

# Vision Seminar

Finalist Interview

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(Chief of Police)

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# The challenges and opportunities facing policing over the next several years

## Challenges:

- Practices Out of Alignment with Community Needs
  - Loss of Public Trust / Fear of Police
- Outdated Policies and Practices
- Lack of Transparency
- Absence of Accountability
- Balancing Diversity
- Mental Health Issues
- Fiscal Constraints
- Personnel Retention
- Perceived Legitimacy
- Militarization

## Opportunities:

- Collaboration / Shared Vision
  - “Genuine” Community Policing / Guardian
- Establishing New Standards
- Freedom of Information
- Police Accountability Boards
- Diverse Hiring Practices
- Holistic / Tiered Model
- Data Driven Management
- Active Recruitment
- 21<sup>st</sup> Century Policing
- Character vs Competency Hiring Model



# The specific challenges and opportunities at UCR

## Challenges:

- Community Trust / Fear of Police
- Mental Health Issues
- Bold Change for UCPD
  - Legitimacy
  - Fair & Ethical Practices
  - Serving UC Mission of Teaching, Research, and Public Service
- Rising Tuition Costs
  - Housing and Food Insecurity Issues
- Experience of Workforce
  - 56% May Retire Within 10 Years

## Opportunities:

- Shared Governance / Diverse, Equitable, and Inclusive Practices
- Non-Sworn, Unarmed Response
- Re-Imagining Policing
  - Procedural Justice
  - Holistic Tiered Approach
  - Supporting Students in Achieving Academic Success
- Guardianship / Protection vs Enforcement Model of Service / Ensure Basic Needs Are Met
- New Methods of Recruitment
  - UC Davis Academy Model
  - Training / New Personnel Orientation

# The specific challenges and opportunities at UCR

## Challenges:

- Services Consistent with Community Needs
- Post-COVID Pandemic Community Reset
- Reputational Risk from Actual or Perceived Incidents
- Declining Student Retention
  - 6,030 Students in Good Academic Standing Left Between 2008 – 2020
- Higher Expectations Than Municipal / County / State / Federal Policing

## Opportunities:

- Partnership with Working Groups of Broad Representation
- New “Normal” – Setting New Standards
- Transparency Through Shared Data
- Independent Oversight
  - Audits / Police Accountability Board
- Higher Standards / Team Enhancement / Training
  - Diversity
    - 8% Masters
    - 52% Bachelors
  - Implicit Bias Training
  - De-Escalation Training



# The specific challenges and opportunities at UCR

## Challenges:

- Police Facility Location and Space Utilization
- Status Quo
  - Traditional Practices / Hesitant to Change
- Creating Opportunities for Learning and Growth
- Perceived Legitimacy
- Militarization
- Measurement of Success

## Opportunities:

- Outreach Efforts – Bringing UCPD to the Community
- New Leadership / New Vision
  - Tabula Rasa From “Traditional” Practices
- Restorative Justice Process / Community Adjudication – Not Punitive CJ System
- Policing for You - Not Policing of You
- Character vs Competency Model
- IACLEA Accreditation
  - Gold Standard
  - Validation

# My vision for UCRPD and how I will work towards achieving that vision

A Partnership to Provide the Highest Level of Services Without Over-Policing or Infringing on the Wants, Needs, and Desires of our Community / Historically Marginalized / Highly Vulnerable Populations.

Rethinking the Policing / Safety Services Model with 100% Buy-In. “Almost” Isn’t Good Enough.

*Popular Thinking Produces Average Results – Bold Thinking Produces Excellence*

Inclusive / Collaborative Dialogue – Building Relationships and Achieving Excellence

Active Listening – Listening More Than Speaking

Honest Communication – Sharing Ideas with No Surprises – Explaining the Why

Transparency – Continuously Sharing Current Data

Accessibility – Reachable to the Community

Accountability – Independent Oversight Through Advisory Boards / Town Halls

Integrity – Holding Ourselves to the Highest Standards of Fair Equitable Service



# Measuring Success - Results

Delivery of the Highest Level of Service That Supports UC Mission and Academic Success

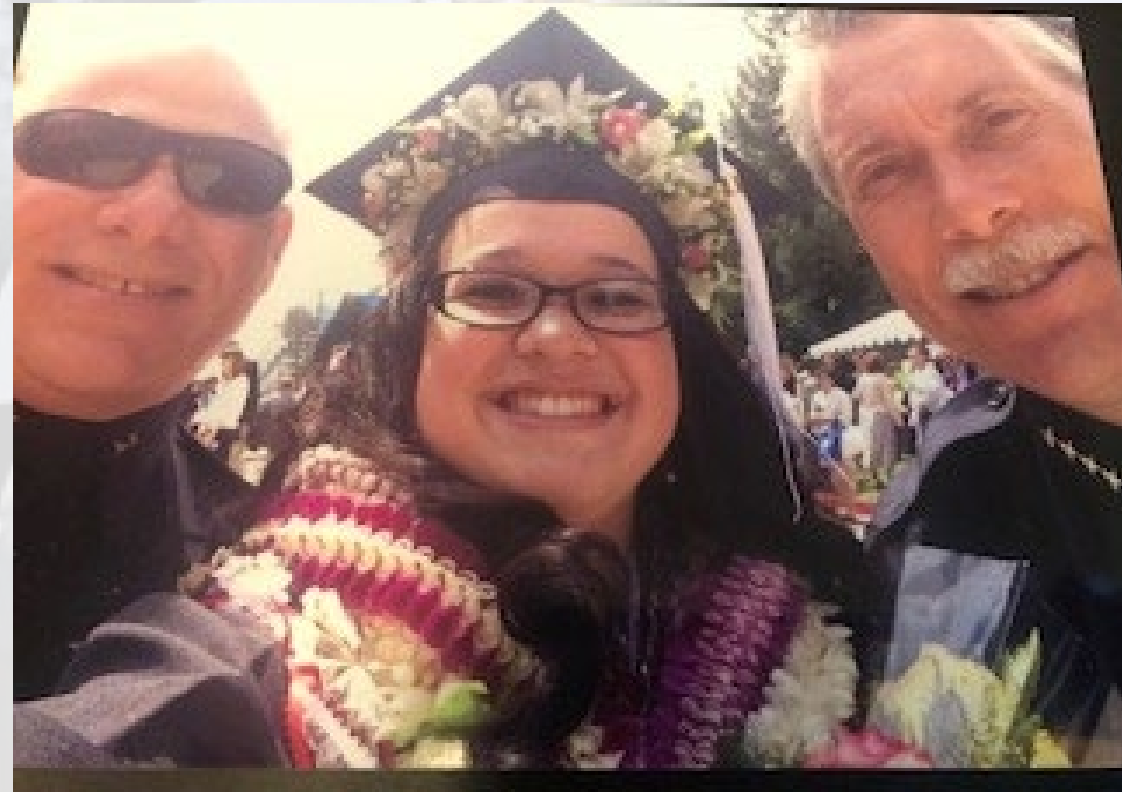
Building Relationships / Building Community Where **Everyone** Feels Safe and Is Safe

Goal is to Achieve Excellence  
Understanding We're Never Done

T.E.A.M. Approach

*“Don't Ever Let Them Rest Until Your Good Becomes Better and Your Better Becomes Best.”*

*Waudieur (Woodie) Rucker-Hughes – Past President, Riverside NAACP*





UCR – UC(Our)

This is Our campus

This is Our community

This is Our opportunity to achieve diverse, equitable, and inclusive greatness where everyone has an equal voice in shaping the culture, climate, relationships, and outcomes for Our community.

This is Our opportunity to build bridges that may not currently exist and strengthen the pathways already in place.

I have successfully led this very change with tremendously positive results and am ready to lead the same change here, for you, with you, and beside you, as we achieve new levels of greatness!

Thank you!