Chancellor's Committee on Campus Safety

Final Report
October 1, 2013

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UNIVERSITY OF ARKANSAS AT LITTLE ROCK

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Executive Summary

The issues of crime, safety, and security are a recurring topic of discussion and concern for the University of Arkansas at Little Rock. Situated in a city and within an area of the city that has experienced some levels of high crime, UALR must be cognizant of the reality and perception of crime and security on campus.

The Committee on Campus Safety found there is a generally unwarranted perception that the UALR campus is not a safe environment. This stems from media reports of crime in the vicinity of UALR and the limited number of incidents that have occurred related to UALR. The investigation and discussions conducted by the Chancellor's Special Committee on Public Safety found that the UALR campus is, in fact, a generally safe environment.

This report addresses the context and background of safety issues on campus and in the surrounding area; the results of a survey of students, faculty, staff, and community residents concerning crime and safety; the philosophy and future direction of the UALR Department of Public Safety; and a follow up on recommendations from the 2008 Campus Safety Committee. The report then turns to the recommendations of the committee for ways to improve both safety on campus, and more importantly, to improve the perception of safety on campus. The report also includes an appendix with three-year summary crime statistics for the University of Arkansas-Fayetteville, University of Central Arkansas, Arkansas State University-Jonesboro, and UALR.

The committee proposes that the perception of safety on campus is of paramount importance in the overall image of UALR, and immediate and substantial efforts should be undertaken to improve the perception of safety on campus. Changing this perception includes both changes directly related to crime and security and changes to the environment that can improve both safety and the perception of safety. Recommendations involving direct changes include:

To increase safety on campus, UALR should implement the principles of Crime Prevention through Environmental Design (CPTED) which would include:
- increasing the presence of officers on campus by implementing more bicycle and foot patrols and by increasing the presence of officers in areas of the greatest need for security.
- increasing the number of human resources devoted to safety and security on campus.

Recommendations involving change to the environment, both on the UALR campus and in the University District, include:

- working with community partners and government to improve the appearance of the University Avenue and Asher Avenue/Colonel Glenn corridors, to increase crime prevention, and to improve the visual appearance of the area.
- improving the physical appearance of the campus to promote an image of safety.
- presenting a common message of safety and an accurate representation of campus safety.

Background and Context

Chancellor Joel E. Anderson established the Chancellor's Committee on Campus Safety in March 2013. The committee was charged with reviewing safety on campus "to ensure that UALR is a safe place and is perceived as a safe place to study and live and work." Chancellor Anderson asked, after the committee had deliberated and reviewed all necessary materials, that it make recommendations to improve campus safety and the perception of safety.

This report represents the combined efforts of the committee, UALR Department of Public Safety (DPS), the Little Rock Police Department, and the Division for Educational Student Services and Student Life. This report is meant to be a tool for university leaders and their partners in the community to enhance all facets of campus safety, crime prevention, and community related issues.

Perceptions and Realities

A reality of the history, location, and environment of the UALR campus is that Little Rock has been considered a high-crime, high-violence city for several decades. Part of this perception may be warranted – Little Rock has ranked highly in the U.S. for violent crimes on more than one occasion. Part of this perception is also unwarranted – Little Rock was inappropriately designated as having high gang activity because of a sensationalized documentary in 1992 that cast Little Rock as having an out of control gang problem. While the city is overcoming much of this image – Little Rock was just named Kiplinger's #1 best place to live in cities under one million in population – there are parts of the city (as with all cities) that retain a reputation for high crime and violence. UALR is located close to (perhaps within) such an area.

Although the highest crime areas of Little Rock are sufficiently far away not to be an influence, neighborhoods just to the east/northeast of the campus have a higher than average crime/violence rate for the city. Not only does crime in close proximity to UALR subject students and employees on and around campus to potential victimization, but also, because UALR is an anchor point in the city, the media often reports a crime as "near UALR" when in reality it has nothing to do with the university.

With that background, the perception of safety on the UALR campus is perhaps more important than actual safety. The campus safety survey administered by this committee confirmed that many students and employees do not feel safe on campus – a feeling shared by people who consider attending UALR or sending their children here. This perception is despite the evidence that UALR has a low level of crime and violence –confirmed by the rate of victimization reported by the campus survey. The reality is that, at worst, UALR is an island of safety in a somewhat high crime area, and at best, UALR has a strong positive influence on reducing crime and violence in the area.

As will be discussed, it will be important to create an image that UALR is what a safe campus looks like if we are to change the perception of the university concerning crime and violence. The

committee argues that changing this image is critical and central to efforts to recruit and retain students. We see the university and neighborhood partners as key elements in changing the perception and reality of safety in the area. This report continues the strong work that UALR and neighborhood partners have made in strengthening the University District area, and makes recommendations we believe will further improve the perception and reality of crime and safety.

The University District

The University District Partnership works to redevelop the areas around the UALR campus, creating a dynamic urban place and improving the quality of life for all persons who live, work, learn, play, shop, socialize, and worship in the area. Located in the heart of the city and anchored by the UALR Campus, the University District includes the homes, workplaces, and schools for thousands of families, workers, business owners, teachers, and students.

The University District Partnership was founded in 2004 and crafted a vision statement for the partnership that describes the community's aspirations for the district and that was written from the perspective of 2014. Looking ahead a decade, the partnership described the area as:

> *The University District is a thriving cultural and entertainment destination, regarded throughout the city as a neighborhood of choice—a walkable, in-town district with excellent schools and services, vibrant commercial areas, rich cultural resources, and connections to open space and transit. A mix of single-family and higher-density housing attracts a diverse community, including many UALR faculty and staff who choose to live as well as work in the district. The university's presence is leveraged into resources for improving the area—technical assistance for small businesses, faculty research linked to emerging companies, improved K-12 schools, programs and activities that support families and encourage them to locate in the district, and community green space created by the restoration and enhancement of Coleman Creek.*

This vision statement was broken into seven characteristics deemed desirable for the area. These are:

- distinctive district identity (as a special place),
- commercial vitality,
- strong and diverse neighborhoods,
- safe and attractive streets,
- excellent schools,
- ample open space (connecting with Little Rock's trails and parks system),
- clear pedestrian and transit links.

A key element in these characteristics is safety and security. Community safety is inextricably linked to campus safety, thus the importance of the University District's efforts for campus safety.

Successful revitalization programs reverse declining population and property values in areas by stimulating public and private reinvestment in facilities, programs, services, and infrastructure.

Attracting new private investment to the University District depends largely on increasing the number of middle income families residing in the area. It means strengthening and emphasizing the quality of life amenities of the area, which principally include affordable housing and convenient access to major employment centers and public facilities of Little Rock. Stabilizing the population of the area and attracting additional families to the area requires expanded and improved affordable housing, high quality public schools and lower crime rates in the area.

While much progress has been made in achieving the vision and characteristics of the original vision statement, much is yet to be accomplished. Support for the activities of the University District Partnership (along with the Master Plan and University Avenue Re-Design plan) will be critical to stabilizing the University District area, creating a safe environment in and surrounding the UALR campus, and improving the perception of safety in the District and on campus.

Campus Housing and Its Influence on Crime and Safety

Student housing on the UALR campus is fairly young, with its inception beginning in 1992 with the first residence hall. Despite its short history, the last few years have resulted in a spike of on campus housing that directly affects the actual crime statistics and the perception of safety on campus.

In 1992, East Hall was built on the east side of campus, located on Fair Park Boulevard. The capacity for this building was 305 beds, and most years the building was full and a waiting list for placement was maintained for several of these years. The building was designed with safety in mind with a 24-hour reception desk where guests had to check in with photo identification. The building was staffed with 10 resident assistants, a full-time night clerk for reception desk duties, and a full-time, live-in hall director.

In 2006, Commons Apartments (two apartment style residence halls: North Hall and South Hall) opened. The apartments were designed for upperclassmen who desired a more private living arrangement. With the spirit of independent living in mind, the Commons Apartments were not equipped with a 24-hour desk like their predecessor, although a UALR ID with an active housing assignment in North or South hall is required to gain access to either building. These buildings are staffed with 8 resident assistants and one graduate assistant hall director that lives in South Hall. The addition of these apartments brought the on campus housing capacity from 305 students to 626, more than doubling the number of students living on-campus.

In 2011, West Hall, an exclusively freshman building with a capacity for 364 residents, opened on the west side of Taylor Street. This hall was built with freshmen in mind, with a 24-hour reception desk where guests had to check in with photo identification, pod-style floor for maximum community building, and a lobby that separates the male and female sides of the building. The building is also staffed by 12 resident assistants, a graduate assistant, and a full-time hall director who lives in an apartment in the building. This brought the on-campus housing capacity from 626 residents to 990. In nineteen years, the on campus resident population more than tripled.

With the interest in on-campus housing steadily increasing, the university purchased Coleman Place Apartments on Asher Avenue in May 2012. In three months, renovations were made, keys and locks were brought up to UALR standards, and University Village Apartments opened in Fall 2012. These apartments are staffed with 8 resident assistants, two courtesy police officers from UALR DPS, and a full-time hall director that lives in the complex. Residents of University Village must carry a proximity card assigned to them to gain access to the premises. The addition of University Village, with a 420-bed capacity, brought our on-campus population from 990 residents to 1,362 (East Hall had two floors that converted to private suites, lowering its capacity from 305 to 252).

In the span of 20 years, UALR's on-campus housing went from 305 to 1,362, more than quadrupling our capacity. With a sharp influx in students living on campus, it should be expected that crime would increase. When students bring their personal lives onto the campus 24 hours a day, seven days a week, living in close proximity to each other, incidents of conflict, and theft in particular, will occur. The housing staff is trained to handle these and many other situations. The housing staff and Department of Public Safety work very well together and collaborate often to bring the best safety initiatives and response to the students. However, with the number of young students living in close quarters, it can be expected that issues of crime and conflict will always be an issue on the campus. The atmosphere of a campus life and on-campus residents comes with increased conflict and crime.

Committee Analysis of Crime Type and Location

To better understand crime and safety on campus, the committee examined crimes and the locations of crimes on and around campus. This section presents the results of three analyses made regarding crime on campus and its surrounding area. Data for these analyses were obtained from the Little Rock Police Department (arrests) and from UALR DPS (all instances where DPS responded). The data were analyzed and mapped to show the distribution of crimes on campus. Density maps were created of arrest counts per ¼ square mile of land surrounding the university.

Map 1
Spatial Distribution of Burglary Arrests by LRPD, 2001-2011

The first analysis examined crimes on campus based on the location where the crimes occurred. Incident data from 2012-2013 showed that 331 incidents, or approximately 20 percent of incidents, were committed at ten locations on UALR's campus. The largest number of incidents (78) was recorded at the Donaghey Student Center, followed by the University Plaza Parking Lot (62 incidents). West Hall had the third largest number of incidents (35), followed by Parking Lot 13 (28 incidents). The next two locations, University Village and the Cooperative Extension, had 27 and 23 incidents recorded, respectively. Both South Hall and Parking Lot 10 had 22 incidents recorded. Finally, East Hall and Ottenheimer Library had 17 incidents. The remaining incidents occurred at various locations across campus.

The second analysis examined arrests made by LRPD in the areas surrounding the university. Data from 2001-2011 showed that arrests were generally spread throughout the surrounding areas, with the neighborhoods east of campus having a higher clustering of arrests than other surrounding areas. When disaggregated by crime type, arrests for burglary were concentrated east of the university (see Map 1). Drug arrests were mainly concentrated along the Colonel Glenn / Asher Avenue intersection (see Map 2).

Map 2
Spatial Density of Drug Arrests by LRPD, 2001-2011

0 - 5	
6 - 20	
21 - 47	
48 - 95	
96 - 240	
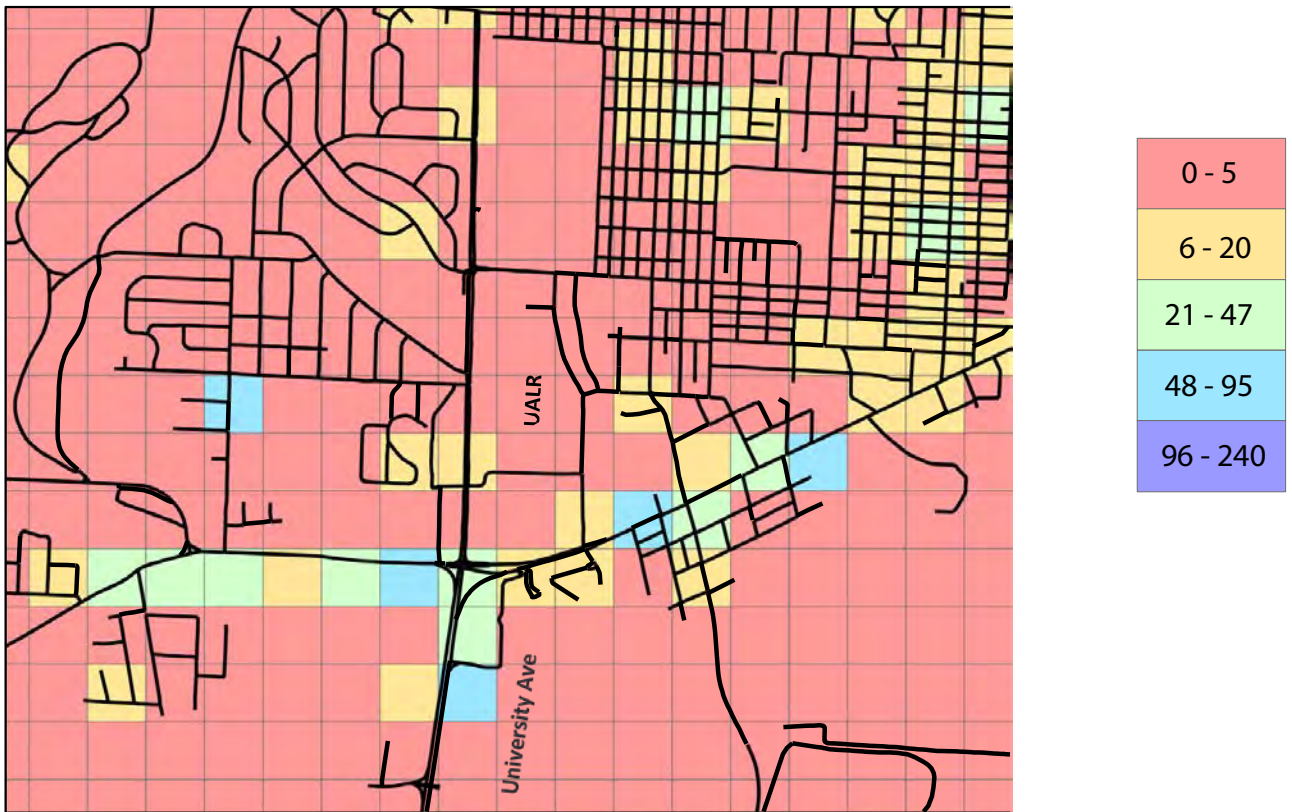
As this discussion of the background and context of safety on campus demonstrate, there are substantial challenges to changing the perception of UALR and the surrounding community as a safe place to live, work, and learn. These challenges are not insurmountable, however. UALR and the University District have made considerable advancements in revitalizing the area. There is also evidence the area is primed for revitalization and an improved perception, as indicated by the changes that have taken place in the Midtown section of Little Rock. As discussed below, the committee proposes a series of recommendations, related both to the university itself and the University District that we believe can greatly improve the safety, and perhaps more importantly the perceived safety of the area.

DPS Philosophy and Activities Concerning Campus Security

Edward Smith was hired in the Spring of 2013 as the new UALR police chief. Almost immediately, he agreed to serve on this committee and has sought the advice of the committee for potential changes to the UALR DPS. Some of those changes are included in the recommendations (some of which have already been accomplished). The committee also asked Chief Smith to outline the vision, mission, and philosophy of the UALR DPS, which follows.

Vision

Our vision is that the University of Arkansas at Little Rock Department of Public Safety be nationally recognized as a premier university law enforcement agency. Our vision will be realized by utilizing and adapting best law enforcement practices, including, but not limited to, proactive collaboration with all facets of the community to provide a safe and secure campus environment.

Mission

Our mission is to provide the UALR community with a safe, secure environment in which to learn, live, grow, work, and play. We will accomplish our mission by partnering and collaborating with the community, by providing services in a professional, courteous manner, and by affording dignity and respect to each individual we encounter. We will be ever mindful of not only ensuring individuals their civil rights but above all respecting their human rights.

Philosophy

UALR Department of Public Safety personnel are committed to a service philosophy of "Campus Community-Oriented Policing and Problem Solving." Recognizing that the Department's mission is best achieved through community involvement, DPS personnel are collectively committed to nurturing collaborative partnerships with individuals, groups, and departments in the responsibility of the following:

- identification and resolution of safety and security concerns;
- development of safety and security resources and service initiatives;
- delivery of efficient, effective, and relevant public safety and security services and training;
- decentralizing University Police operations across campus by utilizing substations.

Action Plan

The UALR Department of Public Safety is in the process of implementing a Campus Community Oriented Policing strategy that will include but is not limited to a patrol strategy consisting of three approaches (motor vehicle patrol, foot patrol, and bike patrol). Each of these patrol strategies has unique aspects that will facilitate our ability to address crime, the perception of crime, and the

apprehension of offenders. In addition, two of the strategies will facilitate more visibility and contact with our customers or consumers of public safety services.

Policing is very labor- intensive, and, given our current staffing, additional officers will be needed to maximize our efforts. In addition, the redeployment and utilization of existing staff is currently being reviewed in an effort to maximize our efforts given current staffing levels.

Law enforcement accreditation is a goal of the UALR DPS. Accreditation has long been recognized as a valuable credential and benchmark for colleges and universities. The purpose of the Commission on Accreditation for Law Enforcement Agencies (CALEA) is to improve the delivery of public safety services, primarily by maintaining a body of standards developed by public safety practitioners. These standards cover a wide range of up to date best practices, including:

- strengthening crime prevention and control capabilities;
- formalizing essential management procedures;
- establishing fair and nondiscriminatory personnel practices;
- improving service delivery; and
- increasing community and staff confidence in the agency

Once implemented, CALEA provides an agency's chief with a blueprint that promotes the efficient use of resources and improves service delivery—regardless of the size, geographic location, or functional responsibilities of the agency.

Currently there are seven CALEA Accredited municipal agencies in Arkansas (Conway 2005, Fayetteville 2013, Fort Smith 2003, Jonesboro 2009, Little Rock 1998, North Little Rock 2010, Rogers 2010). In addition, there are two University Police Agencies that have been accredited by CALEA (University of Arkansas-Fayetteville and Arkansas State University-Jonesboro). It will be a boost to the professionalism, efficiency, and effectiveness of UALR DPS to become an accredited agency.

UALR Safety Public Relations Plan

Goal

Create greater awareness that UALR is among the safest campuses in the region to influence perception of campus safety and to encourage personal responsibility that contributes to a safer campus and community environment.

Primary Audiences

- Current students
- Prospective students and their families
- High school counselors and college choice influencers
- UALR employees
- University District neighbors

Key Messages

As the UALR campus community has grown in population and facilities, the university has dedicated an increasingly larger budget to enhance safety. These measures include better lighting, more emergency telephones throughout the campus, fencing and electronic gating, more locks to secure buildings and classrooms, outdoor loud speakers and sirens, video cameras, an emergency alert system, and a trolley transit system.

Public Safety has 26 sworn police officers and 14 security-dispatch personnel, representing one of the largest campus forces per capita in the region. UALR has about two officers per 1,000 employees and students.

A safe campus is reliant on the cooperation of the entire campus community to be actively involved in taking personal responsibility for safety. Because this is so important, UALR offers safety training and education in a variety of areas, including self-defense, violence prevention, drug prevention, active shooter, rape prevention, suicide prevention, domestic safety, bystander training, and emergency and evacuation training.

Objective I

Develop a safety awareness campaign, "See Something, Say Something," to help the campus and surrounding neighborhood rally around the idea that safety is a top priority for UALR but is also everyone's responsibility.

Tactics:
- Use campaign to package all elements of campus and neighborhood safety initiatives under one umbrella.

- Roll out campaign during a campus safety event held in DSC that includes opening of new dispatch station near campus bookstore, unveiling of new bike patrol, announcement of new safety director, distribution of campus safety brochure and Green Dot brochure.
- Giveaways to include "See Something, Say Something" t-shirts and badges, a man's and woman's bicycle, and campus maps.
- Unveiling of new "See Something, Say Something" website with information on safety training sessions, safety and prevention organizations to join, safety tips, and a form for people to report a crime or give suggestions about improving campus safety.
- "See Something, Say Something" banners around campus.
- Each semester, Chancellor Anderson should host a campus safety forum for students and employees. The forum should include brief remarks by Chancellor Anderson and Chief Smith, who introduce officers and guards in attendance. If applicable, announce new internship program.
- Roll out new campaign and announce opportunities for neighborhood involvement at the University District Neighborhood Block Party in October.
- Create a social media awareness campaign – #safecampus – that shares tips and encourages feedback through quizzes and prizes.

Objective II

Educate primary audiences about UALR safety initiatives and DPS.

Tactics:
- Continue to publish, update, and circulate campus safety brochures to include emergency contact numbers, list of safety initiatives in place at UALR, and tips for personal safety. These should be available to all audiences.
- Update and enhance the DPS website to include emergency contact numbers, safety improvement measures, "Behind-the-Badge" profiles of police officers, crime statistics, personal safety tips, and a calendar of upcoming training workshops.
- Create a new map on the page that identifies all of the blue light campus phones.
- Seek opportunities in recruitment and other brochures to share campus safety messages and contact information and provide links on UALR webpages to the public safety site.
- Write news releases and pitch articles and guest appearances to state media about UALR safety initiatives.
- Bike cam - using a GoPro camera, gather footage of the bike patrol officers and make into a fun video.
- Have live camera feed on certain areas of campus 24/7 (http://www.uark.edu/home/11160.php).
- Dedicate a phone number that students could text when they encounter a problem on campus (perhaps a Google phone number).
- Work with the University District to provide safety information in the University District building and provided articles for the University District newsletter.

- Develop a central roster for safety educational opportunities that includes workshops, videos, and seminars and send out notices via email, social media, website, and newsletters to promote these opportunities to all audiences.
- Make videos and other safety education materials available for checkout.
- Equip UALR student recruiters with key messages and safety educational materials to share with prospective students, parents, and college-choice influencers.
- Police Chief and Safety Coordinator make safety update presentations at least once a year to campus leadership groups, and at a University District meeting to keep them informed of campus and community safety initiatives.

Findings of the Campus Safety Survey

Three safety surveys were conducted from May 6, 2013, to May 19, 2013, sampling the general campus, the residence halls, and the community surrounding the university. A total of 371 individuals completed the general survey, 101 completed the residence hall survey, and 44 completed the community survey. The following will discuss aspects of the surveys pertaining to student and employee demographics, walking rates, perceptions of safety while walking, campus safety over the past year, victimization rates, perceptions of policing, and other commonalities between surveys. First, the demographic characteristics describing the three samples will be discussed.

The general campus survey was comprised of non-students (generally meaning employees, 43%), full-time students (31%), and part-time students (26%) (see Figure 1 below). The residence hall survey was primarily full-time students (97%), with the remaining 3% part-time students. The community respondents were predominately non-students (93%), with the remaining 7% part-time students.

Figure 1
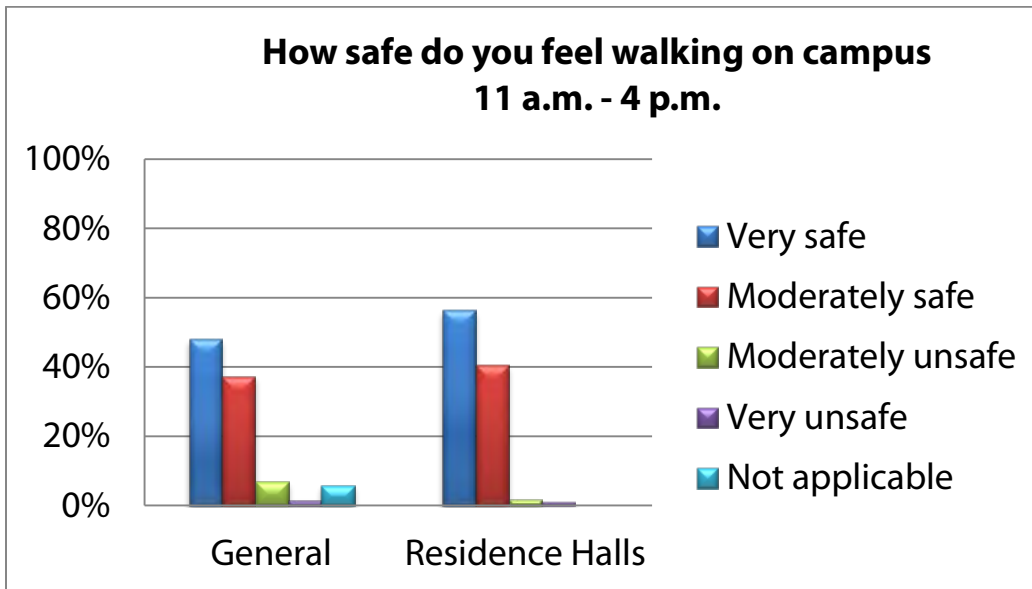**Classification of General Survey Respondents**
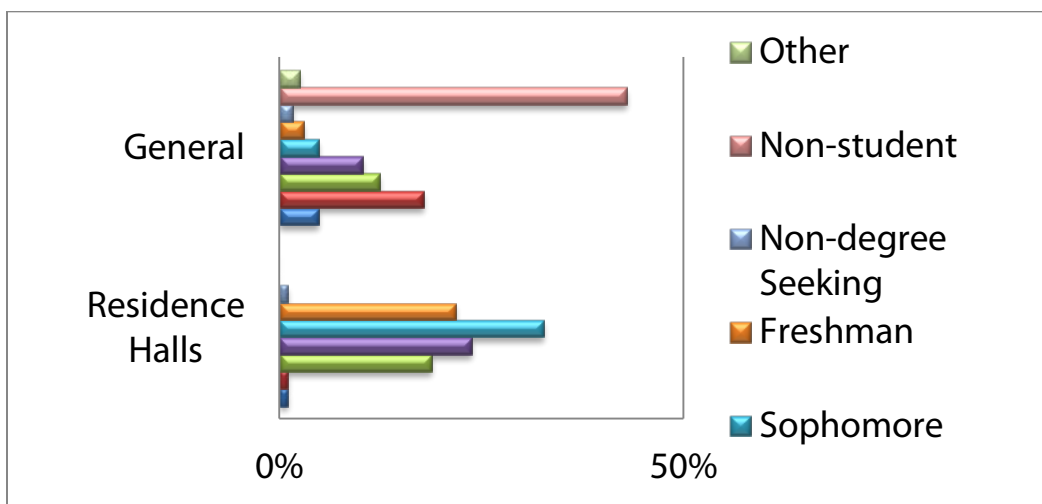
The general campus and residence hall surveys asked the number of times respondents walked on campus during the course of a typical week (see Figure 2 below). A total of 82% of respondents fell into the highest two categories (47% walked five or more times and 35% walked two to four times per week). The entire residence hall sample fell into the highest two categories, with 96% walking five or more times per week. It is important to note that the walking rates on campus may be more of a proxy measure for the number of respondents who are physically present on campus than simply those who most often walk on campus.

Perhaps the most relevant questions on the survey were those concerning the perception of safety while walking on campus. The general campus and residence hall survey respondents were asked to identify their feelings of safety while walking on campus during multiple time frames over the course of a 24- hour period. Between the hours of 6 a.m. and 11 a.m., 78% of the general campus sample and 85% of the residence hall sample indicated they felt safe while walking on campus. During the same time frame, only 12% of the general campus respondents and 14% of the residence hall respondents indicated they felt unsafe. Between 11 a.m. and 4 p.m., 85% of the general campus respondents and 97% of residence hall respondents felt safe, while 9% of the general campus respondents and 3% of the residence hall respondents felt unsafe.

Feelings of safety decreased for the 4 p.m. to 8 p.m. time frame, with 50% and 65% indicating they felt safe; and respondents indicating feeling unsafe increased to 42% of the general campus sample and 35% of the residence hall sample. Based on findings from other research, this finding may be at least somewhat related to people's feeling more unsafe when walking at night almost irrespective of the area. Between 8 p.m. and 12 a.m., 17% and 23% indicated they felt safe, with 61% and 76% indicating they felt unsafe. The 12 a.m. to 6 a.m. time frame results were similar to the 8 p.m. to 12 a.m. time frame; however, 50% of the general campus sample responded "not applicable" to this question.

Figure 2
Perceptions of Safety while Walking on Campus

How safe do you feel walking on campus 11 a.m. - 4 p.m.

- Very safe
- Moderately safe
- Moderately unsafe
- Very unsafe
- Not applicable

(Categories: General, Residence Halls)

Following a similar pattern to perception of safety while walking on campus, the community survey measured how often respondents walk in their neighborhood (see Figure 3 below). The responses were evenly distributed for "during the day," between walking often and never walking. This time frame showed 23% walking very often, 52% walking occasionally, and 25% never walking. Walking decreased for the 6:00 p.m. to 10:00 p.m. time frame to 7% walking very often, 50% walking occasionally, and 43% never walking. Walking further decreased for the "after 10:00 p.m." time frame, as 93% indicated they never walk during this time.

Both the general campus and residence hall surveys inquired as to whether respondents were of the opinion that on-campus safety had increased, decreased, or stayed the same over the previous year (see Figure 4). Results for both surveys indicated that safety was viewed as staying the same (46% and 50%, respectively). Responses for the general campus survey and the residence hall were weighted toward an increase in safety – 40% of the residence hall respondents indicated campus safety had increased slightly (26%) or a great deal (14%); and 29% of the general campus survey indicated campus safety had increased either slightly (23%) or a great deal (6%), in comparison to 25% who indicated a decrease.

The community survey also inquired as to the opinion of safety in the responder's neighborhood over the previous year. Fifty-two percent of the community respondents indicated that their neighborhood had become less safe; and more than half of those who indicated a decrease in neighborhood safety indicated safety on campus had either stayed the same or increased. In essence, a large portion of those who view their community as having declined viewed the university as insulated from the decline.

Figure 3
Perceptions of Safety Walking in the Neighborhood

**Community - How often do you walk in your neighborhood?**
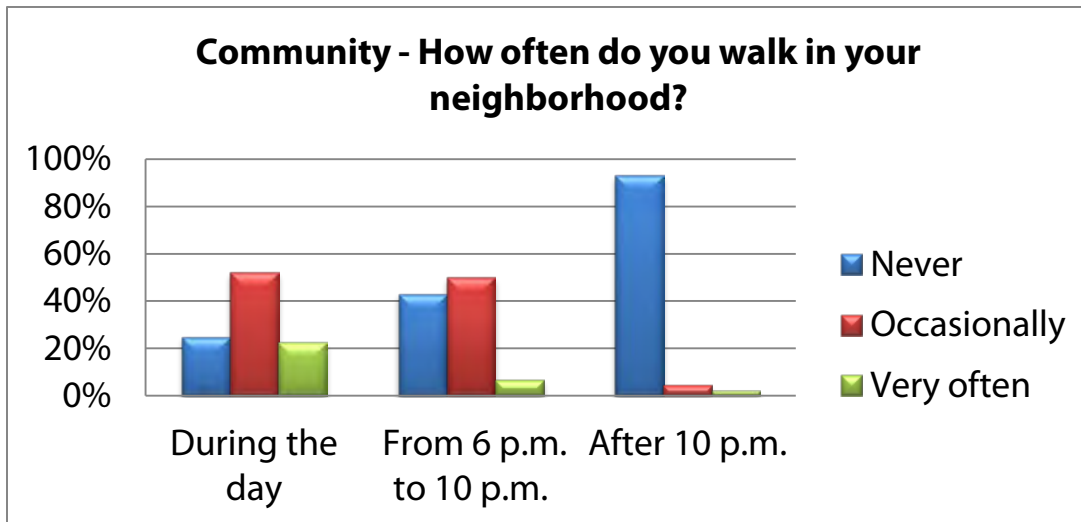
Despite mixed opinions of campus safety, actual crime victimization rates were low (see Figure 5). Ninety-four percent of the general campus and 87% percent of the residence hall respondents indicated they were not victims of any crime during the past six months while on campus. In total, there were only 26 crimes reported in the general survey and 12 crimes in the residence halls survey. The community crime rate was slightly higher with 13 crimes and 81% of community respondents indicating they were not the victim of crime during the past six months.

Figure 4
Perceptions of Change in Safety over Past Year

Community - Perception of On-Campus Safety vs. Neighborhood Safety
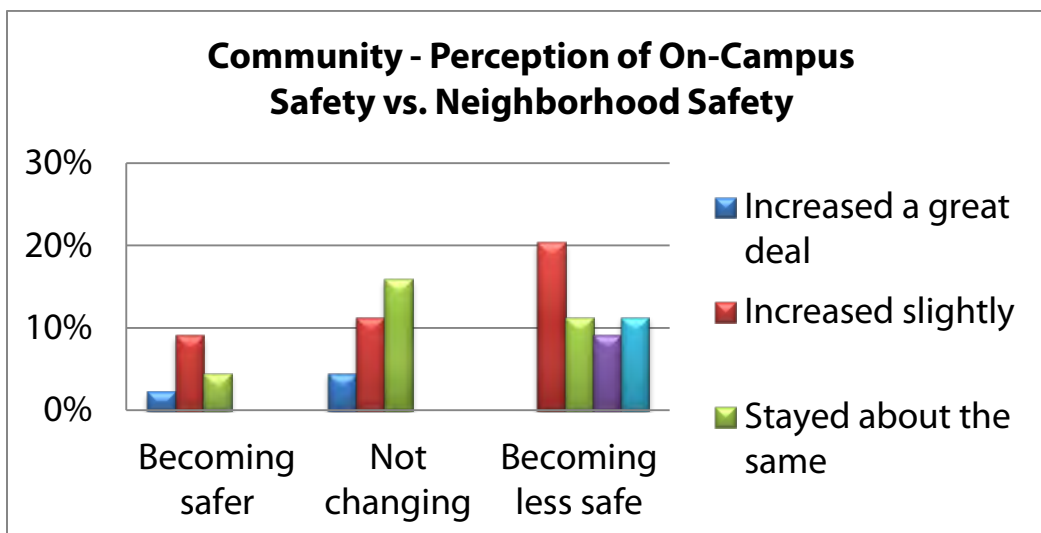
There are multiple aspects of policing that affect campus perception. Aspects measured in the surveys included visibility, awareness of services, service utilization at times when respondents felt unsafe, reasons why the Department of Public Safety was not contacted at times when respondents felt unsafe, and the level of satisfaction for those who had utilized the department's services.

Figure 5
Victimization of Respondent
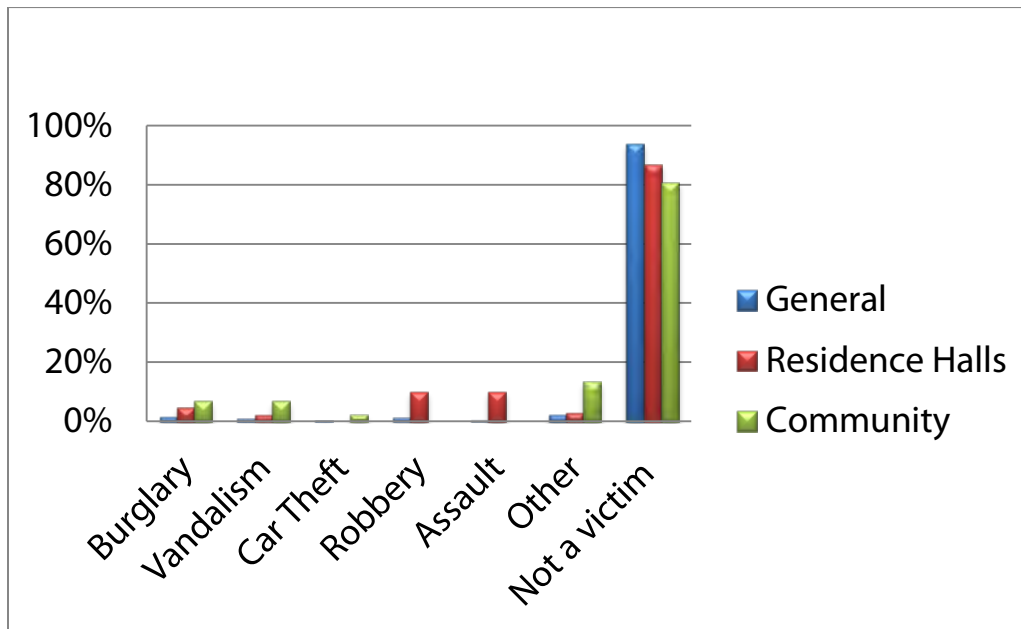
The distribution of responses for the general campus survey for police visibility was slightly skewed toward "rarely" or "never" (see Figure 6). Conversely, "frequently" had the highest response rate for the residence hall survey, with 68% percent of respondents indicating they see officers "frequently" or "often" on campus. The residence hall survey also inquired as to how often police/security officers were seen at the residence halls. The response rate for security at the residence halls was also weighted toward "frequently" or "often," with 51% of the responses falling into these categories.

Following awareness of police officers on campus is the campus awareness of the services provided by officers; specifically, inquiry of the awareness and usage of police escort services. Forty-four percent of the general campus respondents and 37% of the residence hall respondents indicated they were unaware of escort services. Further, 91% of the general campus respondents and 83% of the residence hall respondents do not use this service.

Figure 6
Police Visibility on Campus
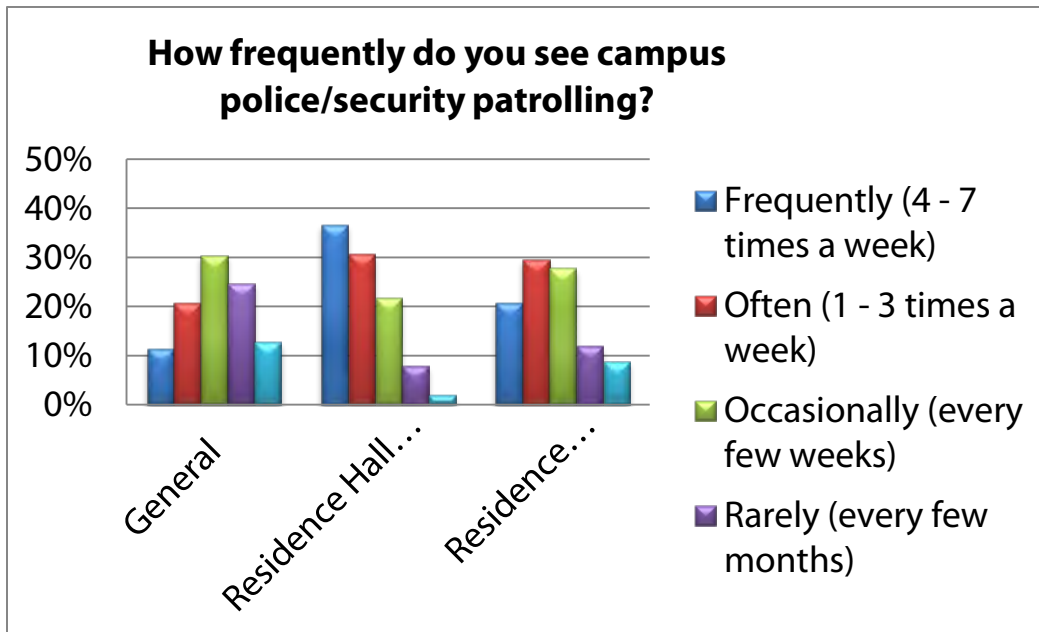
Fifty-five percent of the general campus sample and 50% of the residence hall sample noted that they did not contact the Department of Public Safety in instances they felt unsafe while on campus. The highest percentage identified the reason they did not contact DPS was because they did not know how to contact the department. In total, 66% of the general campus sample and 63% of the residence hall sample indicated they have never contacted Public Safety. Of those who had utilized the police, 21% of the general campus sample selected one of two satisfied categories (13% very satisfied and 9% moderately satisfied). The residence hall responses were more evenly distributed, with the highest category being "very satisfied" at 12%.

There are several conclusions that can be drawn from the Campus Safety Survey based on themes of responses to the surveys. First, faculty, staff, and students have a general uneasiness about crime and safety on campus. A number of locations were repeatedly identified as being unsafe, such as University Plaza, Asher Avenue, Fair Park Boulevard, and parking lots on the periphery of campus. This is despite responses indicating crime is low, that very little victimization was reported in the survey, and that neighborhood residents saw UALR as increasing in safety even as the neighborhoods became less safe. Suggestions for improving security included increasing campus lighting, increasing the number and visibility of DPS officers, and increasing security in parking lots. These themes and the related responses were carefully considered, and the recommendations of the committee reflect what we believe is the best methods of changing the perception of crime, safety, and security on campus.

2013 Committee Observations and Recommendations

This portion of the committee report contains the recommendations of the committee along with a discussion of the committee's rationale or thinking on the topic of the recommendation. The committee did not attempt to place a cost on the recommendations as we feel all of the recommendations are critical to the future of UALR and should be considered irrespective of cost. The recommendations are divided in the Appendix into those requiring funding and those that may be accomplished without funding.

Perception and Reality of Campus Safety

As previously discussed, there is a disconnect between the perception of campus safety and the reality. The campus safety survey and anecdotal evidence both indicate faculty, staff, students, and the public are concerned about crime and safety on and around the UALR campus. This is despite evidence that there are very few instances of crime and violence on campus. Recognizing that any crimes or acts of violence are too many and must be taken very seriously, the committee argues that changing the perception of crime and safety on campus is equally, or perhaps even more important than, changing the reality of safety. The perception of crime and safety on campus is negatively affecting the recruitment of new students and may have a role to play in retaining current students. As such, many of the recommendations of this committee address changing the perceptions of both those affiliated with the university and those who may consider attending UALR.

Changing the perception and image of UALR begins with public relations and a consistent message of safety on campus. This is the work of many, but focuses on the Office of Communications, as indicated in the recommendations below.

Recommendations

1. **The Office of Communications must present a common message of safety and an accurate representation of campus safety.**

   This recommendation establishes the foundation of the perception of crime and safety on and around the UALR campus. The recommendation calls for a consistent message that UALR is a safe place and is an anchor that helps maintain stability and safety in the University District area.

   A consistent message of UALR being a safe place should be established through the UALR website, social media messages, news reports, and other media outlets. The committee also encourages the Office of Communications to explore search engine optimization to move good news about campus safety above crime reports.

   Although more difficult, the committee also discussed the fact that, as an anchor in this part of Little Rock, UALR is often unfairly called out in the media related to crime. Media reports stating

something like "Shooting near UALR…" are common because the university is a strong reference point in Little Rock. The committee encourages all efforts to 1) reduce the number of media references similar to these, and 2) pursue increasing positive references to UALR in the media.

2. **The Department of Public Safety should update its website for better public information.**

   Given that crime and safety on campus is the purview of the Department of Public Safety, the committee recommends DPS work with the Office of Communications to create a website that contains vital and positive information concerning campus safety. The website should contain information about actual crime on campus; but should also contain tips for remaining safe, safety programs and efforts on campus, and other information that would be useful both to current faculty, staff, and students as well as prospective students and employees.

3. **There should be an open campus safety forum on a regular basis.**

   Given the concern for crime and safety, the committee recommends there be an open forum on safety at least twice a year (one in August or very early September and one in early spring). To show the importance placed on these events, they should be sponsored and coordinated by the Chancellor's Office, although they may be conducted by the Campus Safety Committee or the DPS advisory committee (see below).

4. **The Campus Safety Survey should be conducted each year to address changes in perception of crime and safety.**

   Changing and maintaining positive perceptions of crime and safety on campus is a continual process. Events and people on campus will necessitate different strategies to manage safety and the perception of safety. The campus safety survey should be conducted annually to monitor perceptions and to address concerns of faculty, staff, and students. Conducting the survey annually will also allow a mix of consistent questions to monitor perceptions over time and new questions to address other issues of campus safety.

Campus Ecology of Safety and Security

Beyond changing the perception of crime and safety on campus, UALR must work to create a campus ecology of safety. This begins with the recommendations above that establish a consistent message of safety. It continues by improving the physical environment so 1) the campus appears to be a safe and inviting place, and 2) the physical environment promotes safety and discourages crime. Sufficient resources must be provided and importance placed on the necessary actions to create and maintain a campus ecology of safety and security.

Recommendations:

1. **UALR should establish a Campus Advocate/Ombudsman on campus safety.**

The Committee recommends that a full-time position (not additional duties to a staff person) be dedicated to all issues related to safety and security on campus. This individual would assist with and coordinate safety and security activities across campus to ensure the most comprehensive and efficient programming possible. This individual would coordinate, promote, and oversee all violence intervention and prevention efforts in all units across campus, including Public Safety, Health Services, Counseling, Student Life, Residential Life, Student Services, Green Dot, and the Campus Safety Committee. The person in this position would also regularly assess actual and perceived safety among students, staff, faculty, and residents in the University District.

2. **The Chancellor's Committee on Campus Safety should continue to meet regularly (once or twice a semester at a minimum) to address continuing issues of campus safety and security.**

   Harvard University recently created a university safety advisory committee to monitor and take action on all issues related to crime and safety. The president of Harvard stated in creating the committee that "Ensuring the safety of a large, open, urban campus will always pose unique challenges." The UALR Chancellor's Committee on Campus Safety agrees with this sentiment, and argues a standing committee is necessary to maintain safety and to address new threats and issues in safety and security.

3. **The physical appearance of the campus should be improved to promote an image of safety.**

   How the campus looks directly affects recruiting and retention, both through the perception of safety and through an aesthetically pleasing appearance. The committee argues a critical element of the perception of UALR is an appealing appearance of the campus, both outside and inside.

   Examples of efforts that can improve the physical appearance of the campus include watering the grass along University Avenue to give the appearance of a well-kept campus, and cleaning up lots/buildings and tearing down buildings that will no longer be used.

4. **UALR should implement the principles of Crime Prevention Through Environmental Design (CPTED) to increase safety on campus.**

   Implementing CPTED would begin with an audit of the campus and working to implement recommendations from the audit. While the Department of Criminal Justice could conduct a preliminary audit of campus, a full audit by a qualified CPTED company needs to be conducted to determine what measures should be taken by the university. This should be a task for the continuing committee to contract and monitor.

Currently, it is not possible to map crimes and responses from UALR DPS data. DPS does maintain data on all calls, which might facilitate crime analyses that would assist in developing a CPTED plan. There is a need, however, to establish a method of mapping the campus and mapping police calls for service on campus to allow better information for police and for campus citizens.

5. **The University should increase campus lighting, specifically outside of residence halls; within the parking deck; around Stabler Hall and on ramps; around Larson Hall, Ross Hall, and Dickinson Hall; and around Lot 5.**

   More than 30 people from the 162 who replied to the general campus survey indicated lighting was an issue. This is a substantial number because lighting was not a check box answer for the survey, so respondents had to write in their responses. Seven people wrote in lighting as a response to Questions 22 and 31 concerning areas they felt unsafe on campus; and 25 people wrote in concern for lighting in Question 55 asking "specific measures UALR could take to improve campus safety." Although there are regular lighting checks on campus, it is apparent the student/faculty/staff population believes more lighting is needed.

6. **Increase parking inside perimeter of campus by opening the parking deck to ID access and adding security within the deck.**

   A substantial number of students indicated on the Campus Safety Survey that they felt unsafe in parking lots on campus. There were several questions that directly asked about parking lots – all of which garnered high response rates; and respondents also wrote in responses of feeling unsafe on Questions 22, 31, and 55. Given this level of concern, more needs to be done to improve the perception of safety when people are going to their cars, especially at night. This includes better lighting (as indicated above) and better security presence in parking lots. This could also be facilitated by making the parking deck accessible with an ID card and increasing security there.

7. **Consider changes to the Trojan Trolley system to decrease cost and increase efficiency.**

   The committee included questions about the Trojan Trolley system in an attempt to determine if students were utilizing the trolley as a security measure. The results of the survey were that few students were using the trolley at all, regardless of the increase in security that could result from it.

   While the committee does not comment on whether the university should continue the trolley contract, we propose there could be transportation methods employed that might better serve the safety and security of students, including: smaller size trolleys/buses that could increase the number of different routes that offer more direct access between parking lots and buildings, moving to university-owned trolleys that could be more flexible in schedule and route, and run the trolley from residence halls to the Jack Stephens Center on game nights.

Campus Connection

UALR is an anchor institution in Little Rock. It is also the central piece of the University District. The perception of the University District and broader area strongly influences perception of UALR. To improve the perception of crime and security on campus, we must work with outside entities to improve the perception, crime level, and appearance of the University District.

Recommendations:

1. **UALR should continue to show its presence in the University District with branding, signage, branded/bricked crosswalks, and other physical improvements that can positively impact the perception of the area.**

    UALR has been a strong and consistent anchor point in the University District since its inception in 2004. The strategic plan and revitalization plan for the University District (see http://ualr.edu/universitydistrict/home/strategicplan/) are strong commitments that can make substantial improvements in the area surrounding UALR. Much of this work has been accomplished, but much more is to be undertaken. The committee recommends these plans (and the further recommendations below) remain a priority at the chancellor level, and that all possible steps be taken to improve the safety, housing, community life, and perception of the University District.

2. **UALR should work with 4 Corners businesses and property owners in University Plaza and Broadmoor Shopping Centers to improve the appearance of the University Avenue and Asher Avenue/Colonel Glenn corridors, to increase crime prevention and improve the visual appearance of the area.**

    As stated above, UALR owns property and buildings on the periphery of campus. To the extent possible, the property needs to be well kept and manicured to present a visually pleasing appearance. Any buildings that will not be converted to university buildings need to be torn down. Further, the university should strengthen the relationship with business owners in the University District to work toward creating a more visually pleasing appearance. This in itself will improve the perception of safety in the area; and may assist in reducing crime.

    Longer term, it will be beneficial for the university to buy and convert the properties within the blocks that make up the current university footprint. This includes properties along the west side of Fair Park Boulevard and the north side of Asher Avenue. It also includes reducing the number of non-UALR businesses in shopping center. This will reduce the number of non-UALR people who may be attracted to the area and who are responsible for breaking into cars and panhandling.

3. **UALR should work with the City of Little Rock, Arkansas Highway and Transportation Department, and neighborhood groups to improve the safety and appearance of University Avenue.**

   As the backbone of our area, University Avenue must provide a safe and attractive roadway useable by pedestrians, bicyclists, public transportation and private vehicles. It can stimulate growth, provide learning opportunities, and serve as the main artery for a mixed-use community that emphasizes safety, continuity, comfort, and attractiveness.

   UALR and many community partners have created plan for a University Village that includes changes to University Avenue (see http://ualr.edu/universitydistrict/files/2013/06/Establishing-University-Village-Report.pdf). Transforming University Avenue into a walkable village will help turn existing strip malls into people-focused centers that are ideal locations for restaurants, retail shops, offices and multi-family housing, all within walking distance of UALR. The committee recommends adoption of this plan and encourages implementation as soon as economically feasible.

   The 2004 Pedestrian Safety Committee also addressed this issue. Its relevant recommendation is reproduced below.

   Widening University Avenue will have a major impact on the university and on the district. If it becomes an 'urban freeway' merely conveying vehicles through the district, it neither benefits businesses nor the university, further dividing the east and west sides of the street and further diminishing pedestrian safety. If, on the other hand, it is designed as an urban boulevard that is an integral part of the district – with ample sidewalks, a landscaped median and standard UALR lighting and banners – University Avenue can add significantly to the image and identity of UALR and the district, helping to bridge the two sides of the street, improve pedestrian safety and create the environment for university-related businesses and programs to develop and flourish.

   The committee also recommends specific improvements to University Avenue, including lighting (replacing light poles and install more appealing light poles) and landscaping and streetscape (improving the appearance of the center median).

4. UALR should work with the City of Little Rock, Housing and Urban Development, and local stakeholders (South Oaks Apartments, Islamic Center, World Services for the Blind, and Oak Forest Residents Association) to improve safety promote strong mixed-income housing along Fair Park Boulevard.

   Like many neighborhoods in many cities in the U.S., the Oak Forest neighborhood sits at somewhat of a crossroads. It is similar to a statement made about a neighborhood in Hartford, Connecticut: "…one senses that this neighborhood could go either way, into further decline or, like some reviving districts in other cities with good leadership, into a new age of rebirth." As with the Chatham Neighborhood project, Oak Forest might benefit from continued revitalization efforts of which UALR is a part. The Chatham neighborhood was able to

completely turnaround the decline in safety, housing, and perception using the Healthy Neighborhood Framework and a partnership effort within the area. UALR could be a strong part of such a revitalization effort on its eastern edge that would substantially help the perception of the University District and UALR.

Changes to DPS to Improve Safety and Perception of Safety

The UALR Department of Public Safety is a strong department. Based on the work of the committee and discussions with faculty, staff, and students, the committee determined Chief Smith has already made changes that will improve the functioning of DPS on campus. As with any organization, further changes can be made to improve safety and the perception of safety.

Recommendations:

1. Decentralize DPS, creating substations or other methods of presences in the Donaghey Student Center, residence hall area, and northern end of campus.

   Although the current location of DPS (in University Plaza) offers some advantages, it also makes it more difficult to demonstrate a continuous presence of DPS within the campus. The committee recommends that efforts be made to decentralize the DPS office, and to create zones of presence where officers may have greater visibility.

   A primary way this can happen is to create a substation in the Donaghey Student Center. This provides officers with a place within the center of the campus where they have access to offices and resources. It also shows a presence in one of the busiest places on campus; and provides a point of access for students, faculty, and staff.

   The committee also recommends that West 32nd Street be widened some at South Hall and a DPS structure be placed in the middle of the street where traffic must move around it. This structure would serve to calm traffic coming off of Fair Park Boulevard, provide a substation for officers – thus providing a DPS presence in the housing area, and give the appearance of stronger security. The structure should be larger than a ticket booth to allow DPS officers to use it as an additional substation. The structure should have tinted windows and security cameras to give the appearance that it is continually occupied and scanning the area for potential problems.

2. Increase the presence of officers on campus by implementing more bicycle and foot patrols and by increasing the presence of officers in areas of the greatest need for security.

   The Campus Safety Survey results showed that many of the faculty, staff, and students felt there was not enough visibility and presence of DPS officers. Given the size of the campus and the fact that many calls for police service occur on the peripheries, it was natural for officers to spend more time in vehicles on the streets surrounding the campus. This, however, limited their exposure in the center of campus. The committee strongly supports Chief Smith's decision to

emphasize bicycle and foot patrols that will increase the visibility of DPS officers in the central part of campus.

Also based on the results of the Campus Safety Survey, the committee recommends that DPS use resources to patrol parking lots (especially at night) to increase safety and the perception of safety. Taking a strategy from the New Orleans Police Department, DPS should consider a policy of leaving the emergency lights on patrol vehicles when patrolling parking lots at night. This increases the visibility of the officers, providing a sense of security for students, faculty, and staff, as well as potential crime prevention for those who might seek to commit crimes in the parking lots.

3. **Increase the number of human resources devoted to safety and security on campus.**

To make the changes desired for DPS, increased number of officers will be needed. The committee is sensitive to economic issues on campus, but believes it would be very helpful to add three officers to DPS. It takes five people to staff one officer position 24/7. Adding three officers would have a net increase of not quite one officer position to DPS.

To augment the number of officers available to DPS, the committee recommends adding four to six security/auxiliary officers. These officers would not have police authority, but would be uniformed and available to assist faculty, staff, and students with safety needs, and would increase the presence and visibility of DPS on campus.

To further leverage human resources devoted to safety and security on campus, DPS should work with the Department of Criminal Justice to enlist interns and hire graduate assistants as part time help. This asset could assist in increasing the presence and visibility of DPS on campus, and could also take over some functions currently carried out by law enforcement and security officers, releasing them to conduct more patrols.

Finally, DPS should explore initiating a program with the Veterans Affairs representative on campus for possible inclusion of veterans with the appropriate skill set/interest in working with DPS as security. This could also include the possibility of working with the state Veterans Affairs office for potential on-the-job training opportunities with DPS as security.

4. **UALR DPS should move to a campus crime prevention and campus-oriented policing philosophy.**

There are many law enforcement functions that must occur in a campus environment. Crimes occur, and law enforcement officers are called to handle a variety of crimes and disturbances. In a university setting, however, there are activities that are just as important in establishing a police presence and visibility, such as assisting campus citizens and visitors. A move to a campus-oriented policing philosophy would substantially improve these functions of DPS. It would also serve as a strong crime prevention (rather than crime intervention or crime

investigation) model. The committee strongly recommends a move to a campus-oriented policing model.

5. **Create a "Campus Guide" program where security officers leave from places on campus as night classes end and walk with lights to outer parking lots (i.e. leave from Ross Hall at 8:40 p.m. and walk to Lot 13).**

   Based on the results of the Campus Safety Survey, many students, faculty, and staff are afraid to walk on campus at night, especially to the outer parking lots. Increasing the presence of DPS officers in these parking lots, as recommended above, should aid in alleviating some of this fear. Another potential program that could assist faculty, staff, and students is using security officers to make very visible walks to outer parking lots following night classes (or leaving at a few times right before and just after classes end). Security officers could begin at several of the high-volume classroom buildings and make a lighted journey to the parking lots (passing other classroom buildings along the way). Those who might be afraid to walk to the parking lots alone or even in small groups could join these officers. These highly visible officers could also serve as a crime prevention measure during the time they are in the parking lots.

6. **Upgrade the communication system and processes of DPS.**

   Excellent communication is crucial to providing public safety services on campus. Emergency communication is currently hampered by outdated communication equipment at DPS and by the current processes of the 911 system in Pulaski County.

   DPS must have the ability to record all radio and telephone traffic for several reasons; but the most important and critical reason is risk management and quality control. The recording equipment at DPS runs 24/7 and has for ten years. In the past six months it has failed on numerous occasions, losing data that could be critical to emergency response and investigations. The system must immediately have a new hard drive; but this is only a temporary fix. To provide proper communication, DPS is in need of a new recording system.

   DPS should work with Pulaski County 911 system to have punch-down ability so calls from UALR can be immediately re-routed to DPS. Currently, if someone on campus calls 911, it is routed to the Pulaski County call center. This means either the Little Rock Police Department or Pulaski County Sheriff will respond unless a separate call is made from the call center to UALR. A system needs to be put into place where a call from the UALR campus can be immediately sent to UALR DPS to respond to the call. This will reduce response time and allow a larger presence for UALR DPS.

7. **Consider rebranding DPS to a University Police Department.**

   There is a long-running debate as to whether university police departments should have a branding of law enforcement or something that presents a more service-oriented perception. Most police departments at universities are called either University Police" or "Department of

Public Safety". Comments that were brought up in the research and discussions of the committee indicated that perhaps the UALR DPS should consider rebranding to a University Police Department. While this is not a priority, it could be something that would add to the presence and visibility of the department.

Taken as a whole, these recommendations represent the committee's arguments that UALR needs to do work to 1) improve the image of UALR and the surrounding area, 2) greatly improve the perception of safety and security in and around the campus, and 3) take steps to improve the safety and security of the campus and those who study and work here.

Selected Recommendations from 2008 Committee with Current Committee Comments and Recommendations

The first Chancellor's Committee on Campus Safety was formed in 2008. The current committee reviewed this report and considered the recommendations from that committee. There were nine recommendations produced by that committee the current committee felt warranted further discussion. The recommendations from the 2008 committee and the decisions of the current committee are discussed below, along with whether the current committee considered the recommendation to have been accomplished, whether it is a continuing issue to be addressed, or whether conditions changed that would make the recommendation no longer an issue.

1. **The Master Plan land acquisition needs to be implemented as soon as possible.**

   2013 Comments: The current committee sees the value of continuing to take action on the 2005 UALR Master Plan. It provides a strategy that supports the university's mission, fosters community, and contributes to the revitalization of the University District. Many of the other recommendations contained in this report support or are supported by the Master Plan. Specifically, the current committee supports the Master Plan and recommendation of the 2008 committee to demolish vacant buildings and to clean up the area around the corner of Fair Park Boulevard and Asher Avenue. Other plans include well-defined entrances into campus, a mix of uses responsive to the community, cohesive architecture, and a park-like setting to welcome the community into the campus. The committee believes these are all critical improvements that both make the campus more attractive to current and prospective students and will help revitalize the University District area.

2. **Install surveillance cameras in all parking lots.**

   2013 Comments: The current committee sees the continued value of surveillance cameras on campus; however, there needs to be policy and philosophy questions answered before they can be effective. Currently, there are an undetermined number and variety of cameras on campus. Some of the cameras are accessible by DPS, and DPS is aware of others they do not have access to. It is also assumed there are cameras of which DPS is unaware. To make effective use of surveillance cameras, the university needs to establish a corporate philosophy and policy on their use, monitoring (if desired), archiving, etc. To be truly effective, resources would have to be devoted to real-time monitoring of the cameras.

3. **Remove the Central Arkansas Transit Authority bus transfer station from the center of campus.**

   2013 Comments: The current committee was unaware of any recent issues stemming from the transfer station. The committee suggests continuing to monitor the station and work with CATA to ensure it is not a safety concern for the campus.

4. **Add police officer positions.**

   2013 Comments: The committee determined this is an ongoing issue, and it is addressed in the current recommendations.

5. **Reinstate bicycle patrols.**

   2013 Comments: The committee determined this is an ongoing issue, and it is addressed in the current recommendations.

6. **Add facilities staff.**

   2013 Comments: This recommendation is somewhat addressed in the current recommendations related to improving the appearance of the campus. To the extent that additional personnel are needed to maintain the campus grounds, they should be hired. Additionally, a concerted effort should be made to clean up the area around the corner of Fair Park Boulevard and Asher Avenue (including demolishing buildings and cleaning up the old nursery) and make it part of the campus environment.

7. **Form a Threat Assessment Team to work in conjunction with the Student Services Response Team.**

   2013 Comments: The current committee determined this issue was outside of the scope of the current committee's charge, but acknowledges the work the Division of Educational Student Services and Student Life has undertaken in this area. The committee specifically endorses the three pamphlets described below, and suggests their widest dissemination and support.

   a. *Addressing Student Conduct*: UALR seeks to educate students in a safe and secure environment. This guide is prepared to assist with potential situations that may arise and require an immediate response. This guide is primarily for faculty and staff who are teaching in the classroom.

   b. *First Responders Contact List*: This publication serves as an informational guide for faculty, front line staff, teaching assistants, and student leaders. This guide is an easy reminder for where to direct calls regarding a student's behavior. This guide also gives the primary contact numbers for first responders at UALR.

   c. *Students in Distress: A Guide for Faculty, Staff, and Students*: Any member of the UALR community may come into contact with a student in a state of severe distress. It is important to know how to identify the distress and how to interact with and deal with these behaviors. This brochure provides helpful ways to respond. It also provides a list of campus resources available to assist in dealing with students in difficult situations.

8.   **Require all faculty and staff to wear ID badges when on campus.**

        2013 Comments: The committee did not feel there would be a substantial increase to
        safety/security from this recommendation.

9.   **Take actions to support and enhance the efforts of the University District.**

        2013 Comments: The committee determined this is an ongoing issue, and is it addressed in
        the current recommendations.

Conclusions and Future Directions

The recommendations of the committee and the committee's comments on the recommendations
of the 2008 committee draw attention to the fact that safety and security on campus goes well
beyond locked doors and police officers. It is a product of the area surrounding campus as well as
the campus, and it is as much about the physical appearance of the area as it is anything else. What
the committee also determined is that safety and security on campus is an issue of perception even
more so than reality. The reality is that UALR is a safe place to work, study, and live; however, the
perception of most of the people answering the Campus Safety Survey is that they are fearful and
believe crime on campus is high.

Based on these findings and on discussions of the committee, the recommendations focus on
changing the perception of safety and security on campus. Part of this relates to improving the
actual safety and reducing crime (including adding more DPS officers, moving to crime prevention
through environmental design, and reducing opportunities for crime). Many of the
recommendations address the perception itself (including media messages, improving the
appearance of campus, and providing support to faculty, students, and staff). The remainder of the
recommendations address efforts UALR can take as an anchor institution in the University District
to improve the overall environment of safety and security in this part of Little Rock.

The committee is sensitive to the fact that the university is in an environment that mandates cost
savings and reduced expenditures. We feel, however, that safety is critical to the future of the
university, and that it is tied directly to retention and particularly recruiting. Without a strong
change in the perception of safety and security on campus (along with other changes), the
committee argues the university will not be able to substantially increase enrollment. Given these
constraints and exigencies, the committee proposes some recommendations that can be
accomplished with little to no funding, while other recommendations will require various levels of
funding to accomplish. These recommendations are divided below. It should be noted the
committee makes no recommendations on the priorities of recommendations or which ones
should be implemented first. All of the recommendations are important; and we argue that the cost

of implementing a recommendation should only be one factor in decisions of which to implement first.

Recommendations Not Requiring Funding

1. There should be a campus open forum on safety on a regular basis.

2. The Campus Safety Survey should be conducted each year to address changes in perception of crime and safety.

3. The Chancellor's Committee on Campus Safety should continue to meet regularly (once or twice a semester at least) to address continuing issues of campus safety and security.

4. UALR DPS should move to a campus crime prevention and campus-oriented policing philosophy.

5. DPS should work with Pulaski County 911 system to have punch-down ability so calls from UALR can be immediately rerouted to DPS.

6. Consider changes to Trojan Trolley system to decrease cost and increase efficiency.

Recommendations Requiring Funding

1. Office of Communications must present a common message of safety and an accurate representation of campus safety (Cost would be limited to efforts of Office of Communications).

2. The Department of Public Safety should update its website for better public information (Cost should be minimal and represent normal part of updating website).

3. UALR should establish a Campus Advocate/Ombudsman on campus safety (Will require hiring a person or moving a person from another position – recurring costs).

4. The physical appearance of the campus should be improved to promote an image of safety (Will require both one-time and recurring costs).

5. The physical appearance of the campus should be improved to promote an image of safety (Mostly one- time costs for audit and for making changes to the campus to improve crime prevention).

6. The University should increase campus lighting, specifically outside of residence halls; within the parking deck; around Stabler Hall and on ramps; around Larson Hall, Ross Hall, and Dickinson Hall; and around Lot 5 (Requires both one-time costs for purchase and installation of additional lighting and recurring costs for utilities and light bulbs).

7. Increase parking inside perimeter of campus by opening the parking deck to ID access and adding security within the deck (Only costs are associated with adding security; but may also have loss of parking deck revenue).

8. UALR should continue to show its presence in the University District with branding, signage, branded/bricked crosswalks, and other physical improvements that can positively impact the perception of the area (One-time costs for improvements and branding).

9. UALR should work with 4 Corners businesses and property owners in University Plaza and Broadmoor Shopping Center to improve the appearance of the University Avenue and Asher Avenue/Colonel Glenn corridors, to increase crime prevention, and to improve the visual appearance of the area (Costs should mostly be covered by business owners and grants, although UALR may have contributions to projects as costs).

10. UALR should work with the City of Little Rock, Arkansas Highway and Transportation Department, and neighborhood groups to improve the safety and appearance of University Avenue (Costs should mostly be covered by government agencies and grants, although UALR may have contributions to projects as costs).

11. UALR should work with the City of Little Rock, Housing and Urban Development, and local stakeholders (South Oaks Apartments, Islamic Center, World Services for the Blind, and Oak Forest Residents Association) to improve safety promote strong mixed-income housing along Fair Park Boulevard (Costs should mostly be covered by grants, although UALR may have contributions to projects as costs).

12. Decentralize DPS, creating substations or other methods of presences in Donaghey Student Center, residence hall area, and northern end of campus (Requires one-time costs associated with building the structures, and some recurring costs for maintenance).

13. Increase the presence of officers on campus by implementing more bicycle and foot patrols and by increasing the presence of officers in areas of the greatest need for security (Requires some one-time costs to purchase bicycles and some recurring costs for maintenance).

14. Increase the number of human resources devoted to safety and security on campus (Requires recurring costs for personnel).

15. Create a "Campus Guide" program where security officers leave from places on campus as night classes end and walk with lights to outer parking lots (i.e. leave from Ross Hall at 8:40 p.m. and walk to Lot 13) (Only costs are associated with personnel from DPS to operate the program).

16. Consider rebranding DPS to a University Police Department (Mostly one-time cost for rebranding).

Annual Averages for 8 Major Categories

Robbery

UAF	1.3	
UCA	1.3	**UALR Ranks 3rd**
UALR	1	
ASU-J	<1	

Aggravated Assault

UAF	5.3	
ASU-J	2	**UALR Ranks 3rd**
UALR	1.7	
UCA	1	

Burglary

UAF	52	
UCA	29.7	**UALR Ranks 4th**
ASU-J	12.7	
UALR	8.3	

Motor Vehicle Theft

UAF	16	
UALR	5.3	**UALR Ranks 2nd**
ASU-J	2.7	
UCA	1.3	

Alcohol Arrests

UAF	33.3	
UCA	26	**UALR Ranks 3rd**
UALR	3	
ASU-J	1.3	

Drug Arrests

UAF	111	
UALR	93	**UALR Ranks 2nd**
UCA	30.3	
ASU-J	1.3	

Weapons Arrests

UALR	12.3	
UAF	3.3	**UALR Ranks 1st**
UCA	2.7	
ASU-J	1.6	

Sex Offenses – Forcible

UAF	4	
UCA	3.7	**UALR Ranks 4th**
ASU-J	2	
UALR	.6666	

Categories Not Included:

Murder – 1 reported at ASU-J
Arson – 1 reported at UAF
Sex Offenses – Non-Forcible – 0 reported for all 4 universities
Negligent Manslaughter – 0 reported for all 4 universities
Non-Negligent Manslaughter – 0 reported for all 4 universities

Out of 8 Categories, UALR Ranks:

1st	Weapons Arrest
2nd	Motor Vehicle Theft
	Drug Arrests
3rd	Robbery
	Aggravated Assault
	Alcohol Arrests
4th	Burglary
	Sex Offenses – Forcible

UAF

1st	Robbery
	Aggravated Assault
	Burglary
	Motor Vehicle Theft
	Alcohol Arrests
	Drug Arrests
	Sex Offenses – Forcible

UAF	1st in 7 categories
UALR	1st in 1 category

UCA

2nd	Robbery
	Alcohol Arrests
	Sex Offenses – Forcible

ASU-J

2nd	Aggravated Assault

Crime Comparison

	2012				2011				2010			
	UALR	UAF	ASU-J	UCA	UALR	UAF	ASU-J	UCA	UALR	UAF	ASU-J	UCA
Murder	0	0	0	0	0	0	0	0	0	0	1	0
Sex Offense - Forcible	0	5	1	6	1	5	0	3	1	2	5	2
Sex Offense - Non Forcible	0	0	0	0	0	0	0	0	0	0	0	0
Negligent Manslaughter	0	0	0	0	0	0	0	0	0	0	0	0
Non-Negligent Manslaughter	0	0	0	0	0	0	0	0	0	0	0	0
Robbery	2	3	1	1	1	1	1	1	0	1	0	2
Burglary	10	42	9	34	8	57	12	28	7	57	17	27
Aggravated Assault	2	6	3	1	2	9	1	0	1	1	2	2
Motor Vehicle Theft	3	13	2	2	8	19	3	2	5	16	3	3
Arson	0	0	0	0	0	0	0	0	0	1	0	0
Alcohol Arrests	3	31	1	39	1	37	1	20	5	32	2	19
Drug Arrests	116	125	6	21	107	99	9	32	56	109	7	38
Weapons Arrest	15	4	0	4	17	2	2	1	5	4	3	3