

October 30, 2018

John T. Nielsen, Former Commissioner, Utah Department of Public Safety, retired attorney
Keith D. Squires, Senior Vice President for Government and Industry Relations, ANDE
Sue Riseling, Executive Director, International Association of Campus Law Enforcement
Administrators

Subject: Independent Reviews

Dear Colleagues:

Thank you for your willingness to assist the University of Utah with two in-depth reviews of safety on our campus. We are deeply committed to providing a safe environment for students, staff, faculty, and visitors. While we have made substantial investments to increase the security of our campus over the past two years, we stand ready to implement additional measures and best practices as they are identified in these reviews.

I would like you to look at two distinct aspects of our campus safety. One should specifically focus on the University Department of Public Safety's response in regards to Lauren McCluskey. The other should focus more broadly on general safety practices and resources on campus, including policies that guide university entities' interactions with, and reporting of, issues related to safety.

Mr. Nielsen will serve as the team's chair, providing integration and oversight for both reviews. It is my expectation that the team will take note of, but remain independent from, the investigation Gov. Gary R. Herbert has initiated of the Utah Department of Corrections and Board of Pardons actions related to this case.

Review of University of Utah Department of Public Safety

For the Department of Public Safety review, I ask that you focus on the actions of the university's police in response to Lauren McCluskey. Your review should:

- Include an examination of the protocols, procedures, and actions of all officers involved in this case.
- Be conducted in the context of best practices for law enforcement and not be limited to whether the police response conformed to established policies and protocols.
- If you see opportunities to enhance existing guidelines, please identify these areas.

I ask that this review be completed no later than Dec. 17, 2018.

Review of Overall Campus Safety

For the second review, I ask that you examine our overall campus safety. Please note that we have a Campus Safety Task Force, co-chaired by Vice President Barb Snyder and Associate General Counsel Michele Ballantyne, that is available to assist you. Your review should:

- Evaluate policies that guide campus entities' interactions with, and reporting of, issues related to student safety.
- Evaluate the extent and effectiveness of recent actions to enhance safety on campus, including: increased lighting; installation of additional security cameras; expansion of safety escort services; creation of a comprehensive safety website; and increased resources for counseling and victim advocacy.
- Assess and identify, if needed, areas for improvement in both our Housing and Residential Education program (student housing on- and off-campus) and University Student Apartments (student and family housing).
- Identify additional opportunities and resources for safety and security training and education for students, faculty, and staff.
- Assess the adequacy of campus resources for supporting student safety and well-being, such as counseling and victim advocacy, as well as ease of access to and organizational structure of these resources.
- Identify innovations in safety and security measures adopted by other large public universities, particularly those in urban settings, and consider the appropriateness of implementing similar actions at the University of Utah.
- Recommend steps that should be taken to ensure the accountability of, and chain of command of, individuals responsible for the safety and well-being of all those on campus.

I anticipate this review will begin now and continue through the Spring 2019 Semester.

The scope outlined here is not meant to be exhaustive or confining. You are empowered to pursue any line of inquiry suggested by the facts. As you engage in this review, I want to be clear that you will have:

- The ability to operate with complete independence as you carry out this work.
- Full access and cooperation of all on our campus, including the Department of Public Safety.
- All and any resources you need to carry out this work.

I expect to have regular meetings with you for updates on the team's progress, including recommendations to be implemented in immediate and longer-range time frames as you develop them. I anticipate sharing your final reports with our campus community and the public.

Again, thank you for lending your professional expertise to this critically important task. There is nothing more important to the University of Utah than the safety and security of our students, staff, faculty, and campus visitors. With your guidance, I am confident the U will be able to do all that it can in the pursuit of this aim.

Sincerely,



Ruth V. Watkins
President, University of Utah