC Chief of Police and we welcomed the new Chief, David L. Perry, to many of our meetings, either as a formal invitee to discuss particular matters, or as a guest given the open nature of all of our meetings. We had briefings from various other administrators throughout the year during our regular, open meetings.

Our most consequential activities have been three:
1. The Fall 2019 listening sessions
2. The January 2020 Summit on Safety and Belonging
3. The recommendations included in this report.

Listening Sessions: During the period from September 25 through October 16, 2019, members of the CSC facilitated 13 small-group listening sessions. These open meetings were advertised on campus and ranged from completely open to any community member with no targeted audience to meetings specifically tailored and advertised to bring certain audiences into the discussion. Specific groups included anti-racist activists, UNC police, the LGBTQ+ community, and others as listed on our web site.[1] Many of the conversations in these listening sessions were difficult; some were painful. We heard a lot of description of events and perspectives that clarified the "crisis of trust" that stimulated the creation of the Commission. Some of these were surprising to us; others already well known. But the different individuals who came to us throughout this process impressed us with their sincerity, the harms they had experienced, and their devotion to the UNC community.

The Summit on Safety and Belonging: On Tuesday, January 28, 2020, we hosted our Summit, with a large audience and many university administrators. Commission members presented summaries of the findings from our listening sessions, University administrators responded, and community members reacted to it all. We believe the Summit was the single most important healing event that took place during the 2019-20 academic year, and we were proud to be associated with it.

Recommendations: During the Summit, we presented a number of recommendations to the Chancellor; we have received extensive feedback on them. Many of our ideas have already been implemented. In the period since the January Summit, we have met, often on a weekly basis, to complete our work for the academic year. We broke our work down into several areas, based on community feedback. These are reflected in the organization of the recommendations in the following section: Anti-Racist Activism, Communications, Police Procedures, Safety of Marginalized Communities, and Sexual Violence.

The Issue of Police Oversight: A key concern in all of our work, given our charge to address the *Crisis of Trust*, has been *police oversight*. Allegations of and concerns about possible police misconduct were prominent elements of our Listening Sessions and motivated many of the protests and activities that

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[1] Materials related to the schedule, the feedback, and on-line comments are available at this url: https://csc.unc.edu/listening-sessions/

punctuated the campus throughout the year. We, therefore, looked deeply into possible models of police oversight. However, with the assistance of the UNC Office of Legal Counsel, we realized that there is a serious barrier to effective oversight: State laws limit the ability of an effective community oversight body to review actions of members of the UNC police department. Because state laws restrict the review of materials related to employment to an employee's immediate supervisors, it is not apparent how an *independent* review board, separate from the police or University administration could fulfill its mission in a manner that will achieve the goals of enhancing trust.

Some of the most important concerns that we heard throughout our listening sessions related to the behavior of (UNC and other) police personnel during protests. Community members expect transparency in the review of complaints or concerns about the appropriateness of police behavior. Throughout the time of our work, the country has been shaken by numerous incidents of police violence against unarmed black men and women; this national context shapes any discussion about trust in the police. UNC has been fortunate; the many protests around the issue of the Confederate memorial have generated no deaths or serious injuries. We are so thankful for this. But as a Commission charged with addressing the crisis of trust, we feel the need to emphasize the difficulty in doing so within a legal framework that appears to put university police forces behind a wall of opacity unlike what would occur in a municipal police force, where Civilian Review Broad can more effectively operate. We see this as a significant challenge for the University going forward. How do we square the need for transparency with adherence to a law that appears to mandate confidentiality?

We spent a great deal of time discussing the need to improve the culture of safety with regards to sexual assault. As in all American universities, this is a bigger issue than any of us would like to imagine. Our recommendations here focus on setting aspirational goals for Carolina to be a national leader in this area, not simply to comply with any particular legislative mandate. We hope this will be the case.

In each of the recommendations below, we have indicated the number of Commission members voting in favor and we have put forward only those recommendations that had the support of at least two-thirds of our members. Twenty of the following recommendations were unanimous; 4 had no opposing votes but did have an abstention; 2 had some opposition but passed by more than a 2/3 vote. One recommendation that went to a vote was not supported by a 2/3 majority and is not included here. Overall, our work reflects the consensus views (as shown by these overwhelming votes) and the varied perspectives of all our commission members.

Our Commission was formed to address a crisis. Our membership is large and diverse, including members from the undergraduate student body, graduate and professional students, staff, faculty, and community members outside the University. We have come together with these recommendations in the hopes of addressing creating a culture of safety and belonging where all members of the Carolina community can feel welcome, trust the police and others charged with their own safety, and engage in the work that brought them to this great university in the first place. We look forward to continuing our work next year and to working with the administration to put these ideas into action.

A. Anti-Racist Activism

1. University should further develop educational programming to be developed by the UNC Commission on History, Race, & A Way Forward in particular through the "Race and Reckoning" program.

   Justification: The goal of this certificate program is to prepare students with a critical awareness and understanding of race relations as they relate to society and the workforce. By investing in this educational initiative, the University can promote cultural competency and fluency across campus, increasing safety and overall belonging for traditionally marginalized communities.

   Vote: unanimous

2. The University should move immediately to examine and implement best practices to improve the Honor System and the Instrument of Student Judicial Governance document in order to build a future of trust, transparency and honesty across the University, and one that prohibits the use of its processes for retribution.

   Justification: Given the frequency of retributive practices as noted by the U.S. Department of Education (*UNC* Clery Report 2019), it is necessary for the University to accept this recommendation to eliminate further Clery violations. For example, the U.S. Department of Education noted that individuals who have made allegations about sexual assault have become the targets of retributive allegations of attempting to destroy their reputations. Further, anti-racist activists have been charged with violations associated with their free-speech rights and then judged by panels that do not reflect the diversity of the university community. It should be noted that new honor system should be designed to include an Oversight Review Board that consists of various facets of the campus community– specifically, those who have identified bias within the current honor court system.

   Vote: unanimous

3. The University should explore how it can improve the psychological services for community members experiencing traumatic-based stress related to anti-racist activism which threatens their sense of safety and belonging.

   Justification: Hateful ideologies targeting particular identity groups cause trauma. This expansion is necessary to provide expertise for the intersection of those who are both marginalized and involved in anti-racist activism. The investment would subsidize longer-term, campus-based mental health service professionals demonstrate the University's commitment to safety and belonging.

Vote: nine in favor, three opposed, two abstentions

4. The University should demonstrate its true values by investing 10 million dollars to fund entities (e.g. *UNC* Center for Civil Rights, the Institute of African-American Research, the Critical Ethnic Studies Collective, and the UNC American Indian Center etc.) that provide key insights into the long-standing impact of racism within the University, the state of North Carolina, and U.S. society.

   Vote: eleven in favor, one opposed, two abstentions

B. Communications

1. The Chancellor's office, with assistance from the Campus Safety Commission, should develop a University-wide *Rebuilding Trust Initiative* that would allow for in-person meetings twice a semester to provide a safe space for community members to discuss their concerns directly with the Chancellor and other top university officials.

   Justification: This platform will allow the Chancellor as well as campus community members the opportunity to provide updates, respond to concerns, and ask questions. In order to ensure the respect and well-being for all of those involved in this initiative, group norms shall be prefaced by the moderator of each session. This initiative aims to increase transparency, belonging, and safety between University Administration and the campus community by emphasizing direct, respectful, and thoughtful communication.

   Vote: unanimous

2. Modify the current university communication plan to ensure messages related to safety and well-being are delivered with expediency, accuracy, and consistency

   Vote: unanimous

3. Expand the membership of the Alert Carolina advisory board to include:

   a. at least 1 undergraduate student as recommended through the Undergraduate Student Government External Appointment process

   b. at least 1 graduate/professional student as recommended through the Graduate and Professional Student Federation External Appointment process

   c. a member of the Employee Forum

   d. a member of the Faculty Executive Committee

   Vote: unanimous

4. Continue the pursuit of the use of technology as a tool to increase safety:

    a. Review and change the policies and procedures for Alert Carolina

        i. Expand the parameters of University communications to send out notifications when an event may occur on or near campus that entails a potential for violence.

        ii. Investigate and implement a feature that would maximize users' choice to adjust the alerts received from Alert Carolina.

    b. Make better use of social media, texting and opt-in communication applications to get information out to members of the University community.

    c. Create and publish to policies.unc.edu the University's policy/plan for use of social media to alert campus.

    d. Provide updates to CSC on new technology being implemented for campus safety purposes, including new features for tools and applications already in use.

    Vote: unanimous

5. Plan and schedule an annual summit to bring together University leaders for a public discussion about issues of community trust, at the beginning of each spring semester. Issues and questions from the summit may then become action items for the CSC to pursue.

    Vote: unanimous

6. Regularly review and implement safety learning opportunities made available to the UNC community.

    a. The training should be held at multiple times throughout the academic year.

        i. In-person training is preferred; however, computer-based training may be appropriate, based on the given topic.

    b. It is recommended that the following subjects be given priority:

        i. Alert Carolina and LiveSafe (or the technology that replaces it)

        ii. Active Shooter

        iii. Providing support to others who feel unsafe

        iv. Emergency preparedness

1. Provide updates to the Campus Safety Commission and seek out suggestions from CSC on engaging with University community for the implementation of the Campus Emergency Preparedness Program for manmade or natural disasters

Vote: unanimous

C. Police Procedures

1. To increase transparency and reduce the mystery behind police policies and procedures, we recommend that the UNC PD publish as many of its General Orders as is practical in the official University Policy Repository, PolicyStat, for the public to access, with the caveat that certain operational plans and personnel deployments be kept confidential as a matter of public and departmental safety. This is a reasonable approach and accommodation. The UNC PD may additionally decide to host the General Orders on its own website.

    Vote: unanimous

2. As a CALEA certified agency, it would be beneficial for the UNC PD to publicly outline the way and manner their personnel are trained on the myriad General Orders for which they are held responsible, with special emphasis on annual in-service training (twenty four hours mandated by the State plus forty eight hours on topics chosen by the department).

    Vote: unanimous

3. In order to improve transparency, accountability and trust between the UNC community and the UNC PD, we strongly recommend the creation of a Civilian Review Board. (See separate attachment). Of the various models of review boards available, we recommend the Auditor/Monitor model. This model generally reviews and examines police internal affairs investigations as well as departmental activity and makes recommendations regarding policy and training. Focused on police misconduct, it involves systematic examination of the police department's internal complaint process to ensure that misconduct investigations are conducted in a fair and thorough manner. We understand that current legislation may preclude this recommendation. We remain hopeful, however, that a solution can be found and look forward to any advice the Office of University Counsel could provide on this topic.

    Vote: unanimous

4. Responding to concerns we have heard at Commission meetings and through the campus survey, we recommend that the UNC PD and other local law enforcement agencies meet regularly to ensure smooth and real time inter-agency communication in the event of a multi-jurisdictional emergency. Joint training could also be a regular order of business, helping to ensure consistency in how law enforcement personnel interact with the public both on and off campus.

    Vote: unanimous

D. Safety of Marginalized Communities

1. Provide additional funds and sponsorship for speakers and events that provide a platform for those doing work in areas salient to improving the culture of Carolina for marginalized communities, with early priority granted to critical race theory, institutional belonging, race-based traumatic stress, racial battle fatigue, and cultural wealth. Expand the current description of the speaker series in Strategic Initiative 1 of Carolina Next: Innovations for Public Good to reflect the subjects outlined above, and invite a member from the Campus Safety Commission to contribute to the advisory capabilities of the speaker series outlined in Strategic Initiative 1, however it is constituted.

   Justification: Knowledge is one of the key currencies of higher education, and providing a high profile, administratively supported avenue for the sharing of this particular kind of knowledge can be powerful. This would provide an opportunity for those in fields not related to this work to learn about the research, while those who may be familiar with the concepts through experiential knowledge can find that experience validated in academia.

   Vote: no opposing votes, one abstention

2. Significantly increase the numbers of individuals with marginalized identities to attain and then sustain a critical mass of staff, faculty (particularly tenured faculty), and administrative leadership here at Carolina. Set a clear goal of establishing Carolina as a national leader with respect to the diversity of its staff, faculty, and administrative leadership.

   Justification: Put simply, representation matters. One of the best ways to ensure that people feel that they belong in a space is to make sure that their key identities are well represented by those around them; not only their peers, but those in positions of power and influence as well. This way those identities, and the experiences that typically come alongside them, are represented at the table where decisions are made.

   Vote: no opposing votes, one abstention

3. Publicly honor and memorialize the contributions that people of color made to the building of this university and paving the way for those who walk these halls today and encourage the Board of Trustees to bring the earliest possible end to the current moratorium on the renaming of buildings.

   Justification: The history that UNC has with creating and naming spaces and monuments in honor of individuals with problematic histories is well documented and exhaustive, with Silent Sam being the popular exemplar. One way to foster a greater sense of belonging for communities of color on this campus would be to similarly venerate the names and experiences of our forebears.

   Vote: no opposing votes, one abstention

4. Create additional spaces on campus that honor the cultural wealth inherent to communities of color – specifically Black-identified students – that facilitate them to exist within University bounds while feeling affirmed in their ethnic-cultural identities.

    Justification: When faced with predominately and historically White spaces, people of color often exist in a state of hypervigilance regarding their identities in context, how majority individuals may see them, the possible confirmation of stereotypes, judgement for behavior or presentation, or reprisal for speaking up. People of color, particularly Black-identified students, staff, and faculty have lamented the lack of spaces where they can "be themselves", decompress, or congregate socially. This need should be addressed.

    Vote: unanimous

5. Increase awareness and availability of mental health and wellness services for historically marginalized communities within UNC by:

    a. Increasing the number of professional service providers of color and cumulative length of sessions that can be accessed at CAPS or through embedded treatment providers and/or wellness coaches, in line with the recommendations of the Mental Health Task Force that called for an evaluation of the service to enact changes that would result in increased access and more transformative experience; and

    b. Having the UNC-CH Chancellor or his designates organize regular opportunities or meetings, both in-person and online, regarding the needs, concerns, and challenges the COVID-19 pandemic presents for marginalized communities – particularly individuals of color.

    Vote: unanimous

6. Expand the materials and opportunities for the Mental Health First Aid Training, or similar programs, to enhance the continuum of mental health care at UNC and engage marginalized communities who may not pursue, or rise to the need of, CAPS utilization. Expansion of these programs should include but not be limited to:

    a. A focus on wellness and resilience within these communities, alongside or in addition to responding to mental health crises, pursuant to recommendations made by the Mental Health Task Force;

    b. The integration of specific data, research, and training related to the unique challenges faced by communities of color at predominately and historically White colleges and universities; and

    c. An increase in awareness and visibility, as well as access to, these programs such that well-trained students, staff, and faculty are accessible to community members in need.

E. Sexual Violence

The Campus Safety Commission believes that UNC should become the national leader in sexual assault prevention, with aspirational goals clearly communicated and consistently implemented, and directing further resources toward this mission as necessary. When communicating on these matters, avoid approaching the issue as mere compliance with applicable laws but rather make clear that we aim to be the leading university in the nation with regards to these matters.

Accountability and Oversight:

1. Immediately establish a Violence Prevention Advisory Group, as articulated in the Prevention Task Force (PTF) Report recommendations, to (1) assess the currency of the PTF recommendations, (2) implement existing applicable PTF recommendations, (3) recommend new strategies in light of the recent AAU data, and (4) hold the University accountable to current and future recommendations.

   Vote: unanimous

Education and Training:

2. Consistent with the recommendations of the Prevention Task Force and other applicable offices on campus, hire a minimum of four FTE professional staff specifically for programs and trainings around sexual assault prevention and awareness.

   Vote: unanimous

3. Require the following information to be presented in person to incoming students at orientation: (1) definition of sexual harassment and violence, (2) ways and places to report, (3) resources and locations of resources, and (4) overview of bystander intervention.

   Vote: unanimous

4. Require annual in-person training for all members of Greek Life, student athletes, and elected student organization leaders on: (1) Definition of Sexual Assault/Harassment, (2) Ways to Report/University Response, and (3) Bystander Intervention.

   Vote: unanimous

5. Require an initial in-person training for anyone with instructional duties regarding: (1) Responsible Reporting Requirements, (2) Sexual Harassment Prevention with vulnerable populations (i.e. grad/professional students, junior faculty members, etc.), and (3) Continuum of problematic behaviors. Anyone with instructional duties would, on an annual basis, thereafter, receive required online training on items 1-3 listed above.

Vote: unanimous

Leadership and Strategic Planning:

6. In recognition of the Chancellor's plan to create an interpersonal and sexual violence center under the leadership of a new senior University official by the start of the Fall 2020 semester, the Commission recommends the hiring of an individual with a background in violence prevention to be at the helm of holding the University accountability to a 5 to 10-year strategic plan to reduce sexual violence. This leader will serve as a central force among various campus and community stakeholders and the departments that interact with sexual violence prevention strategies, thus forming a collaborative. This position must have a high-level leadership title and be given financial resources to effectively implement strategies. This collaborative should bridge research with practical application on our campus. Additionally, this leader should work with the collaborative to apply for funding and grants that can further support efforts to promote campus safety.

   Vote: unanimous

IV. Conclusions

One year ago the members of the Campus Safety Commission were charged with a tough task: Figure out how to restore trust. We have taken that responsibility seriously. To restore trust after it has been eroded, we must first understand how it eroded. Where did it go? In what parts of our community has it been lost? Why there? After all, a solution will never work if it does not address the cause of the problem. So, our first efforts went into listening from those whose trust had been lost. Many of these were very difficult conversations. We listened to stories of alienation, frustration, and anger.

The most effective communicators of the problems of trust were the most marginalized members of our community, and restoring trust requires targeting those groups with the lowest levels of trust. As Chief Perry said in one of our meetings, "When there is no trust, people go to the farthest negative extremes with their thoughts, emotions, and feelings." Some had experienced low levels of trust and belonging for a long time, but many had seen a precipitous drop in trust because of recent events related to symbols of our university's history. Thus, we identified and confirmed the existence of a *Crisis of Trust* that the Chancellor identified when he first convened our Commission.

Some of the events that generated the problems of trust were purposeful; some may have been accidental; some came from rank-and-file staff and faculty members on campus and others from individuals in positions of administrative power within the University, the UNC system governance structure, or the state government. Some came from actions outside the University and beyond its possible control.

We must turn this period of crisis of trust into an opportunity to heal. As the Rev. Dr. Martin Luther King, Jr. said, "the time is always ripe to do right."

We have identified five areas closely associated with the *Crisis of Trust*: 1) Anti-Racist Activism; 2) Communications; 3) Police Procedures; 4) Safety of Marginalized Communities; and 5) Sexual Violence.

We strongly believe that feelings of safety and belonging are rights for every member of the campus community, not a privilege for a few. We know that the administration agrees. But we have heard from many people this year who feel neither safe nor welcome. It is fundamental that as a University we take a first step by recognizing this pain, this harm, this sense of a lack of safety and belonging.

Having listened to the marginalized and recognized their concerns, we have laid out a series of recommendations in this document, several in each of the five priority areas we have identified. These recommendations represent mere first steps toward addressing the broken sense of safety and belonging that some members of our community have expressed.

The recommendations are in the hands now of the Chancellor and his administrative team. We know that they will be taken seriously, as all of our interactions with campus leaders have made clear the administration's concern for the issues we have raised. But we note that responsibility for restoring trust lies not with our Commission. That responsibility lies with the University administration and the governing bodies that oversee the University.

Restoring trust will require changes, sustained action, and the establishment of channels of communication that allow trust to grow over time. Our recommendations are not "one-shot" fixes to a problem that can be quickly addressed. Rather, they are first steps in a process. The second step will be the implementation of policy reforms by the University administration that address the concerns that we have identified. We will continue to listen and to convey what we hear to the University administration. In this first year, we have heard a lot of stories of pain. We hope that in future years, we will hear more stories of healing and recovery. All UNC community members deserve to feel safe and that they belong. We will continue to work to ensure that they do.

A. Police Review Board Models

Please see the report by the City of Austin (TX) Office of the Police Monitor, "Preliminary Police Oversight Analysis" reviewing the different models of police oversight / review boards. This review of existing practices distinguishes among the "Auditor/Monitor," "Investigative," and "Review Focused" models of oversight. Our recommendation is for the "Auditor/Monitor" model (see main text, Police Procedures, Recommendation 3).

B. Commission Charge

Click here to see the Chancellor's charge to the Commission

C. Listening Session Materials

Schedule
Summary of feedback
On-line feedback

D. The January 2020 Summit on Safety and Belonging

Video
Agenda
Slides
Recommendations
Poll Everywhere Response Summary
Chancellor's Response to Recommendations

E. Failed Recommendation

Commission members considered this recommendation, but voted against it by a vote of 5 in favor, 6 opposed, with 2 abstentions.

"The Chancellor's office shall request that the UNC System Board of Governors immediately restore litigation ability to the UNC Center for Civil Rights."

> **Justification**: There is a high likelihood that the 2017 decision by the UNC Board of Governors to revoke litigation abilities from the UNC Center for Civil Rights infringes upon both the First and Fourteenth Amendments of the U.S. Constitution. Furthermore, the decision may violate Supreme Court precedent set by NAACP v. Button (1963). Above all, the Campus Safety Commission believes that public-interested litigation is an essential function of university legal clinics.