



Action Plan for Police and Community Relations

After reviewing the Presidential Task Force on University Police and University Community Relation's report of July 11, 2011, as well as reviewing the Chief of Police Annex report dated July 25, 2011, and thereafter meeting with representatives from the task force and the university police department, the following recommendations will be pursued in the upcoming months:

- 1) **MISSION STATEMENT:** Under the leadership of the Senior Vice President, the mission statement of the University Police Department will be reviewed with input from Mason administrators, faculty, staff and students to ensure that the mission statement (revised if necessary) is consistent with the values that define living and working on a safe and secure university campus, and recognizing the law enforcement responsibilities imposed by statute.
- 2) **COMMUNITY POLICING:** The University Police Department will work closely with the University community to embrace a mutually understood culture of "community policing" as an organizational strategy within the University Police Department. Without diluting public safety principles, the philosophy of community policing places the highest value on respect, diversity, individuality and the capacity to effectively address university-related community incidents in a manner consistent with professional campus law enforcement. Under this strategy of community policing, mechanisms will be put into place that give the community members greater opportunities to convey problems and concerns directly to the campus police and then participate in a meaningful way to reach resolution. To achieve this objective University Police personnel will meet on a regular basis with the University community to increase opportunities for positive contact between the University Police and the university community.
- 3) **COMMUNITY POLICING:** The George Mason University Police Department, supported by the Administration, will communicate the campus community policing expectations to all GMUPD personnel and those being recruited to ensure that the supervising officers and the officers being supervised fully understand that this community policing responsibility is a component of their performance evaluation. The GMUPD leadership will incorporate these elements of community policing into the internal and external evaluations of the officers within the GMUPD. The GMUPD leadership will solicit input from those outside the GMUPD organization to regularly assess the community policing effectiveness of the organization.
- 4) **UNIVERSITY ASSESSMENT SURVEY:** The George Mason University Police Department, with assistance and input from a broad university community committee, will engage the George Mason University's Office of Institutional Assessment to oversee the development of a survey to be distributed in the Fall 2012 semester, to assess and measure perceptions of effectiveness, honesty, courtesy, fairness, knowledge, concern-for-the-welfare-of others, crisis management, etc as related to the duties and responsibilities of the

GMUPD. These survey results will become the benchmark for future annual GMUPD surveys.

- 5) **UNIVERSITY ADVISORY COUNCIL:** The Senior Vice President will establish a University Advisory Council comprised of members (faculty, staff and students) of the university community. The Chief of Police will be an ex-officio member of the committee. The Committee will meet on a regular basis to discuss issues of concern, perceptions, other matters of university interest, etc. This committee will also review an annual GMUPD survey and participate in discussions concerning actions to be taken to improve performance, communication with the Administration, and/or community perceptions.
- 6) **PROCESS CLARITY:** The Office of the Senior Vice President will undertake, with the Chief of Police and his senior staff, a review of all existing GMUPD policies, practices, guidelines, websites and other informational materials to ensure prudent transparency and consistency with public safety principles (i.e. responsibilities) and the values and mission of the University.
- 7) **INCIDENT COMMUNICATION:** The Chief of Police will design and make public a system of accountability that ensures that persons having contact with any GMUPD officer and non-sworn staff receive sufficient information about the occurrence to facilitate any follow-up regarding the incident. The purpose is to improve the public service aspect of community policing, and will provide the affected University community member the opportunity to reasonably track developments or inquiries related to the exchange.
- 8) **OHRL COORDINATION:** GMUPD will establish a more formal relationship with the staff and student leadership within OHRL and University Life. This relationship will include joint regular training sessions (either prior to the beginning of the fall semester or early in the fall semester) and regular sessions throughout the year where the roles, responsibilities, procedures and expectations of the GMUPD and the staff of OHRL are clarified. These meetings will be an opportunity to discuss emerging problems and concerns, with particular attention to drugs, alcohol, misconduct, arrest, warning, eviction and mental health policies and protocol. Additionally, to assist response coordination, the residence hall directors and assistants will be provided a photo ID which will ensure that responding GMUPD officers recognize them as housing staff professionals.
- 9) **CAMPUS POLICE TRAINING I:** The GMUPD will strengthen efforts to recruit, hire and train GMUPD police officer candidates to be knowledgeable and skilled in functioning in a University environment. The University campus environment presents unique challenges, and requires a police officer to recognize the GMUPD Mission Statement and the expectations of the University community. The GMUPD will introduce campus environment-specific police training as an internal element of the mandatory training required of all GMUPD officers. GMUPD will collaborate with law enforcement professionals and selected academic departments here at Mason to develop such training, as well as integrate “best practices” from other university police departments.
- 10) **CAMPUS POLICE TRAINING II:** GMUPD sworn officers will receive additional training related to “arrest” protocols and the options available to them to ensure an appropriate balance between police action taken and the expectations of the University. To this end, the Senior Vice President and GMUPD leadership will meet periodically with the

Commonwealth Attorney's Office/Magistrate's Office to receive their input and assessment of this "arrest" protocol aspect of GMUPD effectiveness. The Senior Vice President and/or the GMUPD leadership will report to the GMUPD Advisory Council on the results of these meetings.

- 11) **TRAINING SUPPORT:** George Mason University will provide, with the support of the GMUPD Advisory Council, the funding necessary to improve the GMUPD training to assist the GMUPD in achieving the prescribed aforementioned University objectives.
- 12) **GMUPD-COMMUNITY STAFFING:** George Mason University will provide the funding necessary to establish a Crime Prevention-Community Involvement Officer (duties outlined in General Orders 54(IV-B)). This officer will have direct access to the Chief of Police. The SRVP and the GMUPD Advisory Council will be advised regularly on current concerns voiced by the University community and recommended actions that could address University concerns and/or problems.
- 13) **BEST PRACTICE:** The GMUPD senior leadership will maintain active membership in the appropriate professional associations and any information gathered regarding potential "best practices" from other universities will be shared by the GMUPD with the SRVP and the GMUPD Advisory Council for further consideration and possible implementation.
- 14) **COMPLAINT PROCESS:** The GMUPD will mandate formal internal affairs training for selected members of the GMUPD. The GMUPD leadership will propose a process to the SRVP that ensures that complaints about GMUPD staff behavior are fairly and thoroughly investigated consistent with national campus police standards. Furthermore, the complaint process will be easily accessible to the University community; timely and efficient and prudently transparent. The process will comport with all applicable University rules and regulations. All such reviews, investigations and findings will be reported by the police leadership on a timely basis to the SRVP and shared appropriately on a regular basis with the GMUPD Advisory Council.
- 15) **CONTINUOUS IMPROVEMENT:** The GMUPD Advisory Council will provide the SRVP with an annual evaluation of the relationship (including, but not limited to community policing) between GMUPD and the University community, and this input will be utilized by the SRVP in the development of annual improvement programs as well as the annual evaluation of GMUPD leadership (May/June).