NOTICE OF MEETING LOCATION

REPRESENTATIVE ASSEMBLY
OF THE DAVIS DIVISION OF THE ACADEMIC SENATE

To: Representative Assembly Members of the Davis Division of the Academic Senate

From: Davis Division of the Academic Senate Office

Re: Notice of Meeting Location

The February 28, 2013 Representative Assembly meeting will be held at the Student Community Center, Multi-Purpose Room. Directions to the building can be found at the following website: http://campusmap.ucdavis.edu/?b=223. The room is located on the second floor of the Student Community Center.

The meeting is scheduled to begin at 2:10pm.
MEETING CALL
REGULAR MEETING OF THE REPRESENTATIVE ASSEMBLY
OF THE DAVIS DIVISION OF THE ACADEMIC SENATE

Thursday, February 28, 2013
2:10 – 4:00 p.m.
Student Community Center, Multi-Purpose Room
(Amended on 2/25/13)

1. Approval of the November 1, 2012 Meeting Summary
2. Announcements by the President - None
3. Announcements by the Vice Presidents - None
4. Announcements by the Chancellor
   a. State of the Campus – Chancellor Linda B. Katehi
5. Announcements by the Deans, Directors or other Executive Officers
6. Special Orders
   a. Remarks by Academic Senate Chair - Bruno Nachtergaele
7. Reports of Standing Committees
   a. Faculty Research Lecture (To be honored in May)
      i. Confirmation of 2012-2013 Faculty Research Lecture Award Recipient.
   b. Public Service (To be honored in May)
      i. Confirmation of 2012-2013 Distinguished Scholarly Public Service Award Recipients.
   c. Committee on Academic Freedom and Responsibility (CAFR)
      i. Report to the Representative Assembly on the committee’s analysis of the Provost’s response to last year's Representative Assembly resolutions.
      Resolutions: http://academicsenate.ucdavis.edu/documents/CAFR-resolutions-6-8-2012-RA.pdf
8. Petitions of Students
9. Unfinished Business
10. University and Faculty Welfare
11. New Business
   a. Academic Senate Administrative Oversight Committee Update – André Knoesen
12. Informational Item
   a. Committee on Courses of Instruction: Course Approval Deadlines for Course Offerings.

Abigail Thompson, Secretary
Representative Assembly of the
Davis Division of the Academic Senate

*Consent Calendar. Items will be removed from the Consent Calendar on the request of any member of the Representative Assembly.

All voting members of the Academic Senate (and others on the ruling of the Chair) shall have the privilege of attendance and the privilege of the floor at meetings of the Representative Assembly, but only members of the Representative Assembly may make or second motions or vote.
MEETING CALL
REGULAR MEETING OF THE REPRESENTATIVE ASSEMBLY
OF THE DAVIS DIVISION OF THE ACADEMIC SENATE

Thursday, November 1, 2012
2:10 – 4:00 p.m.
Memorial Union, MU II

1. Transcript of the June 8, 2012 Meeting
   Motion: To accept the June 8 RA transcript.
   Vote: 41 – 0
   ACTION: Motion passed

2. Announcements by the President – None

3. Announcements by the Vice Presidents – None

4. Announcements by the Chancellor – None

5. Announcements by the Deans, Directors or other Executive Officers – None

6. Special Orders
   a. Remarks by the Divisional Chair – Bruno Nachtergaele
      Bruno Nachtergaele discussed the importance of the Academic Senate and the difference
      between the Senate and the Administration. He emphasized the importance of the Senate
      advising the Administration on budget issues. UC Davis participated in a market study that
      showed the positive attributes of UC Davis include, research and professors. The Senate has the
      ability to maintain the quality of the institution, despite budget issues. Senate committees will
      need to consider budget in the upcoming year by communicating with each other, and giving
      good advice to the Administration.

      The Library Committee will be holding a web forum and/or town hall meeting in the coming
      weeks on the issues of the Open Access Policy that will impact the campus. The Library
      Committee chair, Brian Kolner, announced that the Systemwide Senate will decide on the policy.

   b. Remarks by ASUCD President – Rebecca Sterling
      ASUCD President Sterling indicated that the student body looks to the Senate for guidance on
      budget and campus issues. ASUCD advocates on behalf of the undergraduate students, and
      interacts with student life: employment, leadership, campus resources, Aggie Re-use Store, etc.
      ASUCD is registering students to vote this year, and working with student regents to help the
      student body to be more aware of issues that affect them. ASUCD is taking several community
      initiatives, including an Adopt-A-Student program, a community t-shirt, a jobs initiative to help
      current students and recent graduates, and the ASUCD Scholarship and Endowment Fund.

   c. Remarks by GSA Chair – Ethan Evans
      GSA Chair Evans indicated that GSA will focus on scholarship, engagement (advocacy and
      representation), and community. He mentioned a graduate student symposium where students

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can submit papers, and faculty can serve as judges. GSA will look at the Graduate Education Taskforce to improve graduate education at Davis, with an emphasis on graduate education funding at the University. GSA is extremely concerned with the budget, and is looking into a strategic and shared approach to budget cuts. GSA is also looking into the events around November 18th, and put together resolutions to take into consideration.

d. Annual Report of the Committee on Academic Personnel: 8
   i. Oversight Committee – John Hall

Motion: To accept the Committee on Academic Personnel - Oversight Committee Report.
Vote: 40 – 0
ACTION: Motion passed

e. Annual Report of the Committee on Academic Personnel: 22
   i. Appellate Committee – Dean Simonton

Motion: To accept the Committee on Academic Personnel, Appellate Committee Report
Vote: 40 – 0
ACTION: Motion passed

Annual Reports on Consent Calendar:
f. *Annual Report of the Committee on Academic Freedom and Responsibility 26
   g. *Annual Report of the Committee on Admissions and Enrollment 28
   h. *Annual Report of the Committee on Affirmative Action and Diversity 143
   i. *Annual Report of the Committee on Committees 145
   j. *Annual Report of the Committee on Courses of Instruction 147
   k. *Annual Report of the Committee on Distinguished Teaching Awards 151
   l. *Annual Report of the Committee on Elections, Rules and Jurisdiction 153
   m. *Annual Report of the Emeriti Committee 174
   n. *Annual Report of the Faculty Research Lecture Award Committee 176
   o. *Annual Report of the Committee on Faculty Welfare 178
   p. *Annual Report of the Grade Changes Committee 184
   q. * Annual Report of the Graduate Council 186
   r. *Annual Report of the Committee on Information Technology 195
   s. *Annual Report of the Committee on International Education 197
   t. *Annual Report of the Joint Academic Federation/Senate Personnel 200
   u. *Annual Report of the Library Committee 209
   v. *Annual Report of the Committee on Planning and Budget 212

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MEETING CALL
REGULAR MEETING OF THE REPRESENTATIVE ASSEMBLY
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Thursday, November 1, 2012
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Page No.

w. *Annual Report of the Committee on Privilege and Tenure
x. *Annual Report of the Committee on Public Service
y. *Annual Report of the Committee on Research
z. *Annual Report of the Undergraduate Council
   i. Annual Report of the Subcommittee on General Education
   ii. Annual Report of the Subcommittee on Preparatory Education (not submitted)
   iii. Annual Report of the Subcommittee on Special Academic Programs (not submitted)
   iv. Annual Report of the Subcommittee on Undergraduate Instruction and Program Review
aa. *Annual Report of the Committee on Undergraduate Scholarships, Honors and Prizes (not submitted)

7. Reports of standing committees
8. Petitions of Students
9. Unfinished Business
10. University and Faculty Welfare
11. New Business
   a. Academic Senate Administrative Oversight Committee Update – André Knoesen
      Vice Chair Knoesen updated the assembly on the administration’s action plan post November 18. He also described the process for offering suggestions, meeting updates, discussions including crisis management, and special committees. Vice Chair Knoesen will give 3 additional updates on the status of the campus recommendations. The Academic Senate Administrative Oversight committee will monitor the success of these recommendations and structures throughout the academic year.

12. Informational Item
   a. Updated Response to the UC Davis Academic Senate’s Executive Council Request for an Action Plan (October 1, 2012 – REVISED)
   b. Academic Senate Special Committee on Freedom of Expression charge
   c. Academic Senate Administrative Oversight Special Committee charge

Meeting Adjourned

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Brief Biography of Professor JODI NUNNARI
Nominee for the 2013 Academic Senate Faculty Research Lecture Award

After reviewing fifteen extremely strong nominations, the Faculty Research Lecture Committee unanimously recommends Professor Jodi Nunnari, Professor of Molecular and Cellular Biology, as the 2013 Faculty Research Lecturer.

Professor Nunnari is an internationally recognized and highly regarded scholar for her works on the biology of mitochondria - the powerhouse of eukaryotic cells. Professor Nunnari has almost single-handedly transformed the way scientists view mitochondria and has provided fundamental information about the role of this essential organelle in biology and human disease. Her discoveries that mitochondria are dynamic networks that are the consequence of frequent separation events (called fissions) and joining events (called fusions) have replaced the previous text on cellular mitochondria as static, discrete populations of separate entities.

According to the relative rates of fission and fusion, the mitochondria of a cell can constitute many smaller entities, or can combine to a fewer larger structures. Major biology textbooks have recently adopted this discovery. Because of Dr. Nunnari’s drive, outstanding mentoring of her laboratory’s students and postdoctoral scholars and her creativity in problem solving, her laboratory has gone on to make technical breakthroughs and seminal discoveries on both fusion and fission. Along the way, her laboratory has also provided important insights into the control of mitochondrial DNA replication and repair. She is equally conversant in multiple disciplines such as cell biology, biochemistry, genetics and molecular biology.

Her subsequent work has demonstrated that the molecular machinery identified in yeast is largely conserved in mammals, demonstrating the fundamental nature of her findings. Dr. Nunnari’s use of live-cell imaging and yeast genetics to discover the players in mitochondrial fusion and fission alone changed the field and represent a solid career. However, Dr. Nunnari’s drive to completely understand the mechanisms of mitochondrial dynamics drove her to develop an in vitro system to study this important process. Dr. Nunnari sees the best experimental approach to answer her questions and does whatever is necessary to bring that approach into her laboratory. The bold new and innovative directions that Dr. Nunnari takes her research are testaments to the intellect and drive of this remarkable person.

The outstanding quality of her work contributes to Dr. Nunnari’s high profile and prominence in the scientific community. She is invited to write reviews of her field in the most highly regarded venues and speaks regularly at major meetings. She is a dynamic and engaging speaker. She can easily present a lecture that will enthral lay audiences. The wider community is able to appreciate the significance of her work, especially, but not exclusively, because of its relevance to human health.

Professor Nunnari’s nomination letter singled her out as a remarkable colleague, scholar and mentor, a national and international leader, and deserving of this award because of the high quality and rigor of her science, her innovative approaches to science, her groundbreaking studies, her fearless determination in discovery, and her outstanding mentorship to young scientists both locally and at a national and international level.
Nominations for the 2013 Distinguished Scholarly Public Service Award

The University of California has a long tradition of service to the state and the people of California. The Academic Senate Distinguished Scholarly Public Service Award offers the opportunity to honor exceptional faculty who continue that tradition and demonstrate the commitment of the Davis campus to public service. Faculty members who perform scholarly public service use their expertise in teaching, research or professional competence to make unpaid contributions to local, statewide, national, or international public arenas.

The Senate Public Service Committee submits the names of the following four individuals in nomination for the 2013 Distinguished Scholarly Public Service Award:

JOHN EADIE, Professor in the Department of Wildlife, Fish, and Conservation Biology

Professor Eadie is a nationally known expert in waterfowl and wetland conservation. He played a key role in drafting the North American Waterfowl Management Plan 2012, possibly the largest, most ambitious and successful conservation program ever undertaken. The NAWMP influences land use and associated decisions throughout North America and represents the voice of three federal governments. The final plan has been subject to extensive review by literally thousands of on-the-ground managers, and the ultimate document has truly continental ramifications. All of these efforts required extensive time commitments and professional expertise from Professor Eadie, who provided unpaid consultation and advice to 25 different private organizations and governmental agencies. These interactions are key to the success, growth and impact of the Raveling Professorship and demonstrate full commitment to outreach efforts dealing with waterfowl and wetland management and conservation. Professor Eadie has shown leadership, enthusiasm, and an uncanny ability to synthesize and integrate information, all of which have made him unusually effective in his service efforts. His critical contributions to ongoing waterfowl and wetland conservation efforts fully merit his recognition for distinguished scholarly public service.

SCOTT FISHMAN, Department of Anesthesiology and Pain Medicine

Dr. Fishman is an internationally renowned clinician and medical educator, who has made substantial contributions to the development of pain medicine. He has led efforts to establish pain relief as a fundamental human right in our society through education of the health care community, and through advocacy in the state and federal legislatures and in the public forum. Dr. Fishman’s influence in changing medical practice and attitudes towards pain management, in concert with his leadership in addressing the competing problems of access to effective care and prescription drug abuse, has established his role as a national leader in the practice of medicine. He was instrumental in advising Congress on important legislation related to pain medicine, and his written testimony addressed the lack of pain funding within the National Institutes of Health and has raised awareness of regulatory barriers to pain control. As one example of his contribution to the field, Dr. Fishman deployed to Hattiesburg, Mississippi in the wake of Hurricane Katrina at the requests from pain management physicians in the area to establish a temporary clinic to treat displaced chronic pain patients, specifically to manage their pain.
medications. Through his leadership, activism, and involvement in local, state and national level politics, Dr. Fishman has substantially improved the quality of life for the many people incapacitated by chronic pain. He is truly an outstanding candidate for this prestigious award.

**JAY LUND**, Department of Civil and Environmental Engineering

Professor Lund is recognized as California’s top expert in water operations and is a leader in reforming water resource management in our state. Professor Lund has brought his unique talents in modeling, economics, engineering and geography to bear on some of the most pressing water issues in the state. He is extraordinarily effective at bringing science to public policy, utilizing his expertise to influence policymakers, government agencies and public interest groups. With the help of his colleague Richard Howitt and many students, he has spent more than a decade developing California’s only statewide water resource optimization model. He has consistently taken the results of his research and presented them in public forums and in discussions with diverse members of the ‘water community,’ putting significant effort into communicating his work to the policy world, and with real effectiveness. In several public outreach presentations, Dr. Lund has demonstrated his ability to present complex engineering and hydrological relationships in a way that is accessible to the lay audience—a hallmark of an engaged scientist and engineer. Dr. Lund’s focus on path-breaking research, combined with his efforts to translate that research into public understanding and action, make him an excellent candidate for the Distinguished Scholarly Public Service Award.

**JOY MELNIKOW**, Department of Family and Community Medicine

Dr. Melnikow has made significant contributions to the public health of our nation and the state of California. Through her work on the U.S. Preventive Services Task Force and the Let’s Get Healthy California Task Force, as well as with international conferences and working groups, Dr. Melnikow has distinguished herself among California’s premier family physicians, researchers, and public health experts. Her goal is to improve the health of all Americans by making evidence-based recommendations about clinical preventive services and health promotion. She regularly volunteers her time to educate the public about the health recommendations of the national Task Force. This year Dr. Melnikow was also appointed by the California Secretary of Health and Human Services to the California Task Force, Let’s Get Healthy. This Task Force, created by Governor Brown’s executive order, is charged with prioritizing the best ideas and practices in public health. Dr. Melnikow’s work on the Task Force has helped develop a 10-year plan to improve quality of life, control costs, promote personal responsibility for individual health, and advance overall health equity. Her accomplishments have contributed substantially to improving the health of all Americans and amply demonstrate her commitment to public service.

The Public Service Committee is pleased to acknowledge the outstanding service contributions of these four faculty members and encourages the Representative Assembly to approve their awards.
Last spring the Representative Assembly passed a series of resolutions related to academic freedom and the Provost sent a letter to the Senate in response. This report summarizes our analysis.

1. In June 2012 the Representative Assembly unanimously condemned the use of letters from legal counsel to intimidate faculty: The provost has indicated that steps have been taken to prevent this, but stated that the actions of the administration cannot legally be described.

2. In response to a thorough analysis by last year’s CAFR that found that the Medical School administration had impinged on the academic freedom of Michael Wilkes, the Representative Assembly unanimously requested in June 2012 that none of the actions threatened to punish Wilkes be carried out. To date, none of the actions have been carried out although none have been explicitly ruled out.

3. In addition, the Representative Assembly unanimously passed a resolution calling for additional actions: an apology to Wilkes, training for medical school personnel on academic freedom and a report to the Representative Assembly with six months on the training program. The administration has elected not to do any of these things. The Provost has proposed a “town hall meeting” on academic freedom.

4. The administration appointed a three person committee to examine the Wilkes case on their behalf. The committee’s report was provided with the letter from the Provost. There was only one new contention in the report; it called into question one piece of data in the CAFR report: the timing of one email threatening actions to be taken against Wilkes. Although put forward as a key issue, this is a secondary issue. Even assuming a revised timing of this email, the preponderance of evidence still supports the conclusions of the study conducted by CAFR last year and provided to the Representative Assembly, namely that the Medical School administration had impinged on the academic freedom of Michael Wilkes.
January 11, 2013

Chair Bruno Nachtergaele
Davis Division of the Academic Senate

Dear Bruno,

On behalf of Chancellor Katehi, I am writing in response to the letter from the chair of the UC Davis Division of the Academic Senate dated June 11, 2012, regarding the report of the Senate Committee on Academic Freedom and Responsibility (the CAFR) and the related resolutions passed by the Representative Assembly of the Academic Senate on June 8, 2012 regarding academic freedom at UC Davis.

As you know, I charged a team of independent subject matter experts to conduct a review of the serious issues raised by the CAFR report; a copy of their findings of fact is attached. After a thorough fact-finding assessment, including meetings with the parties involved and review of extensive documentation, the review team concluded that there were insufficient facts to support the majority of the allegations in the report. In this regard, the review team found that email correspondence that both Dr. Wilkes and CAFR viewed as retaliation for publication of the article in question was in fact sent before the article was published, contrary to the information provided by Dr. Wilkes and relied upon by CAFR. The review also did not find, as alleged, retaliatory motive related to the article for other actions taken by the Executive Associate Dean concerning Dr. Wilkes.

However, the review team found that the letter sent from the Health Systems Counsel dated October 19, 2010, was an inappropriate response to Professor Wilkes. While the letter was not intended to threaten legal action or disciplinary sanctions from the University, it is clear that no University communication should convey even the appearance of impropriety with regard to academic freedom. The Chancellor and I have confirmed that remedial actions have been taken, which by law are confidential, to ensure that this does not happen again. Moreover, the Chancellor has addressed the Senate’s specific concern about communications with her office and the University counsel.

The UC Davis administration affirms along with the Committee on Academic Freedom and Responsibility and the Representative Assembly the right of academic freedom of all faculty to publish scholarly articles and professional expert commentaries on controversial topics. We fully agree with the statement in the CAFR report that any disciplinary sanctions may only be taken in accordance with the procedures set forth in Academic Personnel Manual (APM) 016, the University Policy on Faculty Conduct and the Administration of Discipline. We also affirm the UC Davis Principles of Community and call upon our faculty to reflect on these aspirations in the exercise of their academic freedom.
The Chancellor and I are together committed to work collaboratively with the Senate to host a forum for the campuswide discussion of academic freedom that will be attended by senior administrators and university counsel. We both commend the Senate for drawing our attention to these issues and look forward to continuing dialogue.

Sincerely,

Ralph J. Hexter
Provost and Executive Vice Chancellor

Encl. ‘Findings of Fact’

c: Chancellor Katehi
The review team completed its review of the May 18, 2012 Report of the Senate Committee on Academic Freedom and Responsibility (the CAFR report) and the resolutions passed by the Representative Assembly of the Academic Senate on June 8, 2012. The CAFR report supported Professor Wilkes’s allegations that his academic freedom was violated in that he was threatened with various adverse actions by the University in response to his publication of an opinion article in the San Francisco Chronicle criticizing a UC Davis seminar on men’s health. The review team interviewed the parties involved and reviewed extensive documentation regarding the allegations described in the CAFR report. Below is a summary of the issues and findings of fact by the review team.

1. **Allegation:** The Executive Associate Dean of the School of Medicine sent an email threatening Professor Wilkes’ teaching and administrative assignments as a retaliatory response to his opinion article.

**Review Committee Finding:** The Executive Associate Dean sent the email on September 30. The opinion article was published in print and online on October 1. Both Professor Wilkes’s initial complaint and the CAFR report reversed the dates of these two events.

2. **Allegation:** The Executive Associate Dean sought to remove Professor Wilkes from his role as IOR in Doctoring in retaliation for the opinion article.

**Review Committee Finding:** There is evidence of discussions about leadership in the doctoring sequence going back as far as a year prior to the opinion article. The communication to Dr. Wilkes regarding his role as IOR appears to have been in response to these concerns, not his opinion article. Nonetheless, no action has been taken to date regarding Professor Wilkes’ role at IOR in Doctoring.

3. **Allegation:** The Executive Associate Dean sought to cease providing resources to Professor Wilkes’s Hungarian student exchange program in retaliation for the opinion article.

**Review Committee Finding:** There is email documentation of concerns over Professor Wilkes’s failure to follow policies related to his management of the student exchange program including such issues as medical malpractice insurance for the exchange students and other administrative matters. The concerns date back several years prior to the opinion article.

4. **Allegation:** The Health Systems Counsel violated Professor Wilkes’s academic freedom by threatening legal action in retaliation for the opinion article.
Review Committee Finding: The Health Systems Counsel sent Professor Wilkes a letter dated October 19, 2010 regarding potential liability for factual inaccuracies in the opinion article. While the letter acknowledged Professor Wilkes’s academic freedom and was intended to be advisory only, the review committee agreed that a reasonable faculty member could interpret the letter as threatening.

5. Allegation: There was a threat to reassign Professor Wilkes’s office space in retaliation for the opinion article.

Review Committee Finding: There was a request for both Professor Wilkes and the Executive Associate Dean to move their offices in response to space needs by another department that was unrelated to the opinion article. The Executive Associate Dean moved his office and Professor Wilkes declined to move. No further action was taken regarding Professor Wilkes’s office space.

6. Allegation: Professor Wilkes continues to be subjected to threats of potential disciplinary sanctions that violate his academic freedom and “chill” his expression on controversial topics.

Review Committee Finding: There were never any pending or proposed disciplinary sanctions against Professor Wilkes. The campus counsel wrote to the chair of CAFR during his investigation clearly stating that the University was not pursuing any disciplinary action against Professor Wilkes. That continues to be the case today, and Professor Wilkes continues to publish opinion articles in local newspapers.

Conclusion

The review committee concludes that there were insufficient facts to support the allegations by Professor Wilkes regarding his academic freedom for the majority of his allegations. However, the letter from the Health Systems Counsel was an inappropriate response to the opinion article and should not have been sent. The review committee found a willingness on the part of all individuals to work cooperatively and take corrective action to ensure that the University’s strong commitment to academic freedom is protected.

Review team:

Ashutosh Bhagwat, Professor of Law; UC Davis King School of Law
Neal H. Cohen, M.S., M.P.H., M.D; Vice Dean, UC San Francisco School of Medicine
Sheila O’Rourke, J.D., Director of Faculty and Postdoctoral Diversity Initiatives; UC Berkeley
February 25, 2013

REPRESENTATIVE ASSEMBLY
Davis Division

ROBERT POWELL, CHAIR
University of California
Academic Council
1111 Franklin Street, 12th Floor
Oakland, CA 94607

Re: Winter Quarter 2013 Report of the Administrative Oversight Special Committee

The Executive Council of the Davis Division created the Administrative Oversight Special Committee (AOSC) to interact routinely with the Chancellor and other key administrators. The goal is to assure that the Executive Council and Representative Assembly receive periodic updates concerning the Chancellor’s progress toward achieving the recommendations outlined in the report of the Special Committee on the November 18th Incident. The AOSC reports to the Executive Council quarterly and makes a formal report at each Representative Assembly meeting held during the 2012-2013 academic year. Following the presentation to the Representative Assembly, a formal report is forwarded to the UC Academic Council.

In meeting the formal reporting requirements to the UC Academic Council and Representative Assembly, we submit a summary of the activities of the AOSC as well as the “Updated Response to the UC Davis Academic Senate’s Executive Council Request for an Action Plan.” The latter is a quarterly report submitted by the UC Davis administration to the AOSC in draft form for review. Once the AOSC feedback is received and progress is noted, the report is finalized and released to the Representative Assembly and UC Academic Council.

Since the last report, the AOSC had two meetings. In December the committee met with Randy Siverson, the Chair of the Freedom of Expression Special Committee, and received a briefing on the recommendations under development for freedom of expression policies for the campus. When the recommendations have been presented to the Executive Council, the AOSC will take action as needed.

The purpose of the second meeting in January was to review the campus administration responses specific to emergency management and campus police reforms:

1. The AOSC reviewed the Event & Crisis Management Team (ECMT) Guide adopted by Chancellor Katehi in October 2012. The Manager of Emergency Management & Mission Continuity, Nick Crossley, presented the procedures implemented on the campus to meet the requirement of the National Incident Management System/Standardized
Emergency Management Systems (NIMS/SEMS). The committee notes of the following actions:

- Creation of a NIMS/SEMS compliant plan.
- The Chancellor holds the responsibility to co-chair the ECMT and if the Chancellor does not attend the meeting that the Provost, as second co-chair, is given explicit responsibility to consult with the Chancellor. The Academic Senate leadership supports the Chancellor’s leadership of the ECMT.
- Establishment of a UC Davis ECMT that includes expertise from relevant groups.
- Establishment of meeting procedures, delineated responsibilities and a network of people to call on for expert advice.
- Establishment of appropriate means to reach out to groups beyond those represented in the ECMT, especially via the Campus Community Council.
- Attention to long-term thinking, goal-setting and efforts to anticipate outcomes.
- Creation of post-incident procedures and assessment to continue to improve campus response.

The AOSC recommends that the ECMT Guide be revised to:

i. Explicitly define the role of the Manager of Emergency Management & Mission Continuity to moderate the discussion during an emergency event to ensure that all voices are heard.

ii. Make explicit that it is the responsibility of staff, participating as advisors in a crisis event, to provide guidance, not only “as requested,” but also as they deem necessary.

iii. Provide clarification on how the expertise residing with members of the Academic Federation and Staff Assembly will be incorporated in the emergency decision process. For example, creation and maintenance of a database of campus individuals (with appointments other than faculty) with expertise in specific areas to assist the crisis leadership team.

The AOSC finds that all Academic Senate recommendations specific to Emergency Management and Planning have been addressed by the administration.

2. The AOSC reviewed the Department Review Report by the Chief of Police dated January 1, 2013, see attached. Chief of UC Davis Police, Matt Carmichael, gave AOSC an overview of changes that have occurred in the UC Davis police department and answered specific questions. Some of the notable changes are:

- Offering pre-police academy experience to UC Davis students. Three of these students are sponsored to attend the police academy and one will be hired by UC Davis Police for the foreseeable future.
- Providing permanent funding to support a student facility security program that expands the Aggie Host program. Currently, this program employs approximately 90+ UC Davis students.
- Appointment of two outreach officers who are selected by members of the campus community.
- Open office hours for police in the core of campus with participation by outreach officers and police chief.
- Implementation of a police bicycle patrol.
- Implementation of methods to implement the new policy requiring active prevention of racial or other biased based profiling.
- Commitment by the Police Department to serve the needs of the UC Davis community by modeling the true spirit of community policing.

The AOSC finds that the major components of three Reynoso recommendations directed to the police have been implemented. The three remaining issues related to the Police that will be looked at by AOSC are:

1. Review the final version of the Police Policy, specifically as it pertains to use of force.
2. The number of officers needed and the appropriate ratio of sworn armed officers (authorized to carry weapons) to other personnel.
3. Review the final decision of the administration on matters related to a police review board.

Sincerely,

André Knoesen, Chair
Administrative Oversight Special Committee
Davis Divisional Vice Chair
Professor of Electrical and Computer Engineering

Enclosure

c: Davis Divisional Chair Nachtergaele (w/o enclosure)
UC Davis Police Department

DEPARTMENT REVIEW

Report by the Office of the Chief

Chief Matthew E. Carmichael

January 1, 2013
UCD POLICE

The UC Davis Police Department participates in the system wide annual report that can be found at http://police-statistics.universityofcalifornia.edu/. This department review is outside the typical annual report and is intended to provide a review of substantial changes made in 2012. The UC Davis Police Department offers a wide variety of services and programs to the community. As outlined in our department mission statement, it is the desire of the Police Department to work closely with the community to create partnerships that will address issues, solve problems and maintain our quality of life. Substantial changes made during calendar year 2012 had a primary focus on the level and quality of service provided to our community. In turn, substantial internal change focused on mutual respect, recognizing the value of each and every member of the department.

Each area of change is detailed in summary and is not in any particular order. Each area of change is paramount to the overall success of the police department during 2012. This report does contain some statistical data which is derived from Computer Aided Dispatch and Records Management System. The data was collected just prior to the end of the calendar year and has a potential of a 3% to 4% margin of error.

The UC Davis Police Department provides a variety of services to the UC Davis community both in Davis and Sacramento. The Davis campus is focused on education and research and has a Division One athletics program. The Sacramento campus is focused on healthcare and research and is identified as a level one trauma center for the region. Each campus offers a unique challenge in policing.

The UC Davis Police Department’s primary focus in 2012 was ensuring the highest level of customer service while reconnecting with the community. To this end, the department implemented various programs and projects with the true change coming with philosophy. While programs and projects reflect the direction of the organization, they help to provide a metric or standard of proof that the UC Davis Police Department is about “Community Policing.”

Ensuring all employees of the UC Davis Police Department are treated with respect and are acknowledged for their contributions to the community helped to establish a positive working environment. It has been proven that employees who feel respected and appreciated will provide the highest level of service to the community. Outreach, communication and technology played
a vital role supporting the many accomplishments of 2012 recognizing the role each and every member of the police department played.

THE ORGANIZATION
The organization chart was changed to reflect a span of control consistent with the size and composition of the department. The reorganization of the department was implemented in a way that connected with other changes such as providing a transparent line item budget, a comprehensive approach to training and implementation of various projects and programs. Five divisions were established and a civilian manager position was created to manage the reorganized Support Services Division while striving to attain a supervision ratio of 1-7. The vacant captain position was converted to fund the support services manager position and an internal IT position. The five divisions include: Office of the Chief, Davis Campus Operations, Sacramento Campus Operations, Support Services and Administration. This change to the organization chart was reviewed and approved by a representative from the California Commission on Peace Officers Standards and Training (P.O.S.T.).

In 2012, the department focused on service to the community. To this end, several projects were implemented to demonstrate the community policing philosophy of the UC Davis Police Department. Some of these projects focused on relationship building within the UC Davis community as well as the law enforcement community.

UC DAVIS COMMUNITY
The rebuilding of community relations began in early 2012. The Chief of Police established a formal meeting with various student representatives (GSA, ASUCD, students at large) from the campus community to review recommendations stemming from the various November 18th reports and audits. Input from this group was considered when reviewing several areas of the police department. Input focused on policy and relationship building. These meetings continue to provide a platform for the community to be heard regarding police practices on campus.

OUTREACH OFFICERS The reorganization of the department included the newly formed Outreach Unit. Two officers were selected for this position by members of the campus community. This unit focuses primarily on crime prevention, long term problem solving and building relationships within the community. This unit reignited the UC Davis Police Department Citizens Academy set to begin in January 2013. This nine-week course provides community members insight into the law enforcement profession with an emphasis on campus policing. Response to this program was the largest ever experienced with this program totaling 41 students for the upcoming class. Outreach officers hit the ground running at program’s inception, meeting with various campus community members to address crime prevention.
concerns and open the lines of communication. In the spirit of true community policing, the success of a police organization depends on the support and direct involvement from the community.

**CADET PROGRAM** The department created and implemented a cadet program. This program provides a pre-police academy experience to UC Davis students who are interested in a career in law enforcement. This program is only open to UC Davis seniors who are in good standing and expect to graduate no later than June 2013. At the end of the academy three students will receive a sponsorship to a regional police academy. One of the three students will be hired as a UC Davis Police Department recruit, and upon successful completion of the police academy will be reclassified to the position of UC Davis Police Officer. The concept is simple, build relationships within the community and when possible hire from the community. This program has been so well received class attendance reached capacity with a total of 21 UC Davis students attending. This program was marketed successfully by the outreach officers and will be managed by the same unit.

**BICYCLES ON PATROL** The UC Davis Police Department patrols campus through various means. In 2012, an emphasis was placed on getting out of the patrol car in an effort to reconnect with the community. Over twenty police officers are now bicycle patrol certified and several new bicycles were purchased from the Bike Barn on campus to support the new program. Officers now patrol campus more readily on bicycle, which is consistent with the core campus means of transportation. Officers on bike or foot patrol are more accessible to community members and foster a sense of community.

**OPEN OFFICE HOURS** This project was developed with input from students and intended to provide open office hours for police in the core of campus. While this project is being implemented, tabling at the lunch hour has proven to be a success. Outreach officers table and provide crime prevention information and market various programs such as the citizen’s academy or cadet program. Officers are available to answer questions from the community in a non-confrontational environment. The chief of police also participates in this project.

**TRUE COMMUNITY BASED HIRING PROCESS** In 2012, the police department implemented a community based hiring and promotional process. While focus and consideration are given to the technical aspects of all positions within the department, an emphasis has been placed on ensuring the community has a voice in the hiring and promotional process. This newly formed process was used to hire police officers, promote police sergeants and participate in the most recent lieutenant hiring process. Community panel members’ questions were included in the hiring process. Based on the candidates hired and promoted, it is quite apparent that this
process has been successful. Members of the community based hiring panels held in 2012 included the GSA, ASUCD, Academic Senate and UC Davis staff. Without this type of committed support, this philosophy in hiring would not have been successful. The chief of police will conduct a final interview of all applicants.

**VOLUNTEERS IN POLICE SERVICE (VIPS)** Like the citizens’ academy, this program was reenergized in 2012. The program is now supervised by a volunteer from UC Davis Student Health. Aggressive marketing by the VIPS supervisor and outreach officers increased the number of UC Davis students who volunteer to support the safety of the campus community. With the increased number of student volunteers, the program expects to have students patrolling campus in 2013. In 2012, VIPS supported the crime prevention function of the outreach unit by assisting with tabling and providing support to the department’s “Surviving an Active Shooter” presentation.

**NEW EMPLOYEE ORIENTATION** Consistent with a true community policing philosophy, the department implemented a new employee orientation beyond the typical orientation employees receive. The success of any police department relies on the ability to work with and for their community. To this end, understanding the community is paramount to a new employee’s path to success and overall success of the organization. Student volunteers were sought out to lead new officers and police department employees through the campus community beyond just learning where buildings and units reside. New police employees are introduced to various members and groups within the campus and medical center community. The employees get the opportunity to hear firsthand from community members what they are all about and how they perceive the relationship between police and their specific group. Feedback from police employees and community members has been positive thus far.

**OPERATIONS**

**ESTABLISHING PARTNERSHIPS WITHIN THE LAW ENFORCEMENT COMMUNITY**

In 2012, the UC Davis Police Department partnered with the Federal Bureau of Investigation to host a one day seminar. The participants heard about threats from domestic extremist groups and vulnerabilities in vital infrastructure, business and research facilities. They heard case studies (such as the Harris Ranch arson) and discussed how to prevent, investigate and prosecute such crimes. Law enforcement officers from around the state attended the one day seminar, along with university researchers, corporate security directors, business leaders, and representatives from utilities and public agencies.

The UC Davis Police Department, after several years of non-participation, joined the Yolo County Narcotics Enforcement Team which serves the residents of Yolo County. This move
recognizes the need to work closely with our law enforcement partners understanding the importance narcotics enforcement plays in enhancing the quality of life in Yolo County. Many students, faculty and staff work and live in Yolo County.

The UC Davis Police Department continued its commitment to the Yolo and Sacramento County AVOID task force programs. These two programs are focused on education and enforcement related to drunk driving.

**USE OF FORCE** In 2012, all UC Davis police officers attended a use of force training identified as an innovative approach to control and restraint called the CDT system. CDT stands for Compliance, Direction and Takedown. This formalized system of force stresses “less is better” and provides UC Davis police officers with new use of force techniques. Other changes in this area include an entirely new system of policy. In the new policy, use of force during civil disobedience is specifically addressed and models current P.O.S.T. standards.

**POLICY** Review of UC Davis policy found many policies to be out of date with some not being updated in over eight years. After careful consideration, the UC Davis Police Department purchased a system of policies created by LEXIPOL. The LEXIPOL system provides for a standard of policies based on current federal and state laws while incorporating national best practices. In 2012, the police department hired an outside consultant to transition outdated department policy into the LEXIPOL system. The entire draft set of policies are now complete and being reviewed by various entities including, but not limited to, the ACLU, members of the police department, various students, faculty and staff. Once finalized, the policy will be made available to the public and accessed online via the police department webpage. Lastly, the LEXIPOL system provides for routine and emergency updates to policy and an online method for training ensuring all police department employees acknowledge and understand current policy.

**CIVILLIAN POLICE OVERSIGHT** An expert in civilian police oversight visited campus in 2012 to start the process of recommending a potential oversight process for the UC Davis campus. The expert has met with members of the UC Davis Police Department including administration and line level staff. This expert is expected to return in January/February 2013 to continue meetings with campus community members.

**CITIZENS COMPLAINTS** The police department purchased a system for managing all citizen’s complaints and internal affairs investigations. “IAPro assists public safety agencies in identifying potential problems early on, so that proactive action can be taken. IAPro ensures the most efficient handling of citizen complaints, administrative investigations, use-of-force UC Davis Police, Department Review
reporting, and other types of incidents, while providing the means to analyze and identify areas of concern.”¹ The implementation of a true early warning system is consistent with recommendations made in the reports stemming from the November 18th event. New in 2013, UC Davis Police Department will implement IAPro software named “BlueTeam”. “BlueTeam is software that allows officers and supervisors to enter and manage incidents from “the field”. A simple, step-by-step internet-style interface is used, minimizing training requirements. Incidents – including use-of-force, field-level discipline, complaints, vehicle accidents and pursuits – are entered and can then be routed through the chain-of-command with review and approval at each step.”² Further information can be found at www.iapro.com.

OPERATIONS PLANS AND CHAIN OF COMMAND Consistent with the new organization chart, chain of command has been reintroduced in the overall operations of the department. Paramount to managing a critical incident and consistent with the Standardized Emergency Management System (SEMS) a clear chain of command will exist in all police department operations plans as demonstrated in 2012. In the event of an operation involving a protest, and absent exigent circumstances, the provost or designee will review and approve police operations plans prior to deployment. All operations plans will be completed prior to deployment. An after-action review will be completed by police after every large scale event or critical incident that involved police deployment. In 2012, all police supervision completed or updated their SEMS training.

DEMONSTRATION INFORMATION CARD The UC Davis Police Department collaborated with students to develop an information card to be distributed during a large crowd event and when police action may take place. After careful review by members of the ACLU, and on their recommendation, the card has been removed. In lieu of the information card, the UC Davis Police Department has linked an ACLU publication from the department website titled “Protest, Know Your Rights”. This document link can be found on the UC Davis Police Department homepage http://police.ucdavis.edu/. The UC Davis Police Department will attempt to educate community members in the event police action is necessary during a large crowd incident. To this end, and as demonstrated in 2012, the police department will both verbally and in writing (when no exigent circumstance exists) advise individuals when they are in violation of the law and what potential outcomes could exist including arrest and prosecution. The ACLU document will also be copied and distributed. This reasonable, patient approach, models the recommendations made in the various November 18th reports and investigations.

P.O.S.T. APPROVED TEAM BUILDING WORKSHOP The Commission on Peace Officer Standards and Training (P.O.S.T.) has approved the UC Davis police department to attend a team building workshop in February 2013. A pre-team building meeting was held in December 2012

¹ http://www.iapro.com/
² http://www.iapro.com/

UC Davis Police, Department Review
with all police department supervisors. Topics covered in this pre-workshop included review of
the department mission statement and areas to be covered in the February workshop. “The Team
Building Workshop (TBW) Program provides specialized consultant services to assist the
Management Team of a local agency with problem solving, developing organizational goals and
objectives, and team building.”

**P.O.S.T. AUDIT OF TRAINING AND BACKGROUND FILES** The Commission on Peace
Officers Standards and Training conducted a thorough review of all department related training
and background files. P.O.S.T. returned to the police department and approved the corrections.
The background files are the foundation of the department’s hiring process and to date have been
corrected and now meet P.O.S.T. standards.

**STUDENT FACILITY SECURITY PROGRAM** In 2012, a beta program was started to enhance
the security of facilities on campus. This program employs students to check and secure various
facilities on campus seven nights a week and is managed from the police department Aggie Host
Security Program. The immediate results quickly revealed the success of the program. Funding
for two vacant police officer positions was converted to hire more UC Davis students to support
this now permanently funded program. The UC Davis Aggie Host Security Program now
employs approximately 90+ UC Davis students. This facility security program also receives
support from the police department’s crime analyst by providing statistical data and identifying
critical infrastructure.

**RACIAL/BIASED BASED POLICING** In 2011, the police department adopted a set of draft
policies which will be finalized sometime early 2013. This new policy requires police
administration to be proactive in preventing racial/biased based policing. As stated in the draft
policy:

> The UC Davis Police Department strives to provide law enforcement to our community
> with due regard to the racial and cultural differences of those we serve. It shall therefore
> be the policy and practice of this department to provide law enforcement services and to
> enforce the law equally and fairly without discrimination toward any individual(s) or
group because of their race, ethnicity or nationality, religion, gender, sexual orientation,
or disability. With our desire to be as transparent as possible, a program has been
> established to collect data relating to vehicle stop statistics that will be posted on the
department website. Data acquired in the course of vehicle stops will only be used for
> statistical purposes and will not contain the identity of any persons stopped by UC Davis
> police officers. The data collected will be limited to gender, race, age and disposition of
> the stop such as citation or warned.

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UC Davis Police, Department Review
This process of collecting traffic stop data is currently being tested and should be fully implemented early 2013.

**UC DAVIS POLICE DEPARTMENT WEBSITE** In December 2011, it was quickly identified that the police department website did not meet the needs of the community. Several changes have been made to the site as a quick fix with the intent of revamping the entire site. Current changes included the access to some of the department’s policies and some work to improve site navigation. With input from the ACLU, the citizen’s complaint form has been added as a clear link on the police department’s homepage. In 2013, the UC Davis Police Department will work with UC Davis web CMS service to completely revamp the entire site with the intent of relaunching February 2013. This new site will provide users with ease of navigation and access to needed information.

**CITIZEN COMPLAINT PROCESS** The UC Davis Police Department has updated the current practice of receiving citizen’s complaints. Consistent with Federal, State statutes and best practices the department will investigate all complaints, including anonymous complaints. As stated earlier in this report, the system for accepting complaints will become streamlined with the implementation of the “BlueTeam” software. With advice from the ACLU, the current UC Davis Police Department complaint form is under review for potential update and change consistent with Federal and State statutes.

**ONLINE POLICE REPORTING** The UC Davis Police Department now provides an online system for reporting bicycle theft on campus. This process allows the community to formally file a police report. However, the current system of reporting is neither user friendly, nor does it interface with the department’s records management system. The department is in the process of obtaining a robust online system for reporting various crimes, including anonymous tips. University communities are technology based and for some, reporting online is preferred to coming to the police department or meeting with an officer in the field. This system will not replace police response, but will be offered as an option. This system, once approved, will be implemented by June 2013.

**POLICE MOTORCYCLE UNIT** In 2012, the UC Davis Police Department brought back the motorcycle program at the UC Davis Medical Center in Sacramento. Traffic around a major hospital can pose safety concerns; and, ensuring traffic safety can be enhanced through the use of motorcycle units. Major changes to vehicle access points and increased pedestrian traffic on Stockton Boulevard has been addressed through the use of the motorcycle unit. Medical Center neighbors in the Elmhurst community have voiced their appreciation of the attention to traffic enforcement by the motorcycle unit. The newly appointed motorcycle unit sergeant has also taken on the role of supporting the two DUI AVOID grants.

UC Davis Police, Department Review
**TELEPHONE AUTO ATTENDANT/COMPUTER ACCESS POINTS** In 2012, the department started a project to identify and cancel telephone and computer access points that were not being used in an effort to save money. This project is ongoing and has been updated to include the review and implementation of a department telephone auto attendant. Working with UC Davis Communication Resources, the telephone number **530-754-COPS** has been secured to become the department’s main business line. This new line will feature an auto attendant that will direct callers to the appropriate unit they are trying to contact. The intent of this change is to increase the level of service to the community while reducing the number of routine business calls into the dispatch center. This change is consistent and timely with the change to the department’s website. This project will include updating the out of date campus directory for the department which now provides listings that either no longer exist or are assigned to individuals who are no longer employed by the department.

**CLOSING**

The UC Davis Police Department is committed to serving the needs of the UC Davis community by modeling the true spirit of community policing. As evidenced in the information contained in this report, the safety of our community and the delivery of service are an absolute priority. Building trust and relationships with our community will provide for enhanced security on campus. The men and women of the UC Davis Police Department are proud to serve the UC Davis Campus Community both in Sacramento and Davis.
Response to the UC Davis Academic Senate’s Executive Council Request for an Action Plan

January 18, 2013
Action Plan:
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Executive Summary: Draft Action Plan

The attached was prepared in response to the UC Davis Academic Senate’s Executive Council request for a detailed action plan and continuing updates.

This report marks the third detailed response submitted to the Academic Senate and it continues to document progress on a number of important fronts.

Recent achievements include:

- Adoption of the UC Davis Emergency Operations Plan and the Event & Crisis Management Team Guide that outlines roles and responsibilities in the event of an emergency for specific campus positions and offices.

- Ongoing training in emergency service response and planning protocols for campus administrators and participating faculty and student representatives.

- Creation and implementation of a highly successful “secure facilities” program that operates seven days a week and utilizes students under the auspices of the Aggie Host program, to perform security checks of campus buildings to ensure that they are locked and secure at night.

- A record number of student participants in the campus police academy (more than 40) and the success of the newly formed UC Davis Police Volunteers in Police Service Cadet Program.

- Office of Student Judicial Affairs staff participation in a UCOP-sponsored training in restorative justice, and the designation within Student Judicial Affairs of a campus restorative justice facilitator.

- Launch of a nationwide search for a campus ombudsman to provide confidential and independent conflict resolution services to faculty and staff.

- Creation within the Center for Student Involvement (CSI) of a Student Expression and Activity Coordinator, specifically to assist students in engagement, dialogue, assistance with student conflicts and protest activity.

- Planning within the campus engagement team – formed to interact with demonstration leaders and administration officials – of a tabletop exercise to test readiness and protocols.

- Assignment of two police community representatives to interact with students and faculty on a daily basis and the training and assignment of more than 20 campus officers in bike patrol techniques to ensure improved police visibility and contact with the public.

- Ongoing vitality and participation of the Campus Community Council in advising campus administration on a broad range of topics and issues.
• Creation, by the chancellor, of the Post-Incident Reform Committee to evaluate ongoing progress related to the recommendations made in the wake of the November 18th event. The chancellor has requested a final report by June 30, 2013.

• A nationally known expert on police review commissions is currently being scheduled for another campus visit in late January to further discuss potential police review models, and for additional visits later in the spring to meet with the campus community and receive feedback.

• The UC Davis Police Department strives to provide law enforcement to the campus community with due regard to the racial and cultural diversity on campus. It is the policy and practice of the department to provide law enforcement services and to enforce the law equally and fairly without discrimination toward any individual(s) or group because of race, ethnicity or nationality, religion, gender, sexual orientation or disability. With the department’s desire to be as transparent as possible, a program has been established to collect data relating to vehicle stop statistics that will be posted on the department website. The data collected will be limited to gender, race, age, and whether a citation or a warning was issued. Data acquired in the course of vehicle stops will only be used for statistical purposes and will not contain the identity of any persons stopped by UC Davis police.

• The police chief has been working closely with representatives of the American Civil Liberties Union to review informational materials that police will use to advise demonstrators of their rights.

• An updated Principles of Community on-line orientation for faculty and staff is complete and will be available starting Feb. 1, 2013. Principles of Community on-line orientation for incoming freshmen and transfer students is in development, with an expected fall 2013 delivery.

In spring, a number of forums and workshops will be scheduled. Several will be focused on the possible creation of a police oversight commission or body and will be designed to elicit campus input and reaction to this concept. Still others will solicit input on how the campus community can be strengthened, and another initiative will explore how to improve the campus community’s ability to engage in difficult and challenging conversations.
Section I: Academic Senate Recommendations

On May 2, 2012, the UC Davis Academic Senate’s Executive Council endorsed a number of recommendations in response to the events of Nov. 18, 2011, and requested that Chancellor Linda P.B. Katehi provide a detailed written action plan by June 1, 2012, and follow-up progress reports by Oct. 1, 2012, and Jan. 18, 2013.

This report is intended to comply with the January 18 deadline.

As has been previously noted, UC Davis established a campus team to synthesize, review, analyze and implement the action plan.

These efforts incorporate additional aspects of the UC system’s final report prepared by UC Berkeley Law Dean Edley and UC General Counsel Robinson, “Response to Protests on UC Campuses” (currently in draft form), which addresses systemwide issues associated with policing and civil disobedience. Recommendations from the UC Davis Graduate Student Association are being addressed as well.

Campus administration has directed that each of the recommendations from the UC Davis Academic Senate and the Reynoso-Kroll report be divided into four specific categories for the purposes of analysis, organization and implementation. These include:

- Administrative Leadership and Decision Making
- Protest Policies and Engagement
- Community Engagement
- Police Operations

I.1 Academic Senate Recommendation AS-1: Benchmarks and Metrics

The Academic Senate recommended that quarterly reports be submitted to an oversight committee constituted by the Executive Council. These reports are intended to chart progress in responding to each recommendation.

**UC Davis Action:**

Regular reports documenting progress on recommendations have been filed with the Academic Senate on schedule.

**Category:** Administrative Leadership and Decision Making

**Academic Senate Benchmark:** Initial reports filed.
I.2 Academic Senate Recommendation AS-2: Freedom of Expression Group

The committee endorsed a Reynoso-Kroll report recommendation calling for the campus to develop a broadly accepted agreement on rules and policies that regulate campus protests and instances of civil disobedience (Reynoso, 26). The committee specifically called for the “formal constitution of a Freedom of Expression Group”.

**UC Davis and Academic Senate Action:**

AS-2: The UC Davis Academic Senate proposed convening this group and has done so. Campus administration fully concurred with this decision. The group has been actively engaged in review of, and developing proposed revisions to, existing campus policies concerning free speech and response to conduct that exceeds free speech protections. Representatives of the campus administration have provided the group with related policies at the other UC campuses as well as a sampling of comparable universities throughout the country and have, at the request of the group, met with the group to provide further background on existing interpretations of the policy and past practices. The group will issue its report to the Executive Committee of the Academic Senate for review.

**Category:** Protest Policies and Engagement

**Academic Senate Benchmark:** The initial report is due to the Academic Senate on Jan. 31, 2013.

I.3 Academic Senate Recommendation AS-3: Decision Making

The senate recommended a specific definition of “consultation” that recognizes the need for dissenting opinions to be offered without fear of retaliation and to be heard without prejudgment. In particular, the senate described meaningful consultation as requiring that decision makers “reserve judgment, consider all options, and state clearly the reasons for their ultimate decisions.”

**UC Davis Action:**

AS-3: In addition to National Incident Management System/Standardized Emergency Management Systems (NIMS/SEMS) level training that requires broad participation and active consideration of input, options and decision making, the campus is now sponsoring a series of three pilot workshops called “Crucial Conversations” to increase the administration’s and campus’s capacity for supporting preventive, proactive and cooperative problem solving. The workshops are being scheduled for the spring.

**Category:** Administrative Leadership and Decision Making.

**Academic Senate benchmark:** Initial work complete and ongoing training is in progress. The next tabletop exercise on emergency response training is scheduled for Feb. 13, 2013.
I.4 Academic Senate Recommendation AS-4: Leadership

In reference to the “Leadership Team” described in the Reynoso-Kroll report that evaluated administration responses to protest activity during the week of Nov. 14, 2011, the senate agreed with the following Kroll finding: “The creation of the Leadership Team, an inter-disciplinary team to address developing campus issues and potential crises, was an excellent idea, but the Leadership Team must include a clearly defined structure and set of operating rules.” (Kroll Report, page 127).

The senate recommends that such a team include representatives from administration, Academic Senate, Academic Federation, staff and students, and that these representatives should be selected by their respective groups.

UC Davis Action:

AS-4: In response, the Davis Campus Emergency Operations Plan has been updated to ensure full compliance with the National Incident Management System/Standardized Emergency Management System (NIMS/SEMS), as well as standardized procedures for planning, managing, communicating and collaborating to manage any size event or incident.

In addition, the campus Event and Crisis Management Team (ECMT) has been created with a broad-based membership and specific designation of roles to comply with this recommendation.

Category: Administrative Leadership and Decision Making and Police Operations

Academic Senate benchmark: Complete.

I.5 Academic Senate (AS) Recommendation AS-5: Communication

The senate committee endorsed the creation of a set of procedural guidelines to provide a framework for ensuring that all parties possess a common understanding of commands and other communications.

UC Davis Action:

AS-5: The National Incident Management System/Standardized Emergency Management System (NIMS/SEMS) provides a common and uniform vernacular and decision-making process for all situations. It enables campus administrators to respond more efficiently and effectively. NIMS/SEMS training has been completed and a schedule for periodic practice exercises has been established.

Category: Administrative Leadership and Decision Making

Academic Senate benchmark: Completed. Practice is ongoing.
I.6 Academic Senate (AS) Recommendation AS-6: Police and Emergency Management Board

The senate recommended the following:

- Creation of a police and emergency management review board specific to the Davis campus.
- Whenever possible and appropriate, alternatives to police force should be used, such as Student Judicial Affairs.
- Establishment of a clear structure that defines and delineates the limits of civilian and police authority.

**UC Davis Action:**

*AS-6: The campus secured a nationally recognized expert on police accountability. The expert is scheduled to return to campus in late January and will hold public forums in the spring to gather input on the formation of a police and emergency management review board.*

*In addition, the Office of Student Judicial Affairs (SJA) has sent staff to a workshop hosted by UCOP on “Restorative Justice.” A staff member within Student Judicial Affairs has also now been designated the “Campus Restorative Justice Facilitator.”*

**Category:** Administrative Leadership and Decision Making

**Academic Senate benchmark:** Campus discussion of a police review board will take place in the spring. An updated Emergency Operations Plan and Event & Crisis Management Team Guide characterized by an emphasis on transparency, effectiveness and accessibility consistent with (NIMS/SEMS) were adopted on Oct. 28, 2012.

I.7 Academic Senate (AS) Recommendation AS-7: Organizational and Administrative Structures

The senate committee noted its perception of campus unrest as occurring within a wider context. It also called upon the administration to initiate a healing process and to establish patterns of behavior consistent with the campus’s Principles of Community (http://occr.ucdavis.edu/poc/). The committee recommended that the administration engage in a form of open dialogue with the campus community consistent with its aforementioned principle of consultation. It also noted that the Academic Senate and Academic Federation faculty have a key role to play in providing guidance and alternative perspectives in the healing process.

**UC Davis Action:**

*AS-7: Campus administration has formed the Campus Community Council to develop an action plan for deliberation and discussion. The Council has held several meetings to discuss pertinent campus issues.*

*The campus is currently planning a number of “Strengthening Campus Community” forums for the spring designed to elicit feedback on specific policy changes and other related issues. The goal of these forums is to enhance community and further the campus healing process.*
Student organizations participate in the annual Principles of Community Awareness events.

**Category:** Community Engagement

**Academic Senate benchmark:** Campus Community Council is formed and active. Forums are scheduled for the spring.
Section II
Summary of Reynoso Report Recommendations

Expectations: Implement recommendations through a consultative process with campus community stakeholders. Develop interim actions until all stakeholder groups are consulted. Pursue recommendations vigorously and evaluate as to effectiveness and intended objective.

II.1 Reynoso Recommendation A-1: Agreement on policies regulating protests and civil disobedience

The Reynoso Task Force recommends that the campus develop a broadly accepted agreement on rules and policies that regulate campus protests and instances of civil disobedience. This broadly accepted agreement should be grounded in our campus culture and regularly communicated to students. These rules and policies should be subject to regular review and:

- Be consistent with free speech doctrine;
- Recognize importance of debate to institutional function and identity;
- Respect rights and interests of non-protesting students, faculty and staff;
- Respect needs of the university to operate without undue interference;
- Recognize that purpose of protest is to inform and persuade, not to coerce;
- Define "non-violent" vs. "active resistance" and "violent" protests and clarify use of force;
- Communicate legal basis for university’s response; and
- Identify consequences for breaches of rules and policies.

**UC Davis Action:**

_A-1: As previously noted, the Academic Senate assumed initial leadership on this item and formed a “Freedom of Expression” Committee which has met and will submit a report to the Academic Senate’s Executive Committee._

**Category:** Protest Policies and Engagement

II.2 Reynoso Recommendation A-2: Improve communication between leadership and campus

The Reynoso Task Force recommends that the campus Leadership Team engage in (1) proactive communication and consultation with the Academic Senate, Academic Federation, Staff Assembly, Graduate Student Association, Associated Students of UC Davis and student governments of professional schools to build relationships and identify issues early; (2) invest in prevention through engagement in community dialogue and community building; and (3) develop a structure for campus constituents to raise issues (such as holding regular office hours).

**UC Davis Action:**

_A-2: A Campus Community Council has been formed with broad student, academic, staff, emeriti, alumni, community and administrative representation. The Council now operates as a key venue for communication between leadership and campus constituencies on strategic issues facing the campus and the campus community._
II.3 Reynoso Recommendation A-3: Develop standardized policies for managing campus events and incidents

The Reynoso Task Force recommends that campus leadership develop procedures and protocols compliant with the National Incident Management System/Standardized Emergency Management System (NIMS/SEMS) in order to achieve standardized procedures for planning, managing, communicating and collaborating to manage a large scale event or incident.

- Delineate engagement of administrative procedures vs. law enforcement; define thresholds for activation and leadership roles in an Incident Command System; rehearse emergency preparedness; familiarize Leadership Team with NIMS/SEMS.
- Designate senior administration official to manage all matters related to such incidents, including protocols and procedures for collecting and validating information.
- Establish procedures that delineate policy decision making from tactical implementation and train both administrators and police.

UC Davis Action:
A-3: The Davis Campus Emergency Operations Plan and Event & Management Team Guide has been updated and adopted (Oct. 28, 2012) to ensure full compliance with the National Incident Management System/Standardized Emergency Management System (NIMS/SEMS) and standardized procedures for planning, managing, communicating, and collaborating to manage any size event or incident.

In addition, on Jan. 30, 2013, campus police will host an activity organized by the federal Department of Homeland Security to practice protocols outlined in NIMS/SEMS training. All police supervisors and select members of the administration and campus community will participate. All police supervisors have now received advanced small group leadership training and a number of supervisors have attended critical incident training for management. All sworn personnel have also now attended a use of force workshop in the use of what is known as the CDT system, or Compliance, Direction and Take Down. This training includes the “soft hands” technique that addresses well-being and subject safety, a system that relies on a more effective use of force than previous methods. The UC Davis Police Department has also completed its final draft of police policy that includes a new “use of force” policy. This policy has been shared with many campus community members, including the Academic Senate and the ACLU.

Category: Administrative Leadership and Decision Making

II.4 Reynoso Recommendation A-4: Heal the campus and apply Principles of Community in a practical fashion

The Reynoso Task Force recommends that the Leadership Team devote itself to healing processes for the university community, including steps to operationalize the Principles of
Community, and that the administration consider Restorative Justice among other tools to address behavior that negatively impacts the campus climate.

**UC Davis Action:**
- **A-4:** Under the guidance of the Office of Campus Community Relations, campus leaders will carefully review the Principles of Community and develop concrete steps to make certain that these principles are the foundation for all future actions. As has been previously noted, an updated Principles of Community on-line orientation for faculty and staff is complete and available starting Feb. 1, 2013. Principles of Community on-line orientation for incoming freshman and transfer students is in development with expected delivery in fall 2013.

In addition, the campus will also hold a number of “Strengthening Campus Community” forums in spring 2013 designed to elicit feedback on specific policy changes and other related issues. The goal of these forums is to enhance community and further the campus healing process.

- **The Office of Student Judicial Affairs staff participated in a UCOP-sponsored training in restorative justice, and the designation within Student Judicial Affairs of a campus restorative justice facilitator.**

**Category:** Community Engagement

**II.5 Reynoso Recommendation B-1: Chancellor should employ outside assistance to review police department protocols and procedures**

The Reynoso Task Force recommends that the chancellor employ outside assistance to review UC Davis Police Department protocols and procedures. Once the review is completed, specialized training should occur with all members of the Police Department to assure compliance with modern and contemporary practices for a campus-based police department.

**UC Davis Action:**
- **B-1:** Campus secured the assistance of the state Commission on Police Officer Standards and Training (POST) to conduct a top-to-bottom review of the UC Davis Police Department. This will include a review of all training and personnel background files for compliance and recommendations for improvement. When complete, these reviews will be made public.

The review of training and background files, including specific detail as to how they relate to process, has been completed. The Police Department failed the initial audit. However, the errors have been corrected and signed off on by POST. The Police Department is now in compliance. The Police Department reorganized its structure, which was also reviewed by POST. POST has approved UC Davis Police supervisors to attend a three-day, POST-certified, team-building workshop that provides specialized consultant services to assist the management team of a local agency with problem solving, developing organizational goals and objectives, and team building.
II.6 Reynoso Recommendation B-2: Police Chief should evaluate role of students in police functions

The Reynoso Task Force recommends that the police chief evaluate the appropriate role of student involvement in police functions, such as increasing the size and utilization of the Aggie Hosts. The focus should be on fostering a deeper sense of community.

*UC Davis Action:*

B-2: In response to this recommendation, more than 20 student positions were created – with the elimination of two officer positions – to fund a new student-run facility security program through the Aggie Host unit. These students work on campus seven nights a week, ensuring that campus facilities are properly locked and secured. The program has been in operation since June 2012 and has proven to be highly effective. Student participation in the Police Citizens Academy is at an all-time high, with more than 40 students taking part. The Aggie Host program currently employs more than 90 students.

At the direction of Provost and Executive Vice Chancellor Ralph J. Hexter, the police chief has asked Administrative Services Manager, Mary Macias, coordinator, of the Volunteers in Police Service (VIPS) program, to seek increased student involvement, with notable and promising results, by working directly with the Office of Student Affairs and other student groups on campus. There are now 14 student volunteers in the Police Department Cadet Program. In addition, the police chief created a volunteer cadet program that focuses on providing UC Davis students who are interested in a career in law enforcement a pre-police academy experience. This program is open only to UC Davis seniors who are in good academic standing and expect to graduate no later than June 2013. At the end of the volunteer cadet program, three students will receive a sponsorship to a local regional academy and one of the three students will be hired as a UC Davis Police Department recruit. Upon successful completion of the police academy, the individual will be reclassified to the position of UC Davis Police Officer. The concept is simply to build relationships within the community and, whenever possible, to hire from within the community. This program has been so well received that class attendance reached capacity with a total of 21 UC Davis senior students attending. This program was marketed successfully by the outreach officers and will be managed by the same unit.

Category: Police Operations

II.7 Reynoso Recommendation B-3: UC Davis Police Department should strive to be a model of policing

The Reynoso Task Force recommends that the UC Davis Police Department should strive to be a model of policing for a university campus and ensure best practices are followed.
UC Davis Action:
B-3: UC Davis will strive to become a model for campus law enforcement and regain its position as a respected and trusted member of the community.

Recent progress toward achievement of this goal includes: numerous changes in community policing policy and practices including, for example, the assignment of two community relations positions and the ongoing training and deployment of more bicycle officers, the police chief and students regularly schedule meetings, and officers are equipped with new body wear cameras.

Category: Police Operations

Timeline: Ongoing with annual assessment.

II.8 Reynoso Recommendation C-1: Adopt UC campus-specific policies regarding the UC Police Departments

The Reynoso Task Force recommends that the University of California study, evaluate and adopt policies involving the training, organization and the operation of UC Police Departments to ensure that they reflect the distinct needs of a university community and utilize best practices and policing adapted to the characteristics of university communities.

UC Davis Action:
C-1: Systemwide changes are still pending UC Office of the President review.

Category: Police Operations

Timeline: Pending.

Summary: Awaiting system review.

II.9 Reynoso Recommendation C-2: Create a systemwide inter-agency support system

The Reynoso Task Force recommends that the University of California adopt a systemwide policy for inter-agency support that requires responding agencies to respect the local campus’s rules and procedures, including specifically those for the use of force.

UC Davis Action:
C-2: Systemwide changes are still pending UC Office of the President review.

Category: Police Operations

Timeline: Pending.

Summary: Awaiting system review.
II.10 Reynoso Recommendation C-3: UCOP should review Police Officers Bill of Rights

The Reynoso Task Force recommends that the UC Office of the President should review provisions of the Police Officers Bill of Rights that appear to limit independent public review of police conduct and make appropriate recommendations to the Legislature.

UC Davis Action:

C-3: Systemwide changes are still pending UC Office of the President review.

Category: Police Operations

Timeline: Pending.

Summary: Awaiting system review.

II.11 Reynoso Recommendation D-1: All members of the campus community adhere to the Principles of Community

D-1: Please refer to response A-4.

Category: Community Engagement

Timeline: TBD.
Section III
Kroll Report Recommendations

The Kroll report has identified recommendations for both the UC Davis administration and for systemwide policing throughout the University of California. On the civilian side, improved institutional decision-making processes and a coherent culture are critical. On the law enforcement side, the report also calls for systemwide improvements to police practices and procedures.

III.1 Kroll Recommendation 8.1: UC Davis Leadership Team

Establish a clearly defined structure and set of operating rules for the Leadership Team.

1. Develop a statement of membership and designate chair to guide meetings.
2. Schedule and communicate meeting times; identify if meetings are mandatory or can be attended by substitute.
3. Summarize decisions at conclusion and ensure decision makers have opportunity to state opinion.
4. Create “listserv” for team-wide communications.
5. Provide Leadership Team with tailored training in California Standardized Emergency Management, especially relating to public protest.
6. Review legal options including administrative violations and criminal violations.
7. (UC should) provide policy guidance on what is acceptable protest behavior and what is not.

UC Davis Action:
Kroll Recommendation 8.1: Recommendations 1 – 6 have been met. The remaining recommendation (7) pertains to the UC system and not exclusively to UC Davis. The UC system is still considering policy adoption.

Category: Police Operations and Administrative Leadership and Decision Making

III.2 Kroll Recommendation 8.2: Systemwide Policing at the University of California

1. Institute policing changes systemwide, and not just at UC Davis.
2. Transition from 10 police departments to a unified, standardized police force.
3. Create position of chief safety administrator with functional authority over 10 police chiefs and authority to audit core functions.
4. Create, implement, review and establish standardized “public safety” policies.
5. Develop an annual statewide training plan on critical policing issues/skills for the UC campus police.
6. UC policing apparatus should strive to be leader in constitutional policing of public protest.
UC Davis Action:
This set of recommendations applies to the UC system, which is still considering a myriad of potential policy changes to police operations as outlined in the Robinson/Edley report.

Category: Police Operations

III.3 Kroll Recommendation 8.3: Additional Recommendations for UC Policing

Conduct a review or gap analysis of UC system’s approach to policing.

1. Provide standardized training involving 21st century crowd management strategies and develop supervisory and executive level crowd management training.
3. Ensure campus emergency personnel comply with state-mandated standards for Incident Command SEMS, especially for documentation.
4. Conduct and evaluate periodic Emergency Operations Center exercises with sworn and civilian personnel according to SEMS and NIMS standards.
5. Train all UC police officers in alternative force applications (passive arrest team tactics); include command approval authority for use of specialized munitions and OC (Oleoresin Capsicum, or pepper spray) dispersal methods.
6. Review UC Davis protocols for use of force reporting and investigation; include supervisory review of force reports with command and executive review; include threshold triggers to identify employees prone to multiple use of force applications and training and/or remediation.
7. Monitor UC progress in meeting above-stated objectives and report progress to the public regularly.

UC Davis Action:

Kroll Recommendation 8.3:
1. UC Davis Police have reviewed internal processes and procedures, and have participated in NIMS/SEMS trainings and documentation protocols.
4. UC Davis protocols for use of force reporting and investigation are complete, including a three-year review of “use of force” statistics for both the Davis and Sacramento campuses.

The remainder of the recommendations apply to UC systemwide reform efforts and will be considered in the context of the Robinson/Edley report.

Category: Police Operations
Academic Year 2013-2014

Academic Senate Committee on Courses of Instruction (COCI) Deadlines

If you would like your course to be offered in Fall 2013,
the course must be approved by the committee by April 8, 2013.

If you would like your course to be offered in Winter 2014,
the course must be approved by the committee by September 30, 2013.

If you would like your course to be offered in Spring 2014,
the course must be approved by the committee by December 30, 2013.

Note: Dates and times are subject to change without notice.