

**Northwestern University
Department of Safety
and Security Overview**

November 2020

Northwestern

NORTHWESTERN UNIVERSITY DEPARTMENT OF SAFETY AND SECURITY OVERVIEW

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PREFACE

Dear Northwestern Community Member,

Over the summer, Northwestern’s senior leadership announced a comprehensive external review of public safety at the University. This work is one aspect of a broader series of actions to support the pursuit of racial and social justice.

The University has an explicit responsibility to protect the safety and well-being of all members of our community, in all our locations, at all times. Together we can listen, reflect, and reimagine how to foster campus safety and security in the most equitable and holistic way possible—informed by longstanding concerns of historical inequities in American policing.

We are grateful for the work of many in our community to keep us safe and well and respectful toward those voices asking us to do better by improving our safety practices, providing transparent information, and initiating serious engagement.

One of the early steps we have taken is gathering information on the University Police (UP) and on safety statistics covering our Evanston and Chicago campuses. We share this information publicly in a renewed effort toward transparency and partnership.

This report has four sections:

- **Section 1: Safety and Security and the Role of University Police.** This overview describes the Department of Safety and Security (DSS), an umbrella unit responsible for police, security systems, emergency management, and transportation and parking. It provides additional information on the responsibilities of UP in particular.
- **Section 2: Campus Safety at Northwestern.** The second section delineates the range of incidents UP responds to, from helping someone jumpstart their car to occasional but very serious threats to our campus safety, such as shootings and robberies involving firearms.
- **Section 3: Staffing and Partnerships.** This section includes the UP staffing model and required officer training. It also outlines UP’s partnerships with other Northwestern offices and with external organizations to address safety more holistically.
- **Section 4: Financial Support for Safety.** The final portion provides details and trends of both UP spending and staffing levels over time.

While this information will provide detail on campus safety operations, the ongoing work to ensure the safety of the Northwestern community must continue to evolve and bring representative stakeholders into this process. In the coming months, there will be many opportunities for our community to join in efforts to reevaluate what community safety could be like on campus.

To that end, and in alignment with our social justice commitments, Northwestern will continue to make progress on the following:

- First, the **external review** of UP’s community engagement and its operations and policies is expected to conclude this winter with recommendations to be provided in a public report. As of November 2020, the external reviewers have conducted more than 50 stakeholder interviews with students, faculty, staff, and community partners. Topics in the external reviewers’ report include the campus safety experience of Northwestern’s Black, marginalized, and most vulnerable community members; UP’s policies and practices such as the use of force; and the reporting and handling of complaints.
- Second, the newly established **Community Safety Advisory Board** consisting of students, faculty, and staff will be empowered to reimagine campus safety and to make recommendations to the president, provost, and myself. Membership will include representatives of Black, marginalized, and most vulnerable communities. The board will also help guide implementation of the external review’s findings; continually evaluate the state of campus safety and well-being; have access to University data on policing, safety, and well-being; and seek input from and share findings with the community.

We acknowledge that change is needed—at Northwestern and around the nation—and that we do not have all the answers. Improving our community safety approach and restoring trust and legitimacy in our systems requires deep reflection, intentionality, and a commitment towards racial equity and justice. Changes must also come from a process of listening and engaging with each other.

And so we reach out in the spirit of partnership to listen and learn from our community. We pledge to engage in this work with our faculty experts, our many committed staff, and our passionate students, who are all deeply invested in Northwestern. Our University leaders are committed to this hard but necessary work.

Thank you again to all who help keep us safe and well, and especially to those who continue seeking a safer, more just, more equitable Northwestern.



Craig Johnson
Senior Vice President for Business and Finance

EXECUTIVE SUMMARY

Overview

- Northwestern has committed to a broad series of actions in pursuit of racial and social justice, including conducting an external review of University Police (UP). The results from the review will be publicly released in early 2021.
- The University has an explicit responsibility to ensure the safety and well-being of all members of our community. Together, we can reimagine campus safety in the most equitable way possible. We pledge to engage our students, faculty, and staff in this process of listening, learning, and acting.
- The newly established Community Safety Advisory Board consisting of students, faculty, and staff will be empowered to reimagine campus safety and to make recommendations to the president, provost, and senior vice president for business and finance.
- This report gathers information about UP and shares safety statistics covering the Evanston and Chicago campuses in a renewed effort to increase transparency and partnership.

Section 1: Safety and Security and the Role of University Police

- The role of the Department of Safety and Security (DSS) is to support the safety and well-being of our Evanston and Chicago campus communities. UP is one of the functions within DSS.
- UP purposely maintains a hybrid staffing strategy of police officers (55%), who are highly trained professionals, and of civilian security officers (45%), who are unarmed and do not have the same specialized training. This model allows the University to address security needs with the most appropriate response and resource.
- The work of UP falls under three broad categories:
 - » Safety and security services: respond to some 60,000 calls for service per year, monitor 1,500 emergency phones and 4,000 alarms 24/7, investigate reported incidents with University partners, support building and campus security with more than 14,000 foot patrols a year, issue timely notices, direct activities in Emergency Operations Centers, and conduct assessments of buildings to improve safety.
 - » Campus assistance: provide safety escorts, check on vacant residences upon request, provide free bike helmets and lights, support the safety of events on campus, and help motorists with their cars.
 - » Community engagement: assist clinical affiliate hospitals on the Chicago campus, provide community education on crime prevention and self-defense tactics, and address matters raised by Evanston and Chicago neighbors.

Section 2: Campus Safety at Northwestern

- While Northwestern strives to provide a safe environment to learn, work, and teach, serious threats to campus safety occasionally occur, as reported to the federal government in the Clery Report.
- UP provides support by connecting victims to resources and investigating incidents and also issues alerts to the campus when there is a continuing threat to the community.
- Recent examples of serious incidents reported on or near campus are provided to illustrate the scale and scope of responses that UP undertakes, including increasing security presence and community engagement.
- The jurisdiction of UP is both on campus as well as certain areas off campus based on partnerships with the Evanston and Chicago police departments.
- The University posts quarterly data on field and traffic stops, with race and gender noted, for both the Evanston and Chicago campuses. Factors that should be considered include that the majority of stops are of people unaffiliated to the University and that certain increases to the number of incidents generally are connected to spates of repeated incidents.

Section 3: Staffing and Partnerships

- The UP's hybrid staffing model of police officers and civilian security officers is complemented by contracted security officers. Due to the significant security support carried out by external contract security, only about a third of the full-time equivalent (FTE) staff consists of police officers. This further illustrates the philosophy of aligning police resources with safety needs.
- Additional information is provided on the UP organizational chart and the roles each type of position plays in the safety of our campus community, including a comparison of police officers to community service officers (CSOs) that illustrates the different levels of training and duties expected of each group.
- UP staff have continual training and professional development on topics including unconscious bias, responses to individuals experiencing a crisis, de-escalation, CPR/AED and trauma care, and strengthening community trust and relationships.
- The police officer staff in UP are more diverse than the average campus police department. Half of the police officers identify as Asian, Black, or Hispanic and a third identify as women.
- Key internal partnerships include the cross-functional Behavioral Consultation Team that assesses and mitigates threatening or concerning behavior. Student Affairs, Athletics, the Office of Equity, Office of Human Resources, and student groups and University offices for major events participate in the BCT.
- Details on UP's partnerships with the cities of Evanston and Chicago and their respective police departments are also provided.

Section 4: Financial Support for Safety

- Financial data is shared about the expenditures of UP over the course of FY 2011–21. During this period, there was first a steady state of expenditures for several years (FY 2011–16), then a period of increased spending (FY 2017–18), followed by a cost reduction phase (FY 2019–21). Data is broken out by staffing category and by number of staff, compensation, and operational expense.
- Factors contributing to years where spending increased include adding additional security staff as new buildings were completed or acquired, providing support in the wake of significant security incidents on both the Evanston and Chicago campuses, and adding dispatchers in order to respond faster to calls for service.
- UP expenditures have grown annually on average by 2.6%, lower than the University's overall 4.2% average annual expense growth over the last 11 years. However, from FY 2018 to now, headcount has decreased by 16.3% (13 positions) and there has been a 7.6% decrease in overall UP spending stemming from reductions made by the University in certain areas in order to support institutional priorities of cost containment while continuing to maintain safety on campus.
- In FY 2020, the last full year of data available, total expenses were \$11.2 million. Of that, 90.2%, or \$10.1 million, went towards staffing costs via employee compensation or contract security staff, with the remainder towards operational expenses such as training, vehicles, and insurance.
- Projected FY 2021 expenses are \$10.6 million, down 5.2% from the previous year.
- UP's spending accounts for 0.42% of the University's \$2.5 billion expense budget in FY 2021.

**SECTION 1:
SAFETY AND SECURITY AND THE ROLE OF UNIVERSITY POLICE**

The University has an explicit responsibility to ensure the safety and well-being of all members of our community, in all our locations and at all times.

On a typical day, Northwestern has approximately 30,000 students, faculty, staff, postdocs, trainees, and visitors on site. They use spaces on the Evanston and Chicago campuses that range from student residence halls to athletics arenas to cutting-edge research labs.

NORTHWESTERN FACTS AND FIGURES	
Undergraduate and graduate students	22,000
Faculty, staff, and postdocs	11,500
Yearly visitors for campus tours	62,000
Number of University-owned buildings	224
Building space on Evanston and Chicago campus as of FY 2020	17.1 million gross sq. ft
Combined area of Evanston and Chicago campuses	352 acres

Our police and security staff support Northwestern’s efforts to create a safe campus environment where we can live, learn, work, teach, research, perform, and collaborate.

This section contains information on

- The Department of Safety and Security, the umbrella organization that includes University Police (UP), Transportation and Parking, Emergency Management, and Security Systems and Technical Services
- University Police and an overview of its work

DEPARTMENT OF SAFETY AND SECURITY OVERVIEW

The Department of Safety and Security (DSS) holds a key role in promoting the safety and well-being of our campus community. Its mission, as currently stated, is to provide excellent service that builds trust, reduces crime, and creates a safer environment for learning, working, research, and living in our community.

DSS is led by Chief of Police and Senior Associate Vice President Bruce A. Lewis, who in turn, reports to Senior Vice President for Business and Finance Craig Johnson.



Several divisions are combined within DSS:

- **University Police (UP)** strives to provide professional, courteous and effective law enforcement services to our community on the Evanston and Chicago campuses.
- **Transportation and Parking** manages the University shuttle program and parking operations in Evanston and Chicago, including parking garages.
- **Emergency Management** coordinates the University’s plan to keep our community safe during emergency situations, such as active shooter threats, fire and severe weather events, and disruptions due to hazardous material incidents.
- **Security Systems and Technical Services** manages security systems, including alarms and closed-circuit television cameras (CCTV).

A team of administrative staff supports DSS with financial assessments, communications, compliance, and human resources.

UNIVERSITY POLICE OVERVIEW

The purpose of University Police (UP) is to protect the safety of all community members, as well as the security of our large portfolio of campus spaces. The team operates from stations on both the Evanston and Chicago campuses. UP does not have jurisdiction or presence on the Doha, Qatar, campus nor the smaller University campuses in Miami, San Francisco, and Washington, D.C.

Despite University Police’s name, the unit has long pursued a conscientious, concerted effort to have a hybrid staffing model of both police and civilian security officers. This reflects a central tenet of the Department of Safety and Security as well as UP: addressing security needs with the most appropriate response and resource.

- *Police officers* are specially trained in communications and tactical intervention skills in order to handle a range of scenarios, including situations with higher threat levels. Training includes crisis management, anti-bias awareness, de-escalation strategies, exercising sound judgment under pressure, appropriate responses to resistance, mental health and first aid methods, professional ethics, and communicating effectively and empathetically. All Illinois police officers—including those at Northwestern—must graduate from a police academy recognized by the Illinois Law Enforcement Training and Standards Board. *See Section 3 (Staffing and Partnerships) for more information.*
- *Civilian security officers* (more commonly known as Community Service Officers, or CSOs, at Northwestern) support safety efforts on campus in locations where a security resource is advisable but the risk profile does not necessitate a police officer. CSOs are most commonly found working in residence halls, staffing special events, or conducting campus patrols. They can monitor and respond to security needs, but they do not have the same specialized training as police officers, are unarmed, and do not have the same police authority.

The work of police officers and CSOs in the field is complemented by contract security, who function like CSOs, and by communications dispatch officers, who triage calls for service. *See Section 3 (Staffing and Partnerships) for more information.*

A differentiated UP team allows the University to support people, buildings, events, and incidents with police officers when necessary and with CSOs or contract security at other times. This reduces costs while also appropriately meeting risk levels that can vary widely across the University. All police officers and CSOs are held to the same UP code of ethics.

Under state law, Northwestern police officers have the same enforcement powers and responsibilities as municipal police officers and county sheriffs. The authority of our campus police to serve as municipal peace officers on campus, on off-campus University property, and on contiguous public property is derived from the Illinois Private College Campus Police Act.

THE WORK OF UNIVERSITY POLICE

UP’s work falls under three broad categories: safety and security services, campus assistance, and community engagement.

Safety and Security Services

- Respond to calls initiated by students, faculty, staff, or others, 24 hours a day, every day of the year. While UP is ready to respond to emergencies at any time, the large majority of calls to UP for service are to engage in routine security checks. The top three categories are
 - » Check the physical security of buildings and facilities
 - » Conduct directed (i.e., visible) patrols on foot in certain areas to deter incidents
 - » Respond to security alarm issues

MOST FREQUENT SERVICE CALL CATEGORIES ¹	2018 JULY–DEC	2019 JAN–JUNE	2019 JULY–DEC	2020 JAN–JUNE
#1 Premise Check	10,260	11,269	9,964	12,891
#2 Foot Patrol	7,249	7,526	6,391	4,653
#3 Alarm Trouble	2,177	1,601	2,337	2,016
TOTAL	19,686	20,396	18,692	19,560

- Operate the DSS Communications Center, which receives calls for assistance initiated by a community member or an officer on patrol on campus or the surrounding area.
 - » Communication dispatch officers triage incoming calls and are trained to ask questions, assess risk, and quickly determine the safety need. In 2019, UP received over 60,000 calls for service, or an average of more than 165 calls a day.
 - » In keeping with UP’s philosophy to align responses with safety needs, not every call results in a police officer being sent to the scene. Dispatch officers can also route a call to a Community Service Officer (CSO), the dean on call for students in crisis, a resident assistant, or Facilities or call for a transport service to a hospital.
 - » The Communications Center staff also monitors the University’s nearly 1,500 emergency phones, including more than 120 blue light emergency phones, where anyone can quickly reach UP to get help. Staff also monitor CCTV, especially in garages and elevators, and track some 4,000 alarms in order to respond quickly to emergent incidents.

REDUCING THE ROLE OF BIAS

UP is committed to tackling implicit bias to avoid conditions that can lead to discriminatory practices. As part of this effort, UP staff are trained to reduce the role bias plays in decision-making. (See Section 3: Staffing and Partnerships)

Many interactions begin with a call to the DSS Communications Center. This is also where anti-bias training is applied in an effort to reduce the role that race or gender biases might otherwise play.

For example, staff are trained to ask questions to determine whether there is **observable** behavior or circumstances that would justify a reported concern. For example, if a call is about a suspicious person, the dispatcher might ask, “Can you give me more information about what the person is doing?”

Dispatchers are also trained to determine whether there is a reasonable belief in the need to react or to send additional resources.

1. Information is available on the University Police website month-by-month and reported here aggregated into half years of available data.

- Investigate reported incidents and conduct follow-up investigations as necessary.
 - » Common incidents include personal property thefts, including bikes, laptops, and cell phones. Information provided by students, faculty, and staff can assist UP in resolving reported incidents. *See Section 2 (Campus Safety at Northwestern) for more information.*
 - » During an investigation, UP may consult with other agencies and University partners regarding reported matters to best support victims, survivors, and community members. For example, UP notifies the Office of Equity regarding reports of discrimination, harassment, and sexual misconduct to connect individuals with resources and for Equity to initiate its own investigations.
 - » If violations occur, UP may notify University partners as appropriate, including Student Affairs, Human Resources, and the Office of Equity.
- Staff Evanston residence halls with community service officers (CSOs). These civilian security officers monitor entry to residence halls, conduct foot patrols, and may elevate concerns if necessary. Approximately 24,000 guests are signed into residence halls by CSOs in a typical year.
- Patrol campuses on foot, by bike, and in vehicles, including buildings, athletics facilities, and campus-adjacent areas in the cities of Evanston and Chicago. These patrols help identify immediate concerns, such as unlocked doors, and foster interaction with the community. There were 14,324 foot patrols conducted by police officers in 2019.
- Issue “Crime Notices” to provide timely updates to the community on serious incidents that occur on the campuses.
- Direct activities in the Emergency Operation Centers (EOCs) on the Evanston and Chicago campuses to effectively manage emergency responses, send emergency communications/alerts to the community, and monitor safety and security in buildings.
- Conduct physical security assessments of campus buildings, offices, and residences to ensure they are safe for the University community. Assessments include recommendations on building access technology; lighting to improve visibility; and the locations for CCTVs, emergency phones, and duress alarms for emergency situations.

EMERGENCY OPERATION CENTERS (EOCs) IN ACTION

EOCs facilitate rapid responses and decision-making because all key security partners are already on-site, reviewing and communicating about the same information in real-time.

Temporary EOCs can be set up for large athletics games, special events like Dillo Day, and public crises, such as an active shooter or other mass casualty incidents.

During a home football game, for example, the people in the EOC monitor around 30 cameras in Ryan Field and can immediately coordinate responses, dispatch ambulances, deploy clean-up crews, assist lost children, or send emergency notifications.

The monitoring also allows for security staff already present at Ryan Field to respond more quickly than if the EOC had to call in outside assistance.

Campus Assistance

- Provide safety escorts by foot, bike, or vehicle to an on-campus destination, especially at night.
- Check vacant Evanston residences on behalf of community members, by request, such as during extended breaks and holidays.
- Offer free bike helmets and lights to promote bike safety for students, faculty, and staff who register their bikes with the City of Evanston or City of Chicago.
- Partner with the Event Support Team to promote the safety of participants in events on campus.
- Assist community members or visitors when they are locked out of their cars or experience car battery issues. UP will also help them contact a service center or towing service.

Community Engagement

- Assist Northwestern Memorial Hospital, Lurie Children's Hospital, and Shirley Ryan AbilityLab with security needs.
- Serve as safety liaison to Athletics by providing security and safety presentations and programming.
- Provide opportunities for community members to shadow an officer on a Ride-Walk-Along during a work shift. This service gives a first-hand glimpse into the day-to-day life of an officer in the field.
- Share safety resources to educate the community on crime prevention, including training on how to prevent and respond to active violence and teaching self-defense tactics. UP also participates in campus fairs and events to share information about safety resources and crime prevention strategies.
- Work with Northwestern colleagues and external partners to address matters raised by Evanston and Chicago neighbors.

Northwestern is committed to providing for the safety and well-being of all members of our community. The activities of UP, as well as its parent organization the Department of Safety and Security, are all in service of that goal.

SECTION 2: CAMPUS SAFETY AT NORTHWESTERN

This section contains information on:

- Incidents that occur on or near campus, as reported to the federal government
- The role of University Police (UP) in supporting the University's response to these incidents
- Recent serious incidents that have informed the University's evolving approach to campus safety
- UP's jurisdiction and the field and traffic stops conducted by UP

REPORTED CAMPUS INCIDENTS (CLERY REPORT)

While Northwestern strives to provide a safe environment to learn, work, and teach, serious threats to campus safety occasionally occur.

Data on incidents that occur on campus or near campus² are published as the Annual Security and Fire Safety Report (also known as the Clery Report) by the University's Compliance Office in accordance with the federal Clery Act. The most recent report available analyses 2018 data; the 2020 report using 2019 data will be published in late December.

These statistics are also reported to the Department of Education as one of the requirements of Northwestern's participation in federal student financial aid programs.

Information is compiled by Northwestern's Compliance Office in partnership with the Department of Safety and Security, local law enforcement, and local and federal agencies. The Compliance function reports to the Risk, Internal Audit, and Compliance office and does not report to UP or to the Department of Safety and Security.

As described in the prior section, UP responds to a variety of circumstances. UP personnel are trained to make record of the incident when required and to provide resources and next steps to the individual, depending on the circumstance.

Typical support offered by UP for incidents noted in the Clery Report include

- Responding to a call for help or reporting a possible incident discovered while on patrol
- Connecting victims to additional resources including medical help, mental health services, the Office of Equity, or other University resources
- Investigating the incident to establish details and determine additional actions depending on the nature and location of the incident

TRANSPARENCY

Daily Blotter

Incidents reported to UP are reported online daily. The incident's nature, date, time, general location, and status ("disposition") are shared, if available.

Crime Notices

UP sends out campus notifications (known as Crime Notices) by email when certain serious incidents that present continuing threats occur within a geographical area defined by the Clery Act. Examples include carjackings, rape, and armed robberies.

Notifications are accompanied by crime prevention and awareness tips. Demographic data about the suspect(s) may be shared if provided by the victim or reporter and deemed helpful to prevent similar incidents from occurring.

AlertNU

Emergency notifications for immediate or imminent threats (e.g. severe weather, fires, active aggressor) are sent out via email, text, phone, digital screens, web, and social media.

2. The Clery Act defines the geographical area that must be included as on campus, in certain off-campus buildings or property owned or controlled by the University, and on public property within or immediately adjacent to and accessible from the campus. The Clery Act also defines the types of incidents ("crimes") that must be reported. These federal definitions broadly, but do not completely, match UP's jurisdictional area and do not encompass all incidents reported to or investigated by UP. Refer to the discussion on jurisdiction for further information.

- Presenting results of the investigation or police reports to the State’s Attorney for consideration in filing charges and notifying appropriate campus partners about any potential crimes
- Documenting and filing reports with a supervising officer about the incident, the response, and any use of force. Reports are reviewed by UP leadership to ensure practices are appropriate and follow University policy.

CLERY-REPORTABLE INCIDENTS IN EVANSTON	2016	2017	2018
Murder or manslaughter	0	0	0
Rape	13	9	8
Fondling	1	4	3
Incest or statutory rape	0	0	0
Robbery	2	3	0
Aggravated assault	2	6	3
Burglary	34	23	27
Motor vehicle theft	7	1	3
Liquor law arrests	0	0	0
Drug law arrests	8	1	0
Weapon law arrests	0	0	0
Liquor law violations referred for disciplinary action	272	291	216
Drug law violations referred for disciplinary action ³	48	1	5
Weapons law violations referred for disciplinary action	0	0	0
Arson	0	0	1
Domestic violence	2	3	3
Dating violence	1	2	6
Stalking	8	16	14

Sorted in order of the FBI’s Uniform Crime Reporting Hierarchy

What the Clery Report defines as “hate crimes” are incidents where offenders were motivated to commit the offense because of their bias against the victim’s race, religion, sexual orientation, gender, gender identity, ethnicity, national origin, or disability.

- 2016: 2 on-campus criminal damage to property characterized by sexual orientation bias
- 2017: 1 on-campus criminal damage to property characterized by religious and ethnicity bias
- 2018: 1 on-campus residence hall criminal damage to property characterized by racial bias

3. The Clery Act requires institutions to report drug offenses that violate the law and disciplinary referrals for incidents that involved less than 10 grams of marijuana that would be a violation of criminal law. Effective August 2016, the state of Illinois decriminalized possession of less than 10 grams of marijuana and it became a civil, rather than criminal, offense. Possession of less than 10 grams of marijuana violates University policy; however, that possession does not violate state law and is therefore not included in the Clery Report.

CLERY-REPORTABLE INCIDENTS IN CHICAGO	2016	2017	2018
Murder or manslaughter	0	1	0
Rape	2	2	3
Fondling	0	0	1
Incest or statutory rape	0	0	0
Robbery	10	17	4
Aggravated assault	10	8	6
Burglary	10	2	7
Motor vehicle theft	14	14	14
Liquor law arrests	0	0	0
Drug law arrests	0	2	2
Weapon law arrests	0	1	3
Liquor law violations referred for disciplinary action	0	0	0
Drug law violations referred for disciplinary action ⁴	0	1	0
Weapons law violations referred for disciplinary action	0	0	0
Arson	0	1	0
Domestic violence	10	15	7
Dating violence	5	8	7
Stalking	2	4	2

Sorted in order of the FBI's Uniform Crime Reporting Hierarchy

No hate crimes, as defined by the Clery Act, were reported on or near the Chicago campus from 2016 to 2018.

NOTABLE CAMPUS SAFETY INCIDENTS

University Police engages with the Northwestern community to support campus safety and modulates its services as situations warrant. When serious incidents occur, the University can increase support quickly in specific areas to deter further crime. UP also provides training and outreach tailored to the impacted populations and continues evolving its practices to provide for the safety of our students, faculty, and staff.

Presented here are recent examples of serious incidents reported on or near campus. These situations illustrate the scale and scope of responses UP undertakes.

Fall/Winter 2017: Robberies on the Chicago campus

Situation: Six robberies occurred on the Chicago campus from June 2017 to January 2018. Victims were faculty, students, staff, and unaffiliated individuals who were robbed of phones, computers, wallets, and/or other personal items while on the street or in the campus parking garages.

Security response during this period:

- Issued timely crime notices for all incidents
- Hosted town halls on the Chicago campus to provide updates on the robberies, review safety services, and discuss safety enhancements
- Placed additional contract security officers in Chicago campus garage elevators and lobbies, on each floor of garages, and at key road intersections to provide line-of-sight coverage

4. The Clery Act requires institutions to report drug offenses that violate the law and disciplinary referrals for incidents that involved less than 10 grams of marijuana that would be a violation of criminal law. Effective August 2016, the state of Illinois decriminalized possession of less than 10 grams of marijuana and it became a civil, rather than criminal, offense. Possession of less than 10 grams of marijuana violates University policy; however, that possession does not violate state law and is therefore not included in the Clery Report.

- Increased police officer staffing on the Chicago campus during evening and early morning hours, and then invested in enhanced CCTV technology and video monitoring in parking garage and garage elevator lobbies. This additional spending on CCTV and the expanded monitoring capabilities has reduced the need to hire additional police officers.
- Worked with Northwestern Memorial Hospital to maximize security on campus and in the parking garages during hospital shift-change periods.

March 2018: Engelhart Hall “swatting” hoax

Situation: A caller claimed to have shot his partner in Engelhart Hall graduate housing on the Evanston campus and threatened further violence. The campus went into lockdown mode during the incident. However, the report turned out to be a “swatting” hoax to fraudulently send an emergency response team against a law student and her partner. No individuals were harmed.

Security response:

- Called in support immediately from local resources including Evanston Police Department, Evanston Fire Department, local municipal police, and state and federal law enforcement
- Afterward, responded to increased campus requests for safety trainings and worked with the Emergency Management team to enhance and disseminate campus-wide training on how to respond to active violence threats on campus.

Fall 2018: Evanston campus batteries

Situation: A series of batteries, such as unwelcome touching or pushing, were reported in October to November 2018, particularly in or near the southwest Evanston campus residence halls.

Security response:

- Issued timely crime notices for all incidents
- Conducted a series of “knock and talks” with students and residents in the area to proactively share safety information and shared updates with parents
- Held self-defense training classes
- Sent a safety message with Student Affairs that included safety tips in anticipation of more people in public as students were leaving for the Thanksgiving holiday
- In response to community feedback and in partnership with Student Affairs, increased patrols by community service officers (CSOs) near residence halls and especially in the southwest corner of the Evanston campus

June 2019: Shooting near Lake Shore Park, adjacent to the Chicago campus

Shooting: A group of people unaffiliated with the University were gathered adjacent to Levy Mayer Hall on the Chicago campus. A car drove up and over 30 shots were fired into the crowd, causing members of the crowd to fire back. Dozens of shots were exchanged, and multiple people were struck by gunfire and transported to Northwestern Memorial Hospital.

Security response:

- Partnered with Chicago Police Department to investigate the shooting
- Increased police officer patrols on campus and off campus within UP jurisdiction
- Worked with local alderman to restrict street parking at night in the area to increase visibility for pedestrians

JURISDICTION

The primary jurisdiction, or the area of principal responsibility, for University Police (UP) is both the Evanston and Chicago campuses. Serious on-campus incidents may be jointly investigated by UP and the Evanston Police Department (EPD) or Chicago Police Department (CPD).

Areas off-campus are the primary jurisdiction of EPD, CPD or another neighboring local police department. However, agreements with EPD and CPD extend the UP's jurisdictional boundaries to certain off-campus areas. This means that UP is able to support safety and provide assistance in some off-campus areas. (*See Section 3: Staffing and Partnerships*)

University Police's off-campus jurisdictional boundaries in Evanston extend north to the Evanston city limits, south to Lake Street, east to Lake Michigan, and west to Asbury Avenue and Green Bay Road. University Police's off-campus jurisdictional boundaries in Chicago extend north to Chestnut Street, south to Ontario Street, east to Lake Shore Drive, and west to Michigan Avenue.

Areas within UP's jurisdiction, primary or otherwise, include a variety of Northwestern-affiliated individuals who are students, faculty, and staff. There are also non-affiliated individuals, including campus visitors, local residents, and non-residents traveling through the area.

FIELD AND TRAFFIC STOPS

Certain community interactions with UP personnel are recorded as either field stops or traffic stops. Field stops are when someone from UP inquires about concerning activity, while traffic stops are when someone is pulled over for a "moving violation."

These interactions occur either out of citizen-initiated or officer-initiated situations. A citizen-initiated interaction comes from an officer being dispatched to the scene after someone called the DSS Communications Center or if an officer is flagged down in the field. An officer-initiated situation is when UP notices something in the course of a patrol. Interactions can occur with both Northwestern-affiliated or non-affiliated people.

Not every call to the dispatchers results in a field or traffic stop, nor does every interaction between an officer and the public. For example, there were 275 field stops and 674 traffic stops in 2019 on the Evanston campus compared to some 60,000 calls to the DSS Communications Center and more than 14,000 foot patrols that year.

UP follows protocols and processes to reduce the likelihood that any particular incident will lead to a field stop or traffic stop. For example, a dispatcher in the DSS Communications Center will ask questions to determine whether the person reporting the incident has objective and reasonable grounds for identifying whether an incident merits further response. Questions might include, "Can you describe what the person is doing?" or "Can you tell me exactly what happened?" The dispatcher can then determine whether a response from a police officer is justified, or if another service such as a community service officer, Northwestern Facilities, or the Evanston Fire Department for a medical support might be more appropriate.

The majority of interactions logged as stops do not include more-involved activities such as frisks, citations, tickets, or arrests. Officers may simply resolve the matter during a field interview with the person or people involved or issue a warning. However, because the inquiry is made or the motor vehicle is stopped, the interaction is catalogued.

There are two notable places where data on field and traffic stops is reported in the interest of transparency.

- UP publishes quarterly reports on its website about all field and traffic stops conducted by its officers in both Evanston and Chicago. The reports include race and gender information.
- A subset of the information shared by UP online is also reported to the Illinois Department of Transportation (IDOT). Reporting requirements dictate that police departments report only field stops (which they call pedestrian stops) that result in a frisk or pat-down, search, summons, or arrest. However, because most field stops do not include these actions, the number reported to IDOT is lower than what UP voluntarily reports. All traffic stops must be reported. IDOT publishes this data in the annual Illinois Pedestrian Stop Study as well as the annual Illinois Traffic Stop Study. Note that although UP submits data for Evanston and Chicago stops to IDOT as required, IDOT analyzes community demographics for the entire dataset against Evanston demographics.

TRANSPARENCY

Field and Traffic Stops, Calls for Service

Quarterly reports on field and traffic stops are posted on the UP website. Data for stops is presented by campus, gender, and race. Calls for service include the most frequent calls.

Evanston Field Stops, 2018–2019⁵

Data is presented for Evanston field stops that occurred in calendar years 2018 and 2019 since full year data is not yet available for 2020. Like the information publicly posted on the UP website, information is presented by race and gender.

There are several factors that should be considered when reviewing this data.

- Many stops involve people unaffiliated with the University (53% in 2018, 77% in 2019). This reflects both the open nature of the campus to visitors as well as the UP jurisdiction extending into the Evanston neighborhood. Therefore demographic data on the City of Evanston is included for comparison.
- UP responds to calls initiated by citizens, which may be recorded as stops (75% citizen-initiated in 2018, 45% in 2019).
- Stops are recorded based on the number of individuals stopped, meaning that a large group stopped at once counts as multiple stops in the data, but together they represent only one incident.
- Periods with elevated stops are typically tied to a spate of repeated incidents, which in turn leads UP to proactively increase patrols. For example, in 2019 a string of individuals attempting to enter Lake Michigan in an area affected by erosion, including one serious injury, led to signage being posted near the lake and additional vigilance by UP. Increased incidents by the lake accounts for 150 stops in 2019, or 57% of all stops in 2019.

A review of the last two years of Evanston stops data shows that, in 2018, Asian pedestrians were 7.2% of the stops, Black pedestrians 27.5%, Hispanic pedestrians 15.2%, and White pedestrians 50.0%. In 2019, Asian pedestrians were 6.9% of the stops, Black pedestrians 25.8%, Hispanic pedestrians 4.0%, and White pedestrians 63.3%.

5. Data is presented on the University Police transparency page in terms of quarters, which have been converted here into months. Two full years are shown here though information is available through spring 2020 online.

EVANSTON FIELD STOPS 2018–2019	2018				TOTAL	2019				TOTAL	EVANSTON DEMO- GRAPHICS**
	JAN– MAR	APR– JUNE	JULY– SEPT	OCT– DEC		JAN– MAR	APR– JUNE	JULY– SEPT	OCT– DEC		
Asian, Female	-	3	-	1	4	-	1	6	-	7	9.3%
Asian, Male	3	1	1	1	6	1	1	8	2	12	
Black, Female	1	2	1	1	5	2	1	9	4	16	16.6%
Black, Male	10	9	8	6	33	9	5	36	5	55	
Hispanic, Female	-	2	-	2	4	-	-	-	-	-	11.8%
Hispanic, Male	3	7	4	3	17	1	-	7	3	11	
Native American, Female	-	-	-	-	-	-	-	-	-	-	0.1%
Native American, Male	-	-	-	-	-	-	-	-	-	-	
White, Female	8	1	-	3	12	-	4	53	8	65	59.4%
White, Male	13	11	7	26	57	7	9	84	9	109	
TOTAL	38	36	21	43	138	20	21	203*	31	275	

* July–Sept, 2019: a significant increase in the number of Evanston field stops during this period can be partially attributable to an individual breaking a limb from dangerous behavior on the Regenstein Bridge on the lakefront, among other incidents in that area of campus. This led to additional safety signage and patrols to guard against additional injuries.

** Demographic data from US Census. As certain categories, such as “two or more races,” are not represented in stops data, the data does not total to 100%. Data is provided based on available information; some race or gender attributions are unavailable.

Evanston Traffic Stops, 2018–2019

As with Evanston field stops, traffic stops in Evanston are influenced by factors including the number of non-affiliated individuals on campus and in the UP jurisdiction extending off-campus. Data is presented for Evanston traffic stops that occurred in calendar years 2018 to 2019.

In 2018, a total of 376 traffic stops occurred. Of these stops, 19.9% were of Asian individuals, 16.0% Black, 10.4% Hispanic, 1.3% Native American, and 52.4% White. In 2019, a total of 674 traffic stops occurred. Of these stops, 19.0% were of Asian individuals, 19.7% Black, 11.1% Hispanic, 0.2% Native American, and 50.0% White.

EVANSTON TRAFFIC STOPS ⁶ 2018–2019	2018				TOTAL	2019				TOTAL	EVANSTON DEMO- GRAPHICS**
	JAN– MAR	APR– JUNE	JULY– SEPT	OCT– DEC		JAN– MAR	APR– JUNE	JULY– SEPT	OCT– DEC		
Asian, Female	2	7	-	8	17	7	14	6	2	29	9.3%
Asian, Male	4	13	10	31	58	34	46	5	14	99	
Black, Female	3	6	3	7	19	13	17	5	10	45	16.6%
Black, Male	5	10	8	18	41	23	33	16	16	88	
Hispanic, Female	2	2	4	7	15	2	6	-	2	10	11.8%
Hispanic, Male	2	7	5	10	24	23	21	8	13	65	
Native American, Female	-	1	-	1	2	-	-	-	-	0	0.1%
Native American, Male	2	-	1	-	3	-	1	-	-	1	
White, Female	11	24	11	30	76	50	59	11	27	147	59.4%
White, Male	17	36	18	50	121	71	83	23	13	190	
TOTAL	48	106	60	162	376	223*	280*	74	97	674	

* Jan–Mar 2019 and Apr–June 2019: a notable increase in traffic stops in the first half of 2019 stems from an emphasis on traffic safety in support of campus safety for pedestrians in particular.

** Demographic data from US Census. As certain categories, such as “two or more races,” are not represented in stops data, the data does not total to 100%.

6. Numbers for Evanston traffic stops have been updated from the information previously posted online after a review of data sources.

Chicago Field Stops, 2018–2019⁷

The Chicago campus is in the Streeterville neighborhood in downtown Chicago. The campus includes academic and research facilities, parking garages, and other campus buildings. The UP jurisdiction also includes clinical affiliate hospitals including Northwestern Memorial Hospital. There is a high volume of visitors to the campus and its surrounding area due to the hospitals, as well as tourists from the proximity to retail on the Magnificent Mile, and the security needs differ from those of the more residential and suburban Evanston campus.

In 2018 and 2019, there were a smaller number of field stops on the Chicago campus compared to the Evanston campus. The number of field stops in 2018 was 19, of which 14 (74%) were citizen-initiated and all were of people unaffiliated with the University. In 2019, there were 21 field stops, of which at least 24% were citizen-initiated, and mostly of people unaffiliated with the University.

Incidents typically arose out of situations such as trespass by unaffiliated individuals.

CHICAGO FIELD STOPS 2018–2019	2018				TOTAL	2019				TOTAL	CHICAGO DEMO- GRAPHICS**
	JAN– MAR	APR– JUNE	JULY– SEPT	OCT– DEC		JAN– MAR	APR– JUNE	JULY– SEPT	OCT– DEC		
Asian, Female	-	-	-	-	-	-	-	-	-	-	6.4%
Asian, Male	1	-	1	-	2	-	-	-	-	-	
Black, Female	2	0	2	0	4	-	1	-	-	1	30.1%
Black, Male	4	1	2	1	8	2	3	6	-	11	
Hispanic, Female	-	-	-	-	-	-	1	1	-	2	29.0%
Hispanic, Male	1	-	-	-	1	-	2	2	-	4	
Native American, Female	-	-	-	-	-	-	-	-	-	-	0.3%
Native American, Male	-	-	-	-	-	-	-	-	-	-	
White, Female	-	-	-	-	-	1	-	-	-	1	32.8%
White, Male	1	2	1	-	4	-	-	1	1	2	
TOTAL	9	3	6	1	19	3	7	10	1	21	

** Demographic data from US Census. As certain categories, such as “two or more races,” are not represented in stops data, the data does not total to 100%.

Chicago Traffic Stops, 2018–2019

UP does not conduct Chicago traffic stops and therefore there is no data to report.

7. Data is presented on the University Police accountability and transparency page in terms of quarters, which have been converted here into months. Two full years are shown here though information is available through spring 2020 online.

SECTION 3: STAFFING AND PARTNERSHIPS

This section contains information on

- The organizational structure of University Police (UP), a comparison of police officers and community service officers, and demographic data on police officers
- Partnerships both internally and externally that support the safety mission of UP

UNIVERSITY POLICE STAFFING MODEL

As discussed earlier, UP has long pursued a conscientious, concerted effort to have a hybrid staffing model of both police and civilian security officers. This reflects a central tenet of the Department of Safety and Security as well as UP—to address security needs with the most appropriate response and resource.

There are currently 67 staff in UP among police leadership, police officers, communications dispatch staff, and CSOs. Currently 38 (56.7%) staff are police leadership or police officers while the remaining 29 (43.3%) are civilian security staff.

However, when estimating the percent of security coverage provided by police officers versus other staffing options, it is important to consider the significant work done by contract security. The work of 67 UP staff is supplemented by 43 FTE contract security staff.⁸ In this more holistic view of staffing coverage, the University currently has 110 FTEs dedicated to campus security, 34.9% of which are police officers.

A differentiated UP team allows the University to support people, buildings, events, and incidents with police officers when necessary and with unarmed community service officers or contract security at other times. This allows the team to appropriately address risk levels that can vary widely across the University while also reducing costs. All police officers and community service officers (CSOs) are held to the same UP code of ethics.

Chief of Police and Senior Associate Vice President (Number as of November 2020: 1)

- Strategic leadership and oversight of all Department of Safety and Security activity including police, transportation and parking, emergency preparedness, security services and systems, video security systems, alarm monitoring, and threat assessment
- Serves on the leadership team of the Senior Vice President for Business and Finance and advises and supports University leaders on campus safety matters
- Oversees and expands engagement with our affiliate healthcare providers in Chicago

Deputy Chief of Police (Number as of November 2020: 1)

- Oversight of police officers, CSOs, and contract security in both Evanston and Chicago
- Main liaison to campus partners, including Human Resources; Student Affairs; Athletics; and Risk, Internal Audit, and Compliance
- Facilitator for the Behavioral Consultation Team, a cross-functional group that reviews reports of threatening or concerning behaviors in order to provide interventions or assessments that mitigate campus violence
- Leads security assessment and planning for major events (e.g. football games)

8. The 43 contract security FTEs does not include those that staff garages, as this work resides in Transportation and Parking, nor does it include those whose costs are not funded out of the University Police budget.

Commanders (Number as of November 2020: 3)

- Commander #1, Police Patrol (Chicago): manages all police officers in Chicago, all CSOs in Evanston, staffing for special events, and contract security
- Commander #2, Police Patrol (Evanston): manages all police officers in Evanston and serves as liaison with key Evanston campus partners including Student Affairs and Athletics
- Commander #3, Investigations: leads a team of police officers specializing in investigating especially serious incidents, interviews witnesses, meets and supports victims, and coordinates with other agencies
- All three commanders are responsible for the training and performance evaluations of the officers and staff who report up to them

UNIVERSITY POLICE CODE OF ETHICS

“ ... I will enforce the law courteously and appropriately without fear or favor, malice or ill will, never employing unnecessary force or violence, and never accepting gratuities.

I recognize the badge of my office as a symbol of public faith, and I accept it as a public trust to be held so long as I am true to the ethics of the police service ... ”

Sergeants (Number as of November 2020: 10)

- Serve as police supervisors with oversight of shift staffing according to anticipated need
- Conduct roll calls at the beginning of shifts to take attendance, share updates, debrief recent incidents, inspect equipment, and assign duties
- Review end-of-watch reports from officers for appropriate action

Police Officers (Number as of November 2020: 23)

- Conduct patrols on foot, by bike, or in vehicles
- Respond to calls for service
- File reports of activities completed during shift, including traffic or field stops and any use of force
- Provide immediate medical, lifesaving assistance
- Build relationships with the community through community policing practices

Community Service Officers (Number as of November 2020: 20)

- Provide security for residence halls, such as monitoring entryways and patrolling the outside of a building
- Supplement campus security patrols by police officers
- Staff security roles at special events

Communications Dispatch Officers (Number as of November 2020: 9)

- Staff the DSS Communications Center
- Receive and triage calls for service placed by Northwestern community members, members of the public, and by UP staff on patrol
- Dispatch UP to respond to calls for service
- Monitor CCTV cameras

Contract Security (Number as of November 2020: 43 full-time equivalents)

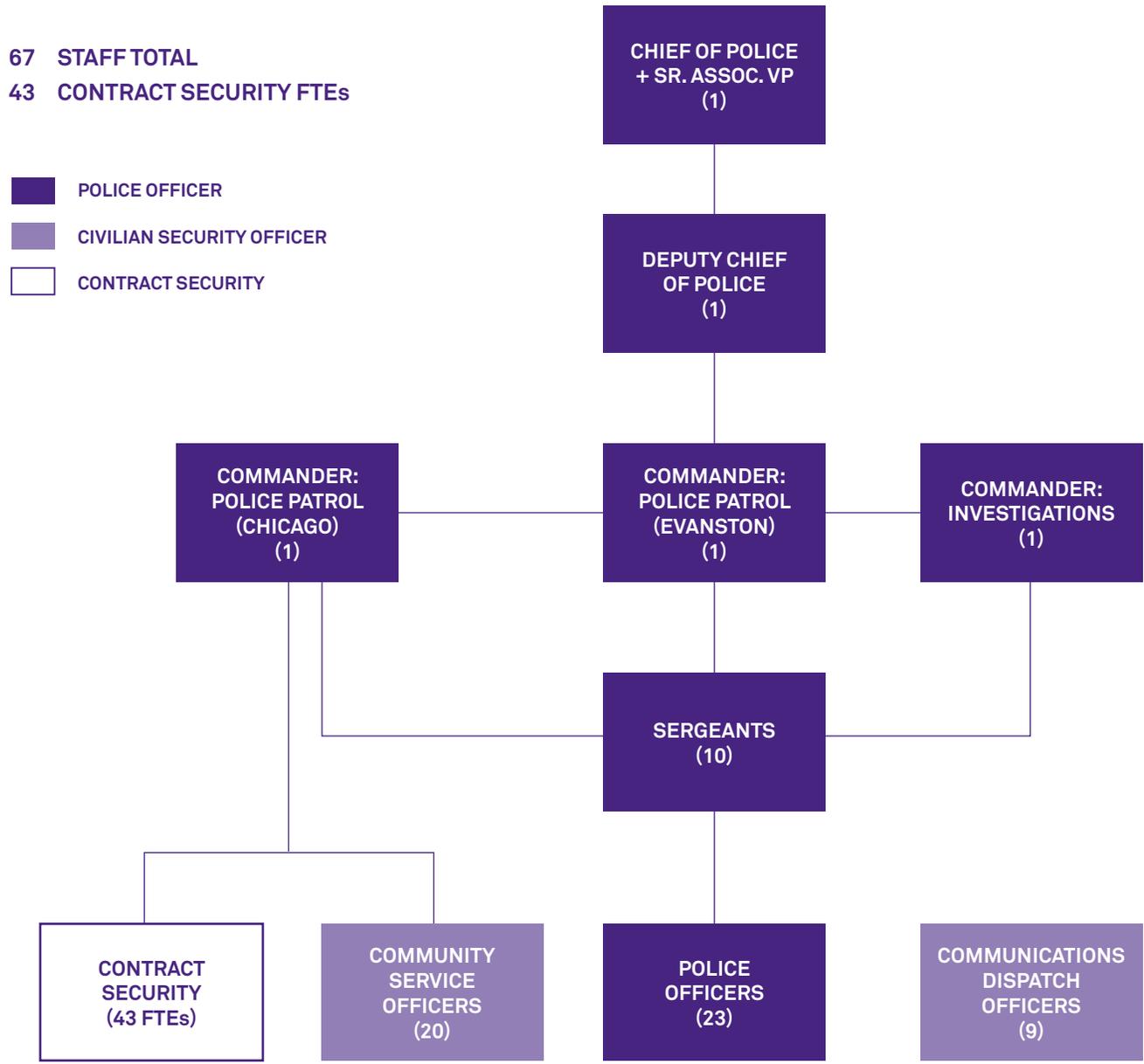
- Provide security for residence halls, such as monitoring entryways and patrolling the outside of a building
- Staff security posts on the Chicago campus
- Staff security roles at special events
- Are not Northwestern employees

What is the difference between a police officer and a community service officer (CSO)?

	Police Officer	Community Service Officer
Role	<p>Specially trained in communications and tactical intervention skills in order to handle a range of scenarios, including situations with higher threat levels</p> <p>These are sometimes known as “sworn” or “commissioned” officers.</p>	<p>Supports campus safety efforts in residence halls, on campus patrols, or at special events</p> <p>Calls in additional support as necessary</p> <p>Does not have the same authority as police officers</p>
Preparation	<p>Graduated from a 560-hour Illinois Law Enforcement Standards and Training Board approved police academy. This specialized training includes investigative procedures, patrol procedures, leadership, ethics, criminal law, firearm training, and first aid. All Illinois police, including those at Northwestern, must graduate from a recognized police academy.</p> <p>Most Northwestern police officers also have undergraduate or advanced degrees.</p> <p>Another 70 days of training follow after the police academy. Trainees work under a field training officer for 60 days and conduct a 10-day shadow period. Trainees learn how to work day, evening, and night shifts and how to work on both Evanston and Chicago campuses.</p>	<p>Must have a high school diploma or equivalent experience</p> <p>Completes a field training program and six-month probationary period</p> <p>Must have a Permanent Employee Registration Card (PERC) issued by the State of Illinois signifying they have passed required state and federal background checks</p>
Background checks	<ul style="list-style-type: none"> • Psychological fitness exam • Cognitive and personality assessment • Reference check • Additional reference checks with former coworkers, employers, and neighbors • Financial check • Criminal background check • Home visit to witness living conditions 	<ul style="list-style-type: none"> • Psychological fitness exam • Cognitive and personality assessment • Reference check • Criminal background check

UNIVERSITY POLICE STAFF ROLES

(as of November 2020)



The totals for police officers, community service officers, communications dispatch officers, and contract security represent the number of staff that fill these roles, not the number of staff on campus each day.

TRAINING

In addition to the extensive training and background checks by UP staff, police officers and CSOs continue to receive training throughout the year. Topics cover unconscious biases, responses to individuals experiencing a crisis, CPR/AED/trauma care, and strengthening community trust and relationships.

The training they have undertaken includes

- *Mental Health First Aid*. How to identify, understand, and respond to signs of mental illness or substance abuse, including how to reach out to provide initial help and how to support someone who may be experiencing a crisis
- *Responding to Individuals in Crisis*. How to identify behaviors associated with a person who may be experiencing a crisis, apply general de-escalation techniques, and make appropriate tactical response decisions in fluid and uncertain situations
- *Unconscious Bias*. Explore biases that exist in daily interactions and learn how to be more aware of and minimize them through best practices
- *Changing Perceptions: A Fair and Impartial Policing Approach*. Training on the effect of implicit bias and how to reduce and manage biases. Officers experience the training from the perspective of both an officer and a community member to gain insight into the perspective others may have about police.
- *Procedural Justice*. This seminar examines principles of procedural justice, which focuses on treating all with respect and dignity, conveying trustworthiness, giving others a voice, and maintaining neutrality and transparency in order to strengthen community relationships.

POLICE OFFICER DEMOGRAPHICS

Purposeful recruitment and retention practices over the years have led to UP achieving a more diverse group of police officers than average for campus police departments nationwide.

Both the overall police officer group and police officer supervisors (such as commanders and sergeants) have similar racial demographics.⁹ Exactly half of Northwestern’s police officers identify as Asian, Black, or Hispanic, compared to 31.5% among police officers in campus police departments nationwide.¹⁰ A third of UP police officers are women, which is twice the average among campus police.¹¹

UP publicly reports the racial and gender demographics of its police officers and supervisory police officers on a quarterly basis.

TRANSPARENCY

Police Officer Demographics

Police officer race and gender demographics—broken out by all police officers and by supervisory staff—are found in the quarterly report that also contains field and traffic stop information.

Police Officer and Supervisory Police Officer Racial Demographics

Does not include community service officers or communications dispatch officers

	Police Officers and Police Supervisors		Police Supervisors Only	
	NUMBER	PERCENT	NUMBER	PERCENT
Asian	3	7.9%	2	13.3%
Black	9	23.7%	4	26.7%
Hispanic	7	18.4%	1	6.7%
White	19	50.0%	8	53.3%
Total	38	100.0%	15	100.0%

Police officer supervisors are defined as Chief of Police, Deputy Chief of Police, Commanders, and Sergeants.

Police Officer Gender Demographics

Does not include community service officers or communications dispatch officers

Gender	Number	Percent
Male	26	68.4%
Female	12	31.6%
Total	38	100.0%

9. Police officer demographic data are reported here on a yearly basis while quarterly data are available on the UP website.

10. Brian A. Reaves. “Campus Law Enforcement, 2011–12”, page 19. Bureau of Justice Statistics, Office of Justice Programs, US Department of Justice. January 2015, accessed November 8, 2020.

11. Brian A. Reaves. “Campus Law Enforcement, 2011–12”, page 19. Bureau of Justice Statistics, Office of Justice Programs, US Department of Justice. January 2015, accessed November 8, 2020.

UNIVERSITY PARTNERSHIPS

University Police partners with many Northwestern units and functions to support campus safety, particularly student safety and well-being. Partnerships include:

- **Behavioral Consultation Team (BCT).** This is the central point of contact for receiving community concerns about threatening or concerning behavior. The BCT conducts threat assessments, addresses dangerous behavior to mitigate possible campus violence, and guides best practices for support services. This work is facilitated by the Deputy Chief of Police and includes staff representing the following functions:
 - » Student support
 - Dean of Students
 - Residential Life
 - Health Service (i.e. student health)
 - Student Assistance and Support Services
 - Community Standards
 - » University Police
 - Commander of Investigations
 - Planning and Program Initiatives
 - » Faculty
 - Faculty Wellness Program
 - » Administrative Offices
 - Office of General Counsel
 - Human Resources Business Partners
 - Sexual Misconduct Response and Resources
 - Equity and Title IX Compliance
- **Student Affairs.** The Dean of Students and the Office of Community Standards in Student Affairs foster individual and community development through thoughtful engagement with University policies, expectations, and standards. UP assists in sharing information about incidents and reports to aid in a fair, transparent, educational, and equitable student conduct process.
- **Student groups and University offices for major events.** Leaders in UP frequently work with students to develop security assessments and plan for large events, such as Dillo Day. Other major events that present heightened risk due to complexity and increased number of attendees, and which therefore require elevated security presence to mitigate risk, include Wildcat Welcome and Commencement. UP also partners with the Event Support Team, staffed primarily by Student Affairs, which helps coordinate resources and responses for events.
- **Athletics.** UP works closely with Athletics to provide a safe and enjoyable fan experience. Security support for major games includes standing up a temporary Emergency Operations Center (EOC) to monitor cameras and quickly dispatch staff on site in response to emerging incidents, directing traffic, patrolling the stadium or arena, and serving as first responders.
- **Office of Equity.** Northwestern is committed to fostering an environment in which all members of its community are free from discrimination and harassment. UP partners with the Office of Equity to issue timely warnings, support survivors as they navigate their rights and options, conduct investigations, and help plan for personal safety and risk mitigation (e.g. doing a security assessment of a home or office). Equity and UP also will work with victims to file reports and will assist in enforcing court-adjudicated orders, such as an order of protection.

COMMUNITY PARTNERSHIPS

Partnerships with our local communities are essential to provide for the safety of our students, faculty, and staff and also to serve the neighborhoods in which we live and work.

- **Evanston Police Department.** Northwestern and EPD operate under a mutual aid agreement to assist in emergencies. The agreement allows UP to issue citations and write tickets in certain areas of Evanston that are not on campus (*see Section 2: Campus Safety at Northwestern, Jurisdiction*). Leadership of both UP and EPD meet on a regular basis to share crime prevention information and coordinate public safety responses.
- **Chicago Police Department.** UP coordinates with the Chicago campus community, elected officials, local residents, and CPD to respond to campus safety concerns. The University has radio interoperability with CPD to increase communication and react more quickly to reported concerns. Unlike with EPD, there is no formal mutual aid agreement with CPD. However, UP's jurisdiction extends some blocks off the Chicago campus with the assent of CPD.
- **Mutual aid organizations.** UP is not a member of the Northern Illinois Police Alarm System (NIPAS) and therefore cannot request assistance from the group. However, the Evanston Police Department is a member of NIPAS and may call them to assist with certain situations that require their specialized capabilities in the Evanston community.
- **Northwestern Memorial Hospital, Lurie Children's Hospital, and Shirley Ryan AbilityLab.** These affiliate hospitals, through which Northwestern faculty provide clinical care, are on or near University property. UP provides security coverage to the hospitals as part of its service to the Chicago campus.
- **City of Evanston and City of Chicago.** Partnerships with elected officials and staff from both the City of Evanston and City of Chicago allow UP to help address community concerns and foster collaborations in support of neighborhood safety.

SECTION 4: FINANCIAL SUPPORT FOR SAFETY

The expenditures of University Police (UP) reflect certain core philosophies. A hybrid strategy of police officers and civilian security staff allows the University to align security needs with resources and to respond with the most appropriate staff. UP also responds to campus security concerns and will modulate its staffing and resources when necessary.

Financial information is reported as actual expenses for fiscal years (FY) 2011 to 2020. Ten years of actual expenses are presented, with projected expenses for current FY 2021.

Expenses are divided into different categories of UP staffing.

- Police officers
- Communications dispatch officers
- Civilian security staff, called community safety officers (CSOs)
- Civilian contract security

Within each of the staffing categories, expenses are divided into spending types.

- Number of staff in the category as of August 31 of each fiscal year, except for FY 2021, which is current as of November 2020
- Salary and benefits
- Overtime salary and benefits
- Operational expense. This varies by staffing category and an overview of what is included in each category is noted.

To the extent that some operational and overhead expenses are shared within the Department of Safety and Security among UP and other departmental functions (e.g. software), a proportional percentage of the expense has been added to the UP figures.

Please note that this analysis focuses on UP expenses. Financial information not discussed in this report includes capital spending on buildings, overtime paid by other University offices and student groups for special events and coverage, and areas that fall under the umbrella of the Department of Safety and Security—but which are unrelated to campus security—such as Transportation and Parking.

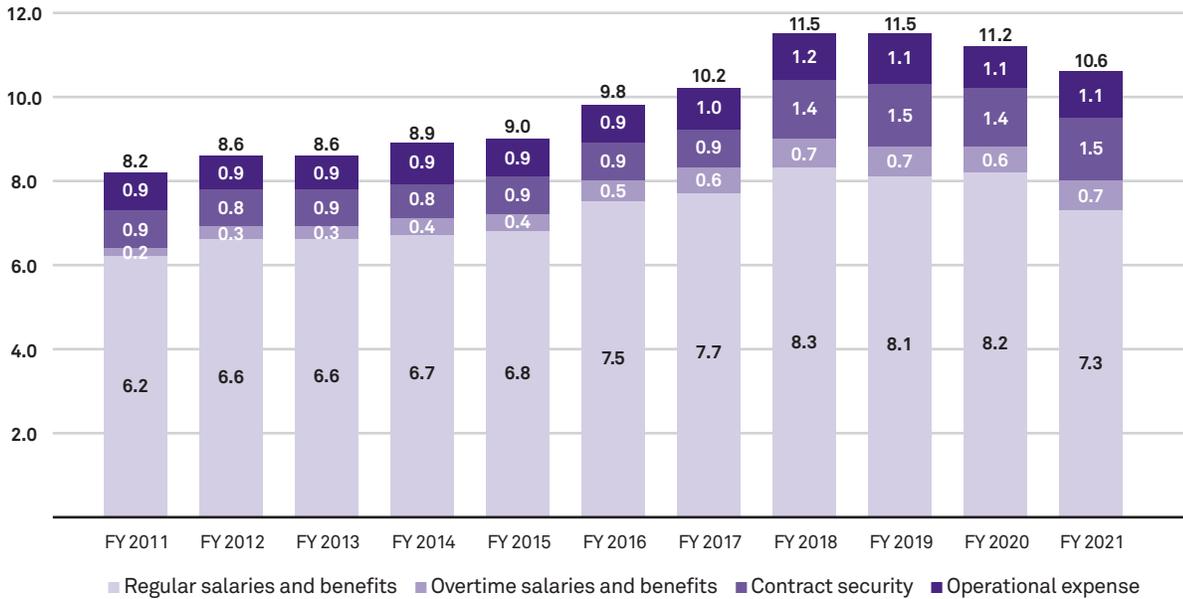
In addition, some technology is used to assist in campus safety and is therefore included in UP's overall operating expense total. For example, the University's closed-circuit television (CCTV) system supports cameras that monitor higher risk spaces, including parking garages and elevators. Between FY 2016 and FY 2020, the University invested on average about \$80,000 a year in additional cameras and supporting infrastructure. This expenditure serves two important purposes: (1) it increases security and Northwestern's ability to respond quickly to potential incidents and (2) cameras are a cost-effective way to cover the increasing security needs of a growing campus while limiting staffing expenses. Other technology systems include computer-aided dispatch, two-way radio, and alarms. The total operating expense is included in the UP budget at an estimated \$400,000 per year. Staff support for the systems (approximately \$500,000 a year) is not included in the UP budget because it is part of the Security Systems and Technical Services budget.

BUDGET OVERVIEW

University Police funding comes from University unrestricted funds and some chargebacks. While the umbrella organization of Department of Safety and Security receives some revenues, such as fees from parking garages and parking permits, these revenues support Transportation and Parking operations or are allocated to other areas of the University and not to UP.

Total University Police Expenses, FY 2011–2021

Dollars in millions, FY 2011-2020 actuals and FY 2021 projection



Long-Term Trend: FY 2011–2021

The 11-year period from FY 2011 to FY 2021 encompassed three notable periods: first, steady-state expenditures for several years, then a period of increased spending on safety, followed by a period of reduced costs.

The vast majority of expenses are for staff or staffing costs via contract security officers. About 90% of UP’s budget in any given year relates to staffing, while the remainder is for operational costs including training, vehicles, equipment, and other operational needs. UP’s headcount rose and fell over the last 11 years and now equals the 67 staff they had in FY 2011.

Headcount Over Time

Fiscal Year	Police Officers	Communications Dispatch Officers	Community Service Officers	Total
FY 2021	38	9	20	67
FY 2020	41	10	23	74
FY 2019	47	10	24	81
FY 2018	46	10	24	80
FY 2017	41	10	29	80
FY 2016	37	8	23	68
FY 2015	36	8	25	69
FY 2014	36	8	23	67
FY 2013	38	8	22	68
FY 2012	36	8	21	65
FY 2011	39	8	20	67
Average	40	9	23	71
Average % Total	56%	12%	32%	100%

The hybrid staffing model of police officers compared to community service officers (CSOs) and communications dispatch staff has also remained consistent over time. On average, about 55% of UP employees are police officers.

When estimating the percentage of security coverage provided by police officers versus other staffing options, however, it is important to consider the significant work done by contract security. For example, there are currently 38 police officers, 9 communications staff, and 20 CSOs; their work is supplemented by the full-time equivalent (FTE) of 43 contract security staff who support residence halls, academic buildings, and events. In this more holistic view of staffing coverage, the University currently has the equivalent of 110 full-time staff dedicated to campus security, of which 35% are police officers.

UP expenditures have grown at a slower average annual rate than the University's expenses as a whole over this 11-year period. The function's expenses per year have increased by \$2.4 million while the University's expenses have increased by \$911.7 million. The compound annual growth rate (CAGR) of total UP expenditures was 2.6%, lower than the University's overall 4.2% average annual growth of expenses during this same time frame. Nevertheless, UP's average expense growth rate masks the year-over-year fluctuations discussed below in response to incidents or strategic shifts, and it does not display the notable decrease in expenses in recent years.

FY 2011–2016: Steady Expenditures

There was relatively steady growth from FY 2011 to FY 2016 in UP expenditures on par with other University offices during this time period. Staffing levels remained relatively flat and ranged from 65 to 69 staff each year, split among police, communications dispatch officers, and CSOs. Meanwhile, total expenses grew at an average annual rate of 3.7% during this period. This is less than the University’s overall 4.8% average annual growth of expenses during this same time frame.

The 8.9% increase in expenses from FY 2015 to FY 2016 is explained by two strategic actions to further University efficiencies and enhance campus safety. When the University Services unit dissolved, some of its functions moved underneath the Department of Safety and Security. These included shuttle service oversight and management of Chicago parking and garage operations. While expenses and revenues for these functions were not and are not in the UP budget, this reorganization expanded the responsibilities of the Chief of Police and Associate Vice President.

In response to these increased responsibilities, Northwestern hired an Assistant Vice President and Deputy Chief of Police in September 2015 (FY 2016) to provide additional leadership capacity over UP. The compensation for this position, along with typical salary and cost increases each year, explains the increase in expenses from FY 2015 to FY 2016.

FY 2017–2018: Increased Spending on Safety

In FY 2017, the University made additional commitments to campus safety in order to provide more responsive and effective service. The spending for these commitments is reflected in the expenses for FY 2017 and FY 2018.

There were several factors that led to the increase in spending during this time period. In FY 2017, for example, the University needed to increase security support from CSOs in advance of the opening of a new Evanston residence hall with more than 400 beds at 560 Lincoln, among other security needs. These CSOs would help register visitors and conduct foot patrols in the building’s vicinity. In addition, capital spending on newly-opened buildings during this time period, such as the Kellogg Global Hub, added another 1.8 million gross square feet of space by FY 2018 and thus increased the need for additional security staff. The University also added two communications dispatch staff to reduce response time on the approximately 60,000 calls for service a year.

By the end of FY 2017, an additional 12 positions had been hired compared to the previous year (4 police officers, 2 communications officers, and 6 CSOs), bringing the total headcount to 80 positions. The proportion of police officers to CSOs hired, a roughly equal amount, correlates to the overall approach of UP to have similar numbers of police officers and civilian security staff in order to respond to situations with the most appropriate level of expertise. There was also related growth in operational expenses to provide new hires with necessary equipment, such as vehicles and uniforms.

Because the headcount numbers are reported at the end of each year, many of these positions were filled towards the end of FY 2017. The increase in compensation, therefore, is more fully reflected in the FY 2018 regular salaries and benefits total.

In addition, a series of robberies on the Chicago campus during FY 2017–2018 (*see Section 2: Campus Safety at Northwestern*) led to additional overtime and contract security expenses in order to temporarily increase security staffing. Contract security coverage was also expanded to cover additional buildings.

FY 2019–2020: Decreased Spending

During FY 2019–2020 as well as the present fiscal year, the University asked a number of units, including UP, to reduce their expenditures in order to meet institutional priorities of cost containment. UP expenditures decreased from \$11.5 million in FY 2019 to \$11.2 million total in FY 2020. The unit accounted for 0.46% of the University’s \$2.46 billion of expenses in FY 2020.

About 90.2% of the FY 2020 UP spending funded staffing costs, both as compensation for staff and to pay for contract security staff.

- 77.9%, or \$8.7 million, of expenses funded salaries, benefits, and overtime for University-employed police officers, CSOs, and communications dispatch officers.
- 12.3%, or \$1.4 million, funded contract security staff.
- 9.8%, or \$1.1 million, funded training, equipment, vehicles, insurance, and other operational needs.

FY 2020 ended on August 31, 2020 and is therefore the last year that actual expense data is available.

FY 2021: Current State

As in FY 2019–2020, the University again asked units to reduce expenditures in FY 2021. Projected expenses for FY 2021 (Sept 1, 2020 to Aug 31, 2021) are \$10.6 million, down 5.2% (or \$0.6 million) from the previous year. UP spending is 0.42% of the University’s total \$2.52 billion expense budget for FY 2021.

About 89.4% of the FY 2021 UP spending is expected to fund staff compensation and contract security staff.

- 75.3%, or \$8.0 million, of expenses are projected to fund salaries, benefits, and overtime pay for University-employed police officers, CSOs, and communications dispatch officers.
- 14.1%, or \$1.5 million, is projected to fund contract security staff.
- 10.6%, or \$1.1 million, is projected to fund training, equipment, vehicles, insurance, and other operational needs.

From FY 2018 to current day, UP’s staffing level has decreased by 16.3% and expenses have decreased by 7.6%.

DETAIL: UNIVERSITY POLICE EXPENSE AND HEADCOUNT OVERVIEW

Throughout this section, financial data is presented as dollars in millions. However, percentages are calculated based on unrounded numbers. As noted elsewhere, the expenditures reported do not include capital spending on buildings, overtime paid by other University offices or student groups and incurred by request for special events and other coverage (estimated at \$250,000 a year), and areas in the Department of Safety and Security not directly related to campus security.

University Police Expenses, FY 2011–2021

FY 2011–20 actuals, FY 2021 projection (dollars in millions)

Fiscal Year	Staff as of 8/31	Regular Salaries and Benefits	Overtime Salaries and Benefits	Contract Security	Operational Expense	Total Expense	Change over previous year
FY 2021	67	7.3	0.7	1.5	1.1	10.6	-5.2%
FY 2020	74	8.2	0.6	1.4	1.1	11.2	-2.1%
FY 2019	81	8.1	0.7	1.5	1.1	11.5	-0.5%
FY 2018	80	8.3	0.7	1.4	1.2	11.5	12.6%
FY 2017	80	7.7	0.6	0.9	1.0	10.2	4.0%
FY 2016	68	7.5	0.5	0.9	0.9	9.8	8.9%
FY 2015	69	6.8	0.4	0.9	0.9	9.0	1.9%
FY 2014	67	6.7	0.4	0.8	0.9	8.9	3.0%
FY 2013	68	6.6	0.3	0.9	0.9	8.6	0.1%
FY 2012	65	6.6	0.3	0.8	0.9	8.6	4.8%
FY 2011	67	6.2	0.2	0.9	0.9	8.2	N/A

- The total University Police expenditure table includes operational expenses for security systems and technical services relevant to the function’s work overall but not included in the detail tables because they are utilized by all the staff and contract security. These systems are CCTV, radio maintenance, computer-aided dispatch, and alarms.
- The FY 2021 projection takes into consideration factors such as the COVID-19 pandemic’s impact to security needs as well as the impact to overtime costs due to lower staff counts and increased fall quarter 2020 security needs.
- FY 2020 includes payments related to the staff voluntary separation plan offered in summer 2020.
- For a discussion of the expense increase in FY 2018, please see page 29.
- FY 2016 increase largely due to adding the Assistant Vice President and Deputy Chief of Police role in UP.

University Police Staffing, FY 2011–2021

FY 2011–20 count as of August 31 of each fiscal year, FY 2021 count as of November 2020

Fiscal Year	Police Officers	Communications Dispatch Officers	Community Service Officers	Total
FY 2021	38	9	20	67
FY 2020	41	10	23	74
FY 2019	47	10	24	81
FY 2018	46	10	24	80
FY 2017	41	10	29	80
FY 2016	37	8	23	68
FY 2015	36	8	25	69
FY 2014	36	8	23	67
FY 2013	38	8	22	68
FY 2012	36	8	21	65
FY 2011	39	8	20	67
Average	40	9	23	71
Average % Total	56%	12%	32%	100%

DETAIL: EXPENSE BY STAFFING CATEGORY

Police Officer Expenses, FY 2011–2021

FY 2011-20 actuals, FY 2021 projection (dollars in millions)

Fiscal Year	Staff as of 8/31	Regular Salaries and Benefits	Overtime Salaries and Benefits	Operational Expense	Total Expense	Change over previous year
FY 2021	38	5.39	0.45	0.69	6.53	-6.7%
FY 2020	41	5.97	0.36	0.67	7.00	-1.1%
FY 2019	47	5.96	0.45	0.67	7.08	-1.8%
FY 2018	46	6.00	0.48	0.74	7.21	9.8%
FY 2017	41	5.58	0.39	0.60	6.57	3.4%
FY 2016	37	5.50	0.36	0.50	6.36	9.9%
FY 2015	36	4.99	0.32	0.48	5.78	2.3%
FY 2014	36	4.87	0.34	0.44	5.65	0.8%
FY 2013	38	4.91	0.24	0.46	5.61	0.0%
FY 2012	36	4.90	0.23	0.47	5.61	5.7%
FY 2011	39	4.66	0.19	0.45	5.30	N/A

- The compensation for the Chief of Police and Senior Associate Vice President is reported here because this individual qualifies as a police officer. However, the position has responsibilities beyond leading the UP function.
- Part of the decrease in police officer compensation leading into FY 2021 can be attributed to the gradual attrition of police officers over the course of FY 2020, leading to the headcount being reported at the end of that year as 41 staff. However, because portions of the salaries for these departing officers were incurred in FY 2020, it is not until FY 2021 that the data illustrates the full-year impact of these vacancies.
- Operational expenses for police officers include uniforms, vehicles and gas, training, insurance, software and maintenance, body cameras, and equipment.

Communications Dispatch Officer Expenses, FY 2011–2021

FY 2011-20 actuals, FY 2021 projection (dollars in millions)

Fiscal Year	Staff as of 8/31	Regular Salaries and Benefits	Overtime Salaries and Benefits	Operational Expense	Total Expense	Change over previous year
FY 2021	9	0.90	0.11	0.02	1.03	-9.8%
FY 2020	10	1.03	0.10	0.01	1.14	7.0%
FY 2019	10	0.94	0.11	0.02	1.06	2.8%
FY 2018	10	0.93	0.09	0.01	1.03	6.1%
FY 2017	10	0.90	0.07	0.01	0.97	20.9%
FY 2016	8	0.74	0.05	0.01	0.81	11.2%
FY 2015	8	0.70	0.01	0.01	0.72	4.8%
FY 2014	8	0.67	0.01	0.01	0.69	4.4%
FY 2013	8	0.64	0.01	0.01	0.66	2.4%
FY 2012	8	0.62	0.01	0.01	0.65	14.2%
FY 2011	8	0.55	0.01	0.01	0.57	N/A

- FY 2017 increase due to additional two communications officers to better triage service calls.
- Operational expense for communications dispatch officers include approximately \$15,000 a year for uniforms and training.

Community Service Officer Expenses, FY 2011–2021

FY 2011-20 actuals, FY 2021 projection (dollars in millions)

Fiscal Year	Staff as of 8/31	Regular Salaries and Benefits	Overtime Salaries and Benefits	Operational Expense	Total Expense	Change over previous year
FY 2021	20	1.05	0.12	0.02	1.19	-9.1%
FY 2020	23	1.18	0.10	0.02	1.31	-8.1%
FY 2019	24	1.25	0.15	0.02	1.42	-3.3%
FY 2018	24	1.36	0.10	0.02	1.47	6.9%
FY 2017	29	1.24	0.12	0.02	1.38	-1.8%
FY 2016	23	1.27	0.11	0.02	1.40	12.0%
FY 2015	25	1.14	0.09	0.02	1.25	-1.8%
FY 2014	23	1.21	0.05	0.02	1.27	17.3%
FY 2013	22	1.06	0.01	0.02	1.09	-3.4%
FY 2012	21	1.09	0.02	0.02	1.12	4.6%
FY 2011	20	1.03	0.02	0.02	1.07	N/A

- Operational expenses for community service officers include about \$20,000 a year on uniforms and training

Contract Security Expenses, FY 2011–2021

FY 2011-20 actuals, FY 2021 projection (dollars in millions)

Fiscal Year	FTE headcount	Regular Salaries and Benefits	Overtime Salaries and Benefits	Contract Security	Operational Expense	Total Expense	Change over previous year
FY 2021	43	N/A	N/A	1.50	N/A	1.50	8.9%
FY 2020	44	–	–	1.38	–	1.38	-8.2%
FY 2019	50	–	–	1.50	–	1.50	6.8%
FY 2018	50	–	–	1.40	–	1.40	53.7%
FY 2017	35	–	–	0.91	–	0.91	3.9%
FY 2016	35	–	–	0.88	–	0.88	0.3%
FY 2015	35	–	–	0.88	–	0.88	3.5%
FY 2014	35	–	–	0.85	–	0.85	-0.4%
FY 2013	35	–	–	0.85	–	0.85	3.2%
FY 2012	35	–	–	0.82	–	0.82	-4.4%
FY 2011	35	–	–	0.86	–	0.86	N/A

- Contract security expenses are shown in a separate column. No other expenditures for either compensation or operational expense were incurred.
- FY 2018 increase was due to additional contract security staffing in response to Chicago campus robberies and to temporarily providing additional security staffing for the newly acquired 345 E. Superior building in Chicago.
- FY 2019 expense remained at similar levels as FY 2018 because additional security staffing was needed for the new Simpson Querrey Biomedical Research Center. A portion (approximately \$150,000 annualized) of security for SQRBC has been charged back each year since then from Lurie Children’s Hospital, which shares the building.
- In FY 2020 the FTE headcount was 6 lower than the previous year due to a reduction in security for 345 E. Superior. FY 2020 expenses reflect a new contract security agreement partway through the year. The agreement is in effect for all of FY 2021.
- Expenses for contract security for the Huron and Erie garages on the Chicago campus or contract security paid by schools and units are not included.