UC DAVIS
UNIVERSITY OF CALIFORNIA

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

May 1, 2013

Action Plan:
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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 prejudgment. In particular, the senate described meaningful consultation as requiring that decision makers "reserve judgment, consider all options, and state clearly the reasons for their ultimate decisions."

> *UC Davis Action:*
> *AS-3: In addition to National Incident Management System/Standardized Emergency Management Systems (NIMS/SEMS) level training that requires broad participation and active consideration of input, options and decision making, the campus 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.

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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