



**NON-ACADEMIC
DEPARTMENTAL REVIEW
TEMPLATE**

February 2021

DEPARTMENT



Non-Academic Departmental Review Self-Study

Department: Garden City Community College Police Department

Department Head: Rodney Dozier

Submitted by: Rodney Dozier

Submission Date: September 2021

INSTRUCTIONS:

Complete this form using department documentation and your own observations. This self-study is designed to be a narrative document and all responses to questions should be supported by rationale, explanation and or specific documentation.

All documentation provided for the Non-Academic Departmental Review Self-Study should include the previous five years, beginning with the 2014-2015 academic year.

Adapted from Azusa Pacific University, Arizona State University, & Tyler Junior College, 2017.

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1: Non-Academic Departmental Review Participants

List the names of **your department personnel** who contributed to the writing of this report and their position/association within your department.

Name	Association/Dept Role
Robert Scrivner	Police Officer
Brandy Unruh	Police Officer/Faculty
Mason Taylor	Campus Safety Officer
Mark Scheopner	Campus Safety Officer
Marsha Rupp	Police Clerk

2: Departmental Profile

A. Mission/Purpose

1. What is the mission of the department and how does it align with the institutional mission and other strategic priorities?

The Garden City Community College Campus Police Department is committed to providing a safe and secure learning environment for students, faculty, staff, and the general public while on campus, or in any facility owned or operated by the college. We will achieve this through community partnerships, education, planning, and the enforcement of state and local laws.

The campus police mission statement was adopted in 2014, after discussions with department personnel. Campus police ensured this statement directly supports the overall mission of the college – *Garden City Community College (GCCC) exists to produce positive contributors to the economic and social well-being of society.*

There are four pillars that represent the basic requirements for institutional and academic success: Student Success, Institutional Partnerships, Fiscal Solvency, and Sustainable

Infrastructure. Campus police work very closely with Student Services, faculty, outside law enforcement agencies, community stakeholders, as well as the Dean of Facilities and Physical Planning. Examples of the collaborative efforts include:

- Red Flag Campaign (discouraging/preventing relationship violence)
- Sexual Assault Prevention
- Bystander Intervention
- Establishing campus crosswalks on Spruce Street and Campus Avenue
- Collaborating with the City of Garden City to erect a tornado siren on campus
- Monthly checks of campus lighting and disability door access
- Crime Prevention
- Severe weather safety public service announcements
- Safety presentations to students, faculty, and staff
- Collaborating with criminal justice instructors to offer job shadowing for students
- Coordination with local law enforcement and emergency management during emergency events
- 911 Remember Ceremony

Additionally, the campus police chief has initiated meetings with student government, faculty, and members of the student media to enlist assistance with various campus issues and community policing efforts.

B. Human Resources

Combine all Sub-units for analysis.

1. How does the department assure that all personnel are qualified for their position?

Qualifications/requirements are determined by the Kansas Legislature.

74-5605. QUALIFICATIONS OF APPLICANT FOR CERTIFICATION; REQUIREMENTS.

(a) Every applicant for certification shall be an employee of a state, county or city law enforcement agency, a municipal university police officer, a railroad policeman appointed pursuant to K.S.A. 66-524, and amendments thereto; an employee of the tribal law enforcement agency of an Indian nation that has entered into a tribal-state gaming compact with this state; a manager or employee of the Horsethief Reservoir Benefit District pursuant to K.S.A. 2017 Supp. 82a-2212, and amendments thereto; or a school security officer designated as a school law enforcement officer pursuant to K.S.A. 2017 Supp. 72-6146, and amendments thereto.

(b) Prior to admission to a course conducted at the training center or at a certified state or local law enforcement agency, the applicant's appointing authority or agency head shall furnish to the director of police training and to the commission certifying that the applicant has been found to meet the minimum requirements of certification established by this subsection. The commission may rely upon the statement of the appointing authority or

agency head as evidence that the applicant meets the minimum requirements for certification to issue a provisional certification. Each applicant for certification shall meet the following minimum requirements:

- (1) Be a United States citizen;
- (2) have been fingerprinted and a search of local, state, and national fingerprint files made to determine whether the applicant has a criminal record;
- (3) not have been convicted of a crime that would constitute a felony under the laws of this state, a misdemeanor crime of domestic violence a misdemeanor offense that the commission determines reflects on the honesty, trustworthiness, integrity, or competence of the applicant as defined by rules and regulations of the commission;
- (4) have: (A) graduated from a high school accredited by the Kansas state board of education or the appropriate accrediting agency of another state jurisdiction; (B) obtained a high school education from a nonaccredited private secondary school as defined in K.S.A. 2017 Supp. 72-4345, and amendments thereto; or (C) obtained the equivalent of a high school education as defined by rules and regulations of the commission;
- (5) be of good moral character sufficient to warrant the public trust in the applicant as a police officer or law enforcement officer;
- (6) have completed an assessment, including psychological testing approved by the commission, to determine that the applicant does not have a mental or personality disorder that would adversely affect the ability to perform the essential functions of a police officer or law enforcement officer with reasonable skill, safety, and judgment;
- (7) be free of any physical or mental condition which adversely affects the ability to perform the essential functions of a police officer or law enforcement officer with reasonable skill, safety, and judgment; and
- (8) be at least 21 years of age.

Police certification is achieved and maintained through the Kansas Commission on Peace Officers' Standards and Training (KSCPOST)

In addition to the State requirements, we conduct interviews with all applicants to ensure their core values align to that of campus police and GCCC.

CORE VALUES

We strive toward promoting the following core values:

- Trust
- Integrity
- Compassion

- Professionalism
- Teamwork
- Ethical Behavior
- Diversity
- Fair and Equal Treatment

Finally, community policing is the philosophical approach embraced by campus police. Community policing is a philosophy, which promotes a partnership between the citizens and the police. It is based on the premise that the citizens and the police work together to solve problems, with the overall goal of enhancing the quality of life. In my opinion, community policing also relies heavily on education and maintaining positive relationships. Each member of the department is required to keep this philosophy in mind during each contact and assignment.

2. Include an organizational chart with names and titles.

Dr Ryan Ruda, President

Colin Lamb, Vice President of
Students Services

Rodney Dozier, Campus Police Chief

Robert Scrivner, Police Officer
Brandy Unruh, Police Officer
Sam Darroch, Police Officer
Ruben Alba, Police Officer
Ted Ortiz, Police Officer
Mason Taylor, Campus Safety Officer
Mark Scheopner, Campus Safety Officer
Mike Harding, Campus Safety Officer
Marsha Rupp, Police Clerk

3. List departmental, divisional, College, professional, or community committee or board activities and leadership roles, if applicable, of each full-time employee for the past **five** years.

Rodney Dozier - Member of Kansas Association of Chiefs of Police, member of International Association of Campus Law Enforcement Administrators (IACLEA), member of Finney County Local Emergency Planning Committee, member of

GCCC Department of Public Safety Advisory Board, member of 2021 Garden City Police Command Staff Promotional Board, member of GCCC Safety Committee and member of GCCC College Council

Robert Scrivener – Vice Chair for the Finney County Public Library Board of Trustees, member of the Finney County Opioid Taskforce

- List names and anticipated dates of retirement (month, year) within the next five years.

NAME	MONTH	YEAR
Rodney Dozier	Unknown	Unknown

- How are the results of employee evaluations used in identifying professional development needs?

GCCC Human Resources sends a self-evaluation form to each employee, subsequently the supervisor completes the performance evaluation while using input from the team member. Over the course of the evaluation year many discussions are initiated by team members, and the supervisor regarding campus safety issues, crime trends and the professional goals of the individual employee. The employee/supervisor discuss solutions for the problems encountered and identify solutions and training needs.

Personnel are also striving to enhance communication efforts, which align to our community policing philosophy. This is an ongoing process which is used with all evaluations.

- What department-specific professional development opportunities are offered/provided by the department?

All certified law enforcement personnel are required to obtain at least 40 hours of training each year. Full-Time campus police officers obtain much of their training through the Kansas Law Enforcement Training Center (KLETC). After training needs are identified, campus police coordinate with KLETC and classes are attended in person or on-line.

Campus Police and GCCC Administration are members of the International Association of Campus Law Enforcement Administrators. This organization offers training opportunities in all areas of campus law enforcement and leadership. In addition, IACLEA provides a forum for executives, which cover current event/risk management topics from universities/colleges across the country. This forum has been extremely beneficial with some policy development and enhancements.

Additionally, campus police have participated in comprehensive leadership development programs.

7. Show evidence that employees have continued their professional development by attaching a list of current full-time employees who participated in professional development activities during the past **five** years, and those activities.

Rodney Dozier – IACLEA Annual Conference, Scope of Leadership Development Program (seven-month process), Kansas Community College Leadership Institute (nominated and accepted; eight-month process). Please review attached list for further information.

Robert Scrivner – Scope of Leadership Development Program (nominated and accepted; seven-month process). Officer Scrivner has been employed for approximately one year. Please review attached list for further information.

C. Description of the Department and the Customers/Clients Served

1. What are the key functions, processes and services provided by the department? Include production level data such as students/customers served, transactions processed, etc. Explain any compliance duties or responsibilities.

In 2013, Garden City Community College (GCCC) authorized preparation efforts toward the establishment of a campus police department. On October 31, 2013, a Director of Campus Safety was hired to conduct research and create the infrastructure for the department. During the research phase, the GCCC Director of Campus Safety scheduled visits to Johnson County Community College (JCCC) and Butler Community College. Both institutions have state recognized campus police departments. The GCCC Director of Campus Safety met with the respective police chiefs' and their staff. Materials pertaining to philosophy, best practices and department policies were shared. Information gleaned during these meetings provided a solid foundation for our vision and a timeline was prepared for GCCC administration, which included recommendations from each of the police agencies. The GCCC Director of Campus Safety drafted and submitted campus police policies/procedures and infrastructure requests for administration review. After the review process, the campus police department concept was taken to the GCCC Board of Trustees, and it was unanimously approved. Implementation for the department was coordinated with representatives of the Kansas Commission on Peace Officers' Standards and Training (KSCPOST). On July 1, 2014, the GCCC Campus Police Department was officially recognized by the State of Kansas. On this date, the GCCC Director of Campus Safety was appointed to the position of Campus Police Chief.

Campus Police have embraced a community policing philosophy, which has two main components. One is building and sustaining a partnership with the community, and the second is problem solving. Each year, campus police provide safety orientations to various students to build trusting relationships as soon as possible. Also, campus police have included students to assist with crimes on campus (example: the Student Government Association has been contacted to assist with campus crime trends).

Throughout each semester, campus police continue the relationship building process by partnering with other faculty and staff to promote crime prevention and safety. The GCCC Campus Police Department, located in the Student and Community Services Center (2nd Floor), is an integral part of the College's dedication to developing and maintaining a safe and secure campus through the cooperative efforts of the several College departments. Charged with ensuring safety and security of GCCC, the department strives to fulfill its responsibility to each member of the College community by providing quality services that assists the campus community in making time spent at GCCC safe and enjoyable. The department provides a full range of services including, but not limited to, responding to crimes committed on campus, providing crime prevention programs, enforcing traffic laws, and maintaining crowd safety for campus events. Campus Police also assist with vehicle unlocks and battery jumps. The department maintains close relationships with local, state, and federal law enforcement agencies in implementing and coordinating campus security and law enforcement operations.

2. What impact do those services have on students and other key stakeholders? What are the department's enhancements to the institution?

Enhanced emergency protocols, and the embraced community policing strategy have provided a safer, and more secure campus for students and key stakeholders. Crimes do occur on campus; however, the coordinated efforts of campus police with key stakeholders (including local and regional law enforcement) provide for a more efficient, and effective policing effort.

For additional information, please refer to previous years campus survey results from students/employees, and the Emergency Response Guide. Additionally, please review the GCCC Campus Police Chief's annual evaluations.

Severe Weather Safety

In March 2015, GCCC Campus Police partnered with the City of Garden City to establish a tornado siren on campus. The siren is linked with the city system and is tested each Monday at 12:00 p.m. Campus police personnel annually attend Storm Spotter/Severe Weather Training, which is sponsored by Finney County Emergency Management. Additionally, college storm shelter information has been updated on campus, to include newly constructed Bronbuster Housing and Residential Life Suites. The standardized information is posted inside campus buildings. As the GCCC campus continues to expand campus police will continue to add and update safety information in all buildings.

Building Emergency Leader Program

Prior to implementing this program, the GCCC Campus Police Chief reviewed the Johnson County Community College (JCCC) Building Emergency Leader Program. Additionally, discussions were initiated with the JCCC Emergency Management Director regarding best practices.

The Building Emergency Leader Program incorporates emergency planning, education, and

notification across the campus and uses volunteers and appointees who are knowledgeable about the operations of the buildings where they are assigned. Building Emergency Leaders (BEL) fall under the leadership of their respective vice-presidents and directors, who have responsibility for campus emergency planning and preparedness in cooperation with GCCC Campus Police.

The BEL is equipped with a college radio to pass on instructions and information to staff, students, and visitors during an emergency. The BEL's assistance is essential when a building evacuation or shelter condition is needed. The BEL initiates and manages the evacuation so that the building occupants arrive at the predetermined shelter or assembly area. The BEL helps to determine who was in the building at the time of the emergency and reports this information to Campus Police. The BEL will also be the main building contact for official information related to severe weather (watches and warnings).

The role of a BEL is critical for overall safety, greater emergency preparedness and ultimately an enhanced emergency response. Currently, GCCC has over 40 volunteers' campus wide.

Updated Emergency Response (flip guide)

3. Discuss how the department utilizes appropriate technology to provide services to its stakeholders.

Campus Police have developed many Public Services Announcements to assist students, and to promote safety/security. Initially, most communication efforts were pushed out through e-mail. Although, e-mail messaging is still used on occasion, most of our messaging and promotions are conducted through GCCC Public Relations & Marketing and/or the new GCCC Student App.

During the Fall Semester of 2016 Students Services, IT, and GCCC Campus Police initiated an effort to research the capabilities of the Rave Notification System to enhance safety and services provided by GCCC (Regroup Mass Notification had been used by GCCC). Due to the superior benefits of Rave, the system will be offered to students, faculty & staff. Rave will enable us to make mass emergency and administrative announcements faster and more efficiently.

4. Describe any existing continuous improvement activities.

Please refer to question 2:C#2.

5. Provide any other relevant information needed for a complete understanding of your department.

Some of our part-time campus police officers are full-time Finney County Sheriff's Deputies. Prior to implementation of the GCCC Campus Police Department discussions were initiated with the Finney County Sheriff, who demonstrated strong support for this arrangement.

3: Departmental Resources

1. Describe the overall adequacy of resources (human, technological, capital, facilities, and fiscal) available to the department for providing effective service delivery and achieving outcomes. If additional resources are needed, please provide data, and describe how those resources would improve services.

As mentioned in category 2:C#1, the GCCC Campus Police Department was recognized with the State of Kansas in 2013. Since this time, we have progressed in many ways with all resources indicated above. We began with two employees and now have ten. There were no policies, protocols, or infrastructure for our department. All of these areas have been addressed and we continue to experience continued growth.

Please refer to previous years of GCCC Campus Police Department Plans/Budgets for further information.

Include documentation if requesting additional resources.

4: Departmental Innovation

1. Does the department engage in extracurricular activities as a service to the students and community (yes or no)?

Yes

If yes, list activities and explain how they benefit the students and/or community (e.g., fliers, internal department documentation)

- Red Flag Campaign (discouraging/preventing relationship violence)
- Sexual Assault Prevention (discussed in student orientation)
- Bystander Intervention (discussed in student orientation)
- Safety presentations to students, faculty, and staff
- Collaborating with criminal justice instructors to offer job shadowing for students
- Coordination with local law enforcement and emergency management during emergency events
- Sporting events
- Conducted Electrical Weapon (TASER) training and certification for students
- SIDNE DUI Awareness Event (Garden City Police, College Nurse)
- 911 Remember Ceremony
- National Night Out Crime Prevention Campaign
- "Thank you for doing the right thing" Campaign
- "Faith to Blue" Campaign...in progress (designed to encourage interaction between law enforcement and campus community)

2. What innovative ideas have been incorporated into the operation of the department during the last five years? Discuss the results and provide documentation.

Please refer to category 2C#2, and Category 4:1 (“Thank you for doing the right thing” Campaign)

5: Outcomes, Assessment Measures, Targets of Achievement, and Prior Results

1. If data has previously been gathered, list the intended objectives for the department for the past three years and cite the institutional Essential Skills and other Strategic Plan priorities that each objective supports.
2. Describe the data gathering process and give results.
3. Analyze the data by comparing the actual results to the targeted levels of achievement and document what was learned.
4. The department will gather feedback regarding expectations and performance from stakeholders through interviews, surveys, focus groups or other appropriate measures. This feedback shall be considered when selecting performance measures and when continuous improvement plans are developed. Describe what changes have been made in response to these measures.

Attach copies of any stakeholder survey results for your department.

5. Use the results to develop a Continuous Improvement Plan for the department, improving efficiencies based on targeted outcomes. Include consideration for resources, processes, data collection, analysis and timelines for monitoring and assessing the results. List intended outcomes for the department that insure alignment with institutional Essential Skills and other strategic priorities.

For each outcome identify at least one method of measurement that will be used to assess progress toward the outcome. Assessment is strengthened when multiple measures are used. An assessment measure should provide meaningful, actionable data that the department can use to assess efficiency and improve processes.

Describe the target level of achievement for each measure. Levels of achievement shall be:

- Specific and measurable.
- Stated in numerical terms.
- Stated in realistic terms.
- Directly related to the outcome.
- Inclusive of all aspects of the outcome.
- Manageable and practical.

To demonstrate efficiency, determine if external or internal benchmarks are available for comparison.

6: Additional Comments

This space is for the department to add any additional comments to help clarify or explain its functions, if applicable.

7: Executive Summary

1. Briefly describe how the department review was conducted:

The GCCC Campus Police Chief was notified of the Department Review process in February 2021. The Police Chief initiated a meeting with the Executive Director of Student Services for information and suggestions for completion of this endeavor (the Executive Director had completed the process a few years ago). The Police Chief reviewed historical information and spoke with members of the team to discuss the review and request input. The final product, which provides a historical perspective will be made available to the team and will serve as mechanism for continued growth and improvement.

2. Describe the MAJOR conclusions regarding the present state of the department:

The personnel within the GCCC Campus Police Department are its greatest asset and the primary reason for the progressive safety enhancements over the past seven years. Furthermore, it is extremely important for the police executive to continue to focus on developing each individual team member's potential and remain steadfast on its commitment to the community policing philosophy, which again has two main components: Building and sustaining a partnership with our campus community and problem solving.

Currently, GCCC Campus Police have three full-time officers (two police and one civilian). We have seven part-time team members. Three part-time officers are current, or retired Finney County Sheriff's Deputies. We have two part-time team members who are from the Garden City Police Department. One of these part-time officers is a Criminal Justice Instructor at the college, and one is a retired evidence technician/IT (this person serves as a police clerk for us). We are extremely blessed to have such an arrangement with our law enforcement partners. Additionally, GCCC Campus Police has a Memorandum of Understanding with the Garden City Police Department regarding additional support. This was drafted by the GCCC Campus Police Chief at the inception of our department. The Police Chief met with the Garden City Police Command Staff/Chief to outline the agreement.

Campus Safety Officer (CSO) Mark Scheopner was recognized with the Garden City Community College Campus Police Department's Meritorious Service Award for exemplary service, dedication, and teamwork. Dr. Ruda presented the award during a ceremony in 2021. CSO Scheopner is the first police employee to receive this honor. CSO Scheopner is a full-time Print Shop employee at GCCC and is example of the fine personnel we have.

Finally, the GCCC Campus Police strive to enhance safety on campus and have worked with GCCC Administration to obtain the third full-time officer. This gives us the capability to have 24/7 coverage most of the time. As we work on the next five years the Police Chief will recommend an additional position for extended coverage on weekends.

3. Briefly describe the goals and objectives of the department:

Please refer to the 2020-2021 GCCC Campus Police Department Plan.

4. Comment on the progress on previous Departmental Review Action Plans or Recommendations

Departments completing the review for the first time will not have these items and need not answer this question.

5. Describe the department strengths:

The strengths of Campus Police consist of the character, experience, and dedication of its employees. At least five officers have over 10 years of law enforcement experience and two have over 20 years of experience. Our commitment to community policing is evident, and with the current state of policing in the United States (deterioration of the relationship between law enforcement and the communities served, and “defund the police movement” of local jurisdictions) we strive every day to build trust with our campus community, especially the students. We continue to receive positive feedback from the campus surveys.

Additionally, we are creative with the resources we have. Being an extremely small agency, it is important get the most out of our equipment and constantly build our relationships with stakeholders. From the beginning, we have grown gradually in our capabilities to serve. We now have a TASER instructor, and we are planning to send one of our civilian campus safety officers to the Kansas Law Enforcement Training Center within the next year. Our TASER instructor facilitates our annual recertification and partners with local law enforcement to recertify their personnel. We have enhanced our protocols with serious crimes, so our efforts blend seamlessly with local law enforcement. The MOU with the Garden City Police Department serves us well. Campus Police continue to focus on the safety of our students and employees well after the traumatizing event. The Garden City Police Department has many more resources at their disposal. They investigate all felony crimes against persons.

6. Describe what areas need improvement:

Approximately one year ago, the GCCC Administration approved the hire of an additional full-time police officer. This decision has provided us with the capability of having 24/7 coverage during the week. We still have gaps in coverage due to vacation/sick time. Most of our part-time employees are unavailable due to their responsibilities and rotating shifts

with their primary employer. The GCCC Campus Police Chief recommends hiring one additional Campus Safety Officer, within five years to solve this issue.

Additionally, we are in need of a first line supervisor to assist with sensitive/pressing issues that occur after hours. Up to this point, the GCCC Campus Police Chief has been available and has responded to the campus many times over the years to provide assistance and oversight. If approved, the first line supervisor and Police Chief would work opposite schedules so one is immediately available. The Police Chief would still be available if needed. The first line supervisor would also assist with scheduling, evaluations, and other administrative duties.

7. State the recommendations for the department:

The GCCC Campus Police Chief recommends hiring one additional Campus Safety Officer, within five years to enhance 24/7 coverage.

Also, the Police Chief has recommended that Campus Police Officer Robert Scrivner be promoted to the rank of Sergeant. A discussion regarding this matter was initiated with Vice President (VP) Colin Lamb. VP Lamb will take the recommendation to Cabinet in the near future.

8: Departmental Action Plan (with timelines for recommendations)					
	Year 1	Year 2	Year 3	Year 4	Year 5
	Actions & Budget Implications	Actions & Budget Implications	Actions & Budget Implications	Actions & Budget Implications	Actions & Budget Implications
<p>Recommendation 1: Measure of Success:</p> <p>Additional wheelchairs for campus</p>	<p>Actions: Requested in budget planning process</p> <p>Budget Implications: \$2400</p> <p>Timeline: Spring Semester 2022</p>	<p>Actions:</p> <p>Budget Implications:</p> <p>Timeline:</p>	<p>Actions:</p> <p>Budget Implications:</p> <p>Timeline:</p>	<p>Actions:</p> <p>Budget Implications:</p> <p>Timeline:</p>	<p>Actions:</p> <p>Budget Implications:</p> <p>Timeline:</p>
<p>Recommendation 2: Measure of Success:</p> <p>Add safety & Security elements to college skills courses specifically, “bystander intervention & consent” and “diversity, equity & inclusion”</p>	<p>Actions: Coordinate w/DEI Committee & Advising</p> <p>Budget Implications:</p> <p>Timeline: Spring Semester 2022</p>	<p>Actions: Develop curriculum proposal for Curriculum & Instruction Committee for approval</p> <p>Budget Implications:</p> <p>Timeline: Summer 2022</p>	<p>Actions: Train instructors & develop Canvas LMS Module for deployment in courses</p> <p>Budget Implications:</p> <p>Timeline: Fall 2022</p>	<p>Actions:</p> <p>Budget Implications:</p> <p>Timeline:</p>	<p>Actions:</p> <p>Budget Implications:</p> <p>Timeline:</p>
<p>Recommendation 3: Measure of Success:</p> <p>Purchase two campus police vehicles to replace fleet (four-wheel drive trucks with markings)</p>	<p>Actions:</p> <p>Budget Implications:</p> <p>Timeline:</p>	<p>Actions:</p> <p>Budget Implications:</p> <p>Timeline:</p>	<p>Actions:</p> <p>Budget Implications:</p> <p>Timeline:</p>	<p>Actions: Research conducted by campus police chief and fleet vehicle director</p> <p>Budget Implications: \$40,000</p> <p>Timeline: Submit in budget request for 2027</p>	<p>Actions:</p> <p>Budget Implications:</p> <p>Timeline:</p>

Recommendation 4: Measure of Success:	Actions: Budget Implications: Timeline:	Actions: Budget Implications: Timeline:	Actions: Budget Implications: Timeline:	Actions: Budget Implications: Timeline:	Actions: Budget Implications: Timeline:
Recommendation 5: Measure of Success:	Actions: Budget Implications: Timeline:	Actions: Budget Implications: Timeline:	Actions: Budget Implications: Timeline:	Actions: Budget Implications: Timeline:	Actions: Budget Implications: Timeline:

9: Signature Page and Archiving

Department Head/Director

Date

Dean

Date

VP of Instruction & Student Svcs or VP of Administrative Services

Date

Vice President of Institutional Effectiveness & Accountability

Date

President

Date

Archiving:

Division Leader submits to VP of Institutional Effectiveness & Accountability.

1. A complete electronic version of the Academic Comprehensive Program Review
2. All documentation (electronic)
3. A signed signature page