



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

**June 1, 2012**

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## **Executive Summary: *Draft Action Plan***

The attached was prepared in response to the UC Davis Academic Senate's Executive Council request for a detailed action plan by June 1, 2012. The request was outlined in recommendations contained in the council's report issued on May 2, 2012.

This draft plan remains tentative, as does the proposed action plan prepared in response to the recommendations contained in the Reynoso Task Force Report and Kroll Report (to be referenced as the Reynoso-Kroll report in this document). Any final action plan in response to all the formal recommendations received (including those contained in the yet-to-be released final report prepared by UC Berkeley law Dean Christopher Edley and UC General Counsel Charles Robinson, "Response to Protests on UC Campuses," currently in draft form) will be prepared only after engaging in dialogue with, and receiving input from, the campus community. The release of the Reynoso-Kroll report, originally scheduled for release on March 6, 2012, and finally released on April 11, 2012, has resulted in a great deal of analysis, introspection and discussion within the administration and the campus community as a whole. The delay in its release has also pushed anticipated work in response to its recommendations deeper into the academic year. Unfortunately, the late release date also eclipsed opportunities for initiating meaningful dialogue with the campus community on proposed campus responses prior to the end of the spring quarter.

However, a number of actions have already been taken to improve the campus climate, restore confidence in select offices and to begin the challenging process of examining how to safeguard our most cherished ideals, particularly when some of these ideals are in conflict. These actions include:

- *The Chancellor's appointment of a new police chief. Police Chief Matt Carmichael, who has been charged with conducting a thorough review of police operations and policy, was sworn in on April 19, 2012.*
- *The announcement that Chief Carmichael will now report to the Office of the Provost and Executive Vice Chancellor.*
- *The formation of a new deliberative body, the Campus Community Council, to provide a forum for the discussion of difficult topics and to serve as a key conduit for enhancing communication between campus administrative leaders and the diverse campus community.*
- *The creation of an online feedback mechanism for commenters to use in communicating reactions, ideas and proposals for improving the campus climate.*

Key to the effectiveness of the action plan will be the establishment of benchmarks and timelines. These will be in place by the start of the new academic year in September. One of the critical aspects of this action plan will be the recognition of the need to consult with other campus entities including faculty, students and staff. Consequently, many of the proposed actions outlined in this plan and many of those that are specifically responsive to the Academic Senate's recommendations, will need to be scheduled for implementation in the fall to ensure adequate student/faculty/staff review and feedback.

## **Section I: Academic Senate Recommendations**

In April, 2012, the UC Davis Academic Senate's Executive Council Special Committee on the November 18<sup>th</sup> Incident issued a "Special Committee Report." The Executive Council endorsed seven recommendations contained in the special committee's report, most of which were based on or used as a point of departure from the Reynoso-Kroll report. On May 2, 2012, the UC Davis Academic Senate's Executive Council endorsed a number of recommendations in response to the events of November 18, 2011, and requested that Chancellor Katehi provide a detailed written action plan by June 1, 2012, and a progress report by October 1, 2012.

This report is intended to be responsive to the request for an action plan.

UC Davis has established a campus team to synthesize, review, analyze and implement the action plan. The campus administration will play a lead role in the overall strategic direction of analysis and assignment of work related to recommendations submitted to date. The campus administration will also consider emerging policy directives, enable the open circulation of such potential directives for public comment and input, and will guide implementation of adopted policies and directives.

These efforts will incorporate, at some point, additional aspects of the UC system's final report prepared by Dean Edley and General Counsel Robinson, "Response to Protests on UC Campuses" (currently in draft form), which addresses systemwide issues associated with policing and civil disobedience. Anticipated recommendations from the UC Davis Graduate Student Association will be addressed as well.

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

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

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

To enhance accountability and responsiveness, the Academic Senate called for the establishment of benchmarks and metrics to measure progress on the administration's response to its recommendations and those from the Reynoso-Kroll report. The senate recommended that quarterly reports be submitted to an oversight committee constituted by the Executive Council that describes the progress in meeting the charges and goals of each recommendation.

### ***UC Davis Proposed Action***

*AS-1: The proposed action plan will include benchmarks and metrics to assess progress in response to each recommendation requiring campus action. The administration shares the interest of the senate in assuring appropriate accountability for implementing the recommendations consistent with the University of California principles of shared governance. (See Regents Standing Order 105.2).*

*The need to infuse the plan with sufficient opportunities for feedback, collaboration and input from various campus communities necessitates creation of a fall schedule for outreach with specified dates and times for individual hearings, forums and committee meetings.*

*This schedule will be complete by September 1. Additional metrics including work progress reports and times for completion will be in place by September 15. This should enable and facilitate the monitoring efforts of the Academic Senate's special committee.*

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

## **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” to:

- Address the need for new policies and procedures that clearly define the appropriate time, place and manner of freedom of expression on campus.
- Create and implement guidelines that enable appropriate parties to recognize civil disobedience and student protest as specific categories of action, with reference to a Reynoso-Kroll report recommendation that University policy guidance distinguish between protest activity that becomes “serious enough to warrant police response and the application of the criminal law, instead of administrative sanctions and referral to internal campus enforcement mechanisms.” (Kroll, 128).
- Address the need for student responsibility, by making clear to students the guidelines for protest activity protected by the First Amendment and the consequences when these guidelines are violated.
- “The group should be attentive to the needs that pertain to the special nature of a campus community. Freedom of expression in a campus community should go far beyond the protections of the First Amendment.”

The senate Executive Committee approved this recommendation and plans to form that committee through senate action. In parallel to the Executive Committee’s decision, the campus administration has, in response to a recommendation in the Reynoso-Kroll report, proposed the

creation of a task force with broad representation of the various campus constituencies that will include representatives of the following:

- UC Davis faculty members with expertise in specific policy areas.
- UC Davis staff members with experience addressing past campus protest activity and knowledge about the needs of campus constituencies.
- UC Davis undergraduate, graduate and professional students.
- External subject-matter experts as needed.

with the charge to:

- Collect and evaluate existing systemwide and campus policies and procedures concerning free expression; time, place and manner regulations; protocols for response to protest activity, including legal bases for such response; and available remedies for conduct found in violation of university policies or the law.
- Collect and evaluate best practices from other universities.
- Develop recommendations for revised and/or new campus policies concerning the recommendations of the task force in a manner that is clearly articulated, regularly communicated, readily understood, easily accessible, and capable of being consistently practiced.
- Provide robust opportunities for input from the campus community.

In view of the overlapping proposed action of the Academic Senate Executive Committee and the campus administration, we propose to work together to create one task force/committee that represents a broad constituency and is charged with providing guidance for the adaptation of new campus policies and practices.

### ***UC Davis Proposed Action***

*AS-2: In collaboration with the Academic Senate, this task force will be responsible for the drafting of relevant proposed campus policies, seeking input from the campus community concerning the proposed policies, and responding to such input.*

*A standing Freedom of Expression Group is proposed to be formed in fall 2012, for the purpose of providing on-going feedback and recommendations to the campus administration as the new policies are practiced, including following any significant campus protest activities. Groups representing a broad cross-section of campus constituencies, including faculty, students and staff, will be invited to name individual representatives who will constitute the group's membership.*

*The express purpose of the group will be to engage in continuous review of existing policies, propose and deliberate additions or deletions to existing policy, and explore how best to provide ongoing education to determine the parameters of free speech, and explore the creation of an ongoing forum where issues related to freedom of expression can be debated and discussed.*

*Both the task force and the Freedom of Expression Group will be charged with implementing First Amendment protections, with the understanding that such protections, while particularly*

*broad on a public university campus, generally extend only to the point where exercise of free expression does not interfere with the rights of others.*

**Category:** Protest Policies and Engagement

**Academic Senate Benchmark:** This group should be established by fall 2012.

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

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

#### ***UC Davis Proposed Action***

*AS-3: The campus administration concurs with the senate’s definition of consultation that should be engaged for informed decision making whenever possible, consistent with University of California principles of shared governance. Administration decision makers are taking several steps to redouble their focus on ensuring an environment in which everyone has an opportunity to be heard, and where all opinions are acknowledged and welcomed.*

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

**Academic Senate benchmark:** These concerns should be addressed immediately.

### **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 November 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 should include representatives from administration, Academic Senate, Academic Federation, staff and students, and that these representatives should be selected by their respective groups.

#### ***UC Davis Proposed Action***

*AS-4: The campus administration also agrees with the Kroll recommendation that its “inter-disciplinary” teams addressing potential campus crises have “a clearly defined structure and set of operating rules.” We also agree that members of the campus community should be consulted.*

*In response to Reynoso-Kroll report recommendations, the Davis Campus Emergency Operations Plan is being updated 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.*

**Category:** Administrative Leadership and Decision Making and Police Operations

**Timeline:** July 30, 2012

**Summary:** The Davis Campus Emergency Operations Plan is being updated with procedures and protocols to clearly delineate:

- Thresholds for activating the Emergency Operations Center (EOC) and leadership roles
- The role of the Campus Emergency and Crisis Management Team
- Coordination and communication between field operations and policy makers

In addition, efforts are underway to increase familiarity with NIMS/SEMS procedures and protocols. For example:

- The campus emergency manager will provide an overview of NIMS/SEMS to policymakers
  - Campus leadership will participate in at least one tabletop and one full-scale emergency exercise annually
- *Response to Kroll Recommendation 8-1:* UC Davis has developed and implemented an integrated, multi-level emergency management team with clear delineation of roles and responsibilities; arranged for executive-level police training; identified senior administrators to be present at major events or incidents where direct police involvement is contemplated; and begun a systematic weekly review by a policy-level team of emerging (potential crisis) issues.

**Category:** Leadership and Administrative Decision Making and Police Operations

**Timeline:** TBD

**Summary:** Refer to A-3 for details on emergency management plans. In addition, the campus has initiated the following:

*Systematic Policy Guidance:* Under the direction of the provost and executive vice chancellor, a team of policy-level senior administrators, supported by other key university functions including Communications and Legal Counsel, meets weekly to discuss campus-level policies for issue and crisis management, assess their applicability to current issues and events, and debrief after significant incidents to identify areas for improvement.

*Incident Management:* Leadership presence. Protocols have been implemented ensuring that designated campus officials – principally the provost and executive

vice chancellor and the vice chancellor of student affairs or specific designees – are present at any events that have reached a point where direct police involvement will be contemplated.

*Executive Education on Policing:* Campus leaders are receiving executive-level training from the state Commission on Peace Officer Standards and Training (POST), specifically oriented to the challenges facing policy-level university administrators.

*The chancellor is charged with the responsibility for the operation and administration of the campus, including campus safety and ensuring an environment conducive to achieving the university's mission. (Regents Standing Order 100.6) The administration's response to imminent potential crises requires the ability to be nimble and act on short notice, circumstances that are not always conducive to broad consultation with representatives of all campus constituencies before relevant decisions can be made in a timely manner. However, such broad consultation and input on these issues will be obtained in less urgent circumstances through the creation of the Freedom of Expression Group and Campus Community Council, described above, as well as existing forums.*

**Category:** Administrative Leadership and Decision Making

**Academic Senate benchmark:** This group should be established by fall 2012.

### **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 Proposed Action***

*AS-5: The National Incident Management System/Standardized Emergency Management System (NIMS/SEMS) is designed to provide a common vernacular and decision-making process for all situations. It will enable campus administrators to respond more efficiently and effectively. NIMS/SEMS training is planned for the summer and a schedule for periodic practice exercises will be established.*

**Category:** Administrative Leadership and Decision Making

**Academic Senate benchmark:** Procedural guidelines for checking comprehension and communication should be established by fall 2012.

### **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 Proposed Action***

***AS-6:*** *The campus has secured a nationally recognized expert on police accountability and will schedule forums in the fall with campus groups to discuss what best practices exist for oversight of police departments and how best to review police actions, including the merits of a review board.*

*The review and revision of campus policies addressing free expression and consequences for engaging in conduct in violation of these policies will address the appropriate role of police and administrative responses to campus protest activity.*

**Category:** Administrative Leadership and Decision Making

**Academic Senate benchmark:** A 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.

## 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 Proposed Action*

*AS-7: Campus administration has charged a Campus Community Council to develop an action plan for deliberation and discussion. The campus will hold a number of forums designed to elicit feedback on specific policy changes and other related issues throughout the fall. Forums and groups will be organized to promote dialogue and the search for common ground.*

**Category:** Community Engagement

**Academic Senate benchmark:** Open forums for dialogue and real communication and consultation with evidence of attendance and impact by fall 2012.

## 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 Proposed Action***

*A-1: Collaborate with the senate Executive Committee to charge a campus task force to review and revise campus policies concerning protest activity, social justice and civil disobedience, consistent with campus culture and free-speech doctrine, and make recommendations as to their implementation.*

**Category:** Protest Policies and Engagement

**Timeline:** February 1, 2013

**Summary:** Members of the proposed task force will include representatives of the following:

- UC Davis faculty members with expertise in specific policy areas
- UC Davis staff members with experience addressing past campus protest activity and knowledge about the needs of campus constituencies
- UC Davis undergraduate, graduate and professional students
- External subject-matter experts as needed

### **Its charge:**

- Collect and evaluate existing systemwide and campus policies and procedures concerning free expression; time, place and manner regulations; protocols for response to protest activity, including legal bases for such response; and available remedies for conduct found in violation of university policies or the law.
- Collect and evaluate best practices from other universities.
- Develop recommendations for revised and/or new campus policies concerning the recommendations of the Task Force in a manner that is clearly articulated, regularly communicated, readily understood, easily accessible and capable of being consistently practiced.
- Provide robust opportunities for input from the campus community.

### **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 Proposed Action***

***A-2: A Campus Community Council has been formed, with broad student, academic, staff, emeriti, alumni, community and administrative representation. The Council is imagined as one of the key venues for communication between leadership and campus constituencies on strategic issues facing the campus and the campus community.***

**Category:** Administrative Leadership and Decision Making

**Timeline:** The Campus Community Council will meet at least quarterly throughout the academic year. For more information about this council, including a roster of the names of founding members, (Appendix 1).

**Summary:** The council, along with the Office of Campus Community Relations, intends to proactively engage in community dialogue and community building. Steps under consideration include:

- Increasing the number of inclusive campus community programming activities, such as the Campus Community Book Project and Dialogues on Diversity professional development, and extending such initiatives to staff and students.
- Establishing a critical race and gender institute with a mission of encouraging faculty to engage in research at the intersections of race, gender, ethnicity and such public policy issues as access to affordable education, health care, diversity, economic development/disparities, internationalization of higher education and other related issues.
- Leverage faculty expertise to sponsor campus lectures or forums on current topics of importance, including free speech, freedom of expression and civil disobedience.

- Hold annual meetings between the chancellor and/or provost and administrative advisory committees — such as the Status of Women at Davis, the Staff Affirmative Action and Diversity Committee, the Disability Issues Advisory Committee, and the Campus Council on Community and Diversity.
- Encourage the administrative advisory committees to hold campus forums on topical issues, and engage in year-round efforts to help foster dialogue, discussion and recommendations for action in real time.

### **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 delineates policy decision making from tactical implementation and train both administrators and police.

#### ***UC Davis Proposed Action***

***A-3: The Davis Campus Emergency Operations Plan is being updated 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.***

**Category:** Administrative Leadership and Decision Making

**Timeline:** July 30, 2012

**Summary:** The Davis Campus Emergency Operations Plan is being updated with procedures and protocols to clearly delineate:

- Thresholds for activating the Emergency Operations Center (EOC) and leadership roles;
- The role of the Campus Emergency and Crisis Management Team;
- Coordination and communication between field operations and policymakers.

In addition, efforts are underway to increase familiarity with NIMS/SEMS procedures and protocols. For example:

- The campus emergency manager will provide an overview of NIMS/SEMS to policymakers;
- Campus leadership will participate in at least one tabletop and one full-scale emergency exercise annually.

## **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 Proposed 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.***

**Category:** Community Engagement

**Timeline:** TBD

**Summary:** Healing steps to include:

- Campus community participation in the response to other recommendations of the Reynoso Task Force, including development of new policies concerning free speech and civil disobedience.
- Faculty and staff will be encouraged to take part in training related to the Principles of Community, and a special version of the Principles of Community training will be developed for students.
- Consideration will be given to increasing the number of campus community events to further the understanding and value of the Principles of Community.

## **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 Proposed Action***

***B-1: We have 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.***

**Category:** Police Operations

**Timeline:** Initial meeting took place in May. Efforts ongoing.

**Summary:** Review process is underway and ongoing.

### **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 Proposed Action***

***B-2: Review of the Aggie Host Security Service continues. As such, the chief will begin a pilot program that will increase the size of student involvement on campus and in the police community. This pilot program will potentially divert officer funding to a nighttime facility security patrol that will only utilize students. This will require the hiring of additional students for the Aggie Host program, which currently employs approximately 80 students.***

***At the direction of the provost and executive vice chancellor, the police chief also will direct the coordinator of the Volunteers in Police Service (VIPS) program to seek increased student involvement by working directly with the Office of Student Affairs and other student groups on campus.***

**Category:** Police Operations

**Timeline:** Ongoing with annual assessment

**Summary:** The VIPS program partners students with police officers in the spirit of community policing. VIPS provides citizen patrols on campus, supplementing the services provided by the Aggie Host program, which currently employs about 80 students to provide security on campus for special events, athletics and various other campus functions.

### **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 Proposed 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.***

**Category:** Police Operations

**Timeline:** Ongoing with annual assessment

**Summary:** By accomplishing the aforementioned goals, and under the direction of the provost and executive vice chancellor, the police chief will evaluate the success of the strategic plan on an ongoing basis, while continuing to foster community involvement. Formalized department policy that is regularly reviewed and updated utilizing POST and consultant LEXIPOL guidelines will ensure best practices are implemented and followed. The department will actively seek formal input from community stakeholders and use that feedback to drive continuous improvement.

### **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 Proposed Action***

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

**Category:** Police Operations

**Timeline:** Pending

**Summary:** Awaiting system review.

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

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

### ***UC Davis Proposed 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 Proposed 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 Proposed Action*

##### *Kroll Recommendation 8.1:*

*In addition to the reforms spelled out in the previous sections of this action plan, the Davis Campus Emergency Operations Plan is also being updated 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.*

**Category:** Police Operations and Administrative Leadership and Decision Making

**Timeline:** TBD

**Summary:** Refer to A-3 for details on emergency management plans. In addition, the campus has initiated the following:

- ***Systematic Policy Guidance:*** Under the direction of the provost and executive vice chancellor, a team of policy-level senior administrators, supported by other key university units including University Communications and Campus Counsel, meets to discuss campus-level policies for issue and crisis management, assess their applicability to current issues and events, and debrief after significant incidents to identify areas for improvement.

- ***Incident Management:*** Leadership Presence. Protocols have been implemented to ensure that designated campus officials – principally the provost and executive vice chancellor and the vice chancellor of student affairs or specific designees – are present at any events that have reached a point where direct police involvement with be contemplated.
- ***Executive Education on Policing:*** Campus leaders are receiving executive-level training from the state Commission on Police Officer Standards and Training (POST), specifically oriented to the challenges facing policy-level university administrators. The first meeting was held May 11, 2012.

### **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 Proposed Action***

##### ***Kroll Recommendation 8.2:***

***1. 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.***

***2. 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.***

***UC Davis is undergoing a complete review and change of the police department policy manual. This includes the review on use of force guidelines to ensure consistency with federal and state law and general best practices. This will be accomplished through the use of POST guidelines and other outside experts.***

***As an example, the UC Davis Police Department crowd management policy will be modeled after the recently updated POST guidelines on crowd management. The UC Davis Police Department now requires command approval before the use of chemical agents during a protest or crowd management event. This is formalized through the completed operations plan prior to any event that now requires approval by the Provost.***

***The UC Davis Police Department is currently undergoing a complete training compliance audit that will include a training needs assessment. This assessment will be consistent with***

*new policy and the department's soon-to-be completed strategic plan that will help to identify the needs of the community and the professional needs of the police organization.*

**Category:** Police Operations

**Timeline:** TBD

**Summary:** Awaiting system review

### **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.
1. Ensure campus emergency personnel comply with state-mandated standards for Incident Command SEMS, especially for documentation.
2. Conduct and evaluate periodic Emergency Operations Center exercises with sworn and civilian personnel according to SEMS and NIMS standards.
3. 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.
4. 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.
5. Monitor UC progress in meeting above-stated objectives and report progress to the public regularly.

#### ***UC Davis Proposed Action***

##### ***Kroll Recommendation 8.3:***

***UC Davis Police are reviewing internal processes and procedures, and will participate in NIMS/SEMS trainings. Progress will be reported out to the public on a quarterly basis.***

**Category:** Police Operations

**Timeline:** By April, 2013

**Summary:** Awaiting system review