



OFFICE OF THE PRESIDENT
1111 Franklin Street
Oakland, California 94607-5200

June 29, 2022

UC President Michael V. Drake
Re: Community Safety Data Dashboard Workgroup Recommendations

Dear President Drake:

As co-chairs of the UC Community Safety Data Dashboard Workgroup, we write to you today to provide a summary of progress on the data actions and milestone dates from the [UC Community Safety Plan](#) and to provide recommendations for the future development and analysis of community safety data.

The charge of the Community Safety Data Dashboard Workgroup was to develop a process for the collection of community safety data that reflects systemwide standards and to report that data in a public, systemwide dashboard with campus-level detail. The scope includes multiple streams of community safety data including crimes, use of force, police department workforce and budget, stops, complaints and calls for service.

We are pleased to report that the workgroup and its operational partner, the Office of Institutional Research and Academic Planning (IRAP), has delivered six interactive dashboards featuring all streams of community safety data for each campus location. The stops, use of force and workforce and budget [dashboards](#) are available now. The crimes, complaints and calls for service dashboards will be released on July 15 and will be available at the same location.

In addition, as part of the process to produce these dashboards, campuses have agreed to a standard set of data collection templates, data definitions and reporting cycles. Data shown as of this date is for the first quarter of calendar year 2022–23, and campuses will continue to submit data to IRAP on a quarterly basis for the foreseeable future. The milestones and progress to date are outlined below in the attachment.

The purpose of this letter is to provide recommendations for review and endorsement. The workgroup further recommends that oversight, implementation and ongoing management of the Community Safety data plan be assigned to the new systemwide Director of Community Safety.

Workgroup Recommendations

Based on our work this year, we encourage the Director of Community Safety at UCOP to collaborate with the UC community, the UC campus police departments and the Graduate, Undergraduate and Equity Affairs (GUEA) and IRAP offices at the UC Office of the President (UCOP) in order to respond to the following five recommendations:

- 1. Report on systemwide community safety data annually in the UC Accountability Report.** In the 2022 UC Accountability Report, the UC Community Safety Plan was introduced with a commitment to provide systemwide data in subsequent reports. Moving forward, data findings from the dashboards should be featured in the Public Service chapter of the report with data and narrative information. IRAP will support the Director of Community Safety at UCOP in drafting the content to be featured in the report.
- 2. Focus first-year implementation on maintenance and adoption of the current data collection and dashboard scope.** The primary work product of the workgroup is a process for collecting standardized community safety data from the campuses and the design and development of six community safety dashboards based on those data. Campus police departments will submit data quarterly using standardized data collection templates and an automated submission system. IRAP will process these quarterly data from the campuses and update the suite of six community safety dashboards in the UC Information Center. During this first year, IRAP's maintenance services will include first-tier help desk response to questions or feedback on the public dashboards, reporting of usage statistics and user feedback, quarterly validation of campus data submissions and dashboard updates, as well as provision of feasibility and resource estimates for possible changes and enhancements. The focus of the first year will be to establish a baseline of data in the public systemwide dashboards. It is not anticipated that significant changes to the scope of the public dashboards or data collection would occur in the first year, but rather that information will be gathered and priorities identified regarding requests for changes or enhancements, including technical feasibility, resource estimates and community impact.
- 3. Develop a governance structure to sustain and continue the oversight and community input of the systemwide community safety data.** The workgroup provided important oversight for the work of the UC campus police departments, campus' responsible officers and UCOP staff to establish transparency and accountability through systemwide data collection and reporting. These functions must be sustained after the data dashboards are launched and become an integral part of ongoing community safety conversations. The governance structure should provide diverse perspectives and address key facets of the systemwide community safety data including:
 - Data quality (collection process, data standardization)
 - Dashboard usage (user questions and feedback, usability)
 - Data interpretation (context setting, policy, program evaluation, analytics)
 - Research (research questions, research agenda, research pilots)
 - Feasibility assessment and prioritization (analyses to estimate resource and process implications of proposed enhancements or change requests)
 - Resource planning
 - Collaboration with campus police advisory and oversight committees on governance

- 4. Develop a preliminary research agenda for community safety data.** The workgroup acknowledges the critical need to do in-depth analysis and research to assess campus safety practices, generate recommendations for best practices, and hold the institution accountable. We also recognize the limitations of the current systemwide aggregate data collection and reporting to meet those needs. We therefore recommend that UCOP identify ways and methods to carry out a short- and long-term research agenda on community safety.

Recommended topics for further research analysis include the following:

- Continue to validate the quality of the data in order to support research and analysis.
- Document observations and interpretations from the current dashboards (what is happening, to whom, where, etc.).
- Add contextual information and data to allow for comparisons, diagnostics and inferences.
- Consider how to define, measure, and monitor safety beyond stops, crimes and use of force. to ensure we can improve safety. What are other ways or methods to assess efforts to improve the sense or perceptions of safety, e.g., surveys, qualitative research, etc.?
- Identify core metrics for tracking progress on community safety programming and interventions and map these metrics to innovations, interventions, training, etc.
- Consider new or expanded data collection needs following the first year of implementation.

- 5. Establish accountability by each campus to sustain systemwide community safety data collection and reporting.** During the design and build phases of the systemwide data dashboard project, the workgroup learned that campuses have different technical and resource challenges that make participation more challenging for some than for others. This can depend on their data collection systems, staffing and the status of their overall capacity to deliver business intelligence and dynamic reporting at the campus. The workgroup recommends that the UC Director of Community Safety work with key stakeholders, the campus' responsible officers, police departments, and existing and new campus accountability efforts to ensure they are able to define an approach and commit resources to sustain and continue the work of data collection, as well as campus-hosted and systemwide reporting on community safety.

We are grateful to members of the Community Safety Data Dashboard Workgroup and to the IRAP team for their success in meeting all of the milestones in the UC Community Safety Plan, delivering six new public dashboards to the UC Community and identifying ways to sustain and continue the work of data collection and reporting for transparency, accountability and program improvement.

Sincerely,

Elizabeth Halimah

Elizabeth Halimah, Associate Vice Provost — Graduate, Undergraduate and Equity Affairs, and Co-Chair Community Safety Data Dashboard Workgroup

Kelly Ratliff

Kelly Ratliff, Vice Chancellor Finance — Operations and Administration, (retired), UC Davis, and Co-Chair Community Safety Data Dashboard Workgroup

Enclosures

cc: Provost and Executive Vice President Brown
Chief Policy Advisor McAuliffe
Chief of Staff O'Sullivan

Attachment 1: UC Community Safety Plan Data Dashboard Guidelines and Milestones

Guideline 3: Transparency and Continuous Improvement through Data

A systemwide dashboard with campus-level detail will be created and regularly updated to inform and empower the UC community. Based on new systemwide reporting requirements and uniform standards for data collection, this information will be used to assess campus safety practices, generate recommendations for best practices and hold the institution accountable.

The following are the milestones under Guideline 3:

Milestone	Deliverables	Due Date	Status
3.1	Campuses post the seven sets of data annually on their websites.	12/31/2021	In Progress
3.2a	Establish workgroup to develop systemwide dashboard featuring seven streams of data including crimes, stops, use of force, complaints, calls for service, budget and workforce.	9/30/2021	Completed
3.2b	Post on UCOP website existing campus reports on use of force, crimes and workforce.	12/31/2021	Completed
3.2b	Deliver preliminary set of data submission specifications (<i>to standardize data across all locations</i>) and dates.	12/31/2021	Completed
3.2b	Develop systemwide dashboard work plan and budget.	12/31/2021	Completed
3.2c	Design and implement a data collection process and storage system for all data identified.	6/30/2022	Completed
3.2c	Determine a data governance plan consistent with UCOP practice.	6/30/2022	Completed
3.2c	Launch of systemwide dashboard.	6/30/2022	Completed
3.2c	Include campus safety data in the systemwide UC Accountability Report.	6/30/2022	Completed
3.2d	Add interactivity to the systemwide dashboard.	6/30/2023	Completed

Attachment 2: Community Safety Data Dashboard Workgroup Members

Name	Location	Position
Elizabeth Halimah (Co-chair)	UCOP	Associate Vice Provost and Chief Policy Officer, Graduate, Undergraduate Equity Affairs
Kelly Ratliff (Co-chair)	Davis	Vice Chancellor of Finance, Operations and Administration
Jenna Allen	UCOP	Executive Director and Deputy, Institutional Research & Academic Planning
Lucy Andrews	Berkeley	Ph.D. candidate
Naomi Waters	Riverside	Undergraduate student
Greg Siino	Davis	Assistant Vice Chancellor for Business Intelligence
Clement Stokes	Santa Cruz	Associate Vice Chancellor for Risk and Safety Services
Corey Jackson	UCSF	Chief Human Resources Officer
Joaquin Becerra	Santa Barbara	Assistant Dean & Director, Office of Student Conduct
Hayden Harris	Riverside	Manager of Student Affairs Assessment and Research
Amy Lerman	Berkeley	Professor of Public Policy and Political Science and Co-Director, The People Lab
Vickie Mays	UCLA	Professor in the Department of Psychology in the College of Letters and Sciences
Karren Yun	UCOP	Labor Relations Manager
Wade Stern	Riverside	Police Officer and President, Federated University Police Officers' Association
Liz Griffin	Irvine	Chief of Police
Eric Kalmin	Merced	Director, Records Management and Information Practice
Diana Henderson	San Diego	Campus Space Analyst
Mark Spangler	Davis	Director Administration and Support, UCD Police Department