Student Advisory Committee of Security

DRAFT - Notes for the Meeting of August 23, 2019

Revised – August 27, 2019

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This document approaches the search of the new vice-president, the Student Advisory Committee, and the hypothesis of the existence of important flaws within the Campus Safety and Security institution.

Vice President Search

Job Description

The role of the Vice President of Security is defined as a technical work in terms of an *"operational and organizational leader"* with the ability and expertise of *"managing and driving a high-performing, service-oriented security and public safety operation"*. *"This position is responsible for oversight and direction (…) as well as planning and (…) oversight"*.

There are no requirements to the new VP of Security of leading, producing and promoting a vision and a general comprehensive project on security and public safety at Hopkins. Furthermore, the job description refers to acknowledge The President's Task Force on 21st Century Policing, however there is no experience or abilities required in order to plan its concrete application for Hopkins.

Currently, it seems that the leadership unit involved in Public Safety and Security in the University does not master the President's Task Force Report, nor a community-oriented approach as defined by such a report and the Office of Community Oriented Policing Services. Furthermore, trainings and planning are not oriented by those principles. Thus, there is no institutional background in the University that could offer a base for the new VP of Security in such an expertise.

Particular sections

- **Areas of Responsibility**. In relation to crime, the responsibilities are described mostly as responding to crime or to its menace. However, there is no emphasis in producing a comprehensive approach that introduces Hopkins security forces in a bigger project of crime reduction in Baltimore.
- **Reporting relationship**. The VP does not report to any participative organ that includes community members, faculties, or other stakeholders.
- **Experience**. There is no reference to what has been proposed by students in repeated occasions, including no mention on expertise on awareness on racial bias and disabilities, for example, and on how to address police brutality.
- **Major Duties & Responsibilities**

- The VP of Security *"proposes, implements and monitors an annual safety and security plan"* that is in accordance with the national best practices in constitutional and community-oriented public safety and security. Which kind of experience and expertise are required to interpret and to build a plan for a Hopkins 21st Century Policing?
- The VP of Security *"facilitates community partnership"*. The university has shown no major innovations in the ways in which students, faculties, staff, and communities have been involved in the process. The community-partnership has been related mostly with "listening" some groups, and through investment. This expertise is not asked.
  - The Office of Community Oriented Policing Services (COPS) has defined three key triads for producing community partnership. However, none of these elements are clearly defined in the Job Description.
    - Triad for building community trust. Organizational transformation, problem-solving, and community partnership.
    - Triad of trainings for community-oriented policing. Procedural justice, bias reduction, and racial reconciliation.
    - Following the COPS Office, the problem of mistrust (*sic*) between communities and police forces requires *"racial reconciliation, truth-telling, and police legitimacy"* (Mentel, 2012). Do we have a document analogue to this one but specific to Hopkins and its relationship with Baltimore?

General question: what does it mean "community-oriented"?

- Are we following the orientations of the COPS Office? [See notes above].
- Which are the cons and limits of a community-oriented policing, given the experience of more than 30 years?
- According to The President's Task Force on 21st Century Policing
  - Law enforcement as stakeholder:
    - *"Review and update policies, training, and data collection on use of force, and **engage community members and police labor unions in the process**"*. Hopkins has followed the path of local government, *"create listening opportunities with the community"*.
    - *"Examine hiring practices and ways to involve the community in recruiting"*.
  - Community as stakeholder
    - *"Participate in problem-solving efforts to reduce crime and improve quality of life"*.
  - The general orientation for getting communities involved in the process of a private police force has been that for local governments (which are already *democratically* elected). *"Create listening opportunities with the community"*.
- Is there anybody in the Search Committee that masters The President's Task Force on 21st Century Policing?

Search Committee

- Of 19 members, 3 are not Hopkins affiliated. These three have been called "community members" and "community representatives" in different meetings and communications.

- The concept "community member" has been ambiguous. Given the sensible character of the new VP of Security, I propose to restrict such a concept to members of the community with no close relationship with public and Hopkins authorities, i.e. not related with the power structures of Baltimore.
- In addition, I propose to incorporate members of the communities that have been facing forced displacement launched by Hopkins, particularly working class and poor communities without political power. In simpler terms, this can be understood as a lack of diversity in terms of "income" (*sic*) and stratification.
- Hint: this is not a moral or essential discussion of who and who is not a community-member, but a discussion over the necessity of integrating those communities that face most likely the dangers of police brutality and the worse possible outcomes of a potential private police force.
  - Attorney Dana Moore.
    - Baltimore Board of Liquor License Commissioners, appointed by the Democrat Governor Martin O'Malley in 2014 (2014-2017). According to Baltimore Brew, she *"gained a reputation for taking neighborhood concerns"* seriously.
    - Deputy city solicitor, working with Andre Davis, who was called by Major Pugh to lead the Baltimore law's department (2017-today). According to Baltimore City, her annual salary at 2018 was $155,600 dollars.
    - She was part of the Greater Baltimore Committee
    - She has represented city mayors since 1995.
    - "*Dana Petersen Moore, an attorney with deep ties to City Hall and the State House*". Baltimore Brew, June 14, 2014
    - "*Dana Petersen Moore, Esq. – Baltimore City Board of License Commissioners – Ms. Moore is the owner of Petersen Moore LLC, in Baltimore MD. She has been Counsel at Venable LLP, Baltimore and a partner at Whiteford, Taylor and Preston, LLP, Baltimore. Ms. Moore has served on the Trial Courts Judicial Nominating Commission for Baltimore City, the Maryland Appellate Courts Nominating Commission, the Bates College Board of Trustees and Mother Seaton Academy and the Elijah Cummings Youth Program in Israel. She chaired the Baltimore City Board of Ethics and chaired the leadership program of the Greater Baltimore Committee. Ms. Moore earned her degree in English Literature from the Bates College and her Juris Doctorate from the Washington and Lee University School of Law*". Grater Baltimore Committee, July 7, 2014.
  - Samuel T. Redd
    - Former Fire Commissioner of Baltimore City.
    - "*He is a graduate of the Spring 2008 Class of the Federal Bureau of Investigation (FBI) Citizens Academy. He has served as 1st Vice President, and is currently President of the FBI Alumni Association. He hosts and produces a Baltimore City Cable Network (TV25) television show*".
  - Regina Hammond
    - President of ReBUILD Johnston Square.
    - The only community-member that seems to be independent from the networks of power of Baltimore and Hopkins.

Accountability of the process

- *Secret* community meetings with selected leaders of associations.
- Restricted student participation, both in topics (repetition of usual advice) and participation (only 5 student leaders went to the last meeting).
  - For example, we are asked for advice about the experience and characteristics of the new VP of Security, however there is no mechanisms for making sure that the advisees read the Job Description in order to strengthen and deepen their participation.
  - This is not only a question about having the information in advance, but about having a moment to analyze the information previous to the meeting in order to deepen the conversation in the meeting.
- The website for receiving feedback was not correctly publicized. Furthermore, it is not a specific site, but the site of general feedback associated with the webpage *publicsafetyinitiatives.jhu.edu*.

Student Advisory Committee of Security

There has not been space for giving a reflective and informed advise in the most contentious topics and/or key decisions.

The advice provided by the Committee has been mostly in areas that an expert should already know, i.e. a plan and a program to address the danger of shootings, crisis management, multiple bias, relation with people with disabilities and foreign language, orientations of COPS and the President's Task Force on 21st Century Policing for community-oriented policing, etc. None of those criteria were highlighted in the Job Description for the new VP of Security.

- Problem. Student's feedback in the meetings set by Hopkins tends to saturate fast, i.e. one new meeting tends to repeat what has been said before. Consequently, we are facing unproductive meetings in which you listen some ideas, you engage selectively with them, but then they are totally absent from the final decisions (example, Job Description of the New Vice President of Security).
- Opportunity. When social groups have already a common conversation in a topic, or similar experiences, there is an opportunity to deepen in such topics. Consequently, "listening" meetings could be transformed in "workshops" and "work meetings" in which the problem of "saturation" is transformed into the opportunity of deepening in our understandings of security and public safety in Hopkins.

The Student Advisory Committee of Security has been presented as an example of student participation, and that it is a good foundation for planning future community involvement in analogue committees [See institutional flaws below].

Institutional Flaws

I recommend adding into the Job Description the expertise required to solve the following hypothesized flaws. These flaws are restricted to a few experiences, so they could refer to the way in which this unit has engaged with students and community members, and not necessarily to a general flaw of the unit. Such an evaluation exceeds this document.

Institutional Discontinuity

The experience of public and closed meetings with students and community members during the last two years, and the changes in security authorities, have shown an important flaw in Hopkins security institutions.

Which are the mechanisms to assure continuity between Melissa Hyatt, Connor Scott and the new VP of Security?

Examples of discontinuity:

- *Cleary violation 2015*. Hopkins authorities in security are not aware about details regarding Department of Education Investigation into JHU Cleary reporting violations related to sexual assault within Cleary boundaries. Security guards were implicated in discouraging survivors reporting and in misreporting.
- *Melissa Hyatt's project and continuity of her commitments*. For example, in one of the former meetings she argued that the Committee will not be used to legitimate the new private police force, unless it is already working as a **substantive** and properly **advisory** committee. Nevertheless, both Melissa Hyatt and, most recently, Connor Scott have named the Student Advisory Committee as an example of participation, which can be analogue to future committees with community members.
- *Needs assessment*. The commitment to study the possibility of a "needs assessment" with the participation of the community was not realized. Hopkins authorities committed publicly to study this possibility in July 24, and three weeks after in the community meetings, the security personnel claims having no knowledge about what a needs assessment is.
- *Repetition of student feedback* without incorporating it in a systematic manner.
- *A comprehensive plan to address shootings and to educate Hopkins community*. This advice was realized since the first meeting of the Student Advisory Committee, and at that moment Hopkins leadership engaged in addressing it. However, one year after there has been no advance in this topic.
- *The President's Task Force on 21st Century Policing* is not mastered by the current unit that lead Public Safety and Security in the University. In such conditions, that report is not being used to orientate trainings, policies, organizational transformations, and every other central decision that could fall under such a report.

Training fetishism

Every concern related with police brutality based on race, gender, sexuality, and disability, among other *social relations*, have been responded by the University with the promise of "trainings" by the university,

i.e. assuming the problem is founded just in the "individual" and its "bias", but not in the current everyday life in which those individuals engage.

- Racism and police brutality are not just an outcome of mismanaged cases (training to communicate with *minorities* (sic)), or of psychological traits (unconscious bias).
- Is the University conscious in how it participates in producing racism and police brutality in Baltimore? A factor, for example, is the fear of students towards Baltimore, or the lack of a plan to start a process of truth-telling and racial reconciliation between Hopkins and the city (as COPS promote for a community-oriented policing).

In contrast with a community-oriented approach defined by the Office of Community Oriented Policing Services (COPS), University leaders have talked on trainings on racism focusing on *unconscious* bias of police officers. In contrast, COPS distinguishes between bias reduction, and racial reconciliation, which are both organic parts of the model. In that sense, *Hopkins* and *non-Hopkins* Baltimoreans misperceptions (sic) about each other should be addressed.

Furthermore, trainings in themselves are not enough, they require organizational transformation as well, e.g. at the level of operations, organizational culture, and organizational climate, among others. Consequently, I advise to incorporate trainings into a major plan of trainings and organizational transformation, which should be goal oriented, and an organic part of a major project of Public Safety and Security at Hopkins. With such a plan, we can discuss about the goals and which are the best means to achieve them. Without such a plan, the criteria of discussion and for incorporating new advices become arbitrary.

Lack of knowledge about participatory procedures

Hopkins has not shown any innovative way of engaging communities, students, faculties, and other members of the Hopkins community.

Are there other ways to engage community members that are different from "listening", "forums" and "corporative social responsibility"? See, for example, workshops, work meetings, discussion groups, focus groups, collective interviews, SWOT analysis, problem tree (problem-solving mechanism of participation), cost-benefit analysis, etc.

Lack of an institutional and comprehensive public safety project with clear vision, mission, goals, and orientations that are successfully incorporated to the operations of the Public Safety and Security unit.

Erratic and mismanagement of spoken / written information

Examples:

- 4 or 3 community members in the VP Search Committee?

- Will the Hopkins private police patrol be only inside campus, without affecting its neighbors unless they accept the "service" (*sic*)? No, because they will patrol the streets adjacent to campuses, including its inhabitants.
- Neighborhood patrols, what are them?
- Which alternatives to policing were studied? There is no report on such alternatives, including its cost-benefit analysis. The only alternative that seems has been studied was to hire BPD officers.
- Use of ambiguous concepts: community-oriented, community members, community representatives.