

# **Executive Council Administrative Oversight Special Committee**

## **Special Committee Report**

**May 15, 2013**

## Special Committee Membership

**André Knoesen, Chair**

Davis Divisional Vice Chair and Professor,  
Department of Electrical and Computer  
Engineering

**Axel Borg**

Academic Federation Representative and  
Librarian

**Gregory Dobbins,**

Undergraduate Council Representative and  
Associate Professor, Department of English

**John Hall,**

Committee on Academic Personnel, Chair and  
Professor, Department of Sociology

**Jerold Last,**

Committee on Planning and Budget, Chair and  
Professor, School of Medicine

**Lauren Menz**

ASUCD Representative and undergraduate  
student in International Relations

**Kathryn Olmsted**

Committee on Research, Chair and Professor,  
Department of History

**Eric Rauchway**

UCOP Pepper Spray Incident/Reynoso Task  
Force Member and Professor, Department of  
History

**Cruz Reynoso**

UCOP Pepper Spray Incident/Reynoso Task  
chair, Professor Emeritus, School of Law and  
former Associate Justice, California Supreme  
Court

**Carly Sandstrom**

ASUCD Representative (Spring) and  
undergraduate student in International  
Relations and Economics

**Julia Simon**

Davis Division Special Committee on November  
18<sup>th</sup>, Chair and Professor, Department of French  
and Italian

**Rebecca Sterling**

ASUCD Representative (Fall & Winter),  
undergraduate student in International  
Relations

**Victoria White**

GSA Representative, graduate student in  
Comparative Literature

## Executive Council Administrative Oversight Special Committee

### Preamble:

The Administrative Oversight Special Committee (AOSC) was appointed by the Academic Senate Committee on Committees with the charge *“to interact routinely with the Chancellor and other key administrators 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 to:*

- 1. Improve administrative decision making that includes actively listening to dissenting opinion*
- 2. Redefine the administrative leadership team*
- 3. Develop and implement procedural guidelines for checking comprehension and communication*
- 4. Establish a police and emergency management review board”*

Our primary role was oversight. We sought evidence to document the Chancellor and her administration’s progress towards meeting the recommendations of the Executive Council Special Committee on the November 18<sup>th</sup> Incident. We analyzed and presented the information and our findings to the Executive Council, Representative Assembly, and Academic Council on a regular basis. Although our role as a consulting body was secondary, during the review of material and interaction with administration, we also provided feedback and made specific recommendations to the administration.

All meetings were conducted in person and each lasted at least an hour and a half (see Appendix A for meeting minutes). Our findings are based on the following sources of information and analysis:

- Discussion in six meetings of the committee.
- In person interviews with:
  1. Chancellor: Linda Katehi,
  2. Interim Vice Chancellor Student Affairs: Adela de la Torre,
  3. Associate Executive Vice Chancellor for Campus Community Relations: Rahim Reed,
  4. UC Davis Chief of Police: Matt Carmichael (2 times),
  5. Emergency Manager: Nick Crossley,
  6. Chair of Freedom of Expression Special Committee: Randy Siverson, and
  7. Interim Executive Director of Strategic Communications: Barry Shiller.
- Reviews of three progress reports submitted by the Chancellor to the Academic Senate on the administration’s response to the recommendations made in the Kroll report and the Reynoso report, and the Report of the Executive Council Special Committee on the November 18<sup>th</sup> Incident. See Appendix B for the final progress report received and reviewed.

- Review of the Davis Campus Emergency Operations Plan, also known as “UC Davis Event & Crisis Management Team Guide: Team Procedures and Activation Process.” This plan came into effect October 2012.
- Review of a draft of UC Davis Police Department “Policy Manual” as it existed on May 15, 2013. Police policies are pending approval from campus administration and off campus agencies.

### Findings by the Committee:

#### ADMINISTRATIVE GOAL #1: Improve administrative decision making that includes actively listening to dissenting opinion

**Academic Senate Special Committee Recommendation:** *“The committee recommends 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. The outcome of such a process results in informed decisions and a sense of inclusivity of all parties. ... Meaningful consultation requires decision-makers who reserve judgment, consider all options, and state clearly the reasons for their ultimate decisions. The leadership of a community as diverse as UC Davis cannot legitimately function in any other way.”*

**Benchmark of the Academic Senate Special Committee:** *“These concerns should be addressed immediately.”*

**Administration Response:** *“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 has sponsored a series of four pilot workshops called “Crucial Conversations” to increase the administration’s and campus’s capacity for supporting preventive, proactive and cooperative problem solving. Two more workshops are scheduled for May 3 and May 15.”*  
*Response to Academic Senate benchmark: “Initial work complete and ongoing training is in progress. The latest tabletop exercise on emergency response training was held on Jan. 17, 2013. In addition, a three-hour, open workshop on “Crucial Conversations” was held on March 11, March 14, April 9 and April 15, and two more are scheduled for May 3 and May 15. All members of the campus community were or have been invited to participate. The goal of the workshops is to better equip campus staff, faculty and students in how to engage in challenging conversations in a productive manner.”*

**AOSC Finding:** We note improvement in incorporating processes that encourage listening to dissenting opinion to aid administrative decision-making in emergency management situations:

- The Event and Crisis Management Team (ECMT) requires face-to-face meetings.

- Staff provides information to the leadership team for guidance according to the ECMT plan.
- Training sessions on handling difficult conversations have been held for the leadership team

We reiterate the importance of codifying – to the extent possible – the important role of the Emergency Manager in enabling communication, soliciting advice and opinions, and facilitating active listening and the expression of dissenting opinions. Performance in this position is crucial to the UC Davis administration establishing frameworks that enable and foster communication and set appropriate standards.

The same positive steps taken in “emergency management situations” to foster active listening should be applied more broadly to other situations at all levels of the university, including colleges, schools and departments. We recommend that the administration actively take steps to extend the culture of consultation and communication (including listening to dissenting opinions); these practices, used for emergency situations, ought be appropriately spread to other arenas of interaction among administration, faculty and staff. We recommend that the evaluation of administrators’ job performance include a new criterion to assess the extent to which, within their units, they have promoted a culture of openness to dissenting opinions. As part of the evaluation process, faculty and staff in the unit could be asked if they think that they can express themselves openly without “fear of retaliation” and are “heard without prejudice.”

### ADMINISTRATIVE GOAL #2: Redefine the Administrative Leadership Team

**Academic Senate Special Committee Recommendation:** *“This question of leadership comes into play in the “Leadership Team” described in Kroll and Reynoso, an informal advisory group with no official standing. Following the recommendations of Kroll (section 8.1, Kroll, 127), a “clearly defined structure and set of operating rules” for such a team needs to be created. This “inter-disciplinary” leadership team should include representatives from relevant constituencies: Administration, Academic Senate, Academic Federation, Staff and Students. ...The representatives of an official team should be chosen by their respective groups so that members of the leadership team are not beholden to the Chancellor. The leadership team should be an inclusive group that functions according to the principle of consultation outlined above... responsibility for critical consultation must rest with an officially constituted body.”*

**Benchmark Academic Senate Special Committee:** *“This group should be established by fall 2012.”*

**Administration Response:** *“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.” Response to Academic Senate benchmark: “Completed. The ECMT held its most recent debrief on April 30 to review planning and oversight of the April 11 event on campus sponsored by the Ayn Rand Society at UC Davis.”*

**AOSC Finding:** In 2012 the Chancellor constituted an Event and Crisis Management Team that seems to be responsive to this recommendation. During the formation of this plan, a consultant was hired to advise on best practices. The operating rules for the new team are standard emergency response protocols used nationally, and meaningful steps have been taken to ensure an environment at meetings of this team that encourages the expression of alternative points of view. The composition of the formal group is less inclusive than the Kroll recommendations in the interests of controlling the size of the group, but clear mechanisms of communication between the formal Team itself and the Academic Federation, the staff, and student body leadership have been defined. Lines of responsibility and communication within the group and to and from the Chancellor and Provost and their respective staffs have also been defined, and procedures for debriefing and analysis of the leadership responses after an incident have been formalized.

The senior administrative leadership has undergone formal training in crisis management; it demonstrates an increased awareness of the need for formal policies and procedures for controlling crisis situations, should they arise, and for keeping adequate written records of what took place at team meetings. Several initiatives have been started on improving leadership, morale and communication with the campus police force.

The constitution of a well-defined administrative leadership team with formal policies and procedures for handling future incidents has been completed in a satisfactory and timely manner. Of course, the real test will be how the team functions during the next major crisis. Fortunately for UC Davis, this test has not occurred; however, the Academic Senate leadership reports that the new system has worked satisfactorily during two limited emergency episodes that took place after the November 18, 2011 incident.

### **ADMINISTRATIVE GOAL #3: Develop and implement procedural guidelines for checking comprehension and communication**

**Academic Senate Special Committee Recommendation:** *“The breakdown of communications was a major contributing factor to the unfolding of events before, during and after November 18, 2011. .... poor communication lies at the heart of the incident. ....the administration should establish a set of procedural guidelines that provide a framework for ensuring that all parties understand commands and other communications in the same way. This may entail procedures for the party receiving orders to restate and acknowledge comprehension of the orders.”*

**Benchmark Academic Senate Special Committee:** *“Procedural guidelines for checking comprehension and communication should be established by fall 2012.”*

**Administration Response:** *“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.”* Response to Academic Senate benchmark: *“Completed. Practice is ongoing. Use of NIMS/SEMS procedures have been and continue to be used consistently.”*

**AOSC Finding:** There are now in place two means for fulfilling this recommendation. The Emergency Manager is specifically charged with summing up points discussed in emergency meetings, and enumerating tasks to be done and next steps. This practice, consistently applied, provides the participants in the emergency process with clear directions and goals. Second, the campus conducts an annual training exercise under the direction of the Emergency Manager. Three features of this exercise directly address the issue of comprehension and communication. First, previously identified problems and deficiencies are introduced into the exercise with the intention of testing the participant performance and effectiveness of procedures. Second, third party observers are present to monitor the exercise to evaluate the adequacy of the procedures and the performance of the emergency team members. Third, future training exercises are to incorporate problems and deficiencies identified through ongoing after-incident reviews and post-exercise debriefings.



#### **ADMINISTRATIVE GOAL #4: Establish a Police and Emergency management Review Board**

**Academic Senate Special Committee Recommendation:** *“Alongside the system-wide recommendations made in Kroll (129) that remain outside our purview, the committee recommends the creation of a police and emergency management review board specific to the Davis campus. We reiterate our endorsement of the specific recommendations in Reynoso and Kroll and add our own concerns about appropriate and inappropriate uses of force. Mindful of the special nature of the campus community, we are concerned with the militarization of the police force on campus and the chilling effect that the use of force produces. We recommend that, whenever possible and appropriate, alternatives to police force should be used, such as Student Judicial Affairs (Kroll, 128). Indeed, the police should be the option of last resort, even when the intention is not to use force because of the ever-present potential for situations to escalate. Finally, we strongly urge the administration to establish a clear structure that defines and delineates the limits of civilian and police authority.”*

**Benchmark Academic Senate Special Committee:** *“The Review Board should be established by fall 2012. An updated Emergency Plan (characterized by transparency,*

*effectiveness and accessibility, consistent with NIMS/SEMS) should be established as soon as possible.”*

**Administration Response:** *“The campus secured a nationally recognized expert on police accountability. The expert returned to campus in late January and held public forums 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.” Response to 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. The campus held two public hearings on March 11 featuring a nationally known expert on police review boards to gather input on the proposed formation of a campus police review board that would respond to complaints related to police misconduct. Follow-up meetings on campus and at UCDHS were held on April 16 and 17, and provided another opportunity for faculty, staff and students to provide input. A detailed plan with a revised timeline has been developed to accelerate implementation of the review board. Completion of planning and design for the police review board will be completed prior to Dec. 31, 2013. Implementation will occur in January 2014. In addition, on April 20, the campus agreed to partner with the Yolo County District Attorney’s office on creation of a “Neighborhood Court.” The court will address misdemeanor violations committed on campus and use “restorative justice” principles in determining sentences. ... Student Judicial Affairs (SJA) has identified a staff member to facilitate traditional restorative justice as a key component of a holistic approach to addressing student behavior. Other SJA staff have participated in restorative justice training as well. The objective of the program is to develop a more in-depth understanding of the individual student in order to guide the student toward understanding the impact of his/her behavior on himself/herself and the institution.”*

### **AOSC Findings:**

**Emergency management:** The administration has set up an Event and Crisis Management Leadership/Policy Team, which includes the Academic Senate Chair, and, in the case of his/her absence from the campus, the Academic Senate Vice Chair as the alternate. AOSC has been assured by the Emergency Manager, Nick Crossley, that the campus emergency plan is compliant with National Incident Management System (NIMS) and Standardized Emergency Management System (SEMS)-based emergency response protocols. We conclude that all Academic Senate recommendations specific to Emergency Management and Planning have been addressed by the administration.

**Police procedures:** The UC Davis Police have also made some positive changes. They

- started a student cadet training program to supplement the Aggie Hosts;
- provided ongoing funding to expand the Aggie Host program;
- appointed two outreach officers to improve relations with students;



- started a program of open office hours for police; started a police bicycle patrol to increase routine police contact with students;
- hosted a cultural diversity training day; and,
- worked with the Yolo County District Attorney to start a neighborhood court program option for citations or arrests by a police officer of low-level misdemeanors violations, first implemented on Picnic Day 2013.

Also, Student Judicial Affairs is using restorative justice options for violations of the student code of conduct.

The UC Davis Police Department has rewritten its Policy Manual after broad consultation with staff, students, the Academic Senate, and outside agencies such as the ACLU. Policies are pending approval from campus administration and off campus agencies.

The AOSC review of the Police Policy Manual focused on the sections of Special Order (Section 204), Use of Force (Section 300) and Crowd and Demonstration Management (section 425). Suggested changes were incorporated in the May 15<sup>th</sup> 2013 draft. We conclude that Police Chief Matt Carmichael is moving the department in a positive direction. In our estimation, he understands that he should minimize the deployment of armed officers, and that he should be flexible in balancing sworn with non-sworn officers, and armed with unarmed officers. The committee commends the Police Chief for his responsiveness to information requests and incorporating feedback received from the committee.

***Civilian oversight of the police:*** The committee is very disappointed with the pace of the administration's progress toward the creation of the police and emergency review board. The administration hired a consultant in August 2012, who made informal presentations to the campus in October, and began holding campus forums on the proposed formation of a campus police review board in March 2013. The consultant will present her final report in May; the Chancellor and Provost are to review it, and the Chancellor is to appoint a task force to make recommendations for implementing the report's recommendations, with the expectation that the police review board will be ready by winter 2014. This is an absurd and unnecessary delay in meeting a benchmark deadline of fall 2012. The failure to meet the original benchmark deadline undermines the credibility of the administration. Delays and overly complicated processes have prevented the monitoring of important police functions.

The committee is concerned about the administration's reliance on consultants for tasks that might have been more efficiently and effectively accomplished utilizing faculty, staff, and administrative expertise already available on campus. As this instance shows, a consultant can add high costs and long delays to any programmatic process. Although this consultant is an expert on review boards dealing with police misconduct in urban settings, the consultant holds no experience with university settings. In our view, the police review board that is yet to be established should not just address police misconduct. It should also oversee the broad interactions between the police and the community and have the power to review and comment on the effectiveness of police policies and procedures.

### Conclusion

The UC Davis administration has responded in a positive manner to recommendations related to event and crisis management by defining an administrative leadership team, making improvements to administrative decisions by encouraging active listening to all opinions, and creating procedural guidelines for checking comprehension and communication. During this process, the Police Chief has revised the Police Policy Manual with the objective of providing the highest level of service to the campus community. The committee proposes that the administration take action to spread the emergent emergency, crisis, and policing culture of consultation and communication (including listening to dissenting opinions) to all other arenas of interaction between administration, faculty, staff, and students. The unacceptably long delay in implementation of a campus civilian police oversight board needs to be redressed by proceeding with all deliberate speed.

## Appendix A: Minutes of the Administrative Oversight Special Committee

## **Administrative Oversight Committee**

**October 10, 2012**

**10:00 AM-11:30 AM**

**203 Mrak Hall**

### **Meeting Summary**

Members Present: André Knoesen, John Hall, Jerold Last, Kathryn Olmsted, Eric Rauchway, Cruz Reynoso, Julia Simon, Axel Borg, Lauren Menz, Rebecca Sterling, Victoria White, Debbie Stacionis

Not Present: Gregory Dobbins

Guests: Chancellor Katehi, Gary Sandy, Bruno Nachtergaele

Chair Knoesen opened with introductions and overview of committee responsibilities. It was indicated that at the January meeting the Police Chief Matt Carmichael and Nick Crossley, Manager of Emergency Management & Mission Continuity, will be present. This meeting can focus on aspects other than those related to actions taken by the police and emergency management. The "Updated Responses to the UC Davis Academic Senate's Executive Council Request for an Action Plan" reports issued in June report and a draft report for October were distributed to the committee before the meeting and feedback was solicited. He then asked members for items they'd like to address with the Chancellor.

The guests joined the meeting and the following issues were discussed:

- *How is an environment created in which dissenting opinions and ideas can be voiced?* The Chancellor indicated that she expects to hear dissenting opinions from others when she must make important decisions and has taken steps to create a culture where such opinions are voiced.
- *Are standard meeting records being kept?* Yes, records are regularly being kept. In some cases the records are published on the web (e.g. Community Council).
- *Are meetings being conducted with most people physically present?* The importance of face-to-face interactions is appreciated. At meetings where critical and emergency decisions are made, members or their assigned alternates must be physically present. There are non-emergency situations that require urgent consultation of large groups of people which have required teleconference participation. One such example was brought forth and critically discussed.
- *What is the status of the ombudsperson for the campus?* Such a position will be created to serve the needs of faculty and staff.

A concern was raised that management and administrative measures do not substitute for demonstrated leadership by the administration and the Academic Senate, and that includes this committee. A few items were raised specific to the October 1 reports and have been forwarded to the attention of the administration. One item refers to correction of fact. An updated report was requested before the November 1 Representative Assembly meeting. The committee commended the Chancellor for the various proactive measures taken in the last few months and was thanked for her participation in this meeting. The guests then left the meeting.

Among members there was an agreement that the various structures that have been put in place should be given an opportunity to become operational, however it will be important to regularly assess their effectiveness. In particular, the committee wants to receive regular updates from Freedom of Expression Special Committee and related bodies. The committee wants to know what changes have been made in the University Communications office.

The Committee would like a meeting with Barry Shiller, Executive Director of Communications & Randy Siverson, Chair of Freedom of Expression Committee. Another meeting will be scheduled for the fall quarter.

## **Administrative Oversight Committee**

**December 14, 2012**

**1:00 – 2:30**

**1127 Kemper Hall**

### **Meeting Summary**

Members Present: Gregory Dobbins, John Hall, Jerold Last, Kathryn Olmsted, Eric Rauchway, Julia Simon, Axel Borg, Lauren Menz, Victoria White, Analyst Debbie Stacionis

Not Present: Andre Knoesen, Cruz Reynoso, Rebecca Sterling,

Guests: Bruno Nachtergaele, Barry Shiller, Gary Sandy, Randy Siverson

Academic Senate Chair Bruno Nachtergaele convened the meeting for Chair Knoesen who was absent due to family matters. The meeting opened with introductions.

**Guest Barry Shiller, Interim Executive Director of Strategic Communications**, shared information about himself, his past experience and ideas he brought to UC Davis. He referred often to a situation during his time at UCSC involving a protest of a biomedical center which included a 13-month tree sitting event. He believes in three main values: Patience, Adaptability, and Transparency—both internally and publicly. He described how mediation services were used to resolve this situation and how the media was involved in this case.

Questions from the committee:

Have these values been applied recently here at UCD?

Answer: Not perfectly, but attempts have been made. One example is the US Bank incident. Patience was used, but many may feel there was too much patience. There is a fine line in determining how much patience to use. There was also transparency at the UCD Medical Center. The Sacramento Bee noted the transparency even though some of the released information was not positive for UCD.

Was there a Communications Director at the time of the November 18<sup>th</sup> incident?

Answer: Yes, but it was during a time of transition in that position.

Barry believes the “CEO” should acknowledge the situation and then not comment again and leave it alone so fact-finding can occur, not continue to speak in response to the media questions. However, there should be regular communication with the public from the university.

The committee had some discussion after Barry’s departure regarding his reference to the chancellor being the CEO, stating this is a university, not a corporation, but others said when looking at the budget, UC is a business.

**Guest Randy Siverson, Freedom of Expression Committee**, shared his committee’s charge and presented a power point presentation consisting of seven slides, each having one of the committee recommendations for the development of UC Davis Freedom of Expression Policies. He said the committee has broad agreement for 6 of the 7, but feels more discussion/clarification is necessary for the final recommendation. They plan to have their final meeting in January. Once finalized, the recommendations will go to Executive Council and if approved, forwarded to the administration to apply.

Before the Freedom of Expression Committee could consider the need for new policies, it was necessary to determine what policies already existed for the campus and for the University. This was more difficult than anticipated because the policies are contained in both University-wide documents (Policies Applying to Campus Activities, Organizations, and Students - PACAOS) and Campus policies (PPM 270). Also, policies are often

vague and sometimes contradictory. The committee found 10 different websites with policies and suggests they be put in one place where they are easy to find.

The committee has researched and found other university policies that range from rather vague to very specific. He noted Penn State ([http://www.upenn.edu/provost/PennBook/guidelines\\_on\\_open\\_expression](http://www.upenn.edu/provost/PennBook/guidelines_on_open_expression)) which has very specific policies including, for example, types of speakers that can be used and decibel levels. Randy also referenced policies from Columbia University. (<http://www.essential-policies.columbia.edu/university-regulations#administrative%20and%20judicial%20personnel>)

Following Randy's presentation, committee members suggested that we must have policies that will still be relevant in 30 years and that create a climate for our campus. They also suggested that recommendation # 6 should have legal basis regarding the penalties. It was agreed that while the Administrative Oversight Committee exists, it should make sure that the Freedom of Expression Committee's recommendations are acted upon. There was the suggestion for our committee to have a website with updates on the status of recommendations, but it was mentioned that there is the "Demonstration Reviews and Reports – Combined Recommendations: Progress" website for that.

There was some discussion of the ombudsperson and who that person is being hired to protect. There was a suggestion that the PPM and APM include an outline of what person or committee protects which individuals, that way everyone knows where to go with issues.

## Administrative Oversight Committee

January 23, 2013

10:00 – 11:30

1127 Kemper Hall

### Meeting Summary

Present: André Knoesen (Chair), John Hall, Jerold Last, Julia Simon, Axel Borg, Cruz Reynoso, Lauren Menz

Absent: Kathryn Olmsted, Rebecca Sterling, Victoria White, Eric Rauchway, Gregory Dobbins

Guests: Matt Carmichael, UC Davis Chief of Police; Nick Crossley, Manager of Emergency Management & Mission Continuity; Gary Sandy, Director Local Government Relations

The following documents were distributed to members before the meeting

- The Event & Crisis Management Team Guide adopted by Chancellor on Oct 30
- Emergency Mgmt. & Mission Continuity Presentation Slides (attached)
- Department Review Report by the Chief of Police dated January 1, 2013 (attached)
- Draft Response to the UC Davis Academic Senate's Executive Council Request for an Action Plan January 18, 2013 (final version is attached)

Guest Nick Crossley presented an overview of the procedures implemented on the campus to meet the requirement of the National Incident Management System/Standardized Emergency Management Systems (NIMS/SEMS). The actions taken when a crisis event occurs on the campus were reviewed. It was emphasized that during a crisis event, the ECMT leadership team meets face-to-face, if at all possible, and if not an alternate steps in. A team of experts in various fields advise the leadership.

Specific questions from the committee:

- Q: Who takes the lead?  
A: Chancellor and Provost take the lead unless it is clear that someone else is more knowledgeable about the event and then that person would take the lead.
- Q: Who decides to activate the team? As soon as it is determined necessary by the Chancellor or Provost. If neither of them is available, Vice Chancellor for Administrative and Resource Management is the lead.
- Q: Who moderates the discussion during a crises event? The Emergency Management & Mission Continuity manager holds that responsibility. Committee members would like to see that the role of this manager to moderate the discussion is made explicit in the ECMT Guide.

The committee stressed the importance of staff input in fact-finding and questioning since they are often working more closely with those involved in the incidents. The point was also made that Academic Federation expertise should be taken into account by leadership team, especially given their close ties to research activities. The committee particularly took note of :

- The creation of a NIMS/SEMS compliant plan
- The establishment of a UC Davis Emergency and Crisis Management Team that includes expertise from relevant groups (perhaps minus Academic Federation)
- 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 procedures for review following incidents to continue to improve responses

The committee considers that all Academic Senate recommendations related to Emergency Management and Planning have been achieved.

Guest Matt Carmichael, Chief of UC Davis Police, gave an overview of changes that have occurred in the UC Davis police department. Items to note during the discussion are:

- The police policy manual is being updated with review and input from various groups on and off the campus, including the police consultants and the ACLU. In the new policy, use of force during civil disobedience is specifically addressed and models current Commission on Peace Officer Standards and Training (P.O.S.T.) standards. Once the policy is finalized the committee will be given an opportunity for review.
- A new hiring model has been implemented which now includes a community based panel
- Training has been increased, however this requires a robust and conscious budget commitment.
- In 2012, all UC Davis police officers attended a use of force training identified as an innovative approach to control and restraint known as Compliance, Direction and Takedown. This training will continue with all new hires.
- Relationship building has become an important part of the department
- A new cadet program has been implemented and they are about to graduate into the volunteer police department. The plan is for the top three to be sponsored to attend the academy in hopes of future employment by the department.

Questions from the committee:

- Q: What is the difference between sworn officers and non-sworn officers – e.g. those who carry weapons.  
A: The department is understaffed. An example was given of not enough police staff to check the security of facilities at night. Instead of hiring a few paid officers, there is now the student led security group to check building security at night. This allows for more coverage at a lesser cost. These students also help out at campus events such as picnic day.
- Q: Is there other student involvement?  
A: The Police Citizens Academy which currently has over 40 students

Details of the implementations are found in UC Davis Police Report, January 2013. Among many 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.
- Providing permanent funding to support a student facility security program that expands the Aggie Host Security Program. Now this program employs approximately 90+ UC Davis students
- Appointment of two outreach officers who are selected by members of the campus community (less important, for me)
- Open office hours for police in the core of campus with participation by outreach officers and police chief.
- Implementation of police bicycle patrol.
- Implementation of methods to implement the new policy requiring active prevention of racial or other biased based policing.

The committee found that the major components of three Reynoso recommendations directed to the police have been implemented. There are two outstanding issues related to the Police:



- The final version of the Police Policy needs to be reviewed by the committee. The committee will be specifically looking at the policy related to force.
- The committee needs to review the final decision of the administration on matters related to a police review board.

Gary Sandy answered questions related to the Draft Updated Report to the Academic Senate. The committee requested a clarification on specific word choices in the draft. "Restorative justice involves repairing the harm caused or revealed by criminal behavior through a process that includes all stakeholders." The view was expressed that "criminal" should be changed to "detrimental".

In closed session discussion centered on representation of Academic Federation. If the Academic Senate Chair is expected to represent all faculty including Senate and Federation, everyone must be aware of this. Who is representing staff? Is Staff Assembly included? Perhaps some sort of checklist to be sure all are included. It was decided that a clarification is needed in the Event & Crisis Management Team Guide how the expertise residing with members of the Academic Federation and Staff Assembly will be incorporated in the decision process. A recommendation is made that the ECMT decision process could benefit from the availability of a database of campus individuals (with appointments other than faculty) with expertise in specific areas that could be of use during a crisis.

Chair Knoesen suggested our next meeting include representatives from Student Affairs. He will contact that office to assess availability. Our next scheduled meeting is April 30, but we may want to meet prior to that.

After the meeting the following actions were taken:

1. The Chair requested, on behalf of the Administrative Oversight Committee, that Nick Crossley, Manager, Emergency Management & Mission Continuity, provides a clarification on the advice provided by consultants on the size of the ECMT leadership team. The response received on January 30th was:

*"The team membership, its guidelines, and procedures have been reviewed by Marsh Risk Consulting. The template for the guide was actually developed by them for all ten UC's. The contractor has expressed concern that the team is too large, saying that several of the members could be brought in as needed dependent on the crisis. In talking with representatives of the Chancellor's office, we have reviewed the membership of the team. The size of the group needs to balance the issue of being small enough to be nimble and responsive in the moment but large enough to assure a reasonably wide perspective in deciding strategy.*

*This does not mean that every member will always be involved in the management and/or response to the incident. It does mean that they are informed and have the opportunity to provide guidance and insight from their specific view point or constituency (as seen in the recent event). Others can always be brought in as time and circumstance allows. So, yes, while we have received some feedback that our team may be too large, it is based on the needs of the university based on lessons learned and the size of the enterprise. It is always open for review and reconsideration. For example, I will soon be scheduling a debrief for team members to review our policies and procedures for what worked and areas of improvement."*

2. The Chair requested, on behalf of the Administrative Oversight Committee, that Police Chief Carmichael provide a more detailed response to the Reynoso UC Davis Police Recommendation No. 1 that's speaks, in particular, to the "...analysis of the number of officers needed and the ratio of sworn officers (authorized to carry weapons) to other personnel" and to what extent other methods will be used to provide campus security and police services. The response is attached.

## **Administrative Oversight Committee**

**March 21, 2013**

**8:00 – 9:30 AM**

**410 Mrak Hall**

### **Meeting Summary**

Members Present: André Knoesen (chair) Gregory Dobbins, John Hall, Jerold Last, Kathryn Olmsted, Julia Simon, Axel Borg (AF), Victoria White (GSA)

Members Absent: Eric Rauchway, Cruz Reynoso, Lauren Menz (ASUCD), Carly Sandstrom (ASUCD),

Discussion focus was regarding the number of officers needed and the appropriate ratio of sworn armed officers (authorized to carry weapons) to other personnel.

#### **Points discussed:**

- Sworn vs. armed officers – armed is a subset of sworn.
- Reviewed comparative study data provided by UCD Police Chief Carmichael for other UC campuses (see enclosed)
- What is the relationship with cities and campus police departments?
- It will be important to minimize the presence of armed police officers for non-emergency situations.
- Staffing ratios – Is structure sustainable? Do we have enough to allow for absences and vacancies?
- Deployment – clarification was requested of the differences are between Davis and Sacramento campuses
- The Committee wants to see that principled statement is made regarding Civilian vs. police authority. The committee also touched on the status of the Police Review Board as this body could play a role in defining the civilian authority. We will receive an update on the status of the Police Review Board at our April 9 meeting.

The committee is waiting for the final Police Policy which should have more specifics on clear, measured response, when weapons and protective gear are used, etc. The UCD Police Chief will attend the May meeting to discuss policy and get more information on points 3-6. The committee discussed three guiding principles for police deployment and staffing; document will be finalized during the next weeks and will be discussed with Police Chief.

#### **Future Meetings scheduled:**

**Wednesday, April 9, 1:30-3:00 in 410 Mrak** (Rahim Reed was invited for an update on the Police Review Board and Interim Vice-Chancellor of Student Affairs Adela de la Torre will attend this meeting to provide information on actions that Student Affairs have taken in the past months.)

**Wednesday, May 8, 10:00-11:30, 410 Mrak** (UCD Police Chief Matt Carmichael will attend)

Great questions, maybe not a quick answer.

The Sacramento campus has 20 sworn officers at the location. There is a patrol staff of 17 sworn, 2 motor officers dedicated to traffic and one Lieutenant managing the location. There are many reasons why we staff at this ratio. As an example, we staff an officer full time 24/7 in the emergency department along with providing primary police services for off campus locations in the city of Sacramento. Due to the complexity of traffic and traffic safety in this area, we dedicate the motor officers to the Sacramento campus. Other related reasons for staffing include but are not limited to:

- Level one trauma center
- High crime area
- Frequent mental health patients
- Calls for service
- Size of hospital
- On campus research facilities
- Off campus facilities in the city of Sacramento

The Davis campus physically has 28 sworn but you have to be cautious of that number and this is why. There are 17 sworn officers dedicated to patrol, one sworn officer dedicated to the bicycle patrol and enforcement, four sworn officers dedicated to investigations which provide service to both the Davis and Sacramento campuses, there are three sworn officers dedicated to outreach/training both on the Davis and Sacramento campuses, one patrol Lieutenant, one Chief of Police and one Lieutenant assigned to administration/professional standards. The Davis campus is the largest land mass campus in the system. We also provide primary police response to locations in the city of Davis. Typical staffing on any given shift is comprised of one supervisor and three officers at each campus. This somewhat allows for vacation and sick relief and when needed we move officers back and forth between campuses. The Chief as well as the professional standards lieutenant and outreach officers provide support to both campuses. This is important to identify when we talk about who is assigned to what location. We employ 100+ students as well as 25 unarmed protective service officers (Davis and Sacramento combined) that supplement our department.

I have attached the campuses listed in the comparative study, not sure where question two comes from as UCLA is used for comparative data. It is noteworthy this is old data. While we sit at 48 sworn, you can see from the below chart that UCLA far exceeds our staffing with 64 sworn and Berkeley with 68 sworn. As another example, UCSF does not truly have a formalized campus let alone other nuances such as a Division One Athletics program yet their total sworn exceeds our total sworn. The data chart below was recently compiled by our business office March 5, 2013. Our previous information reported we were at 50 sworn but that changed when I converted two officer positions to fund the student led facility security program.

	Chief	Asst Chief	Captain	Lieutenant	Sergeant	Officer	Total
Berkeley	1		2	5	12	48	68
Davis	1			3	10	36	48
Irvine	1	1	0	1	8	22	33
Los Angeles	1	1	2	3	10	47	64
Merced	1	0	0	1	2	8	12
Riverside	1	1		1	6	22	31
San Diego	1	0	2	0	7	34	44
San Francisco	1		2	3	8	42	56
Santa Barbara	1	1	1	0	6	22	31
Santa Cruz	1		2		5	10	18

I hope this is helpful and if you need, I am more than willing to meet or attend any meeting necessary.

Thanks

Matt

## **Administrative Oversight Committee**

**April 9, 2013**

**1:30 – 3:00 PM**

**410 Mrak Hall**

### **Meeting Summary**

Members Present: André Knoesen (chair) Gregory Dobbins, John Hall, Jerold Last, Kathryn Olmsted, Eric Rauchway, Cruz Reynoso, Julia Simon, Axel Borg (AF), Carly Sandstrom (ASUCD)

Members Absent: Lauren Menz (ASUCD), Victoria White (GSA)

Guests: Gary Sandy, Rahim Reed, Adela de la Torre, Lora Jo Bossio

**Final Report/Findings Discussion (Report First draft due May 15)** - It was agreed that the committee report will directly address the four bullet points in the charge for this committee within the context of what was reported to the committee during the last year. Committee members were assigned one bullet point from which to draft a short report and will send to Debbie by end of next week:

- Improve administrative decision making that includes actively listening to dissenting opinion (Julia Simon)
- Redefine the administrative leadership team (Jerold Last)
- Develop and implement procedural guidelines for checking comprehension and Communication (Axel Borg)
- Establish a police and emergency management review board (Cruz Reynoso)

Committee members expressed concerned about long-term assessment of how effective proposed procedures and plans are working. For example, if something occurs three years from now, how do we ascertain effectiveness? The Academic Senate will need to have a voice in assessing effectiveness and that should be stated clearly in our final report.

#### **Rahim Reed – update on Police Review Board –**

In August of 2012 Police Chief Carmichael contacted Consultant Barbara Attard, a private consultant in police oversight and accountability. On October 11, 2012, Barbara visited the UC Davis campus and made six informational presentations to various major constituent groups representing the campus community. The sessions included a presentation on the three major civilian oversight models (Commission, Investigative and Auditor/Monitor) as well as a discussion regarding the current trend of creating a Hybrid model more customized to meet the unique need of the city or municipality. Most of the discussion focused around the creation of a Hybrid model once the fact was revealed that there currently was only one (known) civilian oversight model on a university campus (UC Berkeley) in the US.

The second step in the process was to invite the consultant back to campus for a series of open campus forums. The first set of campus forums was held on March 11, 2013. The consensus of the two forums supported the idea of establishing a civilian oversight model for the UC Davis campus. The idea of creating a hybrid model from the traditional three models to address the unique needs of the UC Davis campus also gained consensus. Four general attributes of a "UC Davis Hybrid Model Type" emerged:

1. Participants wanted the UC Davis Police Review Board (UC Davis PRB) to have the authority to receive complaints directly as well as receive complaints that had been reported to the UCD Police Dept.
2. Participants wanted the UC Davis PRB to have the authority to conduct investigations and make findings of fact.

3. Participants wanted the UC Davis PRB to render a decision (based upon its findings) that had an impact on the final resolution of the matter.
4. Participants wanted the UC Davis PRB to be able to make recommendations on policy issues (not simply be reactive to complaints).

The second series of open campus forums is scheduled for April 16th and 17th on both the Davis and Sacramento campus of UC Davis.

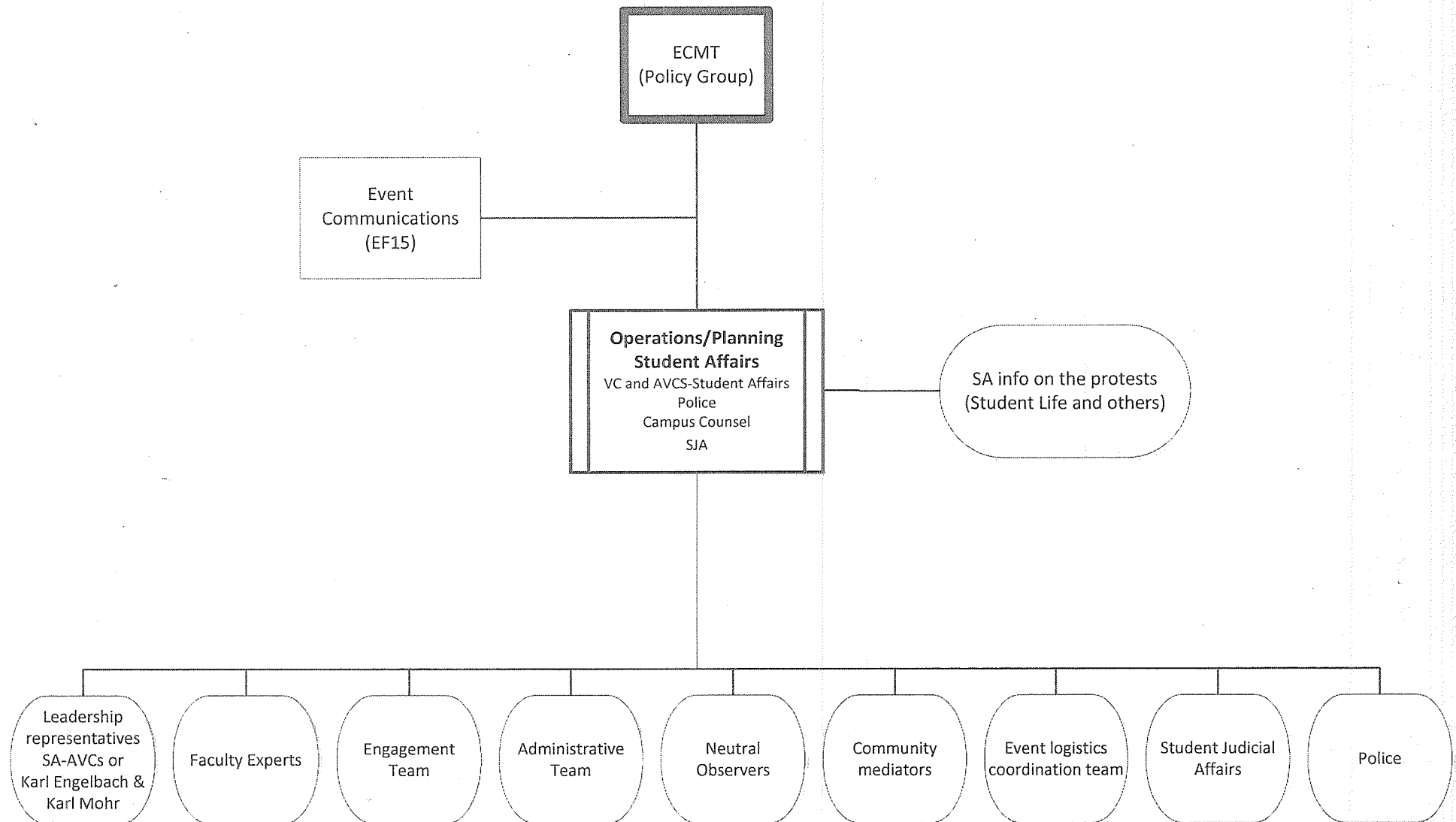
In May 2013 Barbara Attard will review the feedback and comments from the open forums and share a draft final report with recommendations with Chief Carmichael and AEVC Reed. A final report with recommendation for a civilian oversight model for the UC Davis Police Dept. will be issued by May 17, 2013. The Final Report will be reviewed by the Chancellor and Provost and shared with the campus leadership. In June 2013 the Chancellor will make an announcement to the campus community regarding the Civilian Oversight Initiative (COI) and its implementation. The expectation is that there will be COI Taskforce to develop a strategy and timeline for implementation. During the Fall and Winter quarters the COI Taskforce works on organizational structure, policy issues, training and selection process for Oversight Committee, communication and marketing plan, resources, evaluation process, etc. such that full implementation occurs by Spring 2014. Members are concerned about the length of time the creation of the police oversight board is taking.

**Lora Jo Bossio & Adela de la Torre - update on actions that Student Affairs have taken in past months** - The role of Student Affairs is to be proactive and have trained staff to attend to campus protests and work with student organizations to develop communication such that students have an understanding of time, place and manner. Since November 18 the process has become more formal. Student Affairs distributed a handout to the committee with an overview of Progressive Demonstration Management which included their "toolbox" of those who they consult with when necessary. If an event goes longer than 2-2.5 hours, the Academic Senate leadership is notified. Student Affairs is participating in the development of systemwide protocols and studying best past practices at other campuses for possible adoption at Davis (e.g. UCSD online training modules). Student Affairs is also looking at alternative models such as restorative justice over punitive actions.

Final report from Chancellor's office deadline May 1.

**Next Meeting Scheduled:** Wednesday, May 8, 10:00-11:30, 410 Mrak (UCD Police Chief Matt Carmichael will attend Discussion of final report to administration.

# Progressive Demonstration Management



**Administrative Oversight Special Committee**  
**May 8, 2013 10:00-11:30**  
**410 Mrak Hall**  
**Meeting Summary**

Members Present: André Knoesen (chair) John Hall, Jerold Last, Kathryn Olmsted, Eric Rauchway, Cruz Reynoso, Axel Borg (AF)

Members Absent: Julia Simon, Gregory Dobbins, Lauren Menz (ASUCD), Carly Sandstrom (ASUCD) Victoria White (GSA)

Guests: Gary Sandy, UCD Police Chief Matt Carmichael

The timeline for the completion of the Police Review Board has been revised, and the final report will now be submitted to the campus senior administration by the end of May, 2013. The final report will be reviewed by the senior campus administration and a process for implementation will be developed during the summer 2013 with completion of the process by November 1, 2013. The Implementation Task Force will review the feedback received through the campus forums and integrate this information into the final design of the UC Davis Oversight Model during December 2013. The final UC Davis Oversight Model will be complete and presented to the campus community by December 15th, 2013 for implementation in January of 2014. The committee remains displeased with the delay in action regarding the Police Review Board.

Chair Knoesen discussed with the committee the final report. The drafts addressing the four bullet points in the charge for this committee are posted on ASIS for committee comments. The report will be finalized and taken to Executive Council next week.

UC Davis Chief of Police Matt Carmichael joined the meeting for discussion on Police Policy. Before the meeting a draft version of the Police Policy, along with newly made updates, was distributed to the committee. The Chief of Police Chief stated that he has worked closely with many groups including the ACLU to form the new policy. He stated that the crowd management portion was built on a systemwide draft, but modified for Davis. The use of force language has been changed, but there are still more small changes coming. Overall, Davis is low in number of sworn officers. Chief Carmichael would like two more officers at the medical center, but feels he has a good mix of sworn and non-sworn officers. Following are more questions by the committee with Chief Carmichael's answers.

Q. Regarding a crisis situation, there is concern regarding the mutual aid officers that are called in. How can we be assured they are following the process and protocol set up for UCD officers?

A. A process is in place to handle this with specifics including uniform and allowable gear. The chief is responsible for assuring the process is followed.

Q. How can we be sure all officers are following policy and using proper weapons and tools?

A. All weapons and tools must be authorized and appropriate training for them must be completed. These items are only given out with authorization.



Q. Why do we retain unauthorized weapons in the armory, such as the Defense Technologies MK9 OC pepper spray used last November, if a decision has been made that such items will not be authorized for use by the police?

A. There may be a need in the future, but assure proper training is in place before use.

Q. Is there anything in the code of ethics of the police at UC Davis that speaks to the expectation that a police officer should be obligated to report violations of misconduct of fellow officers?

A. No there is not. Chief Carmichael indicated that he will get back to us on this issue.

Q. Please clarify the Policy 204 Special Order, why it exists and how it will be used in practice?

A. This section gives the Chief authority to make changes to policy prior to a policy committee meeting. This change is made through a special order and then confirmed during the next policy meeting. An example when this might be used could include a recent case decision as it relates to the use of force. The Chief, based on the new information, may restrict the use of a particular item or guideline. Special orders are not arbitrary and this is why section 204 exists. Special orders do not happen very often but provide a vehicle for policy change when it is impractical to wait for a full on policy committee meeting.

Specific concerns were raised about the wording in 300.3 and the lack of specificity of "reasonably legitimate law enforcement purpose." and ""appropriate use of force". Chief Carmichael agreed that more revisions to section 300.3 are needed. Chief Carmichael will get the final to us once those revisions are complete. The Chair requested that the version of the Police Policy, as it exists by May 15, be delivered to the committee.

## **Appendix B: Final Progress Report Received from the Administration**



**Response to the UC Davis Academic Senate's  
Executive Council Request for an Action Plan**

**May 1, 2013**

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## **Executive Summary: *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 fourth detailed response submitted to the Academic Senate and continues to document progress on a number of important fronts.

Recent actions/achievements include:

- Receipt of a report from the Academic Senate Executive Council Special Committee on Freedom of Expression. The report includes a total of eight recommendations for developing Freedom of Expression policies.
- In response to the Academic Senate Executive Council Special Committee on Freedom of Expression's report, Chancellor Linda P.B. Katehi announced on April 11 the formation of a campus Blue Ribbon Committee on Freedom of Expression. The committee's broad campus representation, which includes the Academic Senate, Academic Federation, Graduate Student Association, ASUCD and staff representatives, among others, will review the Academic Senate's recommendations, convene a number of public forums, invite additional input from the campus community, and emerge with its own recommendations on how to improve and foster freedom of expression at UC Davis. The committee's deadline for completion of its work is Oct. 31, 2013.
- On March 11, the campus held two public hearings featuring a nationally known expert on police review boards, to gather input on the proposed formation of a campus police review board that would be charged with the responsibility of responding to complaints related to police misconduct. Follow-up hearings on campus and at UCDHS took place on April 16 and 17, and provided another opportunity for faculty, staff and students to provide input. A detailed plan with a revised timeline has been developed to accelerate implementation of the review board. Completion of planning and design for the police review board will be completed prior to Dec. 31, 2013. Implementation will occur in January 2014.
- On March 5, March 15, and April 11, the campus held open public forums in the Student Community Center and MU II on "Strengthening Campus Community." The forums are designed to invite and elicit feedback on ways to improve campus climate. Additional campus outreach forums are scheduled for May 1 and May 14. Input will be gathered and compiled for a final report to the Pre-COVC, after which an action plan will be developed to address prominent issues.
- Four open workshops on "Crucial Conversations" were held on March 11, March 14, April 9, and April 15. All members of the campus community were invited to participate. The goal of the workshops was to better equip campus staff, faculty and students in handling challenging conversations in a productive manner and to enhance the capacity for leadership. Additional workshops have been scheduled for May 3 and May 15. The workshops have proven very popular and the last few have been over-subscribed. In addition, individual departments have asked for inter-departmental workshops.

- On Feb. 7, the Police Department inducted 21 UC Davis undergraduates into its first cadet program class. Following graduation from an external police academy, the top cadet will be hired as a UC Davis Police officer.

<http://www.youtube.com/watch?v=0OWmF5N6nKM&feature=youtu.be>

- During the week of March 4-8, the campus held interviews for candidates for the position of Campus Ombudsman. In late April, the campus extended a job offer to a candidate.
- The Campus Community Council continued to meet and discuss campus issues including, most recently, the proposal to create a campus police oversight board.
- Chancellor Katehi named Provost Ralph J. Hexter and Interim Student Affairs Vice Chancellor Adela de la Torre official campus “observers” in the event of a demonstration or major event. Designation of campus observers is called for in the “Response to Protests on UC Campuses” (Robinson-Edley) recommendations of 2012.
- Police Chief Matt Carmichael has announced that UC Davis will adopt the new University of California Police Department policy on Crowd Management, Intervention and Control. The policy highlights the importance of safeguarding constitutional rights and the First Amendment, and provides an outline of basic steps to be taken and/or considered by the UC Davis Police Department in the management of demonstrations. In addition, Chief Carmichael continues to receive input on the policy from the campus community and the ACLU.
- The campus senior leadership team participated in, and continues to take part in, several group and one-on-one coaching sessions with an executive coach to explore active listening, participatory leadership, and group facilitation techniques and practices to create a more open and collaborative environment for policy discussion, decision making and leadership.
- Student Affairs is currently developing a campus “observer” program to train students in how to observe a crisis, demonstration or protest and report on what they observed. The student observers will receive training in how to observe specific events, to provide feedback on their observations and to suggest improvements in how such events were managed or addressed. The observers will be readily identifiable by police and will be an important aspect of demonstrations or protest on campus. The program will be implemented in fall 2013.
- Student Judicial Affairs (SJA) has identified a staff member to facilitate traditional restorative justice as a key component of a holistic approach to addressing student behavior. Other SJA staff have participated in restorative justice training as well. Restorative justice addresses repairing the harm caused or revealed by criminal behavior through a process that includes all stakeholders. The objective of the SJA program is to develop a more in-depth understanding of the individual student in order to guide the student toward understanding the impact of their behavior on themselves and the institution.

- On April 10, Chancellor Katehi and four executive-level members of the administration participated in “Leadership in Crisis” training in decision making within an emergency context. The training was sponsored by the Office of the President and was in response to recommendations made in the “Response to Protests on UC Campuses” report (Robinson-Edley) of 2012.
- An additional UC Crisis Leadership Regional Training Session will be held on June 6. Fifteen executive staff members from each Northern California UC campus have been invited to participate in this training, which is designed to improve decision-making skills.
- The UC Davis Police Department hosted a Cultural Awareness and Diversity Training in April. The training was conducted by Peer Education and Community Empowerment (P.E.A.C.E.), a student-to-student “train the trainer” program dedicated to addressing racism, sexism and homophobia, and to promoting a welcoming, respectful environment for living and learning. In all, 49 members of the UC Davis Police Department participated, including the chief and command-level officers. Only those department members who were on vacation or ill did not take part. P.E.A.C.E. offers UC Davis students, faculty and staff the opportunity to engage in meaningful and productive conversations about diversity issues, facilitated by fellow UC Davis students. Forums are open to all student organizations, departments, residential groups and other UC Davis affiliates.
- The campus continues to make progress on the online Principles of Community student module. Cost analysis and related budget discussions have been completed. Program content (i.e. training scenarios, scripts, etc.) for the online module will be developed during the spring and fall 2013 quarters.
- The chancellor, provost and members of the CODVC regularly meet and confer with a wide variety of student groups to explore how to improve communication and address emerging campus issues. The groups include the student assistants to the chancellor, the ASUCD president and vice president, the chair and vice chair of the Graduate Students Association, and the Chancellor’s Graduate and Professional Student Advisory Board, among others.
- Effective on Picnic Day, April 20, the Yolo County District Attorney proposed that a “Neighborhood Court” be established on the campus of UC Davis and within the City of Davis. The campus agreed to participate in the program, which relies on a restorative justice emphasis for addressing non-violent and low-level crimes (misdemeanors). The UC Davis Neighborhood Court will address only those violations that take place on the UC Davis campus. A panel of university community members will be trained and convened to rule on each case. The hearings will be confidential. The Neighborhood Court offers an appealing alternative to criminal court and is consistent with recommendations related to instituting the principles of restorative justice on the campus.

<http://www.youtube.com/watch?v=mP08vDIGbHM>

## Section I:

### Academic Senate Recommendations

In April 2012, the UC Davis Academic Senate's Executive Council Special Committee on the November 18 Incident issued a "Special Committee Report." 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, to be followed by progress reports on:

- Oct. 1, 2012
- Jan. 18, 2013
- May 1, 2013

Submission of this report meets the May 1 deadline.

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

These efforts incorporated 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.

Each of the recommendations from the UC Davis Academic Senate and the Reynoso-Kroll report were 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:** Reports have been filed on time.



## **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 was due to the Academic Senate on Jan. 31, 2013. The report was filed on time.

**Update:** In response to the filing of the Academic Senate Executive Council Special Committee on Freedom of Expression report, the Chancellor created, on April 11, a campus blue ribbon committee on freedom of expression, with broad campus representation to consider the Academic Senate’s recommendations, hold a series of public forums to gather additional campus input, and submit proposed recommendations to the Office of the Chancellor by Oct. 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 prejudice. 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 has sponsored a series of four pilot workshops called “Crucial Conversations” to increase the administration’s and campus’s capacity for supporting preventive, proactive and cooperative problem solving. Two more workshops are scheduled for May 3 and May 15.*

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

**Academic Senate benchmark:** Initial work complete and ongoing training is in progress. The latest tabletop exercise on emergency response training was held on Jan. 17, 2013.

**Update:** The tabletop exercise was completed on Jan. 17, 2013. In addition, a three-hour, open workshop on “Crucial Conversations” was held on March 11, March 14, April 9 and April 15, and two more are scheduled for May 3 and May 15. All members of the campus community were or have been invited to participate. The goal of the workshops is to better equip campus staff, faculty and students in how to engage in challenging conversations in a productive manner.

#### **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:** Completed.

**Update:** The ECMT held its most recent debrief on April 30 to review planning and oversight of the April 11 event on campus sponsored by the Ayn Rand Society at UC Davis.

#### **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.

**Update:** Use of NIMS/SEMS procedures have been and continue to be used consistently.

**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 returned to campus in late January and held public forums 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.

**Update:** The campus held two public hearings on March 11 featuring a nationally known expert on police review boards to gather input on the proposed formation of a campus police review board that would respond to complaints related to police misconduct. Follow-up meetings on campus and at UCDHS were held on April 16 and 17, and provided another opportunity for

faculty, staff and students to provide input. A detailed plan with a revised timeline has been developed to accelerate implementation of the review board. Completion of planning and design for the police review board will be completed prior to Dec. 31, 2013. Implementation will occur in January 2014.

In addition, on April 20, the campus agreed to partner with the Yolo County District Attorney's office on creation of a "Neighborhood Court." The court will address misdemeanor violations committed on campus and use "restorative justice" principles in determining sentences.

As has been previously noted, Student Judicial Affairs (SJA) has identified a staff member to facilitate traditional restorative justice as a key component of a holistic approach to addressing student behavior. Other SJA staff have participated in restorative justice training as well. The objective of the program is to develop a more in-depth understanding of the individual student in order to guide the student toward understanding the impact of his/her behavior on himself/herself and the institution.

### **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 spring 2013.

**Update:** The campus held an open public forum on March 5 in the Student Community Center on "Strengthening Campus Community," to elicit feedback on ways to improve campus climate. The next forum took place on March 15 in MU II and was followed by another forum on April 11, in the Student Community Center. Additional campus outreach forums are scheduled for May 1 and May 14. Input will be gathered and compiled for a final report to the Pre-COVC.

In addition, the campus continues to make progress on the online Principles of Community student module. Cost analysis and related budget discussions have been completed. Program content (i.e. training scenarios, scripts, etc.) for the online module will be developed during the spring and fall 2013 quarters.

The chancellor, provost and members of the CODVC regularly meet and confer with a wide variety of student groups to explore how to improve communication and address emerging campus issues. The groups include the student assistants to the chancellor, the ASUCD president and president, the chair and vice chair of the Graduate Students Association, and the Chancellor's Graduate and Professional Student Advisory Board among others.

## 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 that has met and will submit a report to the Academic Senate's Executive Committee.*

**Category:** Protest Policies and Engagement

**Update:** (See Academic Senate recommendation AS-2.)

#### 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.*

**Category:** Administrative Leadership and Decision Making

**Update:** The chancellor, provost and members of the CODVC regularly meet and confer with a wide variety of student groups to explore how to improve communication and address emerging campus issues. The groups include the student assistants to the chancellor, the ASUCD president and vice president, the chair and vice chair of the Graduate Students Association, and the Chancellor's Graduate and Professional Student Advisory Board among others.

### **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 held 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 a healing process for the university community, including steps to operationalize the Principles of Community, and that the administration consider restorative justice – repairing the harm caused or revealed by criminal behavior through a process that includes all stakeholders – 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 online 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.*

**Category:** Community Engagement

**Update:** (See Academic Senate recommendation AS-7.)

## **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.*

**Category:** Police Operations

## **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 the 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 this 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 seniors attending. This program was marketed successfully by the outreach officers and will be managed by the same unit.*

**Category:** Police Operations

**Update:** The police department inducted 21 UC Davis undergraduates into its first cadet program class. Following graduation from an external police academy, the top cadet will be hired as a UC Davis Police officer. The cadet program is aimed toward increasing campus police department diversity in hiring, to promote greater transparency in hiring and police operations, and to better acquaint members of the campus community with police operations and policy.

<http://www.youtube.com/watch?v=0OWmF5N6nKM&feature=youtu.be>

## **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.

**Update:** Police Chief Carmichael has announced that UC Davis will adopt the new UCPD policy on Crowd Management, Intervention and Control. The policy highlights the importance of safeguarding constitutional rights and the First Amendment and provides an outline of basic steps to be taken and/or considered by the UC Davis Police Department in the management of demonstrations. In addition, Chief Carmichael continues to receive input on the policy from the campus community and the ACLU, including a meeting on April 22.

## **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.
2. Provide Incident Command System training for Student Activities, Public Information, EH&S, Care and Shelter, Food Services, Financial, Office of Technology, Risk Management, Human Resources and Emergency Management personnel.
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