



University of Pennsylvania Public Safety Review and Outreach Initiative

Report and Recommendations of the Co-Presidential Advisers

Community Input: What We Heard

April 7, 2021

What We Heard

One of the Initiative's most critical tasks was to hear from members of the Penn and West Philadelphia communities regarding their perspectives on and experiences with Penn's public safety system. To do this, we solicited input from Penn affiliates and West Philadelphia residents through public hearings and other non-public mechanisms, including the Initiative's website and designated telephone line.

The feedback we received was extensive, thoughtful, and compelling, and we are profoundly grateful to those who participated in this process. The responses reflect a wide range of views on public safety at Penn and demonstrate the complexity of the issues that the Initiative had to address. Here, we have included many of the most salient points expressed by the participants, along with representative quotations. We include them here to convey the views we heard without stating conclusions about them.

1. **DPS is valued and welcomed by the community, and it does good work.**

Many expressed strong support for DPS, praising it for its effectiveness, professionalism, respectfulness, involvement in and attentiveness to Penn and West Philadelphia community members, approach to crises, and desire to improve. In addition, several participants stated that the Penn Police is a better police force than the Philadelphia Police Department.

- **Dennis Culhane, Dana and Andrew Stone Chair in Social Policy & Chair, DPS Advisory Board:** "Maureen [Rush] is an incredible manager. Just the way she provides leadership and oversight and works with her team, it has been something I have just admired over the years because just the passion and concern she brings, the ethics, you know, her deep concern for ethics. Her always wanting to improve, being ahead of the curve in terms of adapting the best latest technologies for monitoring, working against bias, et cetera."
- **Benoit Dubé, Associate Provost and Chief Wellness Officer & Associate Professor of Clinical Psychiatry:** "In times of crisis, officers have demonstrated the ability to patiently deescalate situations, preventing unfortunate outcomes. . . . In these situations, officers have predictably shown the ability to modulate their own emotional response in these times, putting the students' needs above their own, and often over time, officers developed somewhat of a therapeutic alliance with students who required repeated interventions. . . . Officers have also shown the ability to work with our after-hours service for mental health crises. This type of therapeutic alliance is unheard of in typical police

forces. To its credit, Penn Police has been able to tailor the training of its officers to the specific needs of our campus population. . . . I'd also like to add that the opinion I expressed about the unique ability of Penn Police to provide much-needed assistance in times of crisis is also formed in comparison to direct observations I had made when Philadelphia police officers were involved in addressing the suicidality of patients under my direct and personal care as a psychiatrist."

- **Margaret Livingston, President, Walnut Hill Community Association:** "The Walnut Hill Community Association can testify to many ways the University of Penn's Division of Public Safety incorporates respect, priority, and equality within its boundaries in our West Philadelphia communities. Our Walnut Hill community is safer and cleaner, providing residents with pride and dignity for where we live. This is important to our quality of life and sense of purpose. The University of Penn Division of Public Safety services and other resources fuel our community with motivation and drive to continuously seek opportunities and resources to beautify our blocks. Our motto is: We are better together. The safety provided by the University of Pennsylvania's Penn Police provides that extra measure of safety that keeps neighbors coming outdoors to enjoy each other and work on ways to stay connected and relevant in our wonderful historic community. Moreover, we are a privileged community to reap the community services of the University of Penn Police, such as they are attending our community meetings, they listen to our concerns, then applying emphasis on safety improvements for most needed areas and/or intersections that we constantly talk about."
- **Evan Johnstone, President, Spruce Hill Community Association:** "For the Spruce Hill Community, Penn Public Safety offers an important supplement to both the existing Philadelphia Police Department and the UCD Ambassadors that keep an eye on our neighborhood. As a resident of the community, and part of the Spruce Hill Community Association, I have partnered with the Penn Police on numerous occasions. We have coordinated with them to support our block's annual Halloween parade. They have attended board meetings to provide periodic updates and to address issues of concern. They have come to our May Fair event at Clark Park, and they have responded to emergencies, and more mundane nuisance calls when we have needed them. I have always found them to be responsive, measured, and thoughtful. I think maintaining that level of involvement in the surrounding community is an important element in a successful public safety program. . . . I don't get the sense that in our community, people feel it is over-policed."
- **Sharon Smith, Associate Vice Provost for University Life:** "Few people on campus know how often the police check on students and get them support with those who are concerned about suicidal thoughts or other mental issues. . . . Officers collaborate with partners such as CAPS, Student Intervention Services, and college house staff to provide the best support for students in distress or at risk. As collaborators, they are in the room, with us – and with students – to plan and implement intricate, complex, potential contentious situations, and they do so nonjudgmentally."
- **Tamara Greenfield King, Associate Vice Provost for Student Affairs:** "I have often said to our campus police; you have the patience of Job because they are in situations, oftentimes, where you indicated, the students are intoxicated, they may be high on a particular

substance, they may be not thinking clearly. And it is beneficial, and I have seen our officers de-escalate those situations. . . . I do see that the Penn Police have an enormous amount of patience and latitude when it comes to addressing student issues.”

- **Sara Bachman, Dean, School of Social Policy and Practice:** “I am confident that the Penn Police prefer empathy to violence. Ms. Rush has provided me with every support that I could possibly need. She and her team answered my questions, provide consultation, and promote the safety of our school community. I have experienced the desire of the Division of Public Safety to treat every person with dignity and respect. . . . The Division is highly professional and well-integrated into the fabric of the Penn community.”
- **Greg Ridgeway, Chair, Department of Criminology & Professor of Criminology and Statistics:** “I feel really fortunate to have the Superintendent of Penn Police, Maureen Rush, as my police chief. She has a great vision for Penn Police; I have seen her visibly pained when police fail to uphold their values. I have seen her constantly work to improve. She embraces my kind of data analysis for identifying problems and solutions. She listens to students, faculty, staff, patients, community members.”
- **William Gipson, Associate Vice Provost for Equity and Access:** “I said to Vice President Rush and others some years ago, to be an African American man of the age that I am now, there are only two law enforcement departments I have any trust in. One is in my home state of Louisiana when—when one of my cousins was the sheriff, and he is Black like me. And the Penn Police Department. . . . I feel that way about the Penn Police Department because I do trust the people in leadership. And because they have responded over the decades in changing some of their structure.”
- **Valerie Dorsey Allen, Director, African-American Resource Center:** “I think that the officers who are in special victims are very well trained, very responsive. Their training goes beyond police training. I have seen them walk victims through a process of going to court and getting resolution to issues. And I have seen them do that with empathy and in a way that makes the person feel comfortable sharing. And that doesn’t always happen because a lot of times, people can be made to feel shame or feel responsible for what happens.”
- **Glenn Bryan, Assistant Vice President of Community Relations:** “We have many more Penn or Penn affiliated folks that have moved into the neighborhoods, even west of 52nd Street. And our office has really gotten calls about why can’t the Penn Police come out all the way to 53rd Street, 54th Street, 55th Street? And there is a reason for that. They are feeling a lot better about the safety and the procedures of the Penn Police and feeling much more comfortable than the regular Philadelphia police. And, of course, it is about safety as well.”
- **Batsirai Bvunzawabaya, Director of Outreach and Prevention, Counseling and Psychological Services:** “[DPS Special services] serve as one of our main referral sources on the sexual trauma treatment outreach and prevention team They assist us and our students navigate various legal and health systems. After Take Back the Night, they are not only present to support our students, but they offer us rides home and check in on us after the event. . . . We also rely on Penn Police for the services they provide via the helpline, providing transportation to the emergency room, and in the rare event where one of our

therapists is physically unsafe in our building, Penn Police can respond via panic buttons within minutes. The need for collaborative relationships is vital for the work that we do. During the transportation to inpatient care for our students experiencing a mental health crisis, most times, students are scared. At times, they are not sure who to trust, but they are desperately needing of our help. We often hear that students have felt supported by Penn Police during these times.”

- **Local Community Member (Website Submission):** “I am an African American residen[t] from West Philly. When on campus, I feel safe due to DPS at UPenn and the leadership provided by Maureen Rush. When my children are on campus; catching a movie or attending a poetry slam at the Rotunda, I feel content that they will be safe due to DPS at UPenn. All the staff at DPS have been amicable and welcoming. Never have I ever been to a police department where the staff was so helpful providing superb customer service. . . . I am super grateful for Maureen and her leadership with the police and support staff at DPS. It is good to know that escorts are available, police are readily available, and excellent customer service is on standby for the UPenn students and the community as a whole.”
- **Local Community Member, Alum & Former Employee (Website Submission):** “I live within Penn [Police’s] Patrol Boundaries. I have owned a home here for 23 years. I attended Penn as an undergraduate and graduate student and used to work at Penn. I am a minority. I have called Penn Police and benefitted from them. I have also been pulled over by Penn Police, justifiably. Every interaction I have ever seen with Penn Police has been extraordinarily professional and a model for law enforcement. I am a former officer of the local community association, and I know this is a widely shared view in this community by most long-term residents of all races and genders. I actually purchased my home here in large part due to Penn Police and my belief that I would feel safe in this area. Without Penn Police, I likely would not have invested so much in a home. Since then, I have served on the board of six nonprofits operating in University City part of West Philadelphia, all of which hold Penn Police in high regard. Penn Police also was always willing to send representatives to our community meetings and was very responsive. I credit a lot of their professionalism to their leadership under Maureen Rush, who is known, trusted, and respected in this community.”
- **Staff Member (Website Submission):** “As a Penn staff member, I have participated in the First Thursday Community Meetings since 2007. . . . At every meeting, Penn Police leaders and officers attend to listen, share information, and spend time talking to members of the community as a group and individually to foster deeper relationships and regular communication between police and the broader community. It is clear to me from many years attending these meetings that there is deep, mutual respect and caring on the part of both the Penn Police and the leaders of the local communities they protect and serve.”
- **Staff Member (Website Submission):** “I work with many of the DPS and UPPD team in my daily role running special events for the University, and managing venues as well. We call on our Police Officers, Detectives, Allied Security Guards, and sometimes their full-time staff as well to put in extra hours I’ve honestly had nothing but wonderful experiences with our team at DPS. I’ve witnessed numerous occasions where they have to interact with our students, faculty, special guests that come to the University, high-level politicians or celebrities, a sitting Vice President, our own alumni, Penn families and trustees In my

experience, they interact with all groups exactly the same, no matter what level, age, background, or type of person it is. I call on their team a lot to support our events and our office, to attend extra planning meetings to make sure things are arranged properly long before an event takes place, and [I'm] always treated with respect, and that my project is their number one priority at that time (even though I know they have a million other things going on to protect and serve our community). 10 years, and over 1000 events big and small, and I've never witnessed any form of abuse of power, treating people unfairly, or disrespect for our students or guests . . . I've also called on their team personally to help protect and escort some of my staff members late at night to their vehicles, or very early in the morning when we have to work long hours. And I've never been given a hard time, or been told that it cannot be done. I've seen the way they direct and work with some of our outside vendors as well . . . and again, I have never witnessed behavior from our officers, detectives or staff that I thought was out of line."

- **Local Community Member (Website Submission):** "HAVEN Women, a shelter for homeless and housing insecure female Veterans, located in the heart of University of [Pennsylvania's] campus, is made safer by the services of Penn Police and Allied Security officers. . . . Although only three blocks away, our residents walk to the VA Center at all hours of the day and evening. They are safer with the knowledge that Penn Police regularly patrol the area and make use of the Walking Escort Services offered by Allied Universal. In instances when our shelter has had concerns with property damage, attempted burglary and other disturbances, Penn Police have often been the first on the scene to assure the safety of our shelter and the women who call it their home."
- **Staff Member (Website Submission):** "I've been in higher education for nearly 35 years, serving at 4 large universities. Never have I experienced a police department that was more professional, respectful or responsive than Penn Police. . . . The Allied Barton representative in our building is beloved by everyone (and I do mean everyone) in our facility. She is professional, cordial, and someone we all value as a colleague."
- **Local Community Member & Vendor (Website Submission):** "In my capacity as a citizen of West Philadelphia, and a vendor to the University of Pennsylvania I have had close contact with the Division of Public Safety since the year 2000. During that time, I have been able to observe how members of the Division of Public Safety interact personally & corporately with all facets of the community In my personal experience, the guiding principle that has animated every interaction has been respect. I should say that I am a lifelong Philadelphia resident. . . . Whenever tensions have been strained with the larger West Philadelphia community, the Division of Public Safety has always extended [its] hand to make the entire community safe & not sought to build up barriers. The Penn Police make a conscious effort to have diversity in their ranks. And let me say, not just people of color, but people of color who grew up in West Philadelphia. This commitment creates an environment where people can disagree, and be heard. . . . The Division of Public Safety makes it a point to introduce their team & partners to diversity training. These traits in and of themselves, in my view, sets the Division apart. But what truly makes DPS different is [its] institutional willingness to make the uncomfortable choices that lead to better community interactions. . . . Making certain that a community FEELS safe & not harassed, protected & not targeted, consulted and not condescended to is what the Division of Public Safety has managed to accomplish semester after semester and year after year."

- **Staff Member (Website Submission):** “Yearly we have 2 major events that require police escort and they have always been very attentive and professional. I have also been at several of the educational activities that they have prepared and all of them have been excellent: very professional and fair. Once I had to call 911 because I saw someone breaking into a shop and they arrived in less than 3 minutes. A few times we had aggressive individuals coming into mass and they arrived immediately and dealt with them in an extraordinary way. I want to emphasize these events because most of the persons were homeless. These are persons that we ordinarily minister to. They are not easy. We always treat them with compassion, helping them as much as we can. But sometimes they do become aggressive. If we didn’t have Penn Police I would not feel safe ministering to them. Penn Police for us is VITAL to be able to be welcoming to these persons because I have the certainty that the volunteers (mostly students) are going to be safe. I have never seen them cross a boundary and have never heard of any of the 750 persons that go on average to Sunday mass (from the Penn and Drexel community but also from the neighborhood) complain about anything with the police. What I have heard and experienced a lot is the sense of safety that they allow us to enjoy.”
- **Faculty & Staff Member (Website Submission):** “I have worked at Penn for over 30 years and during that time I have come to know the Division of Public Safety (DPS) in many ways . . . In every one of these ways, I have been tremendously impressed with the commitment to Penn and its surrounding community that comes from the DPS Vice President (VP) and throughout the ranks. . . . The thought of losing the DPS and all that it does for Penn is very concerning. Of all the departments and divisions that we have at Penn, it is one of the few that intentionally works hand in hand with everyone to ensure the mental and physical health of our community. The breadth of their reach is extensive, and they are on alert constantly to ensure our individual and community health and safety. I have experienced nothing but caring, responsiveness, compassion and a solution-oriented approach in every one of my dealings with DPS. I trust VP [Rush’s] leadership completely and know that her 24/7 dedication to Penn and its surrounding community is steeped in the values of equity and justice. I would also trust that if there ever were any members of DPS that did not comply with these values, they would be terminated from duty.”
- **Alum (Website Submission):** “I once called 911 . . . because I was doing laundry & a man was looking through my windows with a flashlight. The 911 operator asked me what [I’d] like them to do about it. I hung up & called Penn Police & they were there immediately. They walked the perimeter, found the man (who ended up working for my landlord & was [checking properties]) and explained the situation. They never made me feel like I was overreacting.”

2. DPS actively engages and partners with community members and organizations.

Many participants stated that DPS and the Penn Police positively engage and partner with the community, including in ways other than traditional policing.

- **Maureen Rush, Vice President for Public Safety & Superintendent, Penn Police:** “We make every effort to partner with our Penn and West Philadelphia communities. We have many outreach programs. These programs match Penn Police Supervisors, Special Services

advocates, Detectives, Fire and Emergency Preparedness specialists with Cultural Center Directors and College House Directors here at Penn. We also attend monthly West Philadelphia Community Meetings, such as First Thursday, Spruce Hill, Garden Court, Cedar Park Neighbors, and Walnut Hill Community Association, and we are on a first-name basis with our community members.”

- **Michael Belisairo, Captain, Commanding Officer – Patrol Operations, Penn Police Department:** “We host the various PAL events throughout the year, such as PAL skating at the Penn Ice Rink, PAL Citywide Basketball Championship at the Palestra, and our PAL holiday party. We have a PAL officer assigned to our local PAL center, who is a full-time officer and has been there for a substantial amount of time. As a department, we also attend a number of monthly community meetings. One of the biggest is the First Thursday meeting, which is held at the Free Library at 40th and Walnut, every month. We have also held a number Coffee with a Cop events over the past few years. We had one in the center of Locust Walk with a table set up and portable coffee, carafes, and also at our local Starbucks locations. We have a store log program, where officers visit each of the retail establishments, the restaurants, and all the businesses in our patrol zone, multiple times a day. Our officers check in with the employees, the managers, and the customers, and sign the logbooks that we place there. We also have officers assigned to foot beat assignments twice a day at various intersections where they are there to help with traffic and to assist pedestrians across the street.”
- **Evan Johnstone:** “[T]hey have always been very supportive of our events. They make it a point to come to our meetings and provide representation at our meetings, raise issues of concern, and we give them our honest assessment and feedback of what is happening.”
- **Renee McBride Williams, President, Cedar Park Neighbors:** “Penn’s police have supported many of our outdoor events, which has continuously grown, and to Cedar Park with our music fest. Also, our Baltimore Avenue corridor Dollar Stroll, and coming to our meetings.”
- **Glenn Bryan:** “We have [monthly] meetings, First Thursday, the Penn Police are there each and every meeting, and we go out to various meetings, and association meetings with block captains, with whomever, and the Penn Police are there.”
- **Richard Gordon IV, Principal, Paul Robeson High School:** “And so, although I feel as though that my experience with Public Safety is somewhat limited, I have nothing but positive things to say thus far about my relationship with Public Safety so far. So, my relationship goes, really, to two fashions. One, with working with the Penn Police, and particularly looking at Officer Nickie Taylor, Officer David Dagger, and also Captain Belisairo, who have not only partnered with us to ensure that we are monitoring safety around the building, but also have taken the time to actually come to our building and visit us, just to stop in to say hello, even to partner with us on a number of initiatives. And even when there might be something happening in the community, there is open communication happening that is going—that’s two way. Secondly, having the great opportunity to even have our Penn Security officers, one of their security depots is right across the street from the school. And, several of the officers would come by, and we would talk, and we formed a partnership where they would monitor our morning entries and our afternoon dismissals to ensure, again, the safe flow of students in and out of our buildings, when they are getting off at 40th

Street, which is a transportation hub, as all of you are aware of. And so, through that, we are able to look at that as almost like a safe corridors program where we have that monitoring happening, both by Penn Security and Penn Police. And at the same time, our students were able to put faces to the uniform and become familiar with the individuals that were monitoring them on a daily basis. And so as a result of this partnership, we have noticed a significant reduction in incidents involving our students in the community. We have gotten feedback from local residents who talk about that there is such an orderly flow to how our students enter and exit the buildings, and when it's time for them to come and leave school. So, and again, our safe corridors program has, again, has really reassured our families to know because there were times where suspicious behaviors were happening, if I were to call Penn Security and Penn Police, and we were looking for support, we would go together with my . . . staff, and we would walk, drive, or be stationed out in the community together, shoulder to shoulder, so letting everyone know that we stand in solidarity for the safety of not just our students, but also visitors and local residents in the University City area. And our students took that very seriously, which is why they find themselves to be so responsible in the community."

- **McKayla Warwick:** "Presently, the Division of Public Safety partners with PAL, or the Police Athletic League, to direct youth contacted by officers on this campus to free, after-school mentorship and academic programming. And from what we have heard, it has been fruitful."
- **Kathleen Anderson, Executive Director of Operations and Chief of Staff, Division of Public Safety:** "We connect with people at every level every day. We do this through many of the programs previously discussed through Officer Nickol Taylor, who you all had the pleasure of meeting several hearings ago, through Lieutenant Gary Williams, through Officer Dave Dagger, and that's just to name a few of our officers who are out in the community every day. They attend these monthly civic association meetings, and you heard from many civic association leaders. They go to their information centers. They attend their community events. They visit local schools and nursing homes, and they talk to people on their stoops and during their morning commutes. They get to know our community; we all do. We do this through college house and resource center, liaison programs, our DPS Advisory Board, which has been of great discussion, which is, in fact, made up of faculty, staff, and students—there are students on our Advisory Board. And we use them as a sounding board for new ideas as well as a critique of our actions. We have regular meetings with the UA, GAPSA, UMC . . . the Faculty Senate, Penn Professional Staff Association, International Students, College House Programs, and we attend and give lectures in classes. We attend and support events like Take Back the Night, vigils for victims of hate, rallies for Black Lives Matter, and other events. We are a part of our community at every level. . . . And another example is in recent years, we have worked with partners in alcohol and other drug initiatives, [and Be Well] on our good neighbor program. In that program, we seek to bring together Penn students who are living in the off-campus West Philadelphia neighborhoods with their neighbors to start conversations, to get them to know them as people, and communicate with them. This can result in fewer conflicts and fewer calls for intervention. We prioritize meeting students where they are. We participate in a lot of training, and we practice restorative justice. . . . You just heard from McKayla with Collective Climb, and their mission to create a restorative justice practice in West Philadelphia. And we have been assisting them in that project. As she knows and stated, juvenile police assisted diversion is

nothing new to Public Safety. We have been diverting children for low-level offenses for decades. Instead of bringing them into the criminal justice system, which I think we all agree is not the best place for anybody, we take them home to their caretakers, and we ask them if they are familiar with our PAL program. PAL is the Police Athletic League, and it's provided programming to children in Philadelphia for over 70 years. Penn Police fund and staff the Tucker PAL Center for Children in West Philadelphia. That includes SAT prep, college mentoring, tutor, athletics, et cetera, and is open to all school-age children within the West Philadelphia community. We practice the co-responder interdisciplinary model in our response to community members in crisis. And you have heard a lot about that from our partners at Wellness, CAPS, VPUL, Student Intervention Services, our resource centers, and others, about our response to mental crises, as well as sexual assault."

3. The idea of completely defunding or eliminating the Penn Police is concerning to many in the community.

A number of community members expressed concerns about completely defunding or eliminating the Penn Police, or asserted that defunding or elimination is not the correct response to community needs.

- **Lorna Peterson, Secretary, Walnut Hill Community Association:** "Let me first say, I don't think any of us would want to live anywhere without police. I don't think we have too many."
- **Renee McBride Williams:** "I hear a lot about defund; because I am a senior, you know, for this occasion—the word defund the police is frightening. Because as I heard earlier, nobody wants to live in a place where they don't feel safe or secure or feel as though they have some support from law enforcement, or to say justice."
- **Tamara Greenfield King:** "I have a rather unique perspective when it comes to the police, when it comes to police reform, systems of racism, institutional racism, and the complex nature of the tensions between Penn's Public Safety and its absolute, and I repeat, absolute necessity to be at Penn on this college campus in West Philadelphia."
- **Valerie Dorsey Allen:** "I was very careful about not saying that it should come from Public Safety funds. Still, I think there is a much larger discussion when they talk about defunding and that that means for police departments. I personally don't, at the moment, think that that's the way to go. I think we need Public Safety, we need police officers, but I also think that we have some resources that we can share that would not involve us putting out a whole lot more than what we have."
- **John MacDonald, Professor of Criminology and Sociology:** "There is evidence that police are, or people in police roles are more effective at reducing crime than private, unarmed security. There are a number of studies that find that. . . . And I think that . . . a radical defund [of] the police . . . would be a threat to public safety in cities. I mean, I think you would need to build up an alternative infrastructure of public safety and experiment with it and figure out what will work. But if you just take people off the street, I mean it is pretty obvious what is going to happen [crime would rise]."

- **Alum (Website Submission):** “Now as a mother to three children, if the Penn public safety department is disbanded it would give me great pause to send my children to Penn.”
- **Drexel Alum & Sister of Penn Alum (Website Submission):** “We remain as one of the safest campuses across the country not because there [isn’t] crime or risk but because we have the Penn Police force specifically focused on keeping our students and community safe. We are so, so lucky to have them. Defunding our police is absolutely not the answer. Invest in more mental health support, but do not do that at the detriment to our safety.”

4. The Penn Police have effective accountability mechanisms.

Several individuals employed by Penn, including employees of DPS, described mechanisms that make the Penn Police accountable to the Penn and West Philadelphia communities through active supervision and intervention, open communication, a robust complaint and feedback system, disciplinary procedures, and a rigorous hiring process that involves community engagement and diversity.

- **Greg Ridgeway:** “It is easy to file a complaint. There are numerous police departments that require an in-person, signed affidavit, and when you go, the person taking the complaint stands up with a badge and gun and warns the complainant about the risks of filing false police reports. At Penn, you can file a complaint online. You can go to the basement of McNeil, where I work, and you can fill out a form and file in there, in McNeil.”
- **Maureen Rush:** “And we have probably more supervision on everything our police officers do, whether it’s through our CCTV network, where if they are making a car stop or a pedestrian stop or making an arrest, the camera, if there is a camera in the area, they’re on camera. They also wear body-worn cameras. But more importantly, on any situation, like I just described, if there had been an arrest—out this past week, when I sent the UPenn alert out, the supervisor would be on the scene, and they would ensure that all of the processes were being—were legal and appropriate for the mission of our department. . . . I will be the first one to separate an officer who is . . . not going to follow our rules, regulations, state, and federal law, because that person would be a handicap to the reputation of not only the Penn Police and the Division of Public Safety, but the University of Pennsylvania. . . . We created the Community Hiring Board about 15 years ago. And we put together volunteers who are people, maybe HR, affirmative action, resource center directors, our chaplain’s office . . . [and] these people come in, and they sit in front of our community members and Penn Police supervisors, and we have one question, in particular, that is always asked, and it is asked by the community member, and it is around diversity. . . . And if they say this person probably doesn’t have the ability to understand diversity in the way that Penn Police need to; I’m done. I don’t need to have any other part of the process. . . . [Officers] still go through a very rigid background check, not just calling, if they were in another department, calling that department to check to see if they have any, you know, discipline, where they terminated? And also, we do interviews in their neighborhood, their families, people in the neighborhood. . . . And I will tell you; we don’t have frequent flyers [officers who repeatedly act outside of protocols or procedures]. Because if you are going to be a frequent flyer, I am not going to have you here because we see what happens.”

- **Sharon Smith:** “Finally, when I sit on the interview panel to hire new officers, I look for a person first—someone who recognizes that they work in a diverse and inclusive community. So, when I walk down Locust Walk, and I recognize an officer, I know that that was someone who I saw in an interview and that that person is now an officer on our campus who will be supportive, compassionate, and advocate for our students in the best way possible.”
- **Tamara Greenfield King:** “So, every week . . . we would have a meeting about all the events that happened the week prior. And in those meetings, sometimes we get to review the police bodycam footage, or what have you, based on a situation. . . . And like I said previously when we do hear about it, and a student complains, which I encourage students to complain. . . . I encourage that, and then, generally speaking, there is going to be an investigation or a review of what happened. And the student has every opportunity to be fully heard, and I think that is important. No one is going to say, well, too bad; we don’t believe you. We encourage that dialogue, and the police, also under Maureen’s leadership, has an obligation to review what the officer indicates happened in the field when they were doing their job.”
- **Kathleen Anderson:** “We encourage peer intervention and close supervision. It is often observations by supervisors and other officers that lead to course correction and discipline, and it is an important part of what we do. We have terminated officers for various behaviors that have been brought to our attention by fellow officers. In fact, more investigations arise from internal reports and our early warning system and from complaints against police from the community. . . . Also relevant to procedural fairness and quality control is our hiring model. We talked a lot about the community boards and making sure that our community members are included in those. . . . Each finalist must undergo a psychological evaluation done by an independent doctor. . . . Candidates must also pass an extensive background check that includes interviews with colleagues and neighbors. We contact former police department employers; ask how they were as an officer, as well as others.”
- **Michael Belisairo:** “We allow for complaints to be submitted through our website, over the phone, in person, at any of the resource centers on campus, and we even accept and investigate anonymous complaints. Also, on a monthly basis, I review all of the citizen contact data for all of our pedestrian and traffic investigations and monitor all of our officers’ activity using an early warning system that we use to track any complaints, subject management reports, and pursuits. All pedestrian investigations are reviewed, and everyone who provides a telephone number is contacted by a police supervisor. And they are asked a series of questions regarding their opinion of the contact with the officers. Were you satisfied with the interaction? We asked them were you provided a reason for the stop. And we ask if there were any issues with the stop. We call this our Community Interaction Survey, which is also done monthly. If there were any concerns as a result of the survey, a formal complaint process is initiated. . . . Internally, we do investigate the complaints, and it does not just stay at one level. It goes through the entire chain of command for the patrol division right up to the chief of police. And we do review it; we do review it thoroughly, and the chief does follow up with every one of the complainants as well with an outcome of the investigation, and a contact again is provided if there is anything further that we could do. . . . But, you know, we do our best to make sure that we fully investigate it because I certainly don’t want to have anyone working with me in a

department where they have serious issues with misconduct. I take it very seriously whenever a complaint comes through. We investigate it fully, and we speak about it internally.”

- **Staff Member (Website Submission):** “Additionally, VP Maureen Rush has ensured that the Division of Public Safety functions in an extremely transparent environment. There are cameras covering the entire campus. Many of these cameras are maintained by the Division of Public Safety. And Police Officers wear body cameras . . . And Penn Police Officers who ‘cross the line’ have been held accountable for their actions and quickly dealt with. Some who do not fit the mold of ‘ambassador to Penn’ have been shown the door.”

5. The Penn Police are not the only emergency responders.

Several participants explained that the Penn Police, despite being involved in emergency and crisis situations, are not the only available emergency responders or are often only relied upon temporarily until other emergency staff can respond.

- **Benoit Dubé:** “I should clarify that while Penn police officers are involved in times of crisis, they are not always involved in times of crisis. They are not the go-to. We have multiple systems, so they are one of many available resources. . . . Students have access to a clinician 24/7, and that was instituted two years ago, by calling the same number they would call during regular business hours, whatever time of the day it is, and I would say, wherever they are in the world . . . Furthermore, when police officers are called because of a tip they receive, or for whatever reason, if an armed officer appears in a student apartment, that officer will also call that number to contribute to the intervention. . . . And very often, if a higher level of care is needed, then the officers will transport the student to the nearest crisis response center where another clinician can take over the evaluation.”
- **Kathleen Anderson:** “One recent example of this is our alternative response unit, or AR1. This is a partnership with the Philadelphia Fire Department. So, AR1 is a Fire Department staffed SUV; it is staffed by a paramedic and an EMT, and they respond to low acuity student medical emergencies at peak hours within our patrol zone. The problem we were looking to solve there was how to encourage Penn students to call for emergency medical help while removing fears of discipline for intoxication or other things, as well as just to remove the financial barriers and provide access to care, especially for low-income, first-generation students. Additionally, Philadelphia ambulances consistently operate in excess of capacity. Well over a hundred percent capacity on a regular basis. So, by starting this ARU program, we have freed up scarce ambulance resources for the Philadelphia community while also providing quality care to our students. This program has the added benefits to include dedicated emergency medical care providers responding to all calls, whether Penn affiliates or not, within our patrol zone, and providing triage until a full ambulance can arrive. . . . [W]e do have examples where we have decided police aren’t the best responders, such as the traffic control aides that we talked about, right? And we, throughout the past 20 years, I think, have taken some police responsibilities and that’s why our partners at Allied have been very important on taking some responsibilities that have traditionally been police responsibilities, therefore, freeing up police to do police things, right? And non-police to do non-police things. . . . You’ve heard . . . about our approach to mental health response and that . . . Penn Police are not responding to the vast majority of mental health cases that

occur on our campus. . . . And I would say as kind of the, through our Special Services Department, who are a confidential unit and are not police, they are the primary responders to incidents of sexual assault. . . . That said, whenever we do have somebody reporting an incident of sexual assault in that moment, aside from that brief response from a police officer, they are then partnered with a victim advocate who then takes them through the rest of the process if they choose to go through the criminal justice process, right? When someone comes to Special Services to report a sexual assault, they are given all of their options.”

6. There is crime in Philadelphia and/or crime in our community that should be addressed.

Several individuals noted that there is crime in Philadelphia, including in and around Penn’s campus and the Penn Patrol Zone, and/or acknowledged that these crimes should be addressed in some manner.

- **Maureen Rush:** “I am concerned about the uptick in armed robbery, and I am very concerned about when I see what is going on in the City of Philadelphia with the thirty-five percent increase in homicides and shootings. . . . [T]here was a man who tried to assassinate a Black female Sergeant, a Philadelphia Police Sergeant, who was parked her patrol car at 52nd and Sansom right next to 52nd and Market. . . . And after he shot into the woman’s patrol car, 16 times, he proceeded to go East on Sansom where he killed another innocent woman who was sitting in her car, getting dropped off from work, shot, her boyfriend, shot another person, and ultimately shot a Penn police officer, who was one of my officers responding to the assist call.”
- **Jessica Gooding, Student, College of Arts and Sciences:** “I think that crime has to be acknowledged so that people cannot have their things stolen, so that laptops aren’t stolen, so that bikes aren’t stolen. The problem comes in when we think about the way policing is structured.”
- **Renee McBride Williams:** “We had a murder at 52nd and Larchwood recently, at which we had helicopters, which really frightened many of our students that are living on that block. So, we felt as though it was imperative to try to work for some kind of satisfactory outcomes with the police department as well as some of the violence and the drug use that’s going on in our neighborhoods.”
- **Greg Ridgeway:** “We calculated for Philadelphia, that [crime] costs the average person in Philadelphia \$3,000 per year. And that turns out to be four percent of the city’s gross municipal product. Those costs largely fall on victims.”
- **Glenn Bryan:** “We are having shootings all across this city, and in West Philadelphia, it could be 13 in a week, on a weekend, or in a day. And people are very, very, very concerned, and even beyond and just fearful and scared.”
- **Staff Member (Website Submission):** “In August 2019, there was an armed robbery of an armored GARDA truck outside of 3535 Market Street It was an active shooting situation and several team members were forced to flee on foot. Maureen Rush and the Penn Police

were on the scene immediately. The campus notification went out. The area was cordoned off. The Penn Police gained control of the situation quickly. . . . Their follow up and support was effective, timely and ongoing for me and my team.”

7. Data suggest that campus police, and specifically the Penn Police, reduce crime in their services areas, although other approaches may be able to achieve the same outcome.

A number of commentators indicated that policing, including at Penn, reduces crime, while also acknowledging the potential for other approaches to also achieve that outcome.

- **Greg Ridgeway:** “All the best science, including randomized trials, indicate that police prevent crime. Contractions in police services, like when police go on strike, cause crime [to] increase. Expansion of police, such as new foot patrols, those cause crime reductions. . . . [T]here are other cost-effective crime prevention methods. And my colleagues in the Department of Criminology study things like improving street lighting and remediation of vacant lots and abandoned housings, and these also have crime prevention and crime reduction benefits. And I am sure there are new creative models that are also cost-effective.”
- **John MacDonald:** “We looked at the effect that the extra patrol provided by Penn’s police in this area . . . had on crime by comparing blocks just on each side of the boundary. And we found clear evidence . . . that Penn experiences about a 45 – 86% reduction in serious reported crime. . . . We [found] some more effects in work looking at the extra police provided the University of Chicago, finding about a 55% reduction in crime. . . . So, these are data from several years back but, just recently, I pulled up the data to look at Penn’s police force’s effect on crime. . . . Penn, between 2016 and 2020, inside the patrol zone . . . experienced one homicide. Outside the University City District area experienced twelve. And you see there are differences of orders of magnitude in each of these. [You] see the same thing with shooting victims. So, this is where someone has actually been shot and not just had been shot at. The data show that about four cases inside the patrol zone versus 38 outside versus 287 in the rest of the 18th District. So, clear, huge inequalities in serious violent crime. And I think there is pretty convincing evidence that the extra patrol and the extra security provided by Penn’s Police have a lot to do with that. Then, go through gun assaults, the same thing. Assaults—you see orders or magnitude difference as well as commercial burglary, so that is a property offense. And residential burglary—a lot fewer homes are being broken into inside the patrol boundary versus just outside. . . . [T]he same thing with motor vehicle—theft from vehicles, so there are people breaking into motor vehicles. The one area where we see a difference is just general theft, and this tends to be retail theft. . . . So, in terms of any measure of actual serious public safety on the street, I think there is pretty clear evidence that Penn’s police force is making a difference. . . . This isn’t just my own research; there are over 30 randomized control trials that show, so that is the equivalent of a medical experiment that when you randomly assign extra police to an area, you see substantial reductions in crime. . . . There is also—there is work I have done with Charlie Branas and Gina South—you can clean up vacant lots, you can remediate

abandoned housing, you can provide—reduce income inequality. There are lots of things you could do to reduce crime, but police are just part of that equation.”

8. Many members of the Penn community on and off campus view interactions with DPS, and especially the Penn Police, as harmful.

A number of participants raised serious concerns about and described negative experiences with DPS, and especially with the Penn Police, emphasizing that they make many community members—particularly those who are Black, people of color, West Philadelphians, or perceived to be West Philadelphians—feel excluded, belittled, profiled, unsafe, and overpoliced.

- **Kaitlin Best, Postdoctoral Fellow, Perelman School of Medicine:** “In one instance, the minority individual described being called a ‘stupid f***ing drunk’ by a Penn Police officer while also being detained and having their belongings searched, probably illegally, as white students walked by, obviously inebriated but unhindered. Other students have shared similar experiences of racial profiling while studying late in the library, or, most poignantly to me as a Nursing alumna, in Fagin Hall. The Black students in that particular incident noted that Maureen Rush defended the officers in question rather than their rights as students to be in a campus building, thereby delegitimizing the students’ trauma. Philadelphia residents have filed excessive force complaints against Penn Police.”
- **Haley Pilgrim, Ph.D. Student, Sociology & Democratic Ward 27 Committeeperson:** “I would say with the police in general, and Penn Public Safety, our constituents that are from underrepresented groups, our Black and brown people, feel the same way they do with police in the outside world, which is not safe. They feel like they have to wear Penn gear as armor from racist incidents to feel safe on their own campus like they belong here. Whether that’s one student last year, [who] was entering into the political science building, and the Allied guard was asking for his ID, but not the white person walking in past him. And so, there is this continual idea that it’s like not their campus. . . . However, I do talk to a lot of other committee members and the committee, or the West Philly community doesn’t even feel like they can go on Penn’s campus, which is technically available for them too. It is technically public, but they don’t feel safe to walk on or even be present on the campus.”
- **Rick Krajewski, Organizer, Mass Liberation & Democratic Nominee for State Representative, 188th District:** “And now, we have five separate police forces patrolling the area surrounding Penn’s campus. It is the most policed area in the entirety of Philadelphia, producing a climate of surveillance that has negatively impacted our surrounding neighborhood, and had led West Philadelphians to feel like they are inhabitants of Penn’s community, not the other way around.”
- **Jessica Gooding:** “At Penn, it is rare to see anyone that is not a member of the Penn community on our campus. This is because of the unwelcoming culture that exists towards non-Penn community members. That culture’s foundation is supported and enforced by the Penn Police Department. This unwelcoming culture often extends to Black and brown members of the Penn community. To combat problematic and unsafe interactions, students wear Penn gear to shield and protect themselves from unnecessary interactions with the Penn Police. Black Professors are watched as they walk on campus. The ideology of white

supremacy is entrenched in policing. These daily happenings are not physically or emotionally safe for members of the Penn community. Philadelphia community members do not feel physically or emotionally safe on our campus.”

- **Richard Gordon IV:** “In the community is a whole ‘nother issue . . . because our kids will tell you stories upon stories about feeling disrespected, about not having a connection. And honestly, not being familiar with the officers that are policing there, particularly if they do not look like them or come from neighborhoods in which they were raised in. . . . And so, there is a comfort level that gets developed in our little bubble. But unfortunately, they are not being able to take advantage of outside of that bubble. If they did, they would engage with our campus. We would see them inside the ‘Penn bubble.’ We do not see them there.”
- **Valerie Dorsey Allen:** “I have seen Black people stopped at Penn and questioned about why they are there. And, you know, as I said, my son is a dreadlocked Black teenage boy, who wears his pants lower than I would like. And therefore, sometimes fits “the description.” And so—and more and more, our students also look like that. And so, I talk to students, and they talk about making sure they have on Penn gear so that they don’t call as much attention. They shouldn’t have to feel that way. And so, I saw this sign on one of the social media sites that said ‘Stop telling us that not all police officers are bad, and start telling police officers that not all Black people are.’ So, I have trust in, and Will Gipson said goodwill. I really believe that Vice President Rush and the leadership at Division of Public Safety operate out of goodwill. I trust that if there is an incident, if I contact them, that it will be handled, it will be handled appropriately and quickly. Somehow or another, some things have to trickle down to the officers who are on the beat so that they don’t have missteps. One of the incidents that I referred to was students who were studying in a building that was closed. They didn’t realize that the building was closed. The police officers were called. They came in at the ready and asked for the students’ ID. The students complied and left, but they left feeling very afraid, and they shouldn’t have to feel that way. You know, they have ID, they are in a building that you couldn’t get in without the ID. Why were they made to feel that way? And so, we have to somehow get the word to the officers on the beat that it doesn’t have to be so confrontational.”
- **William Gipson:** “The second incident, I think, was related to one of our students, who was misidentified as someone who committed a crime on campus. At that time, I had begun my work as Faculty Director, at the Du Bois College House, and some students came to my door, knocked on the door, and they said, Reverend Gipson, this terrible thing is happening to this student. What should we do? So, I was able to contact Public Safety, and we began the conversation about getting just the facts. What happened? Ultimately, I want to be very clear; the student had not committed any crime. He fit a description. And like Doctor Allen, this is where often our great concern comes from. I am the father of two daughters but thank God I have one grandchild, it’s a grandson, and I have already told him, at the age of eleven, the lesson that even though you are a part of the Penn community – he is growing up here – you are a young African American boy. And the fact that this happened to one of our undergraduate students led us, I believe, to the next commission, to learn what is it we need to do better?”

- **Batsirai Bvunzawabaya:** “[S]tudents of color express the need to wear Penn affiliated sweaters as a form of protection at the bookstore or while studying late at night in one of the buildings on campus. In one incident, a student became tearful after they were described as being part of a gang after a verbal disagreement in their friend group resulted in law enforcement presence. Research shows that African American males are at great risk of developing symptoms of anxiety and post-traumatic stress disorder as a result of being perceived of wrongdoing by law enforcement due to their race. In our trainings, we often encourage students, faculty, and staff to contact Penn Police in a life-threatening emergency as we know how many lives Penn Police have saved. Yet, some students report being hesitant to call the Penn Police on a Black or brown student experiencing a mental health crisis and ask what other alternatives may be available.”
- **Karen Hamilton, Senior Associate Director of Stewardship, Wharton External Affairs:** “Both my daughter and son agreed that Public Safety has a strong presence on campus and the surrounding neighborhood, but my son especially, expressed a sentiment that mirrors my own perception of how Public Safety often engages with people of color from the community on campus. And since there can’t always be clarity about the people of color who are from Penn and those who are not, that feeling has been a part of his engagement. His feeling may be rooted in the overall experience of a young Black man in America, in the city of Philadelphia, and yes, at Penn. In my son’s words, ‘I know I’m from Philly, and I know I look like I’m more from Philly than from Penn.’ So, how did that shape his experience at Penn? He felt anxious around campus police and was ultra-conscious of wearing Penn branded clothing, especially at night and on weekends, lest he be mistaken for someone who didn’t belong on Locust Walk, jogging on Walnut Street, walking into Houston Hall, sitting outside the Bookstore, you can fill in the blank. As much as he loves West Philly, his time on campus resulted in feelings of often being viewed as out of place and contributed to his reluctance to live in the community after graduation when, no longer a student, he might be perceived as someone who did not belong. I do not believe that this is an experience that white people in the Penn community have. If operating through a lens of suspicion, Public Safety cannot promote a feeling of security at Penn for people of color.”
- **McKayla Warwick:** “I have had a kind of heightened encounter with the security officers here where I was accused of not being a real Penn student, and my ID needed to be seen, and they took down my name because they accused me of trespassing. So, that was, you know, a lot, and my tensions were—I was up here because I was like how would you—like how dare you do this to me? It was my third year at the time. And it just felt like no matter what I do, no matter what I try to contribute to this university, I still am not seen as a true part of this. I know it’s not true, but the perception of that really, really got to me and also really shaped kind of my own views and my own personal reactions to like why safety, as it is currently imagined, may not actually be what safety should mean.”
- **Jason Andrechak, Director of Equity and Access, Graduate and Professional Student Assembly:** “Students reach out to us with regularity on their experiences with harassment by Penn Public Safety, violating their sense of wellness and belonging. One common story that we hear is that of Penn Public Safety asking for ID and harassing Black graduate students during their regular research duties, whereas white graduate students, for example, can access campus at all hours without such interactions. This anecdote is just one example of discriminatory policing practices that are reinforced by a culture of othering

against whiteness as a default in the name of safety. It contributes to a detrimental educational environment where Black graduate students feel they do not belong; that this is not their community; that they are an unwelcome visitor.”

- **Kristen Ukeomah, Undergraduate Assembly Representative:** “As a student, I have often worn Penn apparel just so I am not confused with anyone else, or I don’t run into issues on campus. And a lot of that is it’s subconscious, but I didn’t realize it until a professor pointed it out that a lot of Black students wear Penn apparel so that we are not confused or given problems when we are campus. Yet, Penn Black undergrads still have a lot of those issues. . . . Unfortunately, this happens all the time, even despite the active steps we take as Black people and Black undergrads to stay safe. Despite this being a common theme within Black students here, I don’t believe that Penn Police have done anything to change this narrative. I don’t think they have tried to work with Black students or been extraordinarily helpful. I think they act the way normal police do, and most of them, if not all, are former police. So, it’s – I don’t think that there is this distance that Penn may try to create. Penn Police function the same way the police in the United States do. And police in the United States largely harm Black people.”
- **Victoria Sanchez, J.D. Candidate, Law & M.S. Candidate, Nonprofit Leadership:** “[M]y personal perception is that for the subset of Latinx population that is brown, there are similar very grave concerns around safety and I do actually to the point about wearing Penn gear. . . . But within the Penn campus, I actually do wear Yale and Penn gear quite a bit. And I am aware in the outside world at large that if I am worried about where I am going that wearing something from Yale or Penn can potentially grant me some safety.”
- **Lei Brutus, President, Black Law Students Association:** “I have been sharing some of the feedback that I got when I asked a couple of BLSA members were wearing Penn gear or Penn Law gear around West Philadelphia, or just near campus. That is one of the things that a lot of people mentioned that is common to BLSA students as well. And as a Black woman from non-gentrified Brooklyn, my interactions with the Penn Police is similar to my interactions with NYPD officers. There is no sense of protection when I see a Penn Police car or outfit. It’s usually okay, let me grab my phone, speak to someone on the phone, and try to look less suspicious as if I look suspicious walking back home from studying.”
- **Staff Member & Alum (Website Submission):** “I worked at [Penn] for approximately 16 years. I also studied at LPS, GSE, and Wharton. I am writing to share that, during my time at Penn, I frequently experienced microaggressive racial profiling from other students, faculty, people living in the University City area, Allied Barton staff (particularly African-American / Black security staff - which seemed particularly traumatic for some reason - although I’m not sure why), and Penn police. So much so, that I began to avoid going outside on campus and around University City when I lived in the neighborhood. Immediately, I can think of two other people who have expressed having similarly microaggressive experiences.”
- **Staff Member & Local Community Member (Website Submission):** “[W]hat I have seen is a stark disparity between the way UPPD interacts with Penn students (and those perceived as Penn students) and non-Penn affiliated members of the community (or those who are perceived as not being Penn affiliated). What this looks like is a high degree of thoughtfulness and respect shown to Penn students, lots of leeway about violations, a

genuine interest in their safety and well-being, as opposed to their punishment. What this also looks like is a culture of ‘protecting’ students from the community - which can lead to deeply unwelcoming responses to anyone who is not a member of the Penn community, or even people who ARE members of the Penn community, but don’t ‘look like’ members of the Penn community because of their race, age, or how they present themselves.”

9. Penn and DPS’s messaging regarding the dangers of Philadelphia can be inappropriate.

Several participants shared that Penn and DPS’s messaging with respect to the dangers of Philadelphia is exaggerated, racialized, and exclusionary.

- **Haley Pilgrim:** “As resident advisers, we received monthly ‘briefings’ from a representative of the [Penn Police] that were racialized and biased against people of color living in the community outside Penn’s campus. These tended to assume a fear-based narrative, providing basic, superficial data about the number of petty crimes, assurances that the police were ‘on it,’ and, frequently, anecdotes about the Penn Police’s impressive shows of prowess in responding to petty crimes through surveillance, particularly Black youth, and what might arguably be seen as setting people up to get caught. One GA reports that the detective said that ‘they could tell who was a criminal as opposed to a student,’ and when asked ‘how he could tell,’ started describing young Black culture, for instance, baggy pants.”
- **Kaitlin Best:** “Like many other students, my first experience of Penn Police was at New Student Orientation, when the Department of Public Safety scared the living daylights out of students and their parents with vivid descriptions of the terrors of the urban environment. Then there was the video testimonial of a student who had been shot near campus, followed by admonishments not to go further west than 42nd Street. It’s not that new students shouldn’t be counseled to exercise caution in an unfamiliar city, but these sessions are undeniably psychological manipulation designed to foster a sense of dependence on campus police. . In fact, my experience of living all over this city over the past ten years has been one of comfort, and I have had the privilege of very rarely feeling threatened.”
- **Rick Krajewski:** “Incoming freshmen were instructed not to stray too far beyond university lines. And when I was a freshman, the boundary that I was often told was 40th and Market. You weren’t supposed to go past 40th and Market. . . . Students are often told it is for their own safety. But it also serves a purpose of shielding them from the divestments, some of the mass policing, and the hyper-focused developments that Penn has partially responsible for in West and Southwest Philadelphia. . . . I can remember hearing it from students; I can remember hearing it from people in my dorm. I can remember hearing it from other faculty members around just like don’t go too far across campus, you know. Just generally, I think that there was an air of staying within the bubble, staying within the safety of Penn’s bubble. And that bubble being clearly delineated by the security force that the university employs. And so, to me, that has been one of the harmful effects of having a police force that has been adding this extra layer of surveillance in ‘protection’ is that the students use that as a crutch to really reinforce narratives around what is safe and what isn’t.”
- **Victoria Sanchez:** “So, within the context of Yale, and I think this translates very well to Penn from what I have seen and heard, I think that ignorance shapes the way the dominant narratives about public safety and university police forces. Oftentimes when people are

thinking about public safety, they are really referring to violent crime, and that violent crime is expected to come from the outside community. And while it is true that there is some amount of violent crime, it is also true that the perception of that danger is often amplified by the systems we have in place. And that this perception is shaped by that very white, wealthy experience and expectation. That type of experience does not always know how to tell when danger is present, and it often overperceives danger, in my perspective, and overperceives potential harm.”

- **Alum (Website Submission):** “On my first day at the University, as a graduate student in the school of Social Policy and Practice, we collectively watched a video by Public Safety to frame our understanding and expectations of how we should interact with the community around campus. This was in September of 2012. I don’t remember the video perfectly, but I remember very clearly the instruction that it wasn’t safe to go west of roughly 45th Street. I found this offensive and highly discordant with the perspective a successful student in the social policy and practice school would need. I lived on 51st at the time, and had lived west of 50th for the previous 5 years. I’m a young white guy; I knew they weren’t talking about me.”
- **Tukufu Zuberi, Professor of Sociology and Africana Studies & the Lasry Family Professor of Race Relations:** “The reason I was upset is because I was . . . 30 minutes late. The reason I was 30 minutes late is I was stopped by the police and made to remove myself with my nice suit on and my nice car I was driving, and step outside, and put my chest on the ground. . . . And this wasn’t the only time that I was stopped by the Penn Police, but it has happened on several occasions in this manner. . . . We have accepted this logic and continued in it. Part of it is that we have criminalized too much of the Black body. That’s what this—when you say it looks like I came out of West Philly, I did come out of West Philly. If you say it looks like I came off the street of West Philly, I did come off the street of West Philly. I am with those kids who come off the streets of West Philly and are riding their bike looking criminal-like. That is me. Those people are me. West Philadelphia looks like me because I look like West Philadelphia, and I feel like West Philadelphia. So, when I come to the campus, and I do not get that difference of being a citizen worthy of that equality, I don’t take exception to it. . . . We need to decriminalize the strategy we have about intervening with the campus, with the people on the campus, and with the community around the campus. We need to decriminalize that. We need to stop looking for the criminals and start looking for our friends.”

10. There are serious and uneven costs from policing.

A number of respondents indicated that policing imposes serious costs, including at Penn, and that the burdens fall disproportionately on members of the Black community and people of color.

- **Regina Austin, William A. Schnader Professor of Law:** “Black and brown students on white campuses, like Yale’s or Penn’s, pay a higher physical and emotional price for public safety than white students do by Black students being subject to reasonable stops. The Black and brown students, and any Black or brown person who happens to be on campus, lawfully and innocently, bear a larger share of the costs associated with securing such universities as relatively safe oases amid minority inequality, if not deprivation. . . . So, what am I concerned

with? That Black kids and white kids are not being treated the same and that the Black kids and the brown kids are bearing a burden that comes from the effort to turn the university into, not only an oasis, but also a fort that gets built on the backs of young minority people, both those who are part of the Penn community and those who live adjacent thereto. . . . Still, past studies and assessments of campus security measures suggest that those values are likely to remain more aspirational than operational when this iteration of review is done. A cynic would say that if the children of the university's wealthiest donors were treated the way [New York Times columnist Charles] Blow's child was, the university would find a way to eliminate the burdens I have described because of erroneous stops, and it would do so fast. It would be worth its while. So, therefore, the task for this review would be, in this cynic's view, can you conceive of any scenario in which every guilty until proven innocent Black or brown child, student or non-student alike, who comes into contact with campus police were treated like the kids of the wealthiest donor?"

- **Tukufu Zuberi:** "I think we have to almost start that there is a problem with the police. There is a problem with how we do public safety. I don't start at the nice place where some people are because I don't feel it. Because if you are the person lying on the ground, you can't hear any of that. And all of that is what makes people angry. And they don't get happy simply because you reconfirm to them that having more police is going to do something positive for you when, often for them, it just means more harassment for them. And definitely, that more harassment of the Black community may result in less crime, but that more harassment is un-tolerable and unjustifiable."
- **Carson Eckhart, Chair External, Student Committee on Undergraduate Education:** "I would like to talk a little bit about how the heavy presence and actions of DPS on campus negatively impacts students' experiences at Penn, a harm that falls disproportionately on Black students. As you have heard from others, Black students are subject to random stops, searches, ID checks, and ID checks by DPS as they walk home. If the purpose of Penn Police is to keep students safe, then why is it that some students cannot walk home from the library without being threatened by Penn Police? Whose safety and wellbeing are we really trying to protect? And how can we claim that DPS makes the campus safe for everyone when some students cannot walk around campus without fear? . . . Every student here deserves to feel entirely safe on campus, always in the presence of DPS when there is that impossibility at times. . . . It's also important, I think, to note that white Philadelphians, white passing Philadelphians, are not stopped by Penn Police when they are walking around campus or sitting on college green. And I think dismantling that idea, that racism, that still evidently exists in Penn Police's system, is a key step in making sure that everyone feels welcome on campus. I have never been harassed by Penn Police in that way. Nobody has ever asked me if I am a Penn student or not. . . . Penn regularly presents itself of sort of a bastion for progress and for success in Philadelphia, it is also the largest private employer in Philadelphia. And many, many of Penn's workers are Black people who, if they weren't in uniform, might not be considered welcome on campus."

11. The Penn Police should be defunded, reduced, or disbanded.

Many members of the community stated a desire to see the Penn Police's funding be reduced or reallocated away from policing, and/or to see the Penn Police reduced in size or disbanded.

- **Haley Pilgrim:** “We support Police Free Penn and Drexel Community for Justice in their calls to redirect funding away from policing and toward education and social services.”
- **Amelia Carter, Assistant Director, South Asia Center:** “[W]e demand that Penn defund and disband Penn Police. . . . I feel that, and something that we have kind of come to a consensus to in our group, [Penn Community for Justice], is that—and many groups across the city have the same platform that we need to start defunding the police and move to, within a few year range, a dismantling of the policing system as we know it today, to be able to develop police-free alternatives to public safety.”
- **Tatiana Johnson, 2019-2020 External Affairs Chair, Beyond Arrests: Re-Thinking Systematic Oppression:** “BARS and myself believe in the abolition of Penn Police as well as other police departments nationwide.”
- **Carson Eckhart:** “I think that really decreasing the presence of police officers is, first and foremost, a key step.”
- **Jason Andrechak:** “We stand in solidarity with our colleagues at Police Free Penn and the many other organizing groups that are seeking to defund Penn Police.”
- **Kristen Ukeomah:** “And in regard to where I stand as President of BSL and even a member of the Undergraduate Assembly, we do align with UMOJA . . . and all their demands, and we also generally agree with Police Free Penn.”
- **Parent (Website Submission):** “As the parent of a non-White student, the presence of cops on campus fills me with dread. Emboldened by racial bias and qualified immunity, and armed with weapons to maim and kill, cops are responsible for many horrific abuses. Cops do not belong on a campus. Please consider public safety policies that rely far less on cops for the most number of incidents possible.”
- **Postdoc (Website Submission):** “The UPenn Police Department should be radically reduced and disarmed or completely abolished and replaced by an entity that actually serves UPenn’s population as well as the larger community. As a researcher at Penn and a resident in West Philadelphia, I do not feel safer by the presence of an armed, private police force. The ubiquitous presence of these security forces generates a feeling of threat on campus as well as in the neighborhood. . . . Racist and discriminatory practices have been reported by multiple of my colleagues and students. At the same time, Penn’s security forces contribute to the gentrification of the West Philly neighborhood hurting a predominantly Black community. The extraordinary amounts of money that go into the funding of these police forces would be much better invested in police-free strategies for community safety and well-being.”
- **Alum (Website Submission):** “As a Penn Alum, I strongly feel that we must redistribute the funding allotted to the University of Penn Police Department to other underfunded programs and initiatives, especially those that support marginalized students and communities.”

12. Many features of Penn's public safety approach should be questioned and reimagined.

Several commentators expressed the view that features of Penn's public safety approach, including the conception of Penn as a "safe" campus, are unnecessary, and/or that they contribute to a culture of exclusivity.

- **Regina Austin:** "The idea of the University being a benign oasis has to be questioned and deconstructed."
- **Haley Pilgrim:** "We constantly receive text message alerts warning us about the climate of criminality surrounding and permeating Penn due to 'outsider' activity. . . . I will just say surveillance is a racist—it is an anti-Black measure. There's no way to have surveillance, and it doesn't end up being anti-Black, is my personal belief. . . . I think to have an institution that is safe for Black and brown people is a not surveilled institution."
- **Kaitlin Best:** "Penn invested in . . . blue light telephones to visually denote 'our' territory."
- **Carson Eckhart:** "I also think just in general that the campus would be considered more open if there was less security, less gatekeeping at the entrance of every building, especially when public events are going on inside; in the long-term, would make Penn a more open place, especially for those who aren't affiliated with the university."
- **Victoria Sanchez:** "So, what I would like to see from the University is a reimagining, you know, how do we envision and create an alternative where—you know, the students who come here, who do come from those wealthy white backgrounds are not coddled and further shielded from the world around us and from how the majority of America lives, and where the outside community is not—where they are not encouraged to keep viewing the outside community as something that is dangerous and something to be held at arm's length and shielded from, but a place to engage with in a genuine and respectful manner. And I suspect that such engagement would make everyone a lot safer."

13. Police visibility can be triggering, traumatizing, or frightening.

Several community members shared that seeing uniformed, armed police can be triggering, exacerbate past traumas, or instill a sense of fear.

- **Benoit Dubé:** "[T]he need to address the triggering effect, if you will, or the re-traumatizing effect of armed police officers on our campus rose to the surface because of recent events and was addressed and tackled by our counseling center staff who had focus groups to find solutions and antidotes or support mechanisms for students who are impacted in that way."
- **Valerie Dorsey Allen:** "The Black and brown people that come to Penn's campus feel as unsafe as our brothers and sisters feel in Minneapolis, Louisville, Kenosha, and across the country. I know this because my Penn clients tell me this. Our Public Safety officers must keep in mind the impact their uniforms have on Black and brown people when they come in contact with them, or when they ask why they are on campus, or when they ask a Black or

brown student studying for ID. . . . I think that we are, but I think it is important to understand trauma, and my research is in trauma. . . . [W]hen you hear about something happening over and over and over again, my research shows that you are as traumatized as if you witnessed it. So, therefore, while we are, I think we are getting better because of everything that is happening around us, it is not going to feel that way. And so, you have to go above and beyond so that people can begin to feel more of a sense of comfort.”

- **Michal Saraf, Senior Clinical Director, Counseling and Psychological Services:** “I am mindful of how people of color in our community may have different feelings about the police and feel retraumatized by the very presence of police officers in our midst. I am mindful of the difference between my experience walking the streets and that of some of my colleagues, students, supervisors, and friends. I am mindful of the fear that grips many individuals and families.”
- **Batsirai Bvunzawabaya:** “The American Psychiatric Association noted that perceived racism and discrimination, either overt or covert, or in the forms of implicit or explicit bias, have been associated with depression, anxiety, increased substance use, feelings of hopelessness, and suicide ideation in Black adults and youths. After a law enforcement involved shooting of a Black or brown person in the U.S., such as Breonna Taylor and, most recently, Jacob Blake, what usually follows are painful reactions from some of our students. We usually see students in therapy who are sad, scared, angry, hopeless, and disheartened by the images and news stories that now dominate many of their thoughts as they are simultaneously engaging with their classes. Quite simply put, we often see signs of racial trauma. . . . These students experience anxiety around how to interact with their peers, faculty, and staff, but most importantly for our discussion today, how to interact with Penn Police.”
- **William Gipson:** “Yes, I will say unequivocally, students have made it clear to me and others in leadership positions at DuBois that they don’t want police presence in the building this year. And it is all connected with what has happened over this past spring, in particular, without a question. Ahmaud Arbery, Breonna Taylor, George Floyd, and what happened in Kenosha recently.”
- **Tatiana Johnson:** “Penn Police has never made me or my friends feel safe, honestly. In fact, their presence alone has heightened our anxieties. . . . I fear any encounter with them. When we were freshmen, one of our orientations required us to [put] Penn Police’s number in our phone. Not only was this extremely insensitive considering these fears that are obvious for myself and other Black students, but the number itself hasn’t been very useful. I have never called Penn Police. I know that can be a death sentence for any Black person on Penn’s campus, and any Philly resident. When or if I feel unsafe, I rely on my friends, I rely on my community; the people that know me and can engage in harm reduction in non-fatal ways.”

14. Penn should consider more unarmed and/or non-police service providers within DPS.

Many commentators indicated that one way of improving Penn’s public safety system would be to more often use non-police or unarmed responders for public safety incidents.

- **Dennis Culhane:** “I think that it is time to rethink whether we should have, within Public Safety, people who are not police, but who are providing social work assistance and are available to do so in the same kind of emergency response situation. . . . I mean, you can imagine the whole range of issues that, you know, would not necessarily and certainly would not call for an armed officer to have to intervene.”
- **McKayla Warwick:** “So, in line with this, we do believe that it may be worth exploring and having non-armed, trauma-informed crisis management professionals to respond to certain calls, both on Penn’s campus and in the community.”
- **Carson Eckhard:** “Well, I think McKayla’s earlier point about trained professionals who are not police to respond to situations on Penn’s campus and around Penn’s campus would be something that I would really like to see.”
- **Faculty & Local Community Member (Website Submission):** “I particularly appreciate the coordinated use of friendly unarmed security personnel in most places as eyes on the streets with the police force as rapidly deployed backup. With the recent sharp increase in gun violence in the neighborhood over the summer, I am again grateful for the increased degree of safety provided by the university police and security presence. I believe a hybrid model of primarily deploying unarmed security with police as rapid backup would best serve the safety of the greater community while maintaining a welcoming, non-threatening environment going forward.”

15. DPS should have greater engagement with, input from, and accountability to the community, including West Philadelphia residents.

Many community members expressed that DPS should have expanded involvement in, input from, oversight by, or communications with the community.

- **Evan Johnstone:** “I encourage the Penn [Police] to continue the work of regularly evaluating its team, soliciting public input, and making sure it has the proper protocols in place to effectively support its mission of enhancing the quality of life, safety, and security of our community. . . . I do think that there is a lot of value in what I will call sort of generically community policing, being out and about. You know, walking the streets, being seen, and interacting with individuals. I don’t see a ton of that in our neighborhood. . . . I certainly would be supportive of some sort of advisory committee, whether it be some sort of ad hoc committee or something a little bit more formal so that you can gather input and feedback from the community on a rolling and ongoing basis. I mean, the Penn footprint is changing; it is growing. . . . And so, you know, that has an impact on the residents of the community. And so, I do think having some sort of regular effective feedback mechanism that is comprised of residents in the areas that they patrol, and in the areas that are adjacent to areas that they directly patrol, I think, would be incredibly beneficial and useful.”
- **Andra Laidacker, President, Garden Court Community Association:** “The other issue is clear lines of communication with the neighborhoods. On the one hand, it would be very helpful for community associations, our especially, to receive regular, perhaps once a month,

electronic summaries of Penn and city police activities in Penn adjacent areas. At the moment, Mr. Bryan organizes the First Thursday events, where my understanding is that there have been representatives of both the 18th District and the Penn Police to provide updates. Unfortunately, those verbal updates are fairly hard to transmit immediately and timely to our membership. . . . On the other hand, it would also be helpful for Penn Police to provide an anonymous tip line for neighbors to report misconduct by Penn Police. . . . Number three, it would be very helpful to solicit community input into selecting Penn Police leadership. Fourth, internally, and I second everything that Renee had mentioned in terms of the police being more available to community members, not only in police encounters that involve crime but also in creating a sense of community between the police and residents. Police officers who work here; work here just like every other person who works here, so they are part of our community. And I believe it would be really helpful to see the softer side of policing in building trust in community in our neighborhoods. . . . I fully support some regular community input into the oversight committee; even it is not on a voting basis.”

- **Renee McBride Williams:** “So, some of the neighbors offered some advice that they thought that de-escalation techniques might work; [and] community advisers, also just a little bit more walking around and saying hello and waving, you know, because which we would like to see the 18th Police District do the same. So, many cases of we don’t see them until something actually happens But we would like to see where they are saying, how are you today? Check on the elderly because usually, we have some people in the community, the organizations, and groups that do ring their doorbells to see how they are doing. Or just walking and saying hello.”
- **Glenn Bryan:** “I heard a few community folks talking about Advisory Committee participation. And that is something that I always think is a good thing But if you look at the 18th District and all of the City of Philadelphia Police, there are some major problems that exist between the community and the police. I think that Penn Police, and I think we heard about it a little bit earlier, have some interesting dynamics in terms of community policing that many people in the neighborhood know the Penn Police, and they invite them in.”
- **Ira Harkavy, Associate Vice President & Director of the Netter Center for Community Partnerships:** “The first one, I would argue is, what you have heard; the idea of listening and hearing community voice as much as possible. . . . But certainly, the idea of including, for instance, in these processes, groups like AARC on Penn’s Campus, I do believe that staff and individuals, particularly those who are Black who work with the community on Penn, such as Netter staff, significantly would make a difference. I certainly believe our community board, which has distinguished leaders from across West Philadelphia, would be a very useful and important voice. As would the leadership of the various community organizations from who you are hearing today. So, one aspect is voice and continuation. The other aspect is for policing to be part of that overall solution. So, the idea of the policing and University Public Safety increasing its partnerships, increasing its partnerships is part of a larger framework of Penn taking seriously across all aspects of the institution. It’s not only responsibility and not only the intellectual benefits, but the necessity for its linking up more effectively with the community in seriously sustained partnerships designed to make a profound difference in the quality of life. Penn policing should see its job not just as policing, but as part of creating a

safe beloved community, working with other components at Penn and community organizations.”

- **James Wright:** “So, I think when it comes to social responsibility, what are the ways in which the police department, or this public safety component, can make those connections to other stakeholders, beyond the civic associations? How are they working with the civics to make a greater connection to the actual members of the civic association? And I know that the opportunity is there, and there is a chance for residents that live within the Penn zones to receive some police or UCD escorts Maybe it could involve, you might have to look at how to create programming to, you know, I mean, could you start a young cadets program for our young people in the neighborhood that do want to become police officers. Could you start a ride-along effort? . . . I know it sounds problematic in this moment of de-fund or disband the police in this antagonistic environment, but the way that you overcome the difficulty of the conflict is by having more conscious communication.”
- **William Gipson:** “I think one of those things . . . is to invite members of the West Philadelphia community, who are not employees at the university, to be a part of advisory of the advisory council or committees It would bring a certain kind of integrity and help to build the kind of trust where people actually believe that they are being heard. I also think it really will be important that when there are charges of police overreach or mistreatment, that there, too, we hear voices of people from the community.”
- **Tukufu Zuberi:** “Policing is not enough. We need some interactions with the community that make the police more part of the community. And I am sorry, the aim cannot be just crime reduction. I know parents are concerned about that, but that is an unjust demand. Because what it suggests is policing without responsibility to those who you are policing. If you are not going to take a moment to get involved in those communities, then all you are doing is occupying their space. . . . We need to start making sure that the community has a big say in whatever the police are doing, both the Penn Police and the rest of the police. Because it is not sufficient, as I am suggesting to you, to have a police force which is not seen organically as being part of the community, if this is just their job and they are coming to get on it, and they ain’t got that level of concern, we need to really reconsider the role of policing. . . . I think that the police department always needs heavy-handed oversight. And this oversight can’t be with other policemen. And it has to have representatives from the significant components of the community, students, people who live in the community, and all of these people who are responding to this organic desire to have Black lives mean something, to reduce this kind of anti-Black racism, that we need to do things which will shift that.”
- **David Abrams, Professor of Law, Business Economics, and Public Policy:** “And then, the DPS Advisory Board . . . I would love to see that, or another entity, have real power, including input into discipline and dismissals.”

16. Penn should reconsider its resource allocation, including shifting resources away from policing toward more supportive services.

Numerous commentators asserted that Penn should shift its allocation of resources towards the local community, social services, Penn-affiliate services, training, and non-police responders; and/or shift resources away from law enforcement and support of carceral systems.

- **Rick Krajewski:** “So, I think that when it comes to the presence of the University, we have to address that power dynamic where resident and neighbors and community members feel as though it is this big brother that is just omnipresent throughout West and Southwest Philly and, instead, have a conversation about what is a more equitable and more partnership-looking relationship like between the University and its residents. And I think that can come in the form of things that have been mentioned already, like PILOTS, like thinking about what would it mean to actually take some of the resources that could be released from a defund initiative and could actually be put towards community benefit agreements so that folks are actually feeling empowered about the direction of their neighborhood.”
- **Amelia Carter:** “I think public safety is a very local question. People should figure out what is the right strategy for them, locally, and the funding that we give to Penn Police, through that defunding process, can be redirected at this so that slowly, over time, funds are transferred to community members to develop these alternative forms. So, by the time we get to that five-year marker, those forms are well developed, they are strong enough to stand on their own, and we can safely shutter policing agencies as we know them today.”
- **Renee McBride Williams:** “And I’d like to say I would like to say I would like to see them redirect many of those funds into de-escalation training, mentoring techniques, bias training, partnerships with community organizations as they have been doing for quite some time. . . . So, I would like to see some of that money not defunded, but redirected and programs that will help both the community and both law enforcement and public policy.”
- **Richard Gordon IV:** “I think that it is important to ensure that if an institution like Penn and other institutions are not only helping us to be able to hold these conversations with the School District of Philadelphia and the City of Philadelphia about the inequities that are happening at these school levels but, also, to continue to invest in school programming that leads to a more balanced service of minority students in the West Philadelphia communities.”
- **Valerie Dorsey Allen:** “Finally, we must re-prioritize our funding to provide additional social service, educational, health, and outreach programs for the community. There is a way for both police funding and social service funding together.”
- **Tatiana Johnson:** “I think Penn can meet [our internal needs]. I know they can help me with better financial aid. I know they can help me with better mental health services. I don’t really think the presence of police is necessary for me to feel safe. As a Black student, I know Penn putting funding in CASA, for example, the Caribbean American Students Association, would help me feel at home on campus. A community, family, those are the things that make people feel safe—Black people feel safe, not police presence. . . . I think Penn can definitely reinvest funds in public schools all across Philly. That would definitely help Philly residents feel safer, knowing that their students are in fully funded schools.”

- **Carson Eckhart:** “I think that there is a lot of opportunity to, yeah, remove Penn Police, as she said, as a criminalizing force and instead, put that money into services that can still respond, but not in a way that, yeah, is criminalizing or is potentially dangerous, potentially deadly, especially, for Black students. I think, additionally, Penn can always use more resources to promote the experiences of FIGLI students, to promote the experiences of Black students, there is often not enough resources, both in academic departments and cultural centers, in order to truly support the experience that we all come here hoping to have. I would also definitely echo other people in suggesting that some of these funds reallocated to just better supporting the West Philadelphia community. I mean, I would be interested in Penn funding studies on gentrification and its impact over the years on West Philadelphia. And then, from there, analyzing potentials for reparative action. . . . I think also, I mean, we have been talking about it in student government and elsewhere, instituting better anti-racism training at Penn.”
- **Kaitlin Best:** “We demand that the University: pay PILOT contributions into an Education Equity Fund as actual, publicly controlled community investment; permanently divest from the prison industrial complex and organizations supporting militarized policing.”
- **Jessica Gooding:** “We want Penn to stop funding the Philadelphia Police. We do not want Penn to be entangled in the continuous militarization of the Philadelphia Police. Penn should not be proudly supplying money for SWAT weapons.”
- **Faculty (Website Submission):** “[I’d] love to see Penn push the city to redistribute some of the fund[s] that go to the police into public resources like housing, mental health, education, childcare, healthcare, which have been shown to be much more effective at decreasing crime and improving health outcomes.”

17. DPS should be more transparent.

Many participants stated that DPS should be more transparent regarding a variety of matters, including finances, jurisdiction, officer information, law enforcement activity data, hiring information, training practices, the relationships between DPS and other law enforcement agencies, and disciplinary procedures.

- **Kaitlin Best:** “We demand that the University . . . provide transparent publication of financial records for Penn Police and their relationships with the Philadelphia Police Department.”
- **Andra Laidacker:** “One of the first things that became obvious from the conversations is that transparency in policing, transparency in how officers are hired is paramount to our members. So, some of the questions that came up were, who are the Penn Police officers? What are their qualifications? They are, I know, members of municipal police, but they are also members of the largest private police in Philadelphia. The other question was, when they are hired, what were their police records? And also, we have seen Penn Police members in our neighborhoods, even though the mission statement of the Penn Police is that it is policing from 30th to 43rd Streets. Members of the Penn Police venture further than that, so it would be nice to understand what the mission is in terms of entering areas

beyond 43rd Street. . . . The other issue that came up is, it would be nice to know how thorough and what the emphasis in vetting incoming police officers is for the Penn Police. And whether the incoming Penn Police officers have ties to the community already, perhaps providing preference to such officers.”

- **David Rudovsky, Senior Fellow, University of Pennsylvania Carey Law School:** “[B]iographical data, the reason for the stop, whether it was a good stop or a bad stop. And so, all of that ought to be public Stop data, use of force data, arrest data [i]nformation, for example, about police—civilian complaints. . . . So, full transparency with respect to the practices of the department, I think are essential, particularly in a department like this, which is focused in an educational community, and has its effects—a ripple effect on the outside community, outside of the University.”
- **David Abrams:** “In addition to crime statistics, the police should report data on: pedestrian stops, frisks, searches; vehicle stops, searches; contraband discovery, and arrests ensuing from these stops. This should include demographic information on those detained, including race. All of this data is available publicly from the City of Philadelphia and a number of other large cities, and should be at Penn, if it is not already available. . . . Data on compliments or complaints against officers should be available. And when there are complaints, the stage of investigation, whether they were upheld. Other misconduct investigations should also be available. Any discharge of firearms should be reported regularly with details of the encounter. . . . This data should be available publicly online and updated at least weekly.”
- **McKayla Warwick:** “We believe that the Division of Public Safety could be more transparent as it pertains to their hiring, training practices, as well as its relationship with the Philadelphia Police Department. Though we acknowledge that a comprehensive hiring practice may already be in place, our call for transparency in hiring coincides with the statewide desire for more accessible information, such as a database that could provide information on officers’ names, badge numbers, information on whether or not they have been transferred from another department, or their infraction history. And additionally, the relationship between the Division of Public Safety and the Philadelphia Police Department is presently unclear to those who aren’t a part of that partnership, and it can be inferred that there is a memorandum of understanding that establishes the power structure, the differences between a municipal and a Penn Police initiated arrest, the official edges of the jurisdiction that Penn has to interfere. But presently, it is difficult to find that information. And we would like to propose that this be publicly available information on the Division of Public Safety webpage.”
- **Lei Brutus:** “The Penn Police Department is housed within the University of Pennsylvania Division of Public Safety, which has a budget of over twenty-seven-million dollars. The allocation of this funding should be evaluated and publicly available.”

18. There are opportunities for improvement within DPS.

Many commentators offered suggestions for improvement of DPS, such as increased training, improved staffing, more community policing, more accountability, officer mental health and support services, open communications about disputes, and less carrying of lethal weapons.

- **Evan Johnstone:** “Long-term, it will be crucial for the team to have the right staff and training mechanisms in place to ensure responders can effectively de-escalate, minimize cultural bias, and properly manage mental health issues.”
- **Andra Laidacker:** “Penn can set an example to Philadelphia police by reinforcing positive aspects of neighborhood policing, and being very aware of the negative aspects and minimizing those to the greatest extent possible. . . . Vetting, we also thought, is very important in terms of including a mental health assessment. . . . Penn should set an example for city police in providing mandatory and regular mental health services for their police officers.”
- **Tamara Greenfield King:** “And, in my opinion, there could probably be training on the side of the police officers about how better to address and de-escalate some of that. And I also think that our students should work on how we, or how they engage with police officers. Because we can’t forget, whether you agree or disagree, police officers have a job to do. Now, I am not suggesting at all that they way they always do it is always appropriate, but what would be helpful is that, again, if we come to the table, the student should be allowed to openly discuss their displeasure with how a police officer engaged with them.”
- **Maureen Rush:** “I feel that we need to do more support mechanisms for our minority officers, and also just, in general, to make sure that the officers feel supported.”
- **David Abrams:** “So, there is evidence from research that there are fewer, let’s say, adverse outcomes when officers don’t carry weapons as frequently. My understanding is that the Penn Police force is they are all armed. Typically, I think that is something that is absolutely worth considering whether that is necessary, especially those that are primarily on campus.”
- **Lei Brutus:** “This organization should be able to provide interventions and services required by the situation without confrontational force as the default response. This organization should have dynamic training and systems for accountability to ensure it does not weaponize biases.”

19. The participation of Penn Police in the Philadelphia Police Department’s response to protests on 52nd Street on May 31, 2020 troubled many in the Penn community.

Several community members communicated concern, frustration, and anger at the Penn Police’s involvement in the 52nd Street incident during protests on May 31, 2020.

- **Kaitlin Best:** “Let’s not forget the events that have already been discussed that happened on May 31st at 52nd Street, when Penn Police were several blocks outside of their patrol zone—participating in attacks on protestors that triggered an NAACP lawsuit.”
- **Rick Krajewski:** “This dynamic of occupation and policing was on full display during the events that transpired on 52nd Street on May 31. In response to protests and justifiable anger, I witnessed [some neighbors], and residents were waylaid with military warfare, including SWAT tactical units launching tear gas and rubber bullets onto porches and

opened windows. Penn Police was implicit in this response as many officers were on the scene, responding to the chaos, and must be held accountable to its actions.”

- **Faculty (Website Submission):** “I was shocked, confused and disappointed to see Penn Police teargassing my neighbors and our patients in West Philly on May 31. I do not understand how this falls in the Penn Police jurisdiction. Furthermore, the residents were protesting but were not posing any threat to merit that level of retaliation. How can this be acceptable action by any agents of the University of Pennsylvania?”

20. The Penn Police have become too militarized.

Some commentators indicated that the Penn Police have become too militarized.

- **Kaitlin Best:** “Penn invested in an increasingly militarized private police force.”
- **Amelia Carter:** “I started to understand that Penn’s Police force, one of the largest campus police in the nation, is a part of a disturbing trend in the United States where campus police, with funds derived from student tuition, have been developed into full-blown militarized police departments with all of the weaponry, power, and jurisdiction of municipal police, but none of the oversight.”
- **Jason Andrechak:** “At least from the graduate student perspective, Penn Public Safety is a militarized police force not unlike those municipal police departments, including the Philadelphia Police Department that they try to distance themselves from.”

21. Penn has a problematic historical relationship with West Philadelphia.

Several commentators shared that, historically, Penn expanded its footprint in ways that harmed and excluded West Philadelphia residents.

- **Kaitlin Best:** “According to university archives, since moving to the West Philadelphia campus in 1872, Penn has expanded a hundred-fold. The history of those property acquisitions is tarnished by systematic disenfranchisement, from profiting off of redlining practices that discriminated against growing Black communities to ‘urban renewal’ necessitated, in part, by neglect of properties the university already owned. Public policy initiatives were corrupted by conflicts of interest, since they were conveniently headed by Penn Trustees, presidents, and alumni. Penn consolidated its local power so effectively that when the Penn-led West Philadelphia Corporation destroyed the Black Bottom neighborhood, no one except community residents lifted a finger to stop them.”
- **Ira Harkavy:** “First of all, there is an issue of expansion in which there is the active engagement of the institution to move people out. And that happened, certainly, during a period of Penn’s history. It’s the history, it’s still alive in the perception of many West Philadelphia residents, and it is the history that existed with the expansion into; obviously, the Black Bottom and, in fact, the treatment of communities as to creating distance and good fences make good neighbors, creating an imaginable line and not having any community voice. That’s one thing that clearly has no positive impacts whatsoever.”

- **James Wright:** “[Y]ou can’t overlook the history and how it just kind of shapes this collective trauma that indigenous residents . . . experience and deal with on a regular basis. You know, with the basic thought being, oh, my god, you know, one day Penn is going to own, literally own up to 63rd Street.”

22. Policing as an institution in America is designed to be bound with systemic racism and is fundamentally broken.

Several commentators said that policing itself is fundamentally broken or designed to be bound with systemic racism in America.

- **Tamara Greenfield King:** “The perpetrators of racist policing, Black and brown murders, are all part of a broken system that we know and are urging needs repair.”
- **Kristen Ukeomah:** “I feel like it’s hard because a lot of language says the police shouldn’t exist. But . . . there are several times where I’ve wished like I could have like called someone to save me, you know, and like I’ve had to be on the phone with people, and I could do a lot of things that I know would not have been successful had this been a more serious threat. So, I think some force needs to exist, but I think because our country is racist, whatever force that will exist will always harm Black people more. . . . So, that being said, I think that the police and Penn Police specifically function as a product of the systemic racism in the United States. I don’t think they are any separate from it. I think it is all one large system.”
- **Lei Brutus:** “This summer showed the world what Black people have known for centuries; police in America are not neutral public servants who protect all people equally. . . . Notwithstanding the University of Pennsylvania Police Department’s record, the department is a part of the oppressive structure of police in America.”