

Campus Safety Feedback submitted October 17, 2022

Building Security

CatCards Building Access

- CatCards should be required to access all buildings except for the Student Union food court and bookstore.
- Only students who are currently enrolled in classes should be given access to a specific building.
- Faculty and staff should only be given access to buildings they teach and/or work in.
- Main Library should require a CatCard and offer an access card (e.g., issued library card) for non-UA users that includes name, residential address, and phone number.
- Discontinued CatCard access when a student graduates, is no longer enrolled, or is expelled. Discontinue when an employee is no longer employed.

Classroom Doors

- Campus-wide evaluation of all classroom doors to determine how all classroom doors can be locked in an emergency.
- Respondents report wide range of classroom door functions including doors locking automatically when UAlert went out (e.g., Gittings), doors not being locked even after AmerX request was sent, doors not able to be locked from inside, broken door locks, etc.
- Doors not able to be locked and open out into the hallway, thus barricading the door is not possible.
- Manual lock procedure training for faculty and staff for both manual door locks and remote security door locks in event that remote locking is delayed.
- [REDACTED] have glass windows, doors do not lock, and interior lights cannot be turned off. Doors need to be able to lock. Door windows need a cover/shade and interior light needs to have an off function.

Campus Building Lockdown Procedures

- Develop campus-wide and individual building lockdown procedures for an active/campus shooter scenario. Procedure should include department/unit head or director to issue building lockdown, how to lock building entrances, how to secure classrooms, location dependent (e.g., 1st floor, 2nd floor) evacuation procedures for the individual buildings. Faculty, staff, and students need to be trained in both campus-wide procedure and individual building lockdown and evacuation procedures.
- Frontline staff in offices need to be able to lock the lobby and entrance doors. Need a process if the building manager is away or unable to be reached.
- Create a central way to immediately lock all campus buildings through one call to AmerX.

- Individual building AmerX Security lockdown request process needs to include additional staff other than the building manager (e.g., reports of the building manager not being on campus and the building not able to be locked).
- Add first-Aid (trauma) kit and shooter safety kit in every classroom that students, faculty, and staff are trained to use, including how to lock the shooter out, how to barricade the door, response options for the room, including where to hide and evacuation options.

UAPD On-Campus Presence & Patrols

- More on-site officers patrolling campus buildings, especially the Student Union, Main Library, and Science Library.
- Increased UAPD patrols on foot and bike on campus grounds and in garages.
- Police Aides or security aides performing walk-throughs to check building floors (e.g., library floors).
- Create security districts on campus with assigned security officers that take turns making security rounds.
- A parent said they would support a student fee to increase officer presence.
- Several people compared the high visibility of parking enforcers to lesser security/police visibility and wanted this to change.
- Offer 24/7 security escorts- could be students who are trained by security/police. Examples of other universities with this: University of Utah, University of Minnesota, Johns Hopkins

Increase Building Security with Known Threat

- Tighter security at buildings where there is a known harassment target (e.g., stationed UAPD officers, CatCard required for building entrance, install cameras that are monitored in real time).
- Provide security when there are trigger events, like employee being terminated or student being expelled.
- Email outreach to building occupants (faculty, students, staff) with photo(s) of student(s) who are excluded from campus and not allowed in the building.
- Posted photos of excluded student(s) in the building (e.g., administrative office, announcement boards, etc.)
- Signage of how to report if you see the excluded student(s) or other safety concerns.

Other Suggestions

- Security cameras at entrances and exits of buildings and in high-traffic areas, like the Student Unions and Libraries.
- Drone surveillance
- Metal detectors at entrances, especially in public access buildings like the Main Library.
- Visitor check-in/one-way entrance with an ID requirement in buildings.
- Panic buttons in classrooms, reception areas, public facing offices (e.g., Registrar, Financial Aid), administrative offices.
- Stop using glass for building walls and doors - there is no place to hide.

- Increased signage on how to report safety concerns.
- Campus-wide PA system for emergency announcements.
- Install face recognition cameras.
- Information security desks in all buildings, in some cases the administrative/reception area could also serve this function, with clearly posted emergency contact information and the building street address.
- Every room should have a place card inside the room that lists: room number, nearest exit, street address, and alternative exits from the room and building.
- Remove faculty name, classroom number, and office hours from public access. Only enrolled students and department staff should have this information. Slim down the UA Directory location listings to departments and front desk points of contact. Remove information from all public websites about teaching days, times, building, and room number.
- Office design - back is to the office door.
- Install escape ladders in buildings.
- Internal intercom system for buildings so people do not have to walk around notifying people what is happening.
- Add signage around campus as visual reminders of campus safety and resources.
- Add more streetlights for safety at night and replace broken lights. Conduct a review of all high traffic pedestrian areas for better lighting and signage.

Prevention

Require background checks for Graduate Assistants

Limit access to campus

- Have a closed campus, Gate UA, like Grand Canyon University with visitor sign-in/check-in access points.
- CatCard-locked buildings

Allow concealed carry weapons on campus

- Several people who mentioned this said they support very strict rules/ additional required training for this. If guns aren't allowed, tasers were suggested.

Gun control

- Lobby for red flag laws or gun control laws.

Other suggestions

- Evaluate the campus location of UAPD and the need for smaller satellite locations to more quickly arrive on the scene.

UAlert

Content Suggestions

Need clear instructions on action steps and more specific information about what is happening

- Examples: Should people stay on campus, leave, lock down, or conduct business as usual. What specific area to stay away from (just the building, a two block radius, or all of Main Campus). Shooter is not yet captured. Shooter has left campus. What does stay away from Harshbarger mean for Mines, which is connected to Harshbarger? Was this a targeted shooting or a mass shooting?
- Communication should have been clearer that the shooter had LEFT campus.
- Need specific instructions for people who are currently in the building with the shooter.
- Needed clear directive on whether the university is in lockdown or not. Not knowing caused conflict between employees at the Student Union and other locations regarding what to do.

Messages were confusing and contradictory – need clearer information

- Examples: There is an active shooter on campus and now walk out of your building to leave campus. Threat is contained, but now go to your dorms and stay there. No longer necessary to shelter in place/lockdown, but hadn't been told to shelter in place/lockdown previously.

Description of suspect unclear and inaccurate

- Suspect described as having a dark complexion. This was unclear; put BIPOC students, faculty, and staff in danger; and wasn't accurate (suspect was known to UAPD – age and height were also wrong).

Other content suggestions

- Send a photo of the suspect – suspect was known within 10 minutes of the shooting and a photo was posted in the Hydrology building.
- Release name of the suspect so that faculty and students who knew him could better protect themselves.
- Include street address and/or cross streets of the location of the emergency.
- Send a map of the location of the emergency.
- Color coded system (e.g., blue for high alert, red for lockdown) or threat level (1, 2, 3) with associated instructions on what to do.
- Have pre-written UAlert content for these scenarios. Consider emergency examples from K-12 schools, where they practice these scenarios and have pre-set communications.
- Previous bomb threat in Nursing – UAlert said to shelter in place, then emails from faculty said to evacuate. Who should we listen to?
- FM had its own alerts going out about air handler shut downs and sent their own all clear, which was confusing when UAlert then said to go home.

- Inform all campuses – Sierra Vista campus was not alerted through UAlert.
- Send UAlerts for surrounding areas, like high rises. There was a recent shooting at Yugo apartments with no UAlert.

Timing of UAlert

- Send UAlerts more quickly - 10-30 minutes after shooting was too long. Send very early “police activity, stay clear of area” message.
- UAlerts come in a different times for different people, delays for text and email (30-60 minute delays).
- Need more frequent updates during an emergency.
- Texts were quick for some, emails were slow.

UAlert Registration

- Automatic/mandatory registration for emails and text messages for all students, faculty, and staff.
- Frequent reminders to enroll/re-enroll in UAlert and to update contact info.
- Opt out rather than opt in.
- Registration should never expire.
- Mandatory registration for email and SMS, not one or the other.
- Make the registration process easier.
- Include UAlert registration in orientations for graduate and professional programs.
- Include UAlert registration in the onboarding process for new employees, including for DCCs.
- When registering for UAlert, user should receive a test SMS message so that you feel confident that the system works.
- Add registration for UAlert to UAccess or CatCloud.

Other suggestions

- System should be tested on a regular basis

Communication – Other (non-UAlert)

Install a Campus-wide Alarm / PA System

- Many faculty do not monitor their phones while they are teaching and students are encouraged not to be on their phones during class, which caused many people in class not to immediately see the UAlerts. A PA system to broadcast messages in classrooms / across campus would solve this problem and students are used to having an intercom system from K-12.
- Multiple comments about the fight song being played every day at noon but not being able to use the same sound system to broadcast a critical message to campus.

Electronic Message Boards

- Many students do not have UAlert, or were not looking at their phones, and were walking around campus completely unaware that there was a shooting. In the classrooms, there are electronic message boards that displayed a message about the shooting, we need similar electronic message boards installed across campus / in non-academic areas.
- The electronic message boards said to “Stay away from Harshbarger”, which was not helpful for people who were IN Harshbarger. These messages should be building-specific and the Harshbarger message should have been tailored for what people IN the building needed to do.
- The message boards in classrooms are not enough—need an alarm or voice read the message out loud so that people don’t ignore it.

Other Alert Options

- Create Unit/department text message capability to notify students, faculty, and staff of an emergency situation.
- Emergency alert system app – an app where any person on campus reports a situation and the location. Alert would go out immediately to all students and employees who have the app.
- Create a separate notification for faculty and staff who are responsible for students’ safety. Knowing only what the students know makes it difficult to make good decisions.
- Create a way for people to mark themselves as “safe” in UAccess or on an App. With the blend of people who work from campus and others who work from home, how do we know who is where and if everyone is safe?
- Need a system in place to notify building managers and college Deans of emergencies, since they make decisions about their buildings.

Feedback about Campus Communications – Post Incident

- Need to hear from President Robbins or campus administration during emergency or shortly after.
- Immediately following the shooting, the University knew exactly who the shooter was. A headshot should have been released along with the suspect description.
- National and local media outlets were reporting Dr. Meixner’s death before it was confirmed by the University. We should not have learned who died from the media before hearing it from the institution.
- The post-incident communication has been lacking, forcing many members of the campus community to rely on information from local media. As a result, the 10/17/22 email came across as a clear rebuttal to Dr. Castro’s account of the situation.
- Communications have felt sporadic and uncoordinated. Since the University has experienced a past shooting incident, I expected communication to be more coordinated.
- Too many emails after the incident began to feel overwhelming and made me second guess if I was safe on campus.

- We need more direction on how to respond to parent questions – who should we be directing them to?
- Messages have been heavily focused on supporting students and less focused on supporting faculty. Faculty are expected to make every accommodation for students (excused absences, moving mid-terms, etc.), which I fully support, but students have not been reminded to also be flexible and understanding with faculty. We are hurting, too.

Support from Central MarComm

- Central MarCom should not block departments/colleges from sending out messages of support. If MarComm wants to provide emergency protocol templates for campus communicators, this should be done as part of our preparedness work, not created in real-time, causing unnecessary delays in communication.
- Central Comms needs to provide more support to communicators across campus about how to communicate during a crisis. In particular, it would be helpful if each college/unit had a central comms point of contact instead of everything having to flow through just two people.

Other Suggestions

- Communication about public transportation (e.g., CatTran) was lacking and I was terrified I would not be able to leave campus and go home.
- UAPD should host regular town halls on safety measures and how to protect yourself.
- I WFH and come to campus infrequently – I would like threat assessment updates in order to decide if it is safe for me to come to campus or not.

Training & Education

Provide Active Shooter training and make it mandatory

- Many comments noted that faculty had no training for how to handle classrooms during this incident.
- Several people compared this new suggested requirement to existing required trainings. If Preventing Discrimination & Harassment and Information Security Training are required, this should be too.
- This training could be a required part of new student orientation.
- UA has active shooter trainings, but they only seem to apply to a shooter in the building. We should get training on what to do if the shooter is in another building or on campus but their exact location is unknown.

Provide clear, published guidelines for how to react if there if an active shooter on campus

- Post this on the UA website so it can be easily found.
- Put QR codes/links into syllabi that leads to these guidelines about active shooter situations and classroom safety practices

Have periodic active shooter drills so people can experience hands-on what to do.

- Specific outreach is needed for international students & faculty who have never been exposed to active shooter training/drills. Also, older employees may have never gone through active shooter drills before.

Additional specific suggestions:

- If online training is developed through Edge Learning, also provide in-person and individualized options so that people can get advice about what to do in their specific buildings. In-person trainings can be more engaging and impactful.
- Provide broad training for general campus safety and first aid
- Student training should talk about how to transition from high school to a university campus environment that can't be locked down in the same way.
- Send out semi-annual notifications about what to do in the event of an emergency to keep the information top of mind.
- Make sure any training that is created is trauma-informed.

Day of Incident Response

Major confusion on what was happening and what to do.

- Students, faculty, and staff didn't know what to do. Lockdown or evacuate? Was it safe on campus or not? Need better communication and clearer instructions.

Police response took too long

- Took too long for police to arrive on the scene (8+ minutes). Made it appear that the threat was not taken seriously.

Lockdown campus immediately when there is a shooter.

- Immediate lockdown for nearby buildings when there are weapons involved. **(#6)**
- Don't allow people to move freely about the campus during an active shooting.
- Took hours for department leadership to decide whether to lock down their building.
- Confusion caused by Banner lockdown order and UA not locked down.
- Add college-level CIRT teams who can quickly assess situations, lock doors, provide recommendations to employees and students to stay/leave during a crisis.

Need better evacuation method (#8 tie)

- Every building should have a point-of-contact for evacuation. If this person is not physically present, there should be a backup point of contact.
- If there is a known shooter on campus, evacuate campus as quickly as possible.
- Evacuation was disorganized. University should offer suggested safe routes, additional CatTrans.
- People were stuck in the garage waiting for everyone to pay for parking. Make parking free and lift the gates to expedite evacuation.
- Traffic jams when everyone left campus at the same time could have impeded investigation.

- When lifting a lockdown, offer escort services for students and employees.
- Need clarity - Who is considered essential staff?
 - a. Example: Campus Health stayed open, but could have closed once classes were cancelled.

Police Response

- Delayed dispatch of officer: I called the police at 1:59pm and was transferred to UAPD. UAPD KNEW that Dervish was banned from campus and had documentation and pictures of him for these instances. When I told them he was in the building, before sending ANYONE, they made me go through many questions on what he was wearing, what he looked like, why he was a threat, what his race was, if I saw a weapon, etc. even though they have most of this information. I should have been asked what he was wearing and then a police officer should have been dispatched immediately. There was seven minutes between my phone call and Tom being shot. I told them on the phone they had this information and they rudely told me to calm down and that it was protocol.
- Protocol for clearing buildings: After the shots were fired, we were in the building for over 40 minutes waiting for police to come and escort us out (still not knowing from the rooms what had happened, who was shot, or where Dervish was). The police walked down the hallways and announced "Police, you can come out". This is something as a US Citizens we are trained is likely a TRAP and to be ignored. The police should know not to yell for us to come "out". They should have been going door to door assuring us that it was indeed the police. This response MUST be addressed. Police should know not to do this.
- Call in local law enforcement, such as TPD and SWAT team.
- Emergency personnel should have done crowd control and relocated people who were gawking at the scene. Didn't need to evacuate all of campus.
- Took too long to clear Harshbarger (45 minutes – 1 hour).
- Need more police presence all over campus during an emergency, instructing people on what to do.

Threat Assessment and Management

Notify campus of individuals who are potential threats

- Notify all of campus about threatening individuals, not just particular units/buildings.
- While the HAS department was aware of this threat, no one else in Harshbarger was. Information about the expelled student should have been shared with the entire building.
- Since this student was a known threat, it should have been shared more widely. What if Dervish had gotten upset with other professors he had outside of HAS?
- Repeat the notifications and guidance, e.g., in this instance, not just in the spring, but in the fall since there are new students and employees.
- Add individuals who are banned to the Exclusionary Order website.

- Better publicize the Exclusionary Order website.
- Add individuals who are banned to an app.
- There is a general lack of communication on campus about problematic students. In particular, if a student is transferring from one department to another, there should be a transition protocol where the new department is made aware of past behavior.

Take threats seriously and provide training and resources

- Respond promptly to any potential threat reported, e.g. within 24 hours.
- Provide individuals who report threats with guidance, resources, and prompt updates.
- Have specific training on de-escalation techniques to deal with irate students, employees, or community members.
- Give faculty a step-by-step guide about actions they can take when dealing with a harassing student.
- Teach employees how to refer someone for mental health evaluation/support besides just telling them to call CAPS.
- When faculty need to meet with students who have been disruptive or threatening, they should meet with the student in an office that is close to a staffed office/public area, and the students should be required to leave their backpack with staff outside the room they are meeting in.
- Our current academic integrity/plagiarism policy puts much of the onus on the individual professors to confront students and adjudicate, whereas other universities have an academic integrity board that does almost everything so that the blame does not get put on individual faculty.

TAMT suggestions

- Increased training for Threat Assessment and Management Team (TAMT) and publicize the resource better.
- Add faculty representation to TAMT.
- Have CIRT & TAMT meet regularly and publish their meeting notes showing their actions or goals. Ask them present to students, faculty, & staff on their work.

Other suggestions

- Increase collaboration with outside agencies for assistance assessing threats.
- Provide campus training on how to identify and manage threatening behavior. Provide additional training to any employee who is directly involved in taking adverse actions against students (e.g. involved in academic dismissals, code of conduct violations, etc.).
- Provide mental health resources to individuals engaging in threatening behavior at an early stage.
- Look at this student's (Dervish) interactions/communications with the faculty to learn what may have led to his alienation and animosity towards UA faculty so we can learn from this.
- Look into the possibility of detecting the presence of students banned from entering campus through Wifi. Instead of revoking their Wifi access when they are banned, could

they be put into a special category that alerts UAPD of the student's presence on campus so they can be dispatched to confront the ex-student?

- Use technology to create red flags within databases that can tie incidents together as patterns.
- Educate employees on best hiring practices to spot problematic individuals (to be paired with bias awareness training)

Student Support

Cancel Classes

- Classes should have been cancelled for 1-2 days following the shooting.
- Some students were required to attend class during/immediately following the incident, resulting in additional extreme stress (examples shared of students being told they still needed to show up for a midterm while the incident was actively unfolding).
- One student reported having a class in Harshbarger 45 minutes after shooting—both the students and the instructor were unclear if they should go to class.

Mental Health Support

- CAPS is not adequately resourced or staffed to serve the entire student body following a crisis – it is extremely difficult to get an appointment and the wait list is long
- In the event of a campus crisis, the University should have an external agency they contract with to provide counseling resources to students at scale.
- When calling CAPS and being told there is a wait list, any student who was present in Harshbarger or somehow directly involved should be moved to the very top of the list.
- Students who were physically present in Harshbarger-Mines during the incident need additional outreach and support.
- Counseling is only available during business hours which conflicts with work and class for many students.
- Students may not proactively reach out for help even if they are hurting. Bring support to where they are (e.g. in the dorms, other communal spaces).
- Students will process/grieve on different timelines. It will be important to continue offering counseling and other support services for the rest of the semester and even into next semester.
- CAPS is offering 2 free sessions to all students but what about the students who will need more support than this? Make CAPS a centrally funded unit so that all mental health services can be offered free of charge (*suggested multiple times*).
- International students may need additional support to process this event as shootings of this nature do not happen often in their home countries.
- Increase campus community response personnel with mental wellness and support training.

Lack of Support from Faculty/Instructors and Staff

- Some faculty members didn't know what to do and continued to teach classes as usual, while some students were terrified.

- In some classes, no safety precautions were taken.
- In one class, students were all up and active with no access to their phones. Parents couldn't reach their students during this class and were frantically calling and texting multiple times, worried about their students.
- Faculty need to take UAlerts seriously and not ignore them. Faculty knew about UAlerts, but did not tell students for over an hour that an active shooter was on campus.
- Need standard protocols for classrooms during an active shooter. Some faculty evacuated, others barricaded the doors, others ignored the situation.
- Professors/instructors were ill equipped to manage the aftermath of the incident. Several students reported classes taking place in the days following the shooting with no mention whatsoever of what happened. This led to feelings of confusion and isolation.
- Professors/instructors need more support/guidance on how to address tragedy.
- Faculty should be trained on how to support traumatized and/or depressed students so that they can help them and they don't feel left behind.
- Staff did not check in on their student workers.

Other Suggestions

- Continue to create healing spaces for students to gather and be together.
- Offer in person forums for students to express themselves.
- If/when threat levels are high, give students and employees the option to attend school/work remotely.

Employee Support

Mental Health

- Provide virtual counseling options for employees (especially remote employees), not just in person.
- While the University has publicized counseling resources, when you actually try to access them, they are full (1-2 week wait time). The only option offered to me was to attend an "open session", which I was not comfortable doing.
- Every time an event like this occurs, people are retraumatized and receiving email after email with support services is ineffective. Instead, send support services directly to where employees are so that they can take advantage of them.
- Staff cannot be seen at CAPS – this needs to be made more clear.
- I tried to use the Employee Assistant Program (EAP) and every provider I was referred to was not taking new clients.
- There needs to be clearer processes for taking a mental health leave of absence. Too much onus is put on the individual who is already in crisis.
- Create safe spaces for employees to connect and talk about their experiences, concerns, and needs. This does not have to be through formal counseling, it can happen in other ways. Suggestions included: music, yoga, food, etc.
- Offer in person forums for employees to express themselves.

Paid Leave & Time Off

- Provide paid leave for all employees who were present in Harshbarger during the shooting.
- Information about using University Release time was sent out too late and many employees showed up to work despite really needing to take time off to care for themselves. The University should know in advance that this leave is available to employees and communicate it immediately following a crisis, not days later.
- Class and work should have been cancelled the next day.

Population-specific Support

- Employees in Hydrology & Atmospheric Sciences (HAS) need additional outreach and support. In particular, the HAS IT team needs assistance relocating HAS employees to other buildings, can central IT help with this?
- Counseling services must continue to be available to everyone that was in Harshbarger, not just to the HAS department.
- Remember that CAPS employees need support, too.
- If FM employees were asked to clean the scene, they need to be provided with additional outreach and support.

Other

- Should have canceled Family Weekend.
- Should have canceled football.
- As changes are implemented, respect and safeguard privacy.
- Do not add more police, concern about bias against community members who are black or people of color.