

October 2, 2020

Dear Co-Chairs and Members of the Campus Safety Commission,

I want to acknowledge the efforts undertaken by the Commission to develop a memorandum outlining priorities as it relates to COVID-19 and its impact on the Carolina community. I am pleased to report that at the time that the Commission's recommendations were submitted, many of the improvements included in the memorandum were already being implemented with the help of the Roadmap Implementation Team, led by Provost Bob Blouin. At the start of the fall semester, the [Carolina Together Dashboard](#) was being updated (and continues to be updated) **daily** in response to the desire for more accurate and up-to-date infection rates and reporting. Additionally, the [COVID Student Care Hub](#) continues to provide broad and substantial support for students who have expressed need during the transition from in-person to remote learning.

While we were all disappointed that we could not keep as many students living and learning on campus this fall semester as we had hoped, we have learned a great deal about how to prepare for the spring semester. Much of the work that was done to welcome students back to our campus in August will help in our preparation for the spring semester.

As you know, I have convened the [Campus and Community Advisory Committee](#) in order to include a broader range of students, faculty, staff, and community members in our decision-making process specifically for the Spring 2021 semester. This committee will meet weekly until the semester ends in November with the charge of examining how we can provide the best Carolina experience to as many students as possible with the health and wellness of our campus community as our top priority. Their meetings will be formatted such that members of this Commission and the greater community will be able to engage and share insights with the committee in a webinar format. I hope that you will use this as an opportunity to remain engaged in the process of spring-planning as our work continues.

Finally, I want to take a moment to acknowledge the invaluable work that you, as a Commission, have done for our campus. Attached is our response to the Campus Safety Commission's Annual Report that was submitted in May of this year. I hope you'll find that, because of the passion and priorities of this Commission, we are truly moving the needle. Together we will continue to improve campus climate and culture around campus safety and build trust between our campus police and the campus community. That was the charge that I gave you in May of 2019, and I am pleased to see progress made on these efforts within our community. Thank you for your tireless work, and I look forward to seeing the Commission's achievements this academic year.

Sincerely,

A handwritten signature in black ink that reads "Kevin M. Guskiewicz". The signature is written in a cursive style with a large, stylized initial 'K'.

Kevin M. Guskiewicz
Chancellor

RESPONSES TO THE CAMPUS SAFETY COMMISSION'S 2020 CAMPUS SAFETY RECOMMENDATIONS

The following recommendations are organized by theme as defined by the Campus Safety Commission at its 2020 Summit on Safety and Belonging. Our leadership team is appreciative of the Campus Safety Commission's commitment to improving safety and a sense of belonging on our campus. We thank the commission members for providing these recommendations following a series of important listening sessions with members of the Carolina community.

What follows are a series of responses to the recommendations made at the Summit. This is not an exhaustive response, nor is this response intended to suggest that all of these issues have been fully addressed. Quite the contrary, we found the Summit to be a genuine source of information and a reminder that we have a way to go to build a stronger community together—one where all feel welcomed and positioned to both contribute and thrive. For Carolina to be successful, that is our goal.

We recognize there is more work to do to achieve a sense of safety and belonging for all members of our campus community and we reaffirm our work in this area. As part of this effort, we are committed to carrying out many of the recommendations contained in this report to the greatest extent we are able. Some we can implement sooner than others, some will require significant human capital and others will require significant financial capital, which will take time to raise. That said, we believe the following responses demonstrate our sincere desire to address these matters and acknowledge the important work our leadership team is conducting in collaboration with the Campus Safety Commission. This will serve as the foundation for the community we are building together.

Note responses below in blue are updated as of October 2020.

POLICING DURING PROTEST EVENTS

Recommendation 1. Establish an independent "civilian" oversight board of the UNCPD which would have some investigatory powers when it receives complaints or when it feels necessary.

Original Response. With respect to establishing an independent "civilian" oversight board of the UNC Police Department (UNCPD), we request that the Campus Safety Commission form a subcommittee of three to four members to serve on a "Safety and Security Subcommittee." The Safety and Security Subcommittee may serve as a sounding board for members of our community to voice concerns about specific policing incidents, policies or procedures. The Subcommittee may also advise leadership on policies and procedures contributing to the general effectiveness of police programs designed to promote and/or enforce safety and security, to include the Department's general philosophy of law enforcement, types of incidents reported on campus, crimes occurring around campus, sexual assault prevention efforts, review of campus safety statistical data, customer service initiatives, special events planning and execution, training certifications and use of technology.

The Subcommittee should meet regularly with Chief David Perry, Associate Vice Chancellor Derek Kemp and Vice Chancellor George Battle. In addition to the proposed Safety and Security Subcommittee we understand the Campus Safety Commission would like to create an

independent “civilian” oversight board. Given restrictions embedded with the State Human Resources Act (SHRA), the University is not able to establish such an investigatory board with these powers. However, we will commit to creating a committee that is permitted to receive complaints and investigate alleged wrongdoing under the SHRA. Such a committee should consist of leadership representatives from the Office of University Counsel, Human Resources and Equal Opportunity, Student Affairs and the Office for Institutional Integrity and Risk Management.

The Campus Safety Commission already consists of members that represent these units and those individuals could serve on such a committee; however, they will not be permitted to share the specifics of any investigations with the Campus Safety Commission beyond what is shared with the broader campus community.

Response Update. *Either a Subcommittee of the Campus Safety Commission or a stand-alone committee of the Safety and Security Advisory Committee can satisfy the goals the Commission. Associate Vice Chancellor Kemp and Vice Chancellor Battle are prepared to meet with such a committee.*

Recommendation 2. All police procedures—which are currently behind a firewall—should be open and accessible to the public.

Original Response. We agree that police policies should be open and accessible to the public. UNCPD policies will be available to the public on their website by March 1, 2020. Additional documents related to the internal workings of the department (i.e., statistical activity reports, the annual pursuit analysis, the annual grievance report, North Carolina’s Traffic Stop Statistics, annual internal affairs summary, annual use of force analysis and the 2018 customer service assessment) will also be available on the department’s website by March 1, 2020. However, there are certain procedures and tactics that must remain confidential and will not be posted publicly.

UNCPD is accredited by the Commission on Accreditation for Law Enforcement Agencies (CALEA) and must meet specific training and practice standards to maintain that accreditation. This means many of their policies and procedures are mandated by CALEA. UNCPD received reaccreditation on November 16th for communications and advanced meritorious accreditation for police services on November 18, 2019. The [CALEA Advanced Law Enforcement Accreditation Program Standards](#) and the [CALEA Public Safety Communications Standards](#) are publicly available.

Response Update. *Approximately 118 UNC Police Department High Liability General Orders were provided to PolicyStat prior to March 2020. The upload process and posting of these General Orders is dependent on resources from the PolicyStat Office to complete this process. Once complete, these General Orders will be publicly available on the University’s PolicyStat website. To date approximately 40% of the total general orders have been approved and are posted.*

Recommendation 3. UNCPD officers should receive appropriate/accredited annual training regarding Sexual Assault Response, Mental Illness Response, Racial Equity, and Cultural Competency.

Original Response. UNCPD officers receive an average of 112 hours of training, which is almost 5 times more than what is required by the North Carolina Police Standards.

- Currently half of the Department is trained in crisis intervention with a plan to train all sworn officers by December 31, 2020 and deliver training for all sworn officers entering the Department.
- Officers and Investigators receive annual training related to sexual assault investigations and investigators receive additional training annually on trauma informed investigations to better assist survivors.
- Equity in Policing Training will be provided on an annual basis to all sworn UNCPD law enforcement officers.
- Currently, 60 percent of UNCPD officers have completed the Strategies to Improve Law Enforcement Interactions with Minority Youth and Mental Illness two-hour training. Yearly refresher training is provided to all sworn officers. All sworn officers will be trained by December 1, 2020.
- All sworn officers have been trained on implicit bias, except those hired since September 2019. The Chief of Police will add a cultural sensitivity course from a recognized instructor in the field to compliment this training which will be mandatory for all employees every two years.

There are additional training opportunities to reinforce these principles throughout the year.

Response Update. Due to COVID-19, the scheduled training for Strategies to Improve Law Enforcement Interactions with Minority Youth and Mental Illness has been postponed to an undetermined date. Crisis Intervention Training has been rescheduled to take place for all sworn officers entering the department by January 2021.

SEXUAL VIOLENCE AND DANGER

Recommendation 4. Immediately implement the Prevention Task Force recommendations in accordance with newly collected data regarding UNC-CH sexual assault.

Response. We agree that the University should be a leader in violence prevention, and we are devoting considerable human and financial resources to move this important prevention work forward. We recognize that Carolina can do better in this space and we will do better by implementing the recommendations of the Campus Safety Commission, the Prevention Coalition and the Violence Prevention Advisory Group. We offer the following commitments.

A Prevention Coalition, representing students, faculty, and staff, was formed following the October 2019 release of the Association of American Universities (AAU) survey data relating to sexual assault. This group is helping to deconstruct the AAU survey data and make recommendations in alignment with the previous report of the 2017 Violence Prevention Task Force.

At its February 7, 2020 meeting, the Prevention Coalition received and reviewed a plan to create an interpersonal and sexual violence center under the leadership of a new senior University official who would have responsibility for leading a strategic, pan-University violence prevention initiative. In addition, a permanent Violence Prevention Advisory Group (inclusive of members of the current Prevention Coalition) will be formed this semester to help prioritize the recommendations from the 2017 Violence Prevention Task Force and proceed with those that can be immediately implemented. The group will also update the document to reflect any new

data or recommendations. Our goal will be to implement several of the recommendations over the next 4 months.

In a follow up to the Prevention Coalition meeting, some members of the administration met on Monday, February 17, with prominent student leaders to hear first-hand their concerns and recommendations regarding violence prevention. In addition to the commitment of financial and human resources, the student leaders asked for increased proactive communication and visibility around violence prevention on campus. By creating a new center and employing new staff as well as a senior leader to collaborate with campus experts, we believe we will send a strong message that our campus is serious about violence prevention.

In terms of implementing the 2017 Violence Prevention Task Force's recommendations it is important to acknowledge that some of the recommendations are discrete action steps that can be implemented quickly (e.g., updating MOUs with Orange County Rape Crisis Center and Compass Center regarding prevention). Other recommendations will require considerable long-range planning and resourcing (e.g., implementing a mandatory for-credit "University 101" first-year course with no sections larger than 25 undergraduate students). As such, it is not possible in all instances to "immediately implement" all the recommendations; however, those recommendations that can be implemented quickly will move forward, and this body will periodically be kept apprised of progress.

Response Update. A permanent Gender-Based Violence Advisory Group has been established, inclusive of students, staff and faculty. The group is chaired by L.B. Klein, a doctoral student with extensive professional and consulting experience in gender-based violence prevention. The Advisory Group convened its initial meeting in June 2020 and will meet monthly, with a focus on implementation of recommendations from the previous Violence Prevention Task Force.

Recommendation 5. Addition of 4 FTEs specifically for programs/training around sexual assault prevention/awareness. While response to reports is certainly important, many cases EOC sees involve situations where if there had been any (bystander) intervention then something terrible could have been prevented.

Original Response. Student Affairs will invest \$2 million over the next five years to resource and staff programming around sexual assault prevention and awareness. This additional investment will fund the creation of an interpersonal and sexual violence center with additional staff, including a senior level leader and expanding evidence-based prevention programming. Leadership from Student Affairs and Equal Opportunity and Compliance are working with the current Prevention Coalition to identify the best structure and to develop job descriptions for the newly created positions. Our goal is to have the new structure and leadership in place by the start of the Fall 2020 semester.

The University currently offers a robust bystander intervention training program called [One Act](#) that is available to all members of the campus community on a voluntary basis.

We also offer the following additional trainings to our campus community to address sexual assault prevention and awareness:

- All first year undergraduate and transfer students are required to complete the [Sexual Assault Prevention](#) online module.

- All student athletes are required to complete the [NCAA certified Sexual Assault Prevention](#) module online.
- All graduate and professional students are required to complete the online [Sexual Assault Prevention for Graduate Students](#) module.
- All employees, including part-time and temporary employees, are to complete an online [Harassment and Discrimination Prevention](#) training every other year.
- [Title IX Awareness and Violence Prevention](#) training is mandatory campus training on prohibited conduct and available resources for all Responsible Employees designated as Campus Security Authorities (CSA). You can determine if you are a CSA by visiting the website. In-person training is also available for units and departments upon request. Additionally, in-person training sessions are offered throughout the year for those individuals who are interested in a live session.
- [HAVEN](#) (Helping Advocates for Violence Ending Now) training provides students, faculty, staff and postdoctoral fellows with tools to be an ally to someone who has experienced sexual or interpersonal (relationship) violence or stalking.

Response Update. There is a current pause in hiring actions at the University due to the COVID-19 pandemic. As a result, only one position has been posted for hiring and we hope it will be filled no later than January 2021. We will revisit the additional position once the hiring pause is lifted and funding for the new positions is confirmed.

Recommendation 7. Establish an interpersonal and sexual violence center backed by high-level institutional support.

Original Response. At its February 7, 2020 meeting, the Prevention Coalition received and reviewed a plan to create an interpersonal and sexual violence center under the leadership of a new senior University official who will have responsibility for leading a strategic, pan-University violence prevention initiative. The planned center and its leadership will have a specific charge to engage with UNC faculty around research and scholarship that can be leveraged to develop and enhance campus prevention programming. Our goal is to have the new structure and leadership in place by the start of the Fall 2020 semester.

Response Update. The University submitted a job description for a new position of Senior Prevention Strategy Officer and Director of Interpersonal Violence Prevention Collaborative. The position is awaiting approval by the UNC System. Because of COVID-19 and related financial challenges, consideration of new positions is subject to greater scrutiny and associated delays. If approved, a search will be launched immediately. Depending on the availability of the successful candidate, a start date is expected between November 1 and January 1.

COMMUNICATION OF NOTIFICATIONS

Recommendation 8. Faster and consistent communication in regard to issues that compromise safety for members of the University community.

Original Response. On April 17, 2020, the Alert Carolina Advisory Committee will review the current process for drafting and sharing system alerts to identify opportunities that will:

- Expedite the authorization and distribution process for “Emergency Notifications” (which is our highest alert tier);
- Clarify the nature of “Crime Alerts” (whether there exists serious or continuing threats) which may result in notification time differences between incidence occurrence and alert notification; and
- Better define “Adverse Conditions” (formerly referred to as Adverse Weather) and “Informational” alerts with a focus on clear and consistent messaging when these alerts are issued.

Please also see responses to Recommendations 9, 10 & 11.

Updated Response. The Alert Carolina Advisory Committee met on April 13, 2020 and initiated review of the four categories of alerts and their descriptions. An ongoing review of system alert types and distribution processes will continue during this academic year, with anticipated engagement with and feedback from students, faculty and staff representatives, to be added to the Advisory Committee.

Recommendation 9. Change the membership of the Alert Carolina advisory board to include an undergraduate, graduate, a member of the Employee Forum, a member of the Faculty Council.

Original Response. Since Alert Carolina was developed in 2007, the Advisory Committee has served as an informal body of technical staff who review operational aspects of the system with representatives added over the years as the system expanded. Given the critical function the Alert Carolina System serves and impacts of its success and/or failure on the campus community, it is essential that those who receive the alerts have the opportunity to advise on the effectiveness of the system.

By March 4, 2020, the Office of Emergency Management & Planning will present to the Vice Chancellor of Institutional Integrity & Risk Management and Associate Vice Chancellor of Campus Safety & Risk Management a plan to revise the purpose, scope and membership of the Committee to include student and faculty representation.

Updated. Response. A proposed restructure of the Alert Carolina Advisory Committee was provided to the current Advisory Committee, that includes representation from students, faculty and staff. Due to COVID-19 activation and response initiated in early March, submission of a draft plan to the Vice Chancellor for Institutional Integrity and Risk Management and Associate Vice Chancellor of Campus Safety & Risk Management is still underway and anticipated to occur during the Fall 2020 Semester. Changes to Fall 2020 operational status due to COVID-19 have required substantial flexibility with changing priorities and non-COVID project timelines.

Recommendation 10. Expand the parameters of Alert Carolina to send out notifications when there are polarizing groups planning to come to campus.

Original Response. Regardless of the nature, position or message of a group that is coming to campus, we will use the Alert Carolina System to notify you of any threat or dangerous condition on our campus.

The intent of “Informational” alerts is to inform campus of situations that don’t pose an immediate threat (as outlined in laws and policies) but present a significant safety interest to the entire campus. In accordance with Federal and State Law, these safety messages cannot be

discriminate in nature. However, safety messages should address behaviors that pose a threat to safety on campus.

“Adverse Conditions” (formerly Adverse Weather) alerts are limited to incidents that require a change in the operating status of campus. This is in accordance with the UNC System Adverse Weather and Emergency Events policy as well as the campus emergency operations protocols.

As technology evolves, we will continue to identify and incorporate relevant platforms and tools for disseminating information to campus. In recent years, alert beacons were installed in high volume spaces with limited wireless reception. The Office of Emergency Management & Planning has also acquired the Alertus Desktop solution which pushes system alerts to computer devices on the University network. However, the client must download the platform to their specific device for the alert to register. That system allows for integrated system alerts into our mobile safety application, LiveSafe.

The Office of Emergency Management & Planning will pilot a Short Message Service (SMS) Opt-In solution this Summer that allows affiliates of the University who do not have an ONYEN to opt in to receive Alert Carolina text messages. If successful, we anticipate extending this capability to the campus community in Spring 2021.

Updated Response. In March 2020, the Office of Emergency Management & Planning acquired new SMS Opt-In technology. We continue to explore opportunities to effectively incorporate the SMS Opt-In technology during COVID-19 and beyond.

Recommendation 11. In-person engagement with specific student organizations because emails and text messages are simply not enough.

Original Response. Student groups have been engaged in the development of the current initiatives we have on campus [insert examples]. In addition, UNCPD, Emergency Management & Planning and Environment, Health & Safety are developing a collaborative, comprehensive Campus Emergency Preparedness program. This new program will engage student organizations, as well as faculty and staff, to inform the development and delivery of campus-wide training and preparedness products. These will include updated classroom emergency procedure posters, training videos, updated safety technology solutions and other training opportunities.

Updated Response. A collaborative working group of representatives from UNC Police Department, Emergency Management and Planning, and Emergency Health and Safety has been formed and is meeting monthly, with their inaugural meeting held in February 2020. Changes in Fall 2020 operational status have required revision of the execution of preparedness training. Ongoing demands to commit substantial resources to the Fall Reopening and Operational Shift require continued flexibility with the timeline for fully implementing this engagement initiative. Once reconvened, the working group will begin developing planned emergency preparedness training, videos, and technology solutions to introduce in the Fall 2020 Semester. This work will be ongoing and includes engagement with campus stakeholders to ensure an effective program is established.

PUBLIC SAFETY

Recommendation 6. Apply to funding pools and grants that can improve environmental safety, such as lighting, and reassess regulation of parties hosted by student organizations.

Original Response. Student organizations hosting events are required to comply with all applicable facility-use policies (if occurring in or on a University-controlled space) and the Campus Alcohol Policy (which applies to events held on- or off-campus). Beginning last semester, the Office of Fraternity and Sorority Life now requires recognized fraternities and sororities to register social events in advance and to implement various risk management strategies in conjunction with each event. These requirements are in addition to whatever measures are required by the chapter's national organization.

Jurisdiction for events occurring off-campus generally falls to the Chapel Hill Police Department. Chief Perry is working with the Town of Chapel Hill Chief of Police to assess the potential for an expanded joint jurisdiction agreement that would expand the legal authority of the UNCPD to address conduct in areas adjacent to campus, including properties owned or utilized by recognized student organizations.

Regarding lighting, Public Safety and UNCPD will identify funding to plan for the installation of additional outdoor lights around campus. Request for funding to plan and implement this campus lighting project will be considered as part of this year's budget cycle. This academic year alone, the University has enhanced lighting in more than 90 existing outdoor light fixtures by installing brighter and more sustainable bulbs near sidewalks and on buildings.

Updated Response. *All measures for upholding applicable facility-use policies remain in effect. Recognized fraternities and sororities are required to register social events in advance. Off-Campus Student Life, in collaboration with the Town of Chapel Hill, maintains an additional party registration process to aid in promoting safe off-campus events (<https://offcampus.unc.edu/resources/party-resources>).*

With respect to additional lighting, Associate Vice Chancellor for Campus Safety & Risk Management will establish and co-chair with the Associate Vice Chancellor for Facilities a formal committee chartered to identify significant technology (not just lighting) with ability to significantly enhance the University's security posture, to include cameras, video monitoring software (VMS), enhanced common locks, etc. The committee will recommend project priorities, seek senior leadership approval, identify funding, and monitor project execution and policy development. Membership will include senior representatives from Facilities, Police, Emergency Management, Information Technology Services, Student Affairs, Transportation & Parking, Energy Services and Finance. This committee will be established no later than November 1, 2020.

UNCPD continues to work closely with Chief Blue regarding opportunities to share and expand jurisdiction in the Town of Chapel Hill. Chief Blue is in support of providing UNC PD jurisdiction to patrol, respond and enforce criminal violations in areas adjacent to campus and those properties operated by recognized student organizations. Approval is needed by the Town Counsel in the form of an agreed mutual aid agreement.

Recommendation 12. Engage in a once-a-semester lighting walk (inclusive of police, chancellor, facilities, students, student affairs, EOC/HR) to review opportunities to increase lighting in potentially hazardous areas.

Original Response. UNCPD has committed to conduct Lighting Safety Walks once every semester. Additionally, they will request participation from the Town of Chapel Hill Police Department and Orange County Public Works. The next walk is scheduled for March 11, 2019 (rain date is March 12th). Chief Perry is coordinating with Student Government leadership to facilitate student attendance. Members the Campus Safety Commission are invited and encouraged to attend.

Updated Response. *A Lighting Safety Walk was conducted on March 11, 2020. The Fall 2020 Lighting Safety Walk is scheduled for October 28, 2020, 7-9pm. Members of the Campus Safety Commission are welcome to participate.*

Recommendation 13. *In partnership with Chapel Hill Transit, provide or improve training of bus drivers to recognize potential safety concerns or interpersonal violence indicators and what to do in response.*

Original Response. Transportation & Parking will meet with the Town of Chapel Hill by April 1, 2020 to understand what type of training is currently provided to their transit operators. We firmly believe that enhancements can be made to have better coordination in this area.

Transportation & Parking conducts annual training, including Clery training, for all designated staff and can incorporate recommended training as a part of the In-Service training for all employees. Transportation & Parking staff include Point to Point drivers, parking control, parking service coordinators, booth attendants and maintenance that are all in the community throughout the day and night.

Updated Response. *Brian Litchfield, Chapel Hill Transit Director, reported that annual staff training included: Demetia Awareness, Human Traffic Awareness and See Something, Say Something. Chapel Hill Transit staff are committed to training strategies that improve safety for the community they serve.*

UNC Transportation and Parking's annual In-Service training is delayed due to COVID-19. Recommended training will be incorporated into future training initiatives. Due to COVID, UNC Transportation and Parking will pursue online options for training or reschedule for Spring 2021 for in-person options. Chief Perry will provide guidance and support in identifying additional appropriate training in cultural awareness and customer service.

Recommendation 14. *Create a rideshare credit/reimbursement (e.g. uber, zipride, lyft) program that allows students or staff that need transportation assistance (beyond the availability of Chapel Hill Transit) and for safety reasons.*

Original Response. The University's Transportation & Parking Department is launching a Transportation Working Group on March 18, 2020. This will be a subcommittee of the Advisory Committee for Transportation (ACT). The Transportation Working Group (TWG) membership will include ACT representatives and representation from UNCPD, Campus Safety Commission and Facilities Planning. The TWG is charged with evaluating programmatic and funding opportunities to support late-night travel options. Chief Perry invites the Campus Safety Commission to nominate a member of the Commission to serve on the TWG.

In 2015, a review of rideshare offerings was conducted, and several concerns regarding safety, parameters of service, and cost were identified. These concerns were unresolved in 2015, but we can revisit those conversations. Specific proposals for the create of a rideshare

credit/reimbursement program can be directed to Student Affairs, Transportation & Parking and UNCPD.

Updated Response. The Transportation Working Group meeting scheduled for March 18, 2020 was cancelled amid the campus response to state "stay at home" orders. The meeting was not rescheduled during this time frame. The Transportation Working Group's first meeting was held September 23, 2020.

Recommendation 15. Consider expanding SafeWalk so that the operational hours cover weekends, as well. Ensure the program has diverse representation.

Original Response. Chief Perry has received a proposal to expand SafeWalk. The feasibility and logistics of this expansion are currently being studied and a decision will be made by March 15, 2020 and shared with the Campus Safety Commission.

Updated Response. On March 11, 2020, Chief Perry participated in a Zoom meeting with current and future leaders of the SafeWalk Program. Updated projections for expenses were presented and discussions were positive regarding their willingness to partner with existing services. Another meeting was scheduled with the Director of Student Life, SafeWalk members and Chief Perry on May 21 to reach final review of the program and its needs to serve students. Pending approval of funding this program will be expanded for students upon return to normal campus operations.

Recommendation 16. Create clearer markings of where the campus's prohibition on weapon possession begin along Franklin Street and other thoroughfares.

Original Response. UNCPD will work with UNC Facilities Services to initiate changes in signage to appropriately reflect designated areas where firearms are prohibited.

Updated Response. A recent audit was conducted by the Internal Audit Office regarding specific items related to safety improvements on campus. One area of review addressed signage on campus. The recommendation to add and improve signage was accepted and signs regarding the prohibition against firearms on campus will be implemented. Sign types and location are being identified to be shared with campus units involved in the review and implementation process.

Recommendation 17. Work more effectively with Chapel Hill Police Department to disseminate clear information about the CHPD's enforcement policies for investigating weapons possession offenses adjacent to campus.

Original Response. UNCPD will continue to work proactively with the Chapel Hill Police Department to improve existing methods of communication when weapons violations occur within areas adjacent to campus.

Updated Response. The Town of Chapel Hill under the leadership of Chief Blue has committed to improving communication as it relates to incidents occurring within the Town of Chapel Hill that could have an impact on the University. The UNC Police Department has implemented a daily check-in process with surrounding law enforcement agencies to help ensure incidents and activities occurring within the Towns of Carrboro and Chapel Hill are communicated with the campus.

ANTI-RACIST ACTIVISM

Recommendation 18. The University should have faculty members conducting research and teaching about the dangers of far-right extremism.

Original Response. There are faculty in the College of Arts and Sciences who are scholars in the danger and implications of extremism and hate speech. These faculty offer courses on these topics which range from one-credit hour courses to upper-level three-hour courses. For example, see the most recent *Daily Tar Heel* article on "Confronting Anti-Semitism" which invites speakers weekly to discuss anti-Semitism and other forms of extremism throughout history. There are also many courses across the University, including in the professional schools, that address social movements and advocacy for change.

No additional response.

Recommendation 19. Revise or abolish the Honor Court, given its issues with retaliation noted by the US Department of Education and its history of disproportionate targeting of marginalized students.

Original Response. It is appropriate to engage in ongoing evaluation of what structures and practices may require change to ensure fair and equitable processes, while adhering to due process and regulatory requirements.

Throughout the history of the Honor System and certainly since the origins of the Instrument of Student Governance in the early 1970s, there have been major revisions from time to time. The last revisions occurred in 2014 and included amendments that increased the role of faculty in academic misconduct cases.

Student Affairs and the Office of Student Conduct will convene a working group of students, faculty, and staff by March 1, 2020 to examine the existing disciplinary structure and make recommendations for what changes may be needed. This group will be encouraged to consider practices at other institutions and recommendations of professional organizations (e.g., Association of Student Conduct Administration). Our goal is to receive the working group's recommendations by July 1, 2020.

Updated Response. An exploratory working group comprised of a diverse group of students, staff, and faculty was formed in March 2020 and is actively meeting to review the existing Honor System structure and render recommendations for what changes may be warranted. The objectives of the working group are to: Assess and explain if the current authority delegated to the Honor System should remain as currently outlined in the Instrument of Student Judicial Governance ("Instrument"); or if the current system should be modified or reconstructed.

Goals for the working group include addressing ongoing concerns voiced by campus community; addressing the recommendations from the Campus Safety Commission; and preparing a brief written summary of assessment and recommendations, if any, to present to the Chancellor (or his designee). The Exploratory Working Group completed its review in early August and is finalizing its report to the Chancellor with associated recommendations. Among the forecasted recommendations are a rewrite of the existing Instrument of Student Judicial Governance to

reduce "legalese" and make it more accessible and structural changes reflecting the adjudication of non-academic conduct cases.

Recommendation 20. Provide unlimited psychological services for students dealing with the mental health aspects of their involvement with anti-racist activity, including death threats, police brutality, and other traumas.

Original Response. Like most universities, the clinical and financial model for UNC's Counseling and Psychological Services (CAPS) focuses on the provision of acute services and immediate intervention together with short-term care. For students requiring long-term services, CAPS has developed a robust community provider referral program and works to establish transportation and/or financial support for students who need assistance. CAPS is also working with campus partners to bring awareness and attention to campus climate issues in support of a healthy, inclusive campus environment that reduces the negative impacts on student mental health. CAPS is working to expand overall access to services by collaborating with professional schools to establish embedded counselors in programs that are easily accessible to the campus community.

We hear the call for additional campus mental health providers that have expertise serving underrepresented students and marginalized communities. We will continue to look for ways to expand campus mental health services to support communities and students that are uniquely impacted.

Updated Response. CAPS has prioritized hiring trainees and professional staff with identities, experience, and expertise to better service underrepresented students and marginalized communities. Amid the COVID-19 crisis, CAPS has rapidly pivoted to expanding telehealth services to support students unable to receive in-person care. In addition, CAPS has expanded some of its group offerings to recognize some of the unique challenges that students are experiencing as a result of transitioning to a remote instruction format. CAPS continues to expand its embedded counselor programs in collaboration with UNC professional schools. Prior to the start of the Fall 2020 semester, CAPS hired four additional BIPOC counselors and continues to explore ways to expand services to students.

Recommendation 21. Restore funding to the UNC Center for Civil Rights.

Original Response. The [UNC Center for Civil Rights](#) at the School of Law is supported with grants and private funding. The Center continues to focus on issues of race and civil rights by convening scholars, lawyers and others, as well as conducting and publishing research and scholarship on race and civil rights.

While a 2017 policy change adopted by the UNC System's Board of Governors prohibited centers and institutes, like the UNC Center for Civil Rights, from engaging in litigation, the Center remains an active and critical unit of the School of Law. Today, the [center's research](#) and advocacy efforts to secure fair and equal opportunities for low-income individuals and people of color addresses topics including: School Integration, Diversity and Equity; Environmental Justice; Fair Housing; Equitable Access to Public Services; and Civic Engagement.

Updated Response. In May 2020, the Law School launched the Critical Race Lawyering Civil Rights Clinic. This Clinic merges the tenets of critical race theory with the practice of civil rights law. Students in the Clinic will engage in direct representation of individual and organizational clients in

areas where discrimination and inequality are pervasive. Students in the Clinic also complete non-litigation-based advocacy projects such as creating policy briefs, formulating advocacy strategies to advance local legislation, and community outreach. Students may also draft amicus briefs advancing novel legal theories using critical theory frameworks.

Recommendation 22. Clarify/correct any past communications from the University that refer to student activism as an action of a “violent mob” and ensure that such inflammatory language is no longer part of the University’s communication strategy in the future.

Original Response. We understand your concern and are committed to being mindful of language and the impact it has on others. We do not believe “violent mob” describes student activism on our campus. Carolina is committed to fostering an environment where intellectual engagement flourishes and campus community members are free to express their opinions and ideas. Accordingly, we support our students’ rights to promote social justice issues in a variety of ways, including through peaceful protests and other forms of activism, when done in a safe and lawful manner. Our practices have been recognized by the Foundation for Individual Rights in Education (FIRE) which has awarded the University with its highest “green light” rating for our efforts to protect free speech and expression rights.

No additional response.

SAFETY OF MARGINALIZED COMMUNITIES

Recommendation 23. Create a speaker series that provides a platform for those doing work in areas of critical race theory, institutional belonging, race-based traumatic stress, racial battle fatigue, cultural wealth, and other topics salient to improving the culture of Carolina for marginalized communities.

Original Response. We agree with the creation of a speaker series which would align with *Strategic Initiative 1 in Carolina Next: Innovations for Public Good*. We will formally launch a speaker series that addresses the topics referenced in this recommendation in Fall 2020. This work will be led and coordinated by the University’s Chief Diversity Officer with input from faculty and staff experts as well as students across campus.

During the interim, we are aware of seminars and lectures already scheduled for this semester on these important topics and will share this information with the Campus Safety Commission. Our Chief Diversity Officer will also inventory these opportunities going forward so that we may advertise and promote widely in the future.

Learning about these topics is a priority for the leadership team. At the Chancellor’s and Provost’s Senior Leadership Retreat last August, a significant portion of the retreat was focused on some of these topics as addressed in Dr. Ruth Enid Zambrana’s book, *Toxic Ivory Towers*. We are looking forward to March 19, 2020 when Dr. Zambrana will visit campus to give a presentation and meet with both Cabinets. We hope that members of the Safety Commission will attend Dr. Zambrana’s presentation as well.

Last Summer, the Chancellor, Provost and Dean of the College of Arts and Sciences supported efforts to develop Critical Ethnic Studies at Carolina, a new initiative designed to bring together faculty engaged in research on intersectional thought and social justice for marginalized

communities. One of the goals of this initiative is to invite speakers to campus to give talks on these issues and offer workshops to graduate students. Efforts are also underway to develop a graduate certificate program in Critical Ethnic Studies and to establish a postdoctoral program in this area.

Updated Response. The Race, Racism and Racial Equity (R3) Symposium is a series of virtual events that brings together scholars and researchers from across campus to share their work with Carolina and the broader community. We will provide context on the state of race at UNC and in the U.S., advancing the work of the Chancellor's Commission on History, Race and a Way Forward. R3 also highlights the stellar and innovative work of our graduate researchers through virtual "lightning" sessions and poster presentations. The first of the R3 series, "The Historical Exploitation of Black and Brown Bodies at UNC: Learning from the Past to Change the Present," was held on Thursday, September 10, 2020 and was attended by over 2,000 participants virtually.

Recommendation 24. Increase the representation of individuals with marginalized identities among staff, faculty (particularly tenured faculty), and administrative leadership here at Carolina.

Original Response. Carolina Next, Strategic Initiative 1.3, specifically addresses leadership pathways for underrepresented faculty at Carolina. We have identified a team of faculty and staff on campus to help us consider new pathways and further diversify existing pathways for leadership and promotion. This is an important part of our plans for the retention and promotion of underrepresented staff and faculty, as well as fostering belonging for all members of our campus community. We have work to do in this area and we are committed to this important work.

This week we extended an offer to an individual to serve as a Special Advisor for Equity and Inclusion and Interim Chief Diversity Officer. This individual will report directly to the Chancellor and Provost until a permanent Vice Provost for Equity and Inclusion and Chief Diversity Officer is identified and hired; a national search for this new position is already underway.

The Special Advisor will serve as a member of the Chancellor's and Provost's Cabinets helping to advise, inform and implement the University's goals for diversity, equity and inclusion until the Vice Provost is hired.

We have elevated the Chief Diversity Officer position on campus from an Associate Vice Chancellor to a Vice Provost position with dual reporting to the Chancellor and Provost. Further, with the development of new school and unit Chief Diversity Officers across campus, the new Vice Provost will be able to connect strategically to communicate and implement the University's diversity, equity and inclusion goals.

During the 2019-2020 academic year, we created a new position and hired our first Vice Chancellor for Institutional Integrity and Risk Management and filled a number of senior positions with individuals who are both highly qualified for their positions and are bringing great diversity to our team: For the 2019-20 school year, the University hired a number of key University leaders (all at the Vice Chancellor, Associate Vice Chancellor and Dean level) that reflect the diversity of the population they serve. The University remains committed to increasing diversity among its staff, faculty and administration.

The Chancellor, Provost and Dean of the College of Arts and Sciences have committed to the following growth and hires:

- Growing the Carolina Minority Postdoctoral program by adding two new faculty positions next academic year with plans to continue the growth of this program in the future.
- Hiring two scholars on slavery in the South.
- Funding the development of a doctoral program in the Department of African, African American and Diaspora studies.

Updated Response. In July 2020, the Provost announced the Provost's Academic Leadership Advancement Program for Underrepresented Faculty. This new pan-university initiative provides career development opportunities; interpersonal, organizational and operational competencies; and professional networking for a selected tenured or tenure track underrepresented faculty member who is seeking academic leadership career advancement at Carolina. This program is the latest initiative to launch under the Build Our Community Together strategic priority in the University's strategic plan, Carolina Next: Innovations for Public Good. We are pleased to have Elieen Parsons of the UNC School of Education is our Inaugural Fellow.

The goals for the program are to: (1) Build leadership skills, particularly self-assessment, emotional intelligence, communication and analytics, to make decisions in complex situations and manage systems; (2) Adopt a strategic mindset and engage in continual self-development to take on cross-campus initiatives and assume academic leadership roles; (3) Expand knowledge of University operations through extensive interaction with senior campus leaders and increase capacity to successfully navigate resources and opportunities; (4) Enhance career networking opportunities and provide necessary exposure to academic leaders at Carolina and in the University of North Carolina System Office; and (5) Engage in project-based work on two or three initiatives that are of high strategic priority to the Chancellor and the Provost.

The Carolina Postdoctoral Program for Faculty Diversity (CPPFD) is one of the oldest diversity fellowship programs for postdoctoral scholars in the nation, and it receives strong support and recognition across the University and peer institutions. More than 190 scholars have participated to date, leading to more than 60 faculty hires here at Carolina. Over the last five years, 19 fellows have been hired directly into the faculty at Carolina at the conclusion of their fellowships, and the program has successfully placed 100% of its fellows into tenure-track positions. As part of the Carolina Next: Innovations for Public Good's strategic plan's first initiative, Build Our Community Together, the Chancellor is supporting the hiring of underrepresented faculty, especially in disciplines with clear disparities, by investing funding in two additional CPPFD fellowships per year. This additional funding has enabled the program to expand the fellowship and focus more on recruiting STEM scholars than ever before.

Recommendation 25. 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.

Original Response. At the September 2017 Board of Trustee meeting and again at the November 2017 meeting, the History Task Force presented a timeline for the repair and renovation of the site at the Unsung Founders Memorial. Repairs to the site will begin this fiscal year.

The Commission on History, Race and a Way Forward will recommend renovations to the site around the Memorial as well as other ways the University can honor and commemorate the contributions of enslaved people that built the University and the indigenous lands on which the

University was founded. We will also ask the Commission on Race, History and a Way Forward to provide recommendations on how the University may honor the many first students, faculty and staff who have attended, taught or worked at Carolina as we seek to recognize their sacrifices and contributions.

In 2019, with the support of the Chancellor, Provost and Student Affairs, the University invested in the development of a National Pan-Hellenic Council (NPHC) Legacy Plaza which will be located on South Campus between the SASB North and South. The NPHC Legacy Plaza will be a beautiful outdoor space for NPHC organizations to gather and promote their organizations and educate students about the importance of these diverse organizations. While fundraising efforts to fully support this project are still underway, former Chancellor Folt and Provost Blouin contributed more than \$400,000 to this \$600,000 project.

Updated Response. In June 2020, the UNC Board of Trustees voted to repeal Resolution No. 3, the 16-year freeze on renaming buildings, monuments, memorials and landscapes located on our campus. The following month, The University's Board of Trustees approved the removal of four names from campus buildings at a special meeting. The board voted 11-2 on four separate motions to remove the names Charles Brantley Aycok, Julian Shakespeare Carr, Josephus Daniels and Thomas Ruffin Sr. from buildings on campus.

Recommendation 26. Create spaces, physical or otherwise, that honor the cultural wealth inherent to communities of color— specifically Black-identified students—and allow them to exist within university bounds without needing to don “the mask”.

Original Response. We value and understand the importance, need and desire for space on campus, physical and otherwise. Embedded in *Carolina Next* under Strategic Initiative 1.1 is a commitment to invest in cultural and identity centers on campus. This year, the American Indian Center moved into a larger space making way for the opening of the Carolina Latinx Center. Further, at the January Board of Trustees meeting, the Board voted unanimously for the creation of the Asian American Center. The Asian American Center will seek to cultivate a critical understanding of the cultures and histories of Asian Americans, and it will serve to bring people together with opportunities for engagement at the campus, regional, national and global levels. The AAC will enhance the University's commitment to excellence by expanding access to interdisciplinary learning and preparing the next generation of leaders for an increasingly multicultural society.

We also hear the specific space request for Black-identified students on campus and will explore this request with our Chief Diversity Officer and other experts on campus. Spaces such as the one requested for Black-identified students are critical to fostering community and belonging.

Updated Response. In addition to the progress noted above, the University is committed to investing in a space in the Sonja Haynes Stone Center that will be dedicated for use by African American students and their organizations to gather and hold meetings and events. We will explore this further once the University identifies the necessary funding. At this time, all new capital expenditure projects are on hold.

Recommendation 27. Increase awareness and support around mental health and wellness for communities of color within predominately White institutions by: (a.) putting efforts into destigmatizing

mental health services in these communities; (b.) increasing the number of service providers and professionals of color at CAPS, and; (c.) expanding the “mental health first aid” program to include a focus on mental health and wellness for communities of color, and opportunities for student cohorts to be trained.

Original Response. Destigmatizing mental health services in underrepresented communities is a priority for CAPS. We hear the request for additional campus mental health providers that have expertise serving underrepresented students and marginalized communities and we are committed to identifying new ways to recruit professionals with this expertise. Further, we recognize the importance of recruiting applicants that our students feel comfortable connecting with and confiding in and we know that often such professionals come from backgrounds similar to the populations represented in our student body. We will explore new avenues for recruiting applicants with this expertise.

CAPS and the associated Mental Health Task Force operate on an established principle that there cannot be good community mental health without belonging, equity, civility and safety. Based on feedback from the campus community, and in coordination with campus partners, CAPS actively seeks to increase awareness through a variety of programs developed specifically for marginalized communities and is working to expand those offerings. CAPS also maintains a nationally recognized program for young professionals that is known for its multicultural lens on mental health training.

The Mental Health First Aid program is sponsored through the School of Social Work. In coordination with the Mental Health Task Force, we will explore opportunities to expand that program to incorporate additional curricular focus on mental health and wellness for marginalized communities and to expand the availability of that training.

See Response to Recommendation 20.