

WEBVTT

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00:00:03.820 --> 00:00:05.330

EHS-C304: Yep, good to go.

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00:00:06.630 --> 00:00:18.270

EHS-C304: You ready? Okay. So, good evening, and welcome to this special meeting of the Johns Hopkins Police Department Accountability Board. I'm Brian Bobard, the Vice President of Public Safety and Chief of the Johns Hopkins Police Department.

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00:00:18.290 --> 00:00:32.920

EHS-C304: Tonight, we're joined by Ron Daniels, the 14th president of Johns Hopkins University. It was his vision that led to the creation of the Johns Hopkins Police Department, and we're lucky to have him for this second of what's shaping up to be a yearly conversation with the Accountability Department.

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00:00:33.230 --> 00:00:42.769

EHS-C304: President Daniels was going to stay with us for the conversation. The conversation is going to be livestreamed, after which President Daniels will leave the board members to fellowship in Afghan.

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00:00:42.770 --> 00:00:55.400

EHS-C304: As no business will be discussed during, the dinner, that will not be livestreamed. We're going to turn it over to the board's chairperson, Ms. April Waring, for brief introductory results. Ms. Waring?

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00:00:55.590 --> 00:01:12.819

EHS-C304: Awesome, so I wanted to welcome everyone tonight. I really appreciate all of the board members who were able to be here in person, and of course, President Daniels and some of your guests. We're very excited to have you here. We have a few questions that we've prepared, and we hope to have a really great conversation.

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00:01:12.820 --> 00:01:37.780

EHS-C304: just so that you know what we have been up to since the start of this term, we had an excellent orientation, some great speakers, and a lot of communication, really getting to know each other. And then beyond that, we also, as board members, got to participate in a lot of the GAP trainings that were put on by Johns Hopkins. And so that was really informative, and speaking with a lot of my fellow board members, we really enjoyed

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00:01:37.780 --> 00:01:46.269

EHS-C304: that, and learning what the police officers of Johns Hopkins Police Department are going to be experiencing. And so with that, I believe...

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00:01:46.300 --> 00:01:48.340

EHS-C304: Ken. Back to you.

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00:01:48.580 --> 00:01:52.600

EHS-C304: Okay, I'm going to ask President Daniels to greet the Board with his opening remarks.

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00:01:53.230 --> 00:02:02.150

EHS-C304: Thank you, Bramble. Can I do this without holding a microphone? You can. I know folks here can hear me. The question is, can streaming...

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00:02:02.290 --> 00:02:05.540

EHS-C304: Okay, good. So, we don't need these.

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00:02:05.830 --> 00:02:30.749

EHS-C304: So, it's great to see you all. I hope you had, some of you, if not, in fact, all of you had an opportunity to get a little bit of a spite this summer and a chance to rejuvenate and recharge, and I'm excited, to have you back, for those of you who are associated with the university back at the university, and for those of you not associated with the university, I hope, I hope to the various community organizations and

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00:02:30.750 --> 00:02:38.360

EHS-C304: various professional endeavors that you're involved in. Again, you've had an opportunity to catch your breath and bring new enthusiasm and...

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00:02:38.360 --> 00:02:48.849

EHS-C304: Commitment to all those things. I really want to start by just saying thank you for agreeing to be members of this board, and for helping us discharge.

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00:02:48.850 --> 00:02:56.240

EHS-C304: what is a really solemn, serious responsibility, and I said this last year, and it's nice to be back here again.

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00:02:56.590 --> 00:03:14.110

EHS-C304: this year. But, we know this is a really serious, solemn responsibility. We know, that policing in America is fraught and

complicated. We know that the landscape for policing is changing very quickly in this country, seeing

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00:03:14.110 --> 00:03:18.370

EHS-C304: New exercises of law enforcement that we,

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00:03:18.370 --> 00:03:28.740

EHS-C304: hadn't seen before, at least in the recent past. And so, we know the environment is complicated, but having said that the environment is complicated.

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00:03:28.770 --> 00:03:47.880

EHS-C304: I actually regard the role and responsibility we have here is pretty clear, and it's defined extensively in legislation, but it's more than the legislation. It's our promise, it's our commitment, it's our undertaking that we are determined to stand up, operate.

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00:03:47.880 --> 00:03:54.329

EHS-C304: A truly accountable, transparent, community-oriented,

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00:03:54.860 --> 00:04:03.230

EHS-C304: Prudent, professional, sworn police force. And, and to take seriously the opportunity

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00:04:03.270 --> 00:04:08.839

EHS-C304: Which few police forces in the United States have, which is a blank slate.

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00:04:08.840 --> 00:04:27.239

EHS-C304: a blank slate in the sense that, we're not trying to remediate, to fix, to improve an existing course, to change a culture, to deal with a history of performance problems. Rather, we have been able to start with, right from the get-go, and say.

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00:04:27.440 --> 00:04:36.609

EHS-C304: Not just simply what a good police department looks like, but with extensive support from consultants and from the leadership team we've assembled.

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00:04:37.170 --> 00:04:40.929

EHS-C304: And first and foremost, Dr. Bard. But really.

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00:04:41.010 --> 00:04:46.039

EHS-C304: able to create a standard and expectation, which I'm really hopeful.

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00:04:46.090 --> 00:05:00.640

EHS-C304: will simply be responsible to accountable to Hopkins of the Baltimore community, but we'll set standard and expectation more generally nationally. So I actually feel, as much as we're

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00:05:00.660 --> 00:05:16.049

EHS-C304: determined to have a force that is... deals with the challenges that we have, and Hopkins and in Baltimore, and creates increased safety and support for our community,

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00:05:16.100 --> 00:05:30.579

EHS-C304: as much as we want to do that, but we want to do it in a way that, at the end of the day, this actually garners national, if not international, attention. And few people have this opportunity. A few communities have this opportunity to literally build from scratch.

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00:05:30.580 --> 00:05:43.390

EHS-C304: So, so, I regard that as a serious responsibility, but also, quite frankly, and again, I referred to it a moment ago, given all the flux about what

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00:05:43.390 --> 00:05:45.490

EHS-C304: What's appropriate for law enforcement?

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00:05:45.970 --> 00:05:58.459

EHS-C304: I think keeping our eyes trained on how we build a small, but highly professional, effective, sworn police force in the context of a university, in the context of a city.

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00:05:58.460 --> 00:06:06.000

EHS-C304: that's had a complicated relationship with police. I think this is, this is a really important opportunity for us.

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00:06:06.010 --> 00:06:12.370

EHS-C304: You know now that, last year when I was here, I know..

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00:06:12.430 --> 00:06:23.360

EHS-C304: you with us, of course, but how many other employees, how many other members of the sworn force do we have? There were only a handful of us. Yeah, so now we're at 25. And even the fact that

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00:06:23.360 --> 00:06:35.860

EHS-C304: It's not 100, which is, you know, is the peaks that we're taking our time to get there. Again, it's evidence of the prudent way in which Dr. Bart is thinking about discharging, approaching.

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00:06:35.860 --> 00:06:46.680

EHS-C304: the discharge of this responsibility. But we feel really good about the 25 people, 22 of whom are sworn, 3 other personnel.

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00:06:47.290 --> 00:07:10.079

EHS-C304: But we feel really good about the individuals we've been able to recruit significantly. You'll recall from the legislation, we were required, again, as appropriate for community policing, to draw, a percentage of our sworn force from the City of Baltimore, and that percentage was stipulated to be 25%.

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00:07:10.080 --> 00:07:15.090

EHS-C304: One of the things I feel great about is that we're at 56% Baltimore citizens.

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00:07:15.090 --> 00:07:27.520

EHS-C304: And more than that, you know, again, just thinking about all the ways in which we can use this initiative, this, this force to do a host of good things for the community.

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00:07:27.520 --> 00:07:39.250

EHS-C304: We're, really excited about the opportunities to be able to draw people who are currently working at Hopkins in other capacity, and to draw them into the sworn force.

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00:07:39.250 --> 00:07:54.430

EHS-C304: Where, first and foremost, that's important because they know us. They understand the campus, they've grown up on the campus for many years in some cases, and so they have a sense of the culture, the ethos, what a university environment means, so that's, that's important.

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00:07:54.470 --> 00:08:03.629

EHS-C304: But, but also because it gives them opportunities that they might otherwise have for professional and financial improvement.

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00:08:03.630 --> 00:08:16.649

EHS-C304: So, just, I was asking to have him yesterday because he told me he's quite proud that three of our sworn officers were formerly, university employees in public safety, and so...

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00:08:16.650 --> 00:08:22.390

EHS-C304: I asked them, what does this mean, financially for someone who,

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00:08:22.390 --> 00:08:28.290

EHS-C304: is able to, become a member, a sworn member of the force, and it's basically a doubling of salary.

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00:08:28.530 --> 00:08:48.019

EHS-C304: like, that's just a great thing, that we're able to do that, and it's something that, in this moment, you're... as you're trying to think about ways in which we can break logjams to people improving their position within the university, and just create, opportunity, I think this course is a powerful way to do that.

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00:08:48.090 --> 00:09:00.940

EHS-C304: I really, only want to say, and then I'll turn it over to you, all for, for, thoughts and questions, but,

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00:09:01.750 --> 00:09:03.340

EHS-C304: this board...

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00:09:03.860 --> 00:09:20.969

EHS-C304: I don't see this... I know no one on this side of the table sees this as window dressing, as something that is just superficial, that we gotta check the box and get through this. We really see this as an important place in which we can

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00:09:21.080 --> 00:09:28.010

EHS-C304: Ensure the accountability, the force, that the policies, the approaches that we've developed, the personnel.

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00:09:28.650 --> 00:09:31.330

EHS-C304: Who are being very carefully recruited.

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00:09:31.330 --> 00:09:56.310

EHS-C304: are ultimately operating in a manner that is consistent with the expectations that the community has of us, ultimately the communities have of us, and the policies that you stipulated. And this board is, I think, such an important place for that. I should also say, you know, the deliberations of this board, the requests that you made of us at Hopkins, the improvements that you've suggested to various policies.

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00:09:56.310 --> 00:10:00.649

EHS-C304: policies and so forth. I am made aware of them.

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00:10:00.650 --> 00:10:20.059

EHS-C304: We take it seriously. This is... this is a really vital part of how we will, to my mind, discharge what I said before as a solemn responsibility. So I'm really delighted to be here tonight, and I just look forward to having the opportunity to answer your questions, and to get your thoughts on ways in which we can

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00:10:20.060 --> 00:10:21.629

EHS-C304: Make this...

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00:10:21.630 --> 00:10:31.909

EHS-C304: the strongest possible university police force, but also, as I said before, seeing this as an opportunity to model something for the nation, and...

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00:10:31.910 --> 00:10:45.790

EHS-C304: You know, it's rarely the case that you get all the expertise that we had in the formation of this force, an extraordinary leadership team, and the resources that we've invested in this that really allow you to do something

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00:10:45.790 --> 00:11:04.350

EHS-C304: that, new communities can do as easily as we can. So, so this is... this is something, you know, regrettably, that we have to do, but having decided we're gonna do it, we've got to do it in a responsible and, and, and effective manner.

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00:11:04.980 --> 00:11:16.189

EHS-C304: Thanks, President Daniels. So, let's start the conversation off with our first question. So, President Daniels, Jarrell Bratcher has a question pertaining to strategic vision and institutional alignment. Mr. Bratcher?

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00:11:16.540 --> 00:11:17.370

EHS-C304: Welcome.

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00:11:17.660 --> 00:11:19.500

EHS-C304: And thank the President Daniels.

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00:11:19.760 --> 00:11:27.810

EHS-C304: As HPD grows, How are you defining and tracking success?

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00:11:27.920 --> 00:11:41.819

EHS-C304: Are the metrics primarily focused on internal performance? For example, incident response times, or broader institutional outcomes, like community trust, safety perceptions, reduced harm?

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00:11:42.420 --> 00:11:55.350

EHS-C304: So, thanks for the question. It's yes and yes plus. It's got to be metric-driven. We've got a whole host of, again, I go back to what I said last year...

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00:11:57.810 --> 00:12:12.129

EHS-C304: I go back to what we said last year, which is that we've got the most comprehensive piece of police legislation for any university police force in the country. It reflects a

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00:12:12.130 --> 00:12:19.389

EHS-C304: you know, a very different approach than a paragraph of legislation that most police forces have, and there's clearly

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00:12:20.210 --> 00:12:32.610

EHS-C304: parts of that legislation that specify all sorts of tracking of data that will ultimately be used to evaluate the performance of the force, and so that's a serious... that's a serious

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00:12:32.610 --> 00:12:41.489

EHS-C304: measure of accountability. And look, I don't have to say at Hopkins, but facts matter, data matters, and so that's a serious part of this.

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00:12:41.530 --> 00:12:48.080

EHS-C304: But having said that, and as much as we will... we do track the data, the...

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00:12:48.180 --> 00:13:00.240

EHS-C304: At least quarterly, if not more frequently, we go through lots and lots of data, as we, discuss the, the challenges and opportunities of the department.

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00:13:00.240 --> 00:13:10.230

EHS-C304: But you also know that the data don't tell the full story, and this is where community sentiment, confidence, how our culture is interacting with the community.

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00:13:10.230 --> 00:13:34.090

EHS-C304: you know, do people trust us? Are they... are the anxieties that people naturally have, particularly those who've had bad experiences with

policing, are we allaying them? These things that are less metric-driven are just as important, and I think, quite frankly, this goes back to the accountability board. That's what the board is for, is the funneling this in. Of course, we're listening to the community, and you're aware of criticism.

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00:13:34.090 --> 00:13:54.430

EHS-C304: as well as, quite frankly, applause and encouragement that's given to the fore. So all those things go into how you understand this, but having a place where this is really systematically evaluated with a kind of multi-constituency representation, I see this as a critical place for,

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00:13:54.430 --> 00:14:11.800

EHS-C304: for ensuring accountability. So, you know, it's all those things, and then, of course, it's just going back to the blank slate that we now have, which is less blank, thankfully, but the culture, the standards of professionalism.

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00:14:11.800 --> 00:14:26.360

EHS-C304: that, we're seeking to create, and again, see, you know, seeing that as another way in which we're responsive to these issues. So, it's compliance, it's accountability, it's review, it's feedback, it's trust building.

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00:14:26.730 --> 00:14:33.009

EHS-C304: I think all those things are important, but I know you live in a metric-driven world that,

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00:14:33.690 --> 00:14:49.329

EHS-C304: You've got a deeper sense of all these ways in which we track performance. I think you're spot on in many of the ways. In policing, because our primary mission is related to reducing crime and the fear of crime.

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00:14:49.450 --> 00:14:56.400

EHS-C304: We'll always track metrics closely related to crime and citizen encounters, particularly vehicular stops and

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00:14:56.510 --> 00:15:16.309

EHS-C304: pedestrian investigations, so that's a given. But it's equally important to track those qualitative measures, like perceptions of safety, because that's directly correlated to trust in the effectiveness of reason. So, but for me, it's also important to, track and constantly monitor,

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00:15:16.800 --> 00:15:41.169

EHS-C304: that we have consistent outcomes in policing and public safety, and I'm really excited that we're at the growth level in the department that work closely with Dr. Hazel and the board to see what that looks like. I've got really firm grounding understanding of what it should look like, but I want to... and we have a dashboard preliminarily built on, but I think we can grow that to be so much more than what you can

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00:15:41.170 --> 00:15:46.380

EHS-C304: typical dashboard is. I know Dr. Hayes was excited, and I'm excited as well, so...

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00:15:48.890 --> 00:15:53.620

EHS-C304: What it will look like is to be determined, but... Excited about that.

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00:15:54.670 --> 00:15:56.140

EHS-C304: So, next.

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00:15:56.640 --> 00:16:05.949

EHS-C304: Mr. Aguilar, Dr. Aguilar, is going to answer questions about transparency, accountability, and public trust. Aguilar. Thank you for that, Dr. Bart.

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00:16:06.150 --> 00:16:17.579

EHS-C304: My question for you, President Daniels, is what is your overall assessment of JHPD's finalized policies to date? What aspects do you value most, and what areas do you see

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00:16:17.990 --> 00:16:21.820

EHS-C304: might need improvement, or you have concern for. Thank you.

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00:16:22.130 --> 00:16:25.859

EHS-C304: So, it's a great question, and particularly...

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00:16:25.920 --> 00:16:40.539

EHS-C304: I imagine that this board wants us to demonstrate that we paid attention to all the policies that you paid considerable attention to, because there was a lot thrown at all of us. Look, I know this.

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00:16:40.540 --> 00:16:48.220

EHS-C304: That, the policies we developed, again, reflected something that was quite unusual, a chance not

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00:16:48.300 --> 00:17:06.070

EHS-C304: Okay, this year we're going to develop this policy, and maybe next year we'll get to that policy, but the idea that we were going to all at once create all of the necessary policy infrastructure to ensure that we were responsible to the spirit of the legislation and the letter of the legislation that established this force.

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00:17:06.069 --> 00:17:08.630

EHS-C304: And again, I go back to...

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00:17:08.630 --> 00:17:27.729

EHS-C304: you know, what was extraordinary was, as you know, the consultants that we brought in who spent a lot of time with us, 21st century policing, a lot of these folks came out of the Obama administration, but, you know, populated by former police chiefs and a host of professional experts, along with social scientists and others.

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00:17:27.730 --> 00:17:36.800

EHS-C304: But, what was amazing, lawyers, what was amazing through that process was the chance to basically cherry-pick

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00:17:37.030 --> 00:17:42.510

EHS-C304: all of the best policies across a range of different areas. Use of force.

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00:17:42.780 --> 00:18:01.399

EHS-C304: traffic, so let's just, as you go through all the extensive... so it wasn't that you said, oh, give us the... give us the Los Angeles model. I think that what we were able to do is really pick and choose, but also to create some, you know, policies whole cloth, which were really informed by,

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00:18:01.400 --> 00:18:07.789

EHS-C304: by good principle and good data. So I feel really good after the end of that process, and I should say.

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00:18:07.790 --> 00:18:24.260

EHS-C304: You know, the feedback that you gave us on a number of those policies was really helpful in strengthening policies. I think Brandville said to me about 88% of your changes were accepted. So again, really goes back to the...

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00:18:24.470 --> 00:18:41.809

EHS-C304: the collaborative character of what we're doing here, but this, you know, the role of the sport is so important, so I feel, you know, at the start of this, we've got a really good shot at having a good and

effective set of policies that will shape the operations of the force and make sure we've got the right

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00:18:42.010 --> 00:18:45.180

EHS-C304: behavior and culture. Having said that.

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00:18:45.360 --> 00:18:59.559

EHS-C304: I would be the first to say, I think very quickly, within the next... it might be even, you know, this year, you're going to say, wait a second, this policy, we thought it was going to work, it's not... there will be

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00:18:59.760 --> 00:19:14.870

EHS-C304: absolutely, I'm confident changes that we will need to make. So, and I don't think we should regard that as pathological. That should just be understood as part of what it means to be a living, breathing organism where

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00:19:14.870 --> 00:19:27.779

EHS-C304: We'll learn from experience, we'll get... we'll... we'll change policy, and we'll make it more responsive to the needs of the community. So I feel good. Yeah, I don't think, again, we've just... we've not really started to be able to...

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00:19:27.780 --> 00:19:35.700

EHS-C304: got such a, you know, an important, but it's still... it's an embryonic force. I think we'll see in due course how these...

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00:19:35.700 --> 00:19:43.430

EHS-C304: you know, policies play out, and what kind of modification, and then I think the burden is on us, is to have,

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00:19:44.030 --> 00:19:56.729

EHS-C304: level of resolve to say, we're not going to accept good enough, let's improve this policy, it's just not right, it's not working as well as, and then just go through as much as a notice and comment process and everything is arduous. I think

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00:19:56.730 --> 00:20:04.859

EHS-C304: we should... we should take that person, just... we... we just can't settle here. Again, goes back to the solemnity and the responsibility there.

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00:20:06.990 --> 00:20:15.879

EHS-C304: Thank you for your response. To follow up, as we know, transparency is vital in order to foster relationships built on trust.

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00:20:16.220 --> 00:20:33.819

EHS-C304: When community trust is strained, such as during public criticism or protests, what steps does, has, or will the university leadership take outside of JJPD's own work to rebuild trust, foster partnership, and reinforce transparency and accountability?

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00:20:34.710 --> 00:20:49.699

EHS-C304: So, you know, I will say, you know, it's... I'm glad you said it's outside of JHPD. I will say, for as long as I've been at Hopkins, I've actually seen this issue,

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00:20:51.450 --> 00:21:08.160

EHS-C304: repair as being kind of fundamental to how I understand my role as president of Hopkins and my understanding of what the responsibility of the university is within the community. And so, you know, it's... first and foremost, it's worth emphasizing

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00:21:08.320 --> 00:21:13.809

EHS-C304: Getting this right with JHPD is really important for all the reasons we know well.

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00:21:13.940 --> 00:21:28.660

EHS-C304: skepticism of policing, the concerns about unconstitutional policing. I remember, you know, years ago, when we were working to build a case to the legislature, one of the things that, that,

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00:21:28.660 --> 00:21:46.549

EHS-C304: I ended up doing was literally going door-knocking in East Baltimore and talking to people about how they felt about policing and this idea of this new force. And I can't tell you the number of people who said, like, we've not been well served by policing, in Baltimore, but they said, but policing?

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00:21:46.550 --> 00:22:05.420

EHS-C304: if you're giving me good policing, I'm all in. And so, I, you know, I think this... this is... this... this is really important that we get this right for all those, for all the reasons, as I said before, we know well. But we know this isn't the only way in which the university interacts with the community, and so...

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00:22:05.420 --> 00:22:17.140

EHS-C304: Everything from thinking about opportunities for using our spend, more strategically on services and employees on construction projects to build

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00:22:17.300 --> 00:22:35.929

EHS-C304: build opportunities, build wealth within the city through our Hopkins Local Program, the work that we do in the education system, the operation of Henderson Hopkins. You know, these are all things in which we manifest that commitment, and to my mind, you know, if you look at this, these activities.

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00:22:35.930 --> 00:22:44.570

EHS-C304: As well as, you know, the investments that we're making in various community organizations, like ROCA and Turnaround Tuesday.

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00:22:44.620 --> 00:22:49.110

EHS-C304: I could go on and on and on, but they're all part of repair.

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00:22:49.360 --> 00:22:52.609

EHS-C304: That is to say, we know that the relationship

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00:22:52.750 --> 00:23:12.450

EHS-C304: This is true for a lot of universities like Hopkins that are in cities, particularly those that have suffered significant industrial decline and so forth. We know that there's a... there's a lot of history that, is less than perfect, and to my mind, the way to see the role of the university has been

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00:23:12.450 --> 00:23:31.359

EHS-C304: to focus not on a lot of rhetoric, but on a lot of action, and think about the ways in which you can demonstrably impact the community through your resources, through your ideas, and a sense of true partnership with the community. And, you know, we've even done that. I think it's worth mentioning, you know, the...

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00:23:31.360 --> 00:23:38.600

EHS-C304: The approach that we've taken to even thinking about security, where we had a, and we'll do a second round of this, of...

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00:23:38.600 --> 00:23:51.349

EHS-C304: of an innovation fund to think about non-lease-focused ways of building security within a community. Again, is another way in which we are trying to register repair.

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00:23:54.570 --> 00:23:55.809

EHS-C304: Thank you so much.

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00:23:57.040 --> 00:24:04.619

EHS-C304: So, thank you, Don. And moving on, Ms. Martin-Jones has a question for us about, community engagement.

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00:24:04.690 --> 00:24:22.560

EHS-C304: Mr. President Jones, the floor is yours. And thank you so much, Dr. Bart. So nice to see you again, President Daniels. Very, very nice to see you. You know, I've been on this... I've been on this board since 2019, and I can say that I have been disappointed in this process.

129

00:24:22.560 --> 00:24:36.900

EHS-C304: Everything that has been said, and I'm gonna get to the question, I can put my hands on, and I'm so happy about that. I'm happy as I hear you speak, I know it because I see it, not just because you say it.

130

00:24:36.900 --> 00:24:44.619

EHS-C304: And I know you know what I mean. So, you know, when we were getting these questions together, one said.

131

00:24:44.620 --> 00:24:57.859

EHS-C304: what is the guidance that has been given? Well, I know the guidance. I see the guidance. I sat in the GAAP meetings. I talked to the officers, I talked to the community. I'm here, then, and a little bit of everywhere, because

132

00:24:57.860 --> 00:25:17.769

EHS-C304: I just want to tell you, it means as much to me as it does to everybody in this room, that this be what it is. When I first talked to Dr. Bart, I said to him, what good would it be if we didn't keep our word to each other? You know, I didn't even want to meet him in person, because I'm always disappointed with people saying one thing and then doing something else.

133

00:25:17.770 --> 00:25:35.949

EHS-C304: And he didn't do that. And so, as he didn't do it, it was a trust, as you mentioned, that was built. And it does take time. It isn't anything that we can rush to do. I get that, and I understand it, but you two know that time is really of the essence. People really do want to see something good of this.

134

00:25:35.950 --> 00:25:41.839

EHS-C304: And I go around and talk about the good of it, because it already exists. It exists because the right people are in place.

135

00:25:41.840 --> 00:25:58.770

EHS-C304: So, with all that said, I'll go on and I'll ask that question. But I did have to say it, because it's just so nice to see him and everybody again. So, one of the things, is how would you measure the success and the efforts that have been

136

00:25:58.770 --> 00:26:10.470

EHS-C304: put forth. How do you measure that? Measure the guidance that's given, measure the way that the officers interact with people, particularly in East Baltimore.

137

00:26:11.630 --> 00:26:12.850

EHS-C304: So, I...

138

00:26:13.050 --> 00:26:24.969

EHS-C304: Look, I think it goes back to all the, tracking, the measurements that we're doing of the various interactions, and the reporting of that.

139

00:26:24.970 --> 00:26:40.330

EHS-C304: to this and other groups, to make sure that, that we're being appropriately professional, responsible, constitutionally respectful. Like, all the things that we've talked about in terms of the character of this force.

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00:26:40.550 --> 00:26:44.009

EHS-C304: But I guess for me, at another level.

141

00:26:44.220 --> 00:26:57.259

EHS-C304: And I, you know, starting to get a little sense of this, it's early days, but it's just, you know, the extent that people want to talk about the jurisdictional boundaries, and they say, because we're hearing this is kind of... this forced...

142

00:26:57.380 --> 00:27:00.629

EHS-C304: is good. Can we... I don't get into it?

143

00:27:00.720 --> 00:27:06.379

EHS-C304: And I think for me, ultimately, the most important test is...

144

00:27:06.410 --> 00:27:26.709

EHS-C304: how our students and staff and faculty feel about the force, knowing that, as we've never... we've never, retreated from acknowledging

that there was a mixture of views on campus about whether this was a right or wrong thing to do. So we know we've got a... we can't command trust, we're gonna have to... it's gonna have to be earned.

145

00:27:26.710 --> 00:27:29.610

EHS-C304: But I think to the extent that we see...

146

00:27:29.610 --> 00:27:44.420

EHS-C304: The force truly integrated into the community, in the way that we've seen in a number of other universities. People really look to the Force as their protectors, and, you know, sources,

147

00:27:44.680 --> 00:27:55.279

EHS-C304: just constructive assistance in times of peril. To see that, and see the community reacting the same way, and just that more, sort of.

148

00:27:55.410 --> 00:27:58.720

EHS-C304: Abstract sense of confidence, trust.

149

00:27:58.880 --> 00:28:18.870

EHS-C304: In what we're doing, I think that's, to my mind, the most important measure of success. You know, it's... of course, we want to see reduced crime. Of course, we want to see that there's no infractions, that there's as, you know, as few a number as possible of misconduct issues with the... like, all those things.

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00:28:18.870 --> 00:28:25.980

EHS-C304: You know, the matter... But fundamentally, I think it really goes to trust and confidence, and

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00:28:26.060 --> 00:28:40.889

EHS-C304: And hopefully, at some point, there's a real sense of pride, in the force and what has been done and done differently than we've seen elsewhere in the country. Yeah, you said the key word, what's done different.

152

00:28:40.890 --> 00:28:47.689

EHS-C304: And that's just so important that things are different. I mean, I've had community members say to me, we ready.

153

00:28:47.690 --> 00:29:12.390

EHS-C304: We ready to talk to you. We're not gonna do any more of protests, and I'm like, good, because conversation is always good, and I always tell people that even in your opposition, you are one of the most important keys, because you help us dot the I's and cross the T's. But

here's the other question. Get right to it anyway. I promise you. But I, you know, again, I'm just so... I'm just happy.

154

00:29:12.390 --> 00:29:17.669

EHS-C304: excited, but are there any new initiatives? You know, I spoke with you last time about

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00:29:17.670 --> 00:29:22.180

EHS-C304: How we could reach out to people who

156

00:29:22.230 --> 00:29:36.410

EHS-C304: would never have the opportunity to continue to be those nurturers, people who are trusted pillars in the community. It's been done all over the country, I've seen it with my own two eyes. And so, you know, I'd just like to know

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00:29:36.410 --> 00:29:43.949

EHS-C304: What would that look like if, in fact, that is something that you see that can be done? Meaning, giving

158

00:29:43.950 --> 00:30:08.110

EHS-C304: people small grants to keep doing the things that they're doing. The small things, but the things that are real big to people that live in East Baltimore. Even people who live surrounding this, Homewood campus, people in my neighborhood. You know, Jennifer, she knows, and you know, we're real about that. We're real about doing it and being accountable. You hear so many times when people have opportunities to serve other people.

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00:30:08.390 --> 00:30:17.439

EHS-C304: And they don't do a good job at it. You know, I mean, when I'm at the driving the ship, I want to see

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00:30:17.440 --> 00:30:39.649

EHS-C304: things happen, and I want people to know that they are people who are so concerned to be accountable back to the community where they live. And so, anyway, I'll cut that off, but that's another thing. I really appreciate the spirit of the question, and just some of the ideas you offer there. I would say, you know, first, you know.

161

00:30:40.310 --> 00:30:46.419

EHS-C304: In East Baltimore, we continue to make significant investments.

162

00:30:46.420 --> 00:31:11.289

EHS-C304: in the neighborhood, and, you know, that is something that has been really important for as long as I've been here in terms of seeing the greening of the neighborhood, and the return of citizens to the neighborhood, and residents to the neighborhood, and trying to see more retail. Ultimately, I will not rest until I see a grocery store in East Baltimore. But, like, all that agenda remains intact and firm.

163

00:31:11.290 --> 00:31:22.880

EHS-C304: And, and we see is really important. And there's the reference I made before to the innovation funds, the community innovation funds around security that we feel really good about.

164

00:31:22.880 --> 00:31:36.680

EHS-C304: And I think, you know, the previous round of investment we made in that, some really wonderful projects came out of that, and again, hopeful that, that we'd be able to see, see similar results.

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00:31:36.680 --> 00:31:47.550

EHS-C304: as we continue that program. And then I think, you know, from my perspective, the very concrete discussions, and I turn it over to,

166

00:31:47.790 --> 00:32:07.119

EHS-C304: Granville and Monique, but just even the PAL Week, and, you know, establishing... establishing a presence there, I think that's a really important opportunity for us, and something that, again, with... with a few, quote, that we had, less than five last year, it was not conceivable, but now I think we can get much more serious about that.

167

00:32:07.120 --> 00:32:09.310

EHS-C304: About setting up our own.

168

00:32:09.550 --> 00:32:10.720

EHS-C304: Health Center.

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00:32:11.020 --> 00:32:18.829

EHS-C304: So, Deputy Chief Brown, she runs our community engagement strategy, and she's in charge of the Police Athletic League, so I'll invite her to say a couple of words.

170

00:32:19.040 --> 00:32:35.000

EHS-C304: what we're doing in East Baltimore. Yes, and so thank you for that question. As always, you know, we are really dedicated. I'mma just go all the way back. I think President Daniels already touched on, even without hiring. I'll say dedicated, but also it's a lot of intentionality around who we are hiring.

171

00:32:35.000 --> 00:32:52.120

EHS-C304: And you had the pleasure of sitting in our guest training to see those officers, really, who embody what we are looking for when it comes to community, the compassion for community, you know, to really come and be servitude to our community. And as you all know, that's a huge heart space for me, because community

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00:32:52.120 --> 00:33:08.960

EHS-C304: is me. I grew up in East Baltimore, so it feels like coming back home to be able to be involved in a tremendous opportunity to even begin to start a police department. In my former life, we would... we never had that opportunity where we get to have one-on-one conversations with them to really get the feel

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00:33:08.960 --> 00:33:25.859

EHS-C304: if they are really suitable to really feel the passion and have those... those unique discussions, because it shows up very quickly. If a person wants to use authority, or if they're coming here because they want to use compassion. And so we see that, and so just right around in the beginning, that is where it already starts.

174

00:33:25.860 --> 00:33:30.939

EHS-C304: to make sure that we are having people who understand in dealing with our underserved communities. And then.

175

00:33:30.960 --> 00:33:47.729

EHS-C304: I don't think that we can say it enough. The 56% of us that's already Baltimore City residents already speaks the volumes that we are already recruiting back from home. For those same folks who have grown up in those same, you know, environments as we all have, that I can tell you to be a changemaker.

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00:33:47.730 --> 00:33:56.509

EHS-C304: I've been spending 25 years, I think now, I'm dating myself here, to do just that, right? To foster meaningful relationships. That is critically important from the beginning.

177

00:33:56.510 --> 00:33:57.210

EHS-C304: And...

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00:33:57.210 --> 00:34:12.270

EHS-C304: you can't sometimes teach that. You need that to already be embedded in those folks. And so, already with our engagement, when you say, like, new initiatives, one of the things that we are, Dr. Bart and I have had many discussions with, even with some of our consultant groups, community policing.

179

00:34:12.500 --> 00:34:24.679

EHS-C304: It's been one of those things that we love to say it, right? But the metrics, we are still trying to figure out how do we build them to show that the better engagement and relationships that we have, that is really...

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00:34:25.130 --> 00:34:26.880

EHS-C304: Tenement to why

181

00:34:26.989 --> 00:34:40.080

EHS-C304: we see reductions in crime, while we see the betterment of relationships. And so, really building around that, and what do we do in the engagement space? And we have so many opportunities, over 400 plus student groups. I can't remember the number 5 faculty groups.

182

00:34:40.080 --> 00:34:56.859

EHS-C304: But even with our neighborhood associations, like, we get invited already a lot to come with all of our communities and say, hey, we want to meet you, we want to see you, we want you in our spaces, because our offices are already out, present, doing just what we're asking them to do, and have hired them to do, and so...

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00:34:57.810 --> 00:35:10.749

EHS-C304: Even with establishing, like, a concierge policing model, we're very limited in scope of who we have that's here to do some, you know, operational abilities, but the very few incidents in which we have, it has really been a walkthrough process.

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00:35:10.750 --> 00:35:15.509

EHS-C304: From any incident that we have had, that maybe if you have to go to the court system, we are literally

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00:35:15.510 --> 00:35:39.370

EHS-C304: making sure that our officers understand we don't want you to just give information and say, hey, go to the court commissioner's office and do XYZ. No, we're taking you, and we're walking you through the process. We're with you through those hearings, if necessary, and to the final outcome of all of that. And that won't stop when we get larger, or, you know, because we have more calls for service. That is really the embodiment that I think that between myself and Dr. Bartner, we are making sure that is happening.

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00:35:39.760 --> 00:35:53.980

EHS-C304: Collaborator. That is... that is who I am. I'm trying to collaborate with every group partnership that we have that is on this

campus. As President Daniels is saying, we are trying to be a gold key standard. Every partner that we have that's already on campus, we want them to work with us.

187

00:35:53.980 --> 00:36:13.459

EHS-C304: We're not here to be, you know, oppositional. I want to bring everybody else to the table, because it's not just us. We create programs from a law enforcement perspective, create all these wonderful things that we think community wants, but we never have community at the table. We never have the right partners at the table. And so when we're pushed forward into it.

188

00:36:13.460 --> 00:36:31.370

EHS-C304: Everybody's like, why is the police even in asking you? Right? And then the other part of it comes to say, well, we're not going to join in any of your program, because that doesn't suit my needs. You're not solving what my issue or my problem is. And so, from that, we're inviting everybody. And then I think I was talking to you earlier about our PAL director.

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00:36:31.420 --> 00:36:36.069

EHS-C304: again, an embodiment of true what we need as community. She's, she's,

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00:36:36.280 --> 00:36:50.260

EHS-C304: Born in the city, she has a social work, you know, background, she's trauma-informed care background, in which we understand, we know that we need those things, because coming from East Baltimore, I can tell you, growing up there, some of those things

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00:36:50.400 --> 00:37:03.950

EHS-C304: probably was in me before I even understood what that was, right? And now we've grown to understand what that means. We've been educated. We've grown past that and know when we're a servitude, we have to have all of those as a group, as a foundation, and so...

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00:37:03.950 --> 00:37:15.010

EHS-C304: I cannot wait, but we've already started with a very soft launch over the summer with, Collin Square Elementary Middle, also with Dream Academy. We've been on some hiking trips, you know, we did some Splash Day.

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00:37:15.010 --> 00:37:18.180

EHS-C304: I don't think we have pictures of showing in our offices.

194

00:37:18.210 --> 00:37:43.150

EHS-C304: And any of their great swimming attire, but also went skating. You know, the work is just beginning, but we have so much more to do. We participated in their Back to School event. We've already, you know, made sure we're making very positive deposits, you know, made sure we gave some backpacks and some things like that, just to make sure that we're, one, humanizing ourselves, but also building the right relationship, starting with our young people already, and trying to meet and serve as some of

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00:37:43.150 --> 00:37:49.870

EHS-C304: those needs. And so, I know one of the other questions, too, was around metrics, like engagement. We're working with,

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00:37:49.920 --> 00:38:09.539

EHS-C304: many of our partners in really trying to figure out what those things is, and like Dr. Barr said, consistent outcomes. The consistency of the outcome is that we always want to see positive, but if something negative pops up where it's a community complaint, or let's say performance evaluations, or that we see anywhere in some supervisory interventions with our officers.

197

00:38:09.540 --> 00:38:12.880

EHS-C304: We want to get in there early to see what the problem is. And...

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00:38:12.930 --> 00:38:19.189

EHS-C304: solve the problem, right? Because that may be that you can't stay here, because we don't want to tell.

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00:38:19.190 --> 00:38:37.250

EHS-C304: Thank you, Deputy Chief Brown. That was a terrific overview. Just wondering if I could just ask, Vice President, Maria Tilden to just say something about other community activities involved in any of the Innovation Fund, because I...

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00:38:37.440 --> 00:38:40.800

EHS-C304: It's good to constantly broaden the aperture to the...

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00:38:40.970 --> 00:38:56.370

EHS-C304: go beyond policing to see this as part and parcel of a broader, more systemic level of interaction with the community. Yeah, and I'm really glad that you mentioned the importance of, you know, you talked about small grants, I wouldn't call

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00:38:56.370 --> 00:39:16.890

EHS-C304: the, Innovation Fund for Community Safety, a small grant program, but it's an intentional way of bringing experts around the

table, identifying, areas of focus in partnership with the community. But Ron, Ron mentioned this earlier, we... we are in the process

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00:39:16.890 --> 00:39:34.260

EHS-C304: of, identifying and issuing grants, for the second round of the Innovation Fund for Community Safety in this room. It's a significant amount of money that, will be paid out over 4 years.

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00:39:34.260 --> 00:39:43.359

EHS-C304: \$6 million, that is focused on built environment, Built environment.

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00:39:45.160 --> 00:40:05.459

EHS-C304: workforce development, social needs, and violence interruption, and I'm delighted to say that we had some great lines at the table, really not only framing out the areas of focus, but also helping us evaluate the proposals that came, into,

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00:40:05.460 --> 00:40:28.760

EHS-C304: into us for consideration, including Dr. Bart, Dr. Webster, as well as, numerous community-based organizations, who have, obviously been involved in the work over the years. So, you know, soon you will know, you will hear more information about that, but, we're excited that,

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00:40:28.760 --> 00:40:31.720

EHS-C304: Where it'll be an opportunity, again.

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00:40:32.070 --> 00:40:52.030

EHS-C304: community-led, focused, executed engagement, that will be measured, over time, and a process to ensure that we will actually report out to the community, the progress along the way. So it's all about

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00:40:52.030 --> 00:40:59.479

EHS-C304: Taking the input, that we get from the community, building and designing the areas of focus.

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00:40:59.480 --> 00:41:24.460

EHS-C304: But also, reporting back on the progress that each one of these organizations is making. In fact, Dr. Webster is going to participate in this very soon, but we're, you know, working with the organizations that have been selected to ensure that they have the ability, to capture data, to report on the data, so they're getting, also getting technical assistance

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00:41:24.460 --> 00:41:31.460

EHS-C304: To ensure that they're, you know, fully capable, have the resources that they need to execute.

212

00:41:31.850 --> 00:41:33.130

EHS-C304: Expert.

213

00:41:33.910 --> 00:41:55.660

EHS-C304: a really intentional effort to get to those programs and provide them with the dollars who are going to impact those most closely, impacted by violence. So, it was a real intense effort there. So, thank you, Vice President Tilda and Deputy Chief Brown. We're going to move on to the next question from Daniel Webster about oversight. Dr. Webster, the floor is yours.

214

00:41:55.670 --> 00:42:10.539

EHS-C304: Yeah. Hi, President Daniels. I'm honored to be a new member of this board, but of course, we've been having conversations about this for about a decade, and I'm just really pleased to see things,

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00:42:10.610 --> 00:42:27.249

EHS-C304: evolved in this positive way. My question is, you know, how do you ensure that this board's recommendations are considered at the highest decision-making level of Hopkins?

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00:42:28.000 --> 00:42:32.789

EHS-C304: That's... that's sort of the general question, of sort of, we put in recommendations.

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00:42:33.010 --> 00:42:40.289

EHS-C304: How does this affect, you know, your decision-making and the people who work closest to you?

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00:42:40.490 --> 00:42:43.539

EHS-C304: And if you have any examples, that would be great.

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00:42:44.120 --> 00:42:55.630

EHS-C304: So I, look, I, I think you've got to, it won't surprise you to, to, to know that,

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00:42:56.050 --> 00:42:57.220

EHS-C304: ramble.

221

00:42:57.230 --> 00:43:22.189

EHS-C304: reports into Garfield, into, Tiffany, who's, here was the authority chief, General Counsel, and reports in, directly, and so there's regular and frequent meetings, and as it turns out, you know, having the ability, and for some time now, we thought it was appropriate that the chief of, of security basically

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00:43:22.190 --> 00:43:32.370

EHS-C304: be lodged at General Counsel's office. Paul Pinot did that when he was General Counsel. Really, we're pleased that Tiffany Wright was anxious to

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00:43:32.370 --> 00:43:36.549

EHS-C304: continue to play a role in this, but I thought it was important, just given

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00:43:36.590 --> 00:43:54.649

EHS-C304: you know, the extent to which law and regulation are so important in terms of governing the interaction between the force and the community, and just the, you know, the development and evolution of the force. But, you know, we saw... we had sessions with

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00:43:54.900 --> 00:44:07.300

EHS-C304: It's a so-called, senior planning group, but it's me and five other leaders of the university that meet for several hours each week. We actually went through, or briefed.

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00:44:07.300 --> 00:44:19.169

EHS-C304: By Dr. Bart, but also by 21st Century, policing. We met with them a few times. We actually reviewed policies, and...

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00:44:19.230 --> 00:44:24.399

EHS-C304: Get regular reports on the interactions of this group,

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00:44:24.570 --> 00:44:31.620

EHS-C304: We were aware of the discussions that you had around the

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00:44:31.620 --> 00:44:49.289

EHS-C304: duty to intervene issue, which, you know, that was, like, one where I think I was... that was a challenge from the board that, that really forced conversation and reflection as to, you know, what... how the policy would be amended, and actually treating a failure to intervene by

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00:44:49.620 --> 00:44:59.479

EHS-C304: our, sworn officers as misconduct. I mean, again, you know, the... these... we were aware of these debates, and...

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00:44:59.570 --> 00:45:13.880

EHS-C304: I should say, more than that, we've been aware of the evolution of the policy, through the very extensive vetting process that was undertaking. I should also just add that as much as there's

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00:45:13.940 --> 00:45:22.310

EHS-C304: ultimate accountability, and to me, I am ultimately accountable to the Board of Trustees, and

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00:45:22.310 --> 00:45:44.689

EHS-C304: surprise, surprise, but, Dr. Barnes, regularly before the university's, board of trustees, we're now going to ensure that, that there's twice-yearly opportunities to dock into the audit committee of the board and the executive committee, and then once you're at the full board, and again, just really reinforcing this sense.

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00:45:44.690 --> 00:45:50.010

EHS-C304: that there's uncountability on our part to the board, who represents

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00:45:50.060 --> 00:45:59.450

EHS-C304: the broader community interest in getting this right. So, we're trying to put in all the right governance mechanisms to make this thing

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00:45:59.690 --> 00:46:09.090

EHS-C304: Work in terms of not being perfunctory, but really a sincere effort to demonstrate, accountability.

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00:46:10.190 --> 00:46:25.470

EHS-C304: And I would add to that that the legislature created this board, with one of the purposes of bringing community feedback to university leadership, and that it mandated that the university respond to any suggestion that this board had within 120 days.

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00:46:25.520 --> 00:46:39.670

EHS-C304: because we apply to the Open Keeps Act, you make that request or recommendation in public, and then I respond back to it fully on behalf of the university in public, so it's done transparently. And I frequently laud

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00:46:39.790 --> 00:46:47.530

EHS-C304: the work that you did, this body did, this board did, around, providing feedback for our policies. I mean, it was a very...

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00:46:47.540 --> 00:47:05.689

EHS-C304: detailed process, and it showed strength that you didn't provide feedback on every single one of the 89 policies. You chose to focus on the policies where the rubber meet the road, where police interact with citizens, and those things that, were of utmost importance. And I happily adopted

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00:47:05.690 --> 00:47:12.920

EHS-C304: nearly 90% of your recommendations, they were very thoughtful and very purposeful. So, but just to wrap... go back to...

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00:47:13.150 --> 00:47:22.190

EHS-C304: the wonderful job the legislature did in building in those, accountability measures. We can't not respond to your recommendations, and they are...

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00:47:24.650 --> 00:47:41.359

EHS-C304: you know, automatically at the highest level of the, you know, like the president said, I'm a member of the cabinet, Vice President. I bring everything back to senior leadership. I report directly to the senior vice president and general counsel, so there's no higher levels to get your concerns to.

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00:47:41.690 --> 00:47:45.099

EHS-C304: And we, and we literally meet weekly and talk about them.

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00:47:45.800 --> 00:47:48.389

EHS-C304: That's very much appreciated. Thank you.

246

00:47:50.480 --> 00:48:01.740

EHS-C304: So, I believe the next question is going to come from... is it Rossi? Okay. The floor is yours. So, we had, as board, we had this great opportunity

247

00:48:01.990 --> 00:48:09.499

EHS-C304: to participate in GAP training. And, it was amazing, right? And similar to the policy,

248

00:48:09.860 --> 00:48:21.650

EHS-C304: What was a... what was a training session that you guys, observed? We observed... it was a week long, and multiple sessions. And you attended many sessions? Many sessions.

249

00:48:21.940 --> 00:48:39.699

EHS-C304: If you were wondering where he is... Right. So, yeah, and that also gave us, a really good opportunity to interact.

250

00:48:39.760 --> 00:48:54.540

EHS-C304: With some of the new folks. So, fabulous opportunity. We understand that that information is currently being compiled, will be used, to finalize the training, experience for our folks. So,

251

00:48:54.640 --> 00:49:08.849

EHS-C304: Just wondering if you've had the opportunity to participate and give feedback on any of the JHP training programs, such as GAP trainings on crisis de-escalation, behavioral health, or cultural competencies?

252

00:49:08.850 --> 00:49:18.450

EHS-C304: all of these things, I... I have not done, and I'm embarrassed to say, as against this, the committee members who went out and actually spent time in the GAP training, I haven't done that.

253

00:49:18.450 --> 00:49:30.109

EHS-C304: But again, like, all of these issues, you know, over the last year plus, have consumed a lot of our time due to just escalation, de-escalation, how we're going to approach it, thinking about the mental health issues.

254

00:49:30.110 --> 00:49:40.460

EHS-C304: how do we make sure that the first responder is, you know, comes from our behavioral health intervention team, and it's not necessarily a sworn officer, but their support? Like, all of these issues

255

00:49:41.120 --> 00:49:48.220

EHS-C304: We... it wasn't just... just to be clear, it wasn't just that they said, here's a stack of policies approved.

256

00:49:48.220 --> 00:50:03.449

EHS-C304: check-the-box moment, and so we can say that the, you know, the senior planning group saw it. We debated and, asked questions and really wrestled with these things. Again, just recognizing, particularly around the topics you raised, that's where

257

00:50:03.450 --> 00:50:16.529

EHS-C304: this thing is going to either succeed or fail, that the... that the failure to do these things properly will bring the whole process into disrepute, so we... we knew it was important to get it right, so we...

258

00:50:16.530 --> 00:50:32.479

EHS-C304: we've been proving to this, and, you know, and also in truth, we've relied on you folk, and knowing that this was a strong board with good representation, and, and I'm just... I can't tell you, how,

259

00:50:32.860 --> 00:50:42.400

EHS-C304: fortifying it is to know that you guys are actually spending this kind of time. It's, it's really something. And again, just express my gratitude on behalf of the university for that.

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00:50:42.660 --> 00:50:43.520

EHS-C304: Young.

261

00:50:45.420 --> 00:50:46.500

EHS-C304: Right.

262

00:50:46.730 --> 00:50:52.230

EHS-C304: So, I believe we're at the last question of the night. Dr. Kong, you guys the floor.

263

00:50:52.740 --> 00:51:09.190

EHS-C304: Thanks again, everyone, for your time. Last question. Beyond formal policy consultations, how does the President's office receive, review, and act on community feedback following JHPD deployments or incidents?

264

00:51:09.710 --> 00:51:13.550

EHS-C304: So, again, there is...

265

00:51:14.140 --> 00:51:34.830

EHS-C304: We are expecting that there is regular review of incidents that, you know, that would rise to the level of community concern. And so we know, you know, we've got in place, basically, an understanding, and this is not waiting for a meeting three weeks hence.

266

00:51:34.830 --> 00:51:36.760

EHS-C304: But, you know, there's, like, a lot of...

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00:51:36.850 --> 00:51:44.699

EHS-C304: When something happens, and typically, you know, a serious criminal matter that takes place on campus.

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00:51:44.770 --> 00:51:51.379

EHS-C304: we spend a lot of time on these things. Look, it's... you know, we went into this because we really feel at poor.

269

00:51:51.440 --> 00:52:03.699

EHS-C304: as important as the academic program is at the university, all the things we do, clinical, academic program, you know that security is the bedrock of everything, and getting that right was really important, so...

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00:52:03.700 --> 00:52:17.190

EHS-C304: You know, just in our daily interactions, and I think this should be reassuring to you. Like, when bad stuff happens, I don't mean bad stuff by that the force that's done anything incorrectly, but when security events happen on campus.

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00:52:17.190 --> 00:52:26.449

EHS-C304: We get the clearing notifications that you all do, but what's different is we typically, have conversations almost

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00:52:26.740 --> 00:52:42.870

EHS-C304: almost immediately, you know, on a serious event, we wait until... we don't want to just... we don't want to interrupt the team. But we're... we're in, you know, we're in regular communication, and there's regular updating around events, and where there are grievances, unhappiness,

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00:52:42.870 --> 00:52:50.489

EHS-C304: with the, you know, with sectors of the community, that's brought to our attention as well. And that's really the kind of relationship

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00:52:50.600 --> 00:53:03.060

EHS-C304: you know, I'd like to think I have not just with Dr. Bard, but with all the people who report it to me, which is I very much live in a world of no surprises. Like, if bad stuff happens, don't hold it from us. Bring it in.

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00:53:03.060 --> 00:53:13.500

EHS-C304: and then let's correct it, fix it, and ensure appropriate, accountabilities are being discharged. So... so too with this.

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00:53:13.500 --> 00:53:15.319

EHS-C304: And then again.

277

00:53:15.320 --> 00:53:37.629

EHS-C304: like, the quarterly meetings. We just had one this week, where we're meeting, and we're going through... there's a deck that's... that's

distributed in advance, and I'm there. There's several members, of the leadership team that are there. The head of the health system is there, the dean of the School of Medicine is there, and

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00:53:37.630 --> 00:53:44.100

EHS-C304: We're looking at virtually all dimensions of this, and tracking levels of crime.

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00:53:44.150 --> 00:54:02.070

EHS-C304: types of response, use of force, all of these things are being subject to close scrutiny. So... so that, you know, again, what we're really trying to do is just build a natural sense of accountability, the cadence of accountability, and not making it just intermittent, but regular, continuous.

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00:54:02.610 --> 00:54:11.460

EHS-C304: Thank you. Thank you. And I was, mistaken. Our last question of the night is actually going to come from Ms. Ortiz-48.

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00:54:11.760 --> 00:54:20.179

EHS-C304: The floor is yours, and I apologize. No problem, thank you so much. Thank you, too, for being here, President Daniels.

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00:54:20.510 --> 00:54:26.259

EHS-C304: So, I guess for the closeout question, how do we guide

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00:54:26.540 --> 00:54:34.680

EHS-C304: Not only guide, but encourage our students to engage in the democratic process more effectively.

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00:54:34.990 --> 00:54:44.719

EHS-C304: As well as how will the university plan to handle protests, demonstrations, and encampments now and in the future?

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00:54:45.460 --> 00:54:50.200

EHS-C304: So, you know, I think it starts with, first and foremost.

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00:54:51.870 --> 00:55:04.190

EHS-C304: A very intentional effort by the university to really focus on seeing the time that students are with us as an opportunity to give them the skills, the knowledge.

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00:55:04.290 --> 00:55:13.500

EHS-C304: the option for democratic engagement. This past week, we did orientation, and one of the most... it's not...

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00:55:13.500 --> 00:55:30.450

EHS-C304: it's not for nothing that Hopkins has what we call a so-called Democracy Day. We built this into orientation. I think we're one of the few universities that do it, that's something that was original to us. But we really wanted from the outset to remind our students

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00:55:30.450 --> 00:55:41.070

EHS-C304: of their responsibility as democratic citizens, and what the precious gift of higher education does, in terms of making them more effective, more

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00:55:41.070 --> 00:56:00.179

EHS-C304: more powerful in their advocacy and their influence, and... and seeing how they can use that to improve our site. So there's a lot of stuff on how you talk to people across different... different backgrounds, perspectives, political ideologies, how do we... how do we create that environment, and really trying to create a sense of

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00:56:00.180 --> 00:56:14.500

EHS-C304: That's what a university is about. It's difficult conversations, it's engaging in the problems of the world, thinking about what is appropriate resolution, and normalizing that, and just giving people tools to be able to respond effectively.

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00:56:14.500 --> 00:56:22.510

EHS-C304: So we spent a... that's really the start of the term, and then there's a whole series of activities, particularly from our Agora Institute, which

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00:56:22.590 --> 00:56:27.189

EHS-C304: Return to cultivating that through different

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00:56:27.360 --> 00:56:49.729

EHS-C304: events, programs, courses, and so forth. You know, the other thing that we do is then, as we get ready for another, round of, of, of, of primaries, is make sure we have high voter registration, and here, feel really good about, the way in which, over the last several years.

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00:56:49.730 --> 00:56:58.270

EHS-C304: Even for midterms, we very substantially increased the percentage of students who are registered and are engaging in the political process.

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00:56:58.270 --> 00:57:10.049

EHS-C304: And so, again, that's something Hopkins get on the boat. It's, that they were active during orientation week, and so we're, again, really making that, you know, one of the things that, we, concentrate on.

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00:57:10.050 --> 00:57:26.199

EHS-C304: And then, you know, going to the issue, which, of course, you know, we're all sensitive to, just given, the last couple years, what is appropriate protest? Where does it cross the line? And, you know, one of the things that, of course, we are constantly saying.

298

00:57:26.270 --> 00:57:28.420

EHS-C304: Protests, dissent.

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00:57:28.490 --> 00:57:40.129

EHS-C304: criticism is appropriate and a vital part, I think, of a mature democracy, and we, you know, tend to... not surprised, particularly in the context of our

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00:57:40.130 --> 00:57:49.490

EHS-C304: Democracy Day emphasized academic freedom as an important component of that, but consistent with the First Amendment and so forth. So all those things are really important.

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00:57:49.490 --> 00:57:51.840

EHS-C304: But we also recognize

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00:57:51.840 --> 00:58:07.479

EHS-C304: that, and this is something that we've started with the Biden administration, certainly, you know, continued with the Trump administration, that we've got obligations under Title VI, that we've got to make sure that dissent doesn't cross the line where the physical

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00:58:07.480 --> 00:58:14.550

EHS-C304: safety of students is put in peril, and so... So, you know, whoop...

304

00:58:14.620 --> 00:58:24.860

EHS-C304: To thread the needle, where we see protest as an appropriate form of expression of dissent on the university campus.

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00:58:25.690 --> 00:58:43.340

EHS-C304: We've got time, place, and manner restrictions, where basically they're meant to be neutral, not target of any particular group, but

basically saying, you know, you can... you can have a protest in... in this or that place, you know, let us know where you're heading. Make sure, again, we make sure there's appropriate support for that.

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00:58:43.390 --> 00:58:56.559

EHS-C304: And so that there's not conflicts between groups and so forth. And that, and that, you know, classes aren't interrupted or buildings aren't taken over, things like that, we regard as crossing line.

307

00:58:56.560 --> 00:59:06.390

EHS-C304: And... and... and sort of seeing this as a form of expression, but where it crosses the line where the safety and security of another

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00:59:06.560 --> 00:59:18.869

EHS-C304: individual students in St. Farrell, then we're obliged by law, and by expectations of the community to intervene. So, we know this is sometimes, you know, it's a hard needle to thread.

309

00:59:19.040 --> 00:59:25.999

EHS-C304: But I think we've done a lot with the students and the community generally to

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00:59:26.000 --> 00:59:40.180

EHS-C304: set out the process of what it looks like, how you... how you seek guidance to be able to pull off an effective protest, and so forth. You ask me about encampments? Encampments aren't allowed. And we're firm about that now. Like, we just...

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00:59:40.180 --> 00:59:45.010

EHS-C304: We got through our encampment, a few years ago.

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00:59:45.010 --> 00:59:48.499

EHS-C304: But, but, you know, with...

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00:59:48.500 --> 01:00:00.119

EHS-C304: with, you know, with, with, a lot of support from a number of different, different individuals. But ultimately, for the reasons that I wrote to the community about at the time.

314

01:00:00.120 --> 01:00:08.949

EHS-C304: I think there's a real sense that a permanent occupation of a fixed space by only people who share the same view on a particular issue

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01:00:08.950 --> 01:00:17.660

EHS-C304: And it's not just for an hour, but it's for days and nights. This is not... this is not healthy for the community. So, we're clear on that. We're... we're... we're... we're...

316

01:00:17.660 --> 01:00:29.929

EHS-C304: We're not going to support encampments. And he didn't the last time, but we just didn't have the capacity to end it without the, ultimately, the cooperation of the people who were protesting.

317

01:00:30.500 --> 01:00:32.790

EHS-C304: So, that's how we're thinking about it.

318

01:00:33.550 --> 01:00:35.010

EHS-C304: Thank you.

319

01:00:35.640 --> 01:00:49.880

EHS-C304: So, that concludes the question and answer portion of the special meeting. I want to thank members of Accountability Board for Vice President Daniels, and on behalf of the board and public safety leadership, I want to thank President Daniels for his time and support.

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01:00:50.020 --> 01:00:59.479

EHS-C304: Madam Chair, you want to close us out? Yeah, if you don't mind. Thank you. Sorry.

321

01:01:00.750 --> 01:01:11.270

EHS-C304: Thank you, everyone, for being here. I really, really appreciate it, and I know we ran over on time, and so I won't, take too much time, but we...

322

01:01:11.910 --> 01:01:24.649

EHS-C304: I would, like to thank you for your very thorough answers and very thoughtful questions from the board, as well as the community that gave us a lot of these ideas and inspirations to ask.

323

01:01:24.650 --> 01:01:41.679

EHS-C304: In speaking to the ideas of action over rhetoric, and talking about things like the Innovation Fund and things like that, one of the things that I know myself and Missonia and a few other people in the community were talking about is that there are

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01:01:41.710 --> 01:01:43.929

EHS-C304: Big institutions that get

325

01:01:44.150 --> 01:01:53.009

EHS-C304: nonprofit institutions that get access to these funds. Is there a possibility in the future for smaller.

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01:01:53.240 --> 01:01:55.749

EHS-C304: maybe not 501Z3.

327

01:01:56.420 --> 01:02:10.889

EHS-C304: entities, people, persons in the community. People like, for example, I'm going to speak about someone in East Baltimore, Ms. Angela, who, if you are in East Baltimore, you absolutely know who she is. She runs, an after-school program. She feeds

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01:02:10.940 --> 01:02:17.340

EHS-C304: anybody and everybody who comes to her. And there are people like that, pillars of communities, who...

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01:02:17.410 --> 01:02:34.289

EHS-C304: aren't going to spend the \$400 to become a 501c3, who aren't going to have the time or capacity because they have kids knocking at their door that need shoes and clothes and things like that. Is there ever going to be, or a possibility, or an idea of something like that, where folks who

330

01:02:34.590 --> 01:02:36.990

EHS-C304: Are already doing the work.

331

01:02:37.120 --> 01:02:47.179

EHS-C304: can just have a little bit of, like, petty cash, or something that they can use to continue the work that they're already doing that

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01:02:47.960 --> 01:03:05.899

EHS-C304: is on behalf of the JHPD, or something like that. I love the idea of, you know, being able to turn a spotlight on local heroes, and the people who work quietly without expectation of reward or attention, and just day in and day out. We all...

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01:03:05.920 --> 01:03:17.359

EHS-C304: We all know the people in the communities we grow up with who are really special and have such integrity, and, you know, they can be trusted with these funds that they'll do right by them.

334

01:03:17.360 --> 01:03:36.270

EHS-C304: I think the question is, and I'll look to General Counsel to advise us, you know, what we can do without getting into trouble, and

that's one of her roles, is to keep you out of trouble. And so, but I like the sentiment, and I think we just would have to think about

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01:03:36.310 --> 01:03:42.089

EHS-C304: How we can open up this aperture a bit of this... these kinds of programs to this kind of activity, because it...

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01:03:42.200 --> 01:03:46.249

EHS-C304: I, I, I think, as you're talking,

337

01:03:46.510 --> 01:04:01.640

EHS-C304: I think this would be a really interesting way to, again, touch people within the community, and the community highly respects, and again, as I talk about this process of repair, partnership, forward momentum.

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01:04:01.640 --> 01:04:05.289

EHS-C304: I think, it'd be good to see if we can figure out a way to do it.

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01:04:05.290 --> 01:04:23.810

EHS-C304: So, thank you, it's a great suggestion. Awesome, thank you, and with that, please bring a... help bring a grocery store to East Baltimore, because we would really love that. Thank you again so much, we really appreciate it, and we hope to see you again here very soon. Thanks, folks, really enjoyed this conversation. Thank you.

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01:04:23.860 --> 01:04:24.580

EHS-C304: Sweep.