University
of
California

Robinson-Edley Report

Six-Month Progress Report

A six-month status report on the implementation progress of the Robinson-Edley Report's recommendations to the University of California President Mark G. Yudof

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Executive Summary

Overview

In September 2012, General Counsel Charles F. Robinson and Dean Christopher Edley Jr., of Berkeley Law, presented a report entitled "Response to Protest on UC Campuses" to University of California President Mark G. Yudof. The report sought to guide the UC system and campuses in how to respond to future protests effectively and in line with UC's social, cultural and academic values. Based on extensive best-practices and legal research, the report made 49 recommendations on everything from policy development to police hiring and on-the-ground handling of protests, including use of force.

This progress report provides a six-month update on efforts to implement the report's recommendations. It describes implementation strategies at both the system and campus levels, and outlines which recommendations have been successfully implemented, which recommendations are under way, and which may merit rethinking and/or revision.

The findings come from six-month status reports submitted by each campus, as well as ongoing communications and discussions between the Office of the President and the campus point-persons.

Campuses have shown an unprecedented spirit of engagement and cooperation. It is especially worth noting the increased cooperation between university administration and campus police, and the high level of student engagement on certain campuses.

As a result, the university and the campuses have made substantial progress toward implementing the report recommendations, and most are well under way.
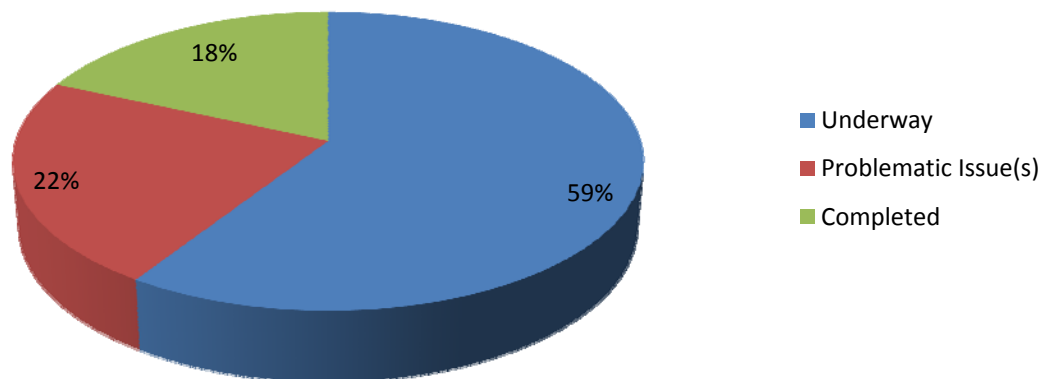
Implementation Strategy

Following the report's release in 2012, the Civil Disobedience Initiative (CDI) was created, which operates at several levels. At the campus level, each campus named a point person —often the campus Chief of Police but in some cases someone from the administration — to coordinate implementation of the report recommendations. How the recommendations are being implemented varies between campuses.

At the system level, the Office of the President has been active in facilitating discussion among campuses, among police chiefs and with experts, as well as implementing systemwide recommendations. To support this work, an Implementation Team was created at the Office of the President, comprising a project director, senior legal counsel and others, to track progress. A higher-level working group, advisory group, and steering committee provide input, and verify that recommendations are fully implemented.

> *[Implementation of the Report recommendations has] had a substantial and transformational impact on our police department, emergency response, major event planning systems and protocols, executive leadership training, and has increased and improved transparency and positive interactions with the campus community. – UC Davis, 6 Month CDI Status Report*

Campus Progress

Almost three-quarters of the recommendations required action at the campus level. Campus status reports indicate that most locations have made significant progress and are tailoring recommendations to their particular communities. A number of campuses believed their existing practices to be consistent with the report recommendations, and have used the report to engage a broader spectrum of stakeholders in discussions about how protests are handled. On other campuses, new policies, practices and mechanisms have been put in place. No campus expressed significant difficulty with or resistance to implementing the recommendations.

The figure, Verified and Accepted Recommendations, shows the recommendations that have been verified and accepted by the Steering Committee as implemented across all campuses.

> *We have developed an intentional and comprehensive strategy for reframing the campus approach to support civil discourse and respond to civil disobedience. This has improved communication, increased awareness, training and preparedness, and improved coordination and understanding of roles and responsibilities for handling events – UC Santa Cruz, 6 Month CDI Status Report*

Verified and Accepted Recommendations

Rec	Description	Lead	Category	Status	Central	UCB	UCD	UCI	UCLA	UCM	UCR	UCSB	UCSC	UCSD	UCSF
14	Before event, coordinate with police depts likely to assist	Campus	Organization	Ready For Approval	●	●	●	●	●	●	●	●	●	●	●
15	Campus police to seek aid first from sister agencies except on good cause	Campus	Policy	Ready For Approval	NAN	●	●	●	●	●	●	●	●	●	●
17	Police chiefs to personally interview and approve new hires	Campus	Policy	Ready For Approval	NAN	●	●	●	●	●	●	●	●	●	●
18	Review police compensation for competitiveness	Central	Organization	Ready For Approval	●	NAN	NAN	NAN	NAN	NAN	NAN	NAN	NAN	NAN	NAN
33	Police should pursue tactics to diffuse tensions	Campus	Organization	Ready For Approval	NAN	●	●	●	●	●	●	●	●	●	●
40	Recommend that appropriate authorities commission further OC studies	All Central	Policy	Ready For Approval	●	NAN	NAN	NAN	NAN	NAN	NAN	NAN	NAN	NAN	NAN
46	Systemwide implementation manager	All Central	Organization	Ready For Approval	●	NAN	NAN	NAN	NAN	NAN	NAN	NAN	NAN	NAN	NAN

Key

Green	Work completed and accessed
Amber	More information or clarification needed
Black	Work underway
Red	Problematic
NAN	No Action Needed

Systemwide Progress

At the system level, the Office of the President has fully implemented a number of recommendations, including review of police compensation and appointment of a systemwide implementation manager. It has also overseen training and facilitated the development of systemwide policies, as recommended by the report. UC Council of Police has developed a new policy that addresses crowd management, and has updated a systemwide policy on use of force. These two policies address numerous recommendations.

Work on the systemwide policies has also brought to light a number of issues that require more discussion. These generally relate to the more ambitious recommendations in the report. Although the recommendations themselves are not in question, implementation has naturally brought to light differences in opinion regarding detail and scope, and raised important questions about differences between campuses, and between policy and training.

These issues can be summarized as:

1. The role of the administration: How should the role of senior administrators be defined prior to and during protests? In particular, what role should they play in approving use of force?
2. The response option framework and use of force: What is the best way to implement police use of force standards? Should there be a difference between crowd management and other contexts?
3. The approved weapons list: Which weapons should be approved systemwide, and should campuses be allowed to use different weapons?
4. The event response team: How should their campus role be defined? Campuses are still forming and training these teams.

> *The next six months will be focused on community outreach and the training of our police officers and campus administrators on policies and tactics regarding crowd management and large demonstrations. By Spring Quarter 2013, we will have trained staff to serve as mediators and observers, who can be deployed during protests – UCLA, 6 Month CDI Status Report*

Discussion of these issues has been productive. The systemwide implementation team has provided research to the working group and steering committee on specific policy options and also made connections with experts in policing and the law who can offer guidance. The goal of everyone involved is to find the correct balance between the independence of the police to uphold the law, and the authority of the administration to set objectives and priorities during a police action.

The Next Six Months

During the next six months campuses will continue to implement the report's recommendations, including training of police and administrators, and increasing outreach to new students and the larger campus community. At the system level, UCOP will continue to resolve the complex issues and develop systemwide policies and practices. In early April, university senior administrators will participate in crisis management training, the first such program ever offered at a systemwide level.

A final report is due September 2013. We anticipate that by that deadline, the CDI Steering Committee will have implemented training, initiated systemwide policies and any unresolved recommendations will either have been revised or rejected.
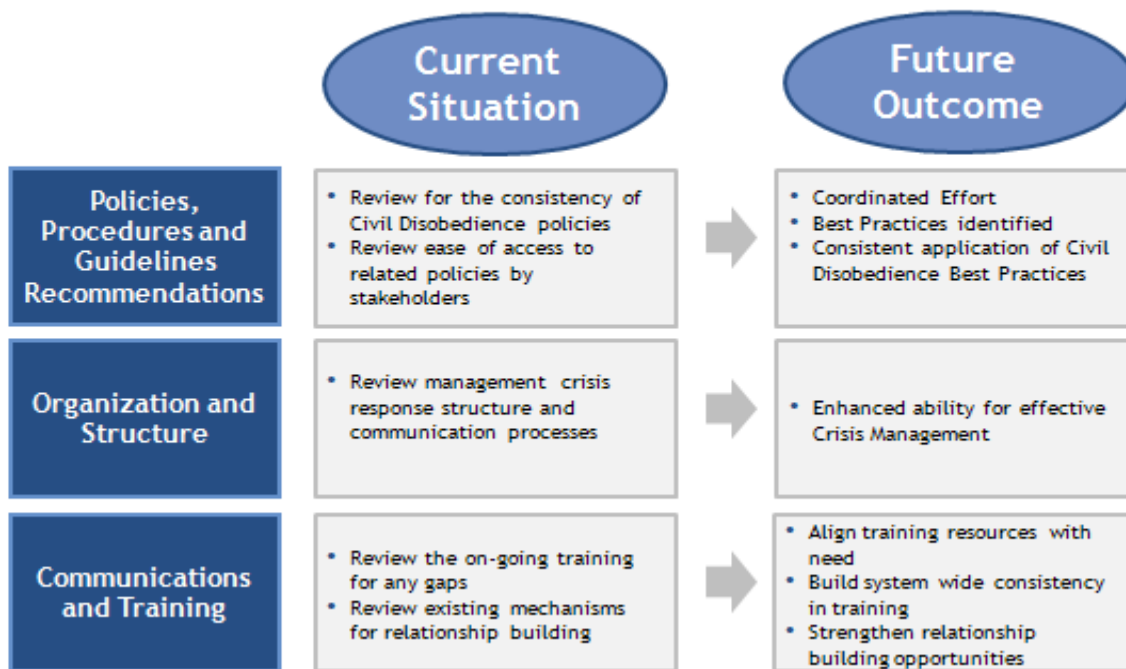
Introduction

Overview

Over the last six months the UC campuses, as well as the Office of the President on a systemwide basis, have worked to implement the recommendations of the Robinson/Edley Report. Many of the campuses started work on the recommendations prior to the formal acceptance of the report (September 2012) by UC President Mark Yudof. This status report is to address Recommendation #47:

> *Require status reports from each campus six months following the President's acceptance of this Report's recommendations concerning progress on implementation of the recommendations.*

This report brings together all of the campuses' status reports into a single document. It also provides a dashboard showing where each campus stands on implementation of each of the 49 recommendations. A summary for each recommendation has been developed and serves as the basis for the dashboard. The summary is not included in this report but is available upon request.

CDI Process Overview

	Current Situation	Future Outcome
Policies, Procedures and Guidelines Recommendations	• Review for the consistency of Civil Disobedience policies • Review ease of access to related policies by stakeholders	• Coordinated Effort • Best Practices identified • Consistent application of Civil Disobedience Best Practices
Organization and Structure	• Review management crisis response structure and communication processes	• Enhanced ability for effective Crisis Management
Communications and Training	• Review the on-going training for any gaps • Review existing mechanisms for relationship building	• Align training resources with need • Build system wide consistency in training • Strengthen relationship building opportunities

A final report will be developed at the end of the 12-month implementation period that will certify to the President that the recommendations have been implemented or have been reviewed and appropriate action taken.

Systemwide Level

President Yudof, in accepting the Robinson-Edley report, appointed Lynn Tierney as the systemwide implementation manager. She worked with the President as the executive sponsor to establish a steering committee that currently includes:

- Nathan Brostrom (Chair & Project Sponsor), EVP, Business Operations - UCOP
- Ralph Hexter, EVC and Provost - UC Davis
- Karen Petrulakis, Deputy General Counsel for Litigation, Employment and Governance - UCOP
- Pam Roskowski, Police Chief and UC Systemwide Police Coordinator, UCSF
- Penny Rue, Vice Chancellor for Student Affairs - UCSD
- Peter Taylor, EVP and CFO - UCOP

She has worked with all of the individual campuses on this this effort and has regularly consulted and communicated with the various UC leadership groups. Some of the groups that she has worked with include:

- Council of Chancellors
- Council of the Vice Chancellors of Administration
- Council of Vice Chancellors of Student Affairs
- UC Davis Community Advisory Board

- Council of Police Chiefs
- Academic Council
- Council of Vice Chancellors of Academic Affairs

- Student Body Presidents Advisory Council
- President's Student Advisory Council
- UC Student Association

She established a central initiative, known as the Civil Disobedience Initiative (CDI), to bring structure to the effort. Robert Judd was assigned as the project lead to ensure that the initiative meets its primary objective to implement the recommendations of the Robinson-Edley Report, "Response to Protests on UC Campuses" by September 13, 2013.

Initiative Timeline
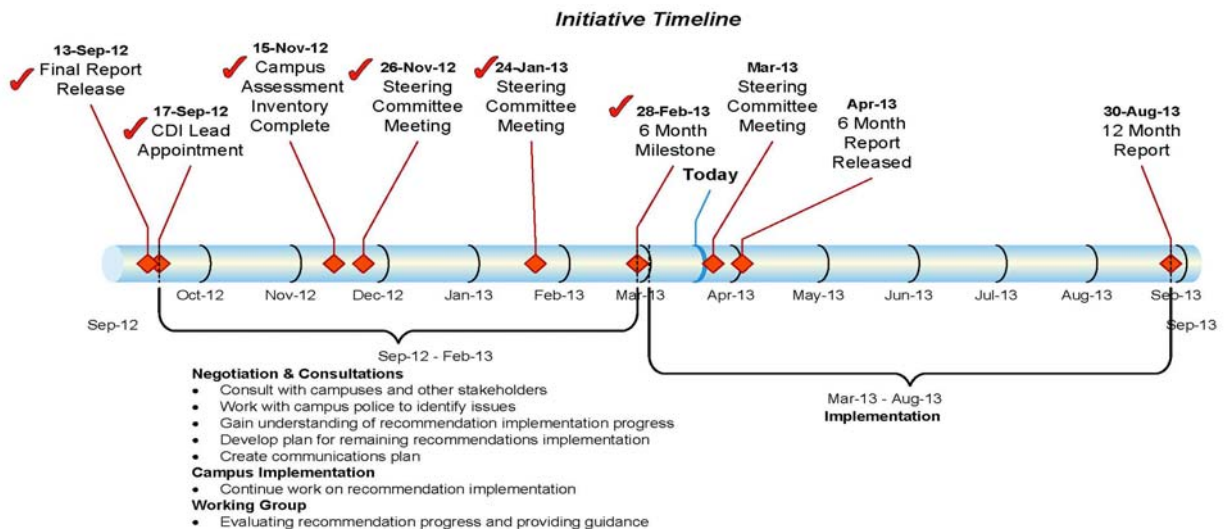
Roles and Responsibilities

An organizational structure (See appendix A) along with roles and responsibilities (see Appendix B) has been established for CDI.

Campus Level

Each campus has undertaken the implementation of the Robinson-Edley Report recommendations in a manner that fits its campus environment. One role common to all campuses, however, is the Campus CDI Contact. Participants include:

- Ann Jeffery, Chief of Staff for VCA-UCB
- Gary Sandy, Senior Executive Director in the Office of the Chancellor- UCD
- Paul Henisey, Police Chief- UC I
- Jack Powazek, Administrative Vice Chancellor- UCLA
- Jane Lawrence, Vice Chancellor of Student Affairs - UCM
- Chuck Rowley, Associated Vice Chancellor, Computing and Communications- UCR
- Dustin Olsen, Police Chief - UCSB
- Sarah Latham, Vice Chancellor for Business and Administrative Services- UCSC
- Gary Matthews, Vice Chancellor of Resource Management and Planning- UCSD
- Pam Roskowski, Police Chief – UCSF

This group has met regularly to coordinate efforts and discuss implementation of the recommendations. They have also provided documentation for the verification of compliance with the Robinson-Edley report recommendations.

UC Santa Cruz - Recommendation #5 Verification

This is an example of materials submitted by the campuses for verification by the CDI Working Group and ultimately acceptance by the CDI Steering Committee:

Rec #5- Create user-friendly summaries of each campus's time, place, and manner regulations and policies, and distribute the summaries at least annually during student orientations ...

Express Yourself
UCSC Values Diverse Thoughts and Ideas

UC Santa Cruz is committed to assuring that all persons may exercise the constitutionally protected rights of free expression, speech and assembly. The ongoing opportunity for the expression of a variety of view-points is at the core of this commitment. As campus citizens, it is imperative that we live up to the responsibilities that accompany these rights.

First Amendment

Congress shall make no law respecting an establishment or religion or prohibiting the free exercise thereof; or abridging the freedom of speech, or of the press; or the right of the people peaceably to assemble, and to petition the Government for a redress of grievances.

The Constitution of the United States of America

Time, Place, Manner

Campus time, place and manner rules may be implemented by campus officials when necessary to protect the rights of UCSC community members by preserving order on campus, preventing disruption of activities or instruction, protecting the safety of all, fairly assigning university resources and overall, promoting many diverse views to be expressed and heard.

Free Speech, Freedom of Expression and Use of University Properties:

Office of Campus Life/ Dean of Students University of California, Santa Cruz 831-459-4446 www.campuslife.ucsc.edu

"Please join us in working together to ensure a respectful environment in which all opinions, including dissent, can be expressed freely, effectively, and with civility and respect."
- Chancellor George R. Blumenthal

UC Santa Barbara - Recommendation #19 Verification

This is an example of materials submitted by the campuses for verification by working group and ultimately acceptance by the Steering Committee:

Rec #19- Increase training of campus police officers in the areas of crowd management, mediation, and de-escalation of volatile crowd situations

✱   **✱** New training for Campus police officers

Date	Topic	Trainer	Audience
10/4-1/2011	Active Shooter with CHP, SBSO, Airport Patrol	Range Staff-CHP	All Sworn
1/9,10,23/2011	Firearms	Range Staff	All Sworn
9/17-19/2012	Crowd Control- UCRiverside	Romero/Miller	Romero, Signa, Miller, Crawford, Stern, Smorodinsky, Magana, Rauchhaus, Arviso, Raleigh, Probasco, Smorodinsky
2/2/2012	SRT Train the trainer Crowd Control	LASD	Officers Borrago, Bly, Miller, Pierce, Sheehey,
2/27-3/2/2012	Baton Instructor	Pacific Institute of Defensive Tactics	Officers Pierce and Crawford
2/27-3/9/2012	Firearms Instructor	San Jose PD	Officer Smorodinsky
2/29 to 3/1/2012	UCSC Statewide Day of Action for Education	Borrago	Borrago, Farley, Power, Sheehey, Raleigh, Rogers
3/20-22/12	Crowd Management Summit	POST	Chief Olson, Romero
3/5/2012	SRT Train the trainer Crowd Control	LASD	Officers Romero, Borrago, Bly, Steve, Arviso, Probasco,
4/9,10,24,25,26/2012	Firearms	Range Staff	All Sworn
4/25&26/2012	16 hour Patrol Rifle Class	Range Staff	New Hires Power, Arviso, Raleigh
7/9&16/2012	Critical Law enforcement Issues: Use of Force	Attorney Mildred O'Linn	All Sworn
7/9&16/2012	CDT (Compliance, Direction and	CDT Training/Eric	All Sworn
7/10 &17/2012	O.C. Training and tactics	Miller and Smorodinsky	All Sworn
7/10&17/2012	Baton Training and tactics	Pierce and Crawford	All Sworn
7/13&20/2012	SRT Train the trainer Crowd Control	Borrago and Miller	All Sworn
9/4,5,6,10,11,12/2012	Active Shooter with CHP, Airport Patrol	Range Staff-CHP	All Sworn
10/22/2012 to 11/2/2012	Tactical Medicine Instructor Course	International School of Tactical Medicine	Smorodinsky
11/12,26,27 & 12/7/2012	Firearms/40mm Night Range	Range Staff	All Sworn
12,13,14,21,25/2013	Firearms/40mm tactical course	Range Staff	All Sworn
3/19&21/2013	Verbal De-escalation Training	John DeRohan (Academy	All Sworn

Campus Summaries

Overview

As required by the Robinson-Edley report each campus has provided a six-month update on its progress. The campus status reports highlight the work on each of the campuses to the midpoint of the implementation of the Robinson-Edley report recommendations. The reports are focused on those recommendations that campuses are taking the lead on, including campus-level policy development, training and outreach to students, faculty and staff.

As the following reports demonstrate, each campus has been proactive in efforts to implement the report and have tailored the recommendations to individual campus culture and community. Some have spent resources on police training and increasing opportunities for students and police to interact before tackling policy, whereas others have begun by establishing new groups and teams to respond to protest events. A number of creative new models and programs have emerged, which the campuses will share with each other over the remainder of the implementation period.

Campuses are working on the recommendations!

- Appointed a single point of contact to coordinate and communicate within campus

- Reported progress to the system level including six month status

- Providing information and documentation that has been or is being reviewed

UC Berkeley

Six-Month Status Report

UC Berkeley significantly changed its approach to management of civil disobedience events in January 2012. Through calendar year 2012, we put considerable work into redefining and refining the roles of senior administration, academics and the police – and we forged new ways of working together that have been extremely positive. Many of these changes foreshadowed recommendations that were made in the Robinson-Edley report and all of our efforts have been consonant with the spirit of the report. Highlights of these changes include:

- In December 2011, we reconstituted the Protest Response Team (PRT) to manage civil disobedience events. The group is co-chaired by the Executive Vice Chancellor & Provost (EVCP) and the Vice Chancellor for Administration & Finance (VCAF) and includes faculty representatives and appropriate vice chancellors and senior administrators. A charge that includes a roster of current members is included in the UC Berkeley documents folder. (RE-7)

- During events, the EVCP and VCAF are actively involved in monitoring and assessing the situation as it unfolds. The AVC who oversees the police department is the primary senior administrator on the ground and updates the EVCP and VCAF as the situation changes. Four vice chancellors are designated to serve as potential back-ups if the AVC is not available. The co-chairs work closely with the Chief of Police, the administrator on the ground and other faculty and administrators appropriate to the given event to discuss tactics and do scenario planning. (RE-8, RE-11, RE-12, RE-13).

- The campus has focused on proactive communications with protesters, before, during and after the event. In 2012, the VCAF did a series of web videos on the campus budget and encouraged students to propose and vote on questions that he could address in follow-up videos. He produced videos addressing the top three. Later in the year, in planning for anticipated protests after the November election, a subgroup of the PRT developed a communications plan (see Berkeley folder for RE-2). There were two forums for students that were organized in partnership with student government, an op-ed published in the campus paper by the EVCP and VCAF, fact sheets were generated and distributed, and communications prepared by the chancellor assuming either success or failure of Prop 30.

- In a second example, the occupation of Eshleman Hall is November was the result of unhappiness over perceived changes in the Multicultural Student Development program. Vice Chancellor Basri had been meeting with students to discuss the issues. During the occupation, he and the dean of students spoke with the occupiers at length and ultimately committed to a follow-up process to further explore their concerns. The protesters agreed to his offer and left the building.
 (RE-2, RE-24, RE-25, RE-27, RE-29. RE-30)

- Local involvement of faculty, chairs and deans whose facilities are impacted by protest activity has been an important change to the campus's approach in 2012. These individuals are known to the protesters and therefore have more credibility than central administrators or the police.

Much of our remaining work will be impacted by discussions at UCOP on some of the issues that were noted as "no action needed" (at this time). The results of those conversations will inform decisions on next steps – either in terms of implementation or further campus discussion.

We do not estimate a fiscal impact at this time for implementing recommendations from the Robinson-Edley report.

The campus is committed to completing implementation of changes to past practice in order to effectively manage civil disobedience in a manner that is consistent with our principles as the birthplace of the Free Speech Movement.

UC Davis

Six-Month Status Report

UC Davis has engaged in a vigorous and comprehensive effort to evaluate and implement virtually the full range of Robinson-Edley (RE) recommendations. These efforts have had a substantial and transformational impact on our police department, emergency response, major event planning systems and protocols, executive leadership training, and have increased and improved transparency and positive interactions with the campus community. These efforts include:

- Chancellor Katehi's 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. (RE-23)

- Development and implementation of an integrated, multi-level emergency management team of administrators and faculty members with clear delineation of roles and responsibilities; requirements for a senior administrators to be present at major events or incidents where direct police involvement is contemplated; and systematic weekly review by a policy-level team of emerging (potential crisis) issues. (RE-7)

- Completion of the Federal Emergency Management Agency's "Introduction to the Incident Command System, ICS-100 for Higher Education" by all members of the Council of Vice Chancellors (COVC) and the Event and Crisis Management Team (40 individuals in all); completion of a separate course in event management training and participation in a series of trainings to improve understanding of the NIMS/SEMS vernacular and decision-making processes. (RE-22)

- Formation of a campus engagement team comprised of three individuals with extensive mediation and conflict-resolution training, to serve as mediators to assist with potential protests. (RE-31-33)

- Creation of a police department cadet program to better acquaint members of the student community with police work on campus, expose them to police policies and procedures, and prepare them for potential careers in law enforcement. Over 20 UC Davis undergraduates enrolled in the program. The top three will be sent to a regional law enforcement academy and the top candidate will be hired into the UC Davis police force as a sworn officer. This practice will, over time, increase the department's diversity, promote stronger ties with the student community and make hiring practices more transparent. (RE-16)

- Requirement that police hiring and promotional panels now represent the campus community and include representation and participation from the Associated Students of UC Davis (ASUCD), the Graduate Students Association (GSA) and faculty. (RE-16)

- The UC Davis Police Chief personally interviews and approves all newly hired sworn officers. (RE-17)

The remaining actions to be accomplished include clarification of issues associated with intervening in demonstrations, creation of a formal program to facilitate trained observers, and further refinement of "free speech" policies.

An unverified estimate of costs incurred to date in relation to RE would be somewhere in the $50,000 - $60,000 range. Most of the costs are related to training for law enforcement.

UC Davis remains fully committed to completing the RE recommendations in a timely and expeditious manner.

UC Irvine

Six-Month Status Report

The University of California, Irvine, is committed to engaging and incorporating the recommendations from the Robinson-Edley Report, the Kroll report and the Reynoso report through the Civil Disobedience Initiative (CDI). The Irvine campus recognizes the importance of these issues and takes pride in the fact that many of these recommendations have been included as part of the campus operations for quite some time.

To further UC Irvine's efforts in meeting these recommendations, the campus has established two work groups. The first is organized under the Advisory Council for Campus Climate, Culture and Inclusion and is chaired by Professor Cecelia Lynch. The work group is titled Constructive Engagement, Policing and Crisis Response. Members include a faculty professor, several administrators, a law professor, the director of the Olive Tree Initiative, a graduate student, an undergraduate student and the UCI Police Chief. The second group is the UCI administrative team including senior administrators from the Office of the Chancellor, UCI Office of Campus Counsel, Office of the Vice Chancellor Student Affairs, Office of the Dean of Students and Administrative and Business Services. Initial review and responses to the recommendations of the CDI were begun with the administrative work group and are in the process of being shared, reviewed and discussed by the Constructive Engagement work group. Both groups will continue to work in a collaborative manner to ensure UCI's effort is thorough and effective.

UCI has been involved in the practice of constructive engagement for many years (attached to the UCI Recommendation Tracker Report). This practice involves the active participation, coordination and communication with students, staff, administrators, UCI Police and faculty to address concerns and issues in a proactive manner. UCI has for a number years employed an Event Planning Team which includes representatives from scheduling and event staff, dean of students, communications, Office of the Vice Chancellor Student Affairs, student government staff and UCI police to ensure clear and concise communication regarding high profile events including known demonstrations or protests. The Event Planning Team uses the concept of the Incident Command System (ICS) to manage events on campus. The Chancellor's Executive Policy Group (CEPG) addresses key issues and crises, and it works in conjunction with the ICS operation when appropriate. As an example of the UCI's efforts to prepare for such events, in September of 2011, prior to the events that led to these reports, UCI conducted a full-scale ICS and field operations drill involving a building occupation and the successful resolution of passive and active resistance with the use of mediation and soft hand procedures. This drill included coordination and involvement with the Irvine and Newport Beach Police Departments and the Orange County Fire Authority. UCIPD continues to conduct joint training with its neighboring police agencies with the most recent exercise occurring in September 2012. UCIPD has completely updated and revised its crowd management policy and has collaborated with all UC police departments to standardize its policy and ensure that it meets the California Peace Officer Standards and Training guidelines. UCIPD has posted its use of force policy on its website and will do the same with its revised crowd management policy. All UCIPD officers have received six hours of training in crowd management and the control of passive resistors with verbal engagement and soft hand techniques. Student policies on time, place and

manner have been revised and posted. At a campus demonstration, on-site staff from Student Affairs provides a handout on free speech rights and responsibilities for students and other participants. The Chancellor, Executive Vice Chancellor and Provost, Vice Chancellor of Student Affairs, the Dean of Graduate Studies, the Dean of Undergraduate Studies, Police Chief and a wide range of administrators along with the Chair of the Academic Senate meet monthly with both the undergraduate and graduate elected student leadership. The Vice Chancellor of Student Affairs holds monthly open office hours offering students an opportunity to engage on any issue or concern. UCIPD and the event planning team continually meets with a wide variety of student groups on a full range of student activities and events.

Areas that UCI continues to work on include additional drills and training. As an example, UCI will be conducting a CEPG exercise to be coordinated with UCOP's Emergency Management Team on March 18, 2013. UCIPD will be conducting another emergency services drill in September with its neighboring public safety agencies. UCI is an active participant in the development of the UCPD Systemwide Response Team that provides common tactics, equipment and training for a specified number of UCPD officers who will be able to respond to a wide variety of incidents throughout the system. While UCI has always had a practice of having a number of staff, faculty and administrators observing any critical event, a formal observer process has not been established and will be studied in the upcoming six months. Additional review and refinement of student conduct codes, administrative policies, and UCIPD policies will continue. Further campus efforts will center on campuswide interaction, discussion and training on First Amendment rights and issues involving peaceful, non-violent demonstrations. Anticipated costs for the training of UCIPD officers, Student Affairs staff, and others are estimated to be about $15,000. Additional equipment purchases for UCIPD and Student Affairs is estimated to be $5,000 to include the purchase of protective and crowd control supplies and video equipment.

Challenges in meeting these expectations include the limited staff time available to manage and coordinate the workgroups and activities. Every member of both the workgroups already has heavy demands on their time and abilities. The reduced number of staff and the continued growth and the demands of managing the university have compounded this challenge. Nevertheless, UCI and in particular, those participating in the work groups charged with meeting these expectations, have a strong commitment, interest and desire to do so.

UC Los Angeles

Six-Month Status Report

The UCLA community has a long history of working to achieve mutual understanding and respect throughout the campus focused on building collaborative partnerships between campus departments, student groups, and individuals. All involved campus departments are extremely committed to meeting the recommendations of the Robinson-Edley Report and the Civil Disobedience Initiative (CDI).

At UCLA, events surrounding discussion and debate of ideas and social issues, even conflict itself, have been seen as an opportunity for awareness and a component of the developmental process. With a foundation of shared long-term objectives as envisioned by Student Affairs' True Bruin Values and the police department's Core Values, the implementation efforts for the Robinson-Edley recommendations become a continuation and enhancement of current campus practices.

UCLA Student Affairs has increased outreach efforts, through websites and newsletters to organizational signatories, in order to ensure that students are aware that our student activities office is prepared to assist them in support of their First Amendment rights. We have expanded our Intergroup Dialogues program as a viable alternative for addressing hot button issues. When we receive notification of a potential demonstration, staff reach out to the organization and offer to help them carry out their action in the safest way possible. We also notify the organization of alternative methods of communication other than a protest, facilitating delivery of messages to administration when appropriate. When a protest is planned, we provide the organization with a copy of police protocol and applicable campus policies, and begin a dialogue in support of the organization. We also provide staff to serve as first responders and as a conduit to the police. Either the Vice Chancellor of Student Affairs, the Associate Vice Chancellor of Student & Campus Life, or the Executive Director of Recreation & Student Activities attend all protests. By Spring Quarter 2013, we will also have trained staff to serve as mediators and observers who can be deployed during protests.

The UCLA Student Conduct Code allows a more formal response if, in the process of a protest, students violate campus policy.

The UCLA Police Department has increased outreach efforts with all segments of our community. Senior police department administrators have periodically provided reports at student government/related meetings. UCPD representatives are on numerous campus committees and organizations that include students and senior staff. These include the Council on Diversity and Inclusion, Consultation and Resource Team, Residence Hall Safety and Security, Operations Group (Chancellor's Rep, Communications, Student Affairs, Legal, HR and Government Relations), Emergency Operations Management Group and many more. We are specifically working with students and student government and organizations with our police ride-along program. UCPD was a founding member of USAC's Campus Safety Alliance. This group is chaired by the student government's internal vice president and consists of representatives from varied student organizations and campus services. Police officers serve as mentors for student athletes, and are involved in student activities from safety fairs/presentations to theme weeks and special projects. The Cultural Awareness Workshop program, founded by UCLA Police

Officers, has enabled groups of officers and students to participate in a workshop that provides the opportunity to talk about policing. These workshops particularly address areas of concern, such as racial profiling, while learning more from each other (students and police) about their particular issues and concerns.

On a systemwide level, UCLA Police Department managers and staff have played a major role in establishing a Systemwide Response Team (SRT) for activation and response to major demonstrations and critical events on all UC campuses. Chief Herren has actively worked with the UC Counsel of Chiefs to develop and implement consistent systemwide polices for crowd management and use of force.

In the next six months, campus efforts to implement the Robinson-Edley recommendations will be focused on two specific areas. The first is our continued community outreach efforts. The second area will be training our police officers and campus administrators. The police officer training will be concentrated on changes in policies and tactics that apply to crowd management and large demonstrations in light of the Civil Disobedience Initiative. Training for campus administrators will center on the Incident Command System (ICS) and practical exercises to insure good communications and effective partnerships during these challenging events.

UC Merced

Six-Month Status Report

To oversee the implementation of the recommendations in the Robinson-Edley Report, our campus has put together a committee comprising Associate Chancellor Janet Young, Assistant Vice Chancellor for Communications Patti Waid, Police Chief Rita Spaur and Vice Chancellor for Student Affairs Jane Lawrence, who also is UC Merced's Campus Contact. This group has met regularly to review and evaluate all of the recommendations of the Robinson-Edley Report within the context of UC Merced's short history, student culture, infrequent and very small protests, and our Protocol for Responding to Peaceful Assembly or Protest on the Property of UC Merced that Chancellor Leland has approved and issued. We also, through the auspices of the Vice Chancellor for Student Affairs, have been able to reach out to student government about these issues.

Our campus Protocol contains within it many of the recommendations included in the Robinson-Edley Report (Recommendations #: 1, 7, 11, 12, 13, 27 and 28). As you know, many of the other recommendations involve police practice. UCOP and the police chiefs have been taking the lead in those areas. Our focus has been to continue to strengthen already positive relationships between administration and students (Recommendation #2) and between the police and students (Recommendation #4). We already had in place several of the recommendations (Recommendations #17 and 23 and 30).

Our major concern is that the Robinson-Edley recommendations will be implemented and interpreted with so much specificity and detail that they will not allow our Chancellor, senior administrators and faculty to respond to protests with maximum flexibility and discretion. We know you recognize that "one size" does not fit all, especially in a system as big and complex as the University of California, but those differences need to be more than just acknowledged. They need to be built into any policies that are issued.

UC Merced's situation is unique in that we're still small (6000+ FTE in Fall 2013), in an isolated area several miles from the city of Merced, and with a distinct student culture. From the year the campus opened in 2005, we have worked to create a culture of communication between the Chancellor and senior Student Affairs staff and our students. We interact frequently, attempt to address issues before they become contentious and have found having policies that are quite general, rather than specific, have been very helpful. For example, we allowed a small group of students to "occupy" UC Merced last spring. We could have easily forced them off campus —which would/could have led to protests from other students — but instead the Vice Chancellor for Student Affairs and the Associate Vice Chancellor/Dean of Students worked with the group and negotiated their living on campus. The Chancellor was informed regularly, and ultimate authority was with her. The police were kept in the loop, Student Affairs staff met with the students regularly, held the students to their promise that no non-affiliates would be allowed to stay over night and allowed the group to put up signs and tents, and to cook. The students located themselves in a very visible part of campus, directly across from the library/administration building. Before spring semester ended, we discussed how "occupying" the

campus during the summer would not be possible given the region's high temperatures from June to September, when several buildings would be closed. After several meetings, the students agreed to clean up the area and pack up, and they were gone when the semester ended. We know that not all protests will go so smoothly, but this one did because we did not have any rigid policies in place, the Chancellor was clearly in charge and giving clear directions to Student Affairs and the police of her wishes, and we kept communication lines open.

The campus also did not complete an "after action report" on this event. Recommendation #43 appears to require an after-action report after every protest. Our campus protocol leaves in the hands of the Chancellor the authority to decide whether or not an after-action report is necessary. Among the factors she would consider would be the size, duration and causes of the protest and whether or not the police were involved.

UC Riverside

Six-Month Status Report

Introduction and Background

The University of California Riverside (UCR) is strongly committed to the values of free speech, freedom of expression, and peaceful and lawful assembly. This commitment to open dialogue and debate is at the heart of any university community, and it is a core, fundamental value at UCR.

UCR is also committed to the notion that any open exchange of ideas must occur within an environment of mutual respect.

These dual values, a commitment to free speech and discourse within an environment of civility and respect, are embodied within UCR's recently published Principles Guiding Speech and Assembly. This document provides context for UCR's responses to the Civil Disobedience Initiative. The Principles Guiding Speech and Assembly clearly demonstrates UCR's commitment to free speech and expression within a university setting that welcomes, encourages, and respects differing points of view.

UCR Leadership – Commitment to Engagement

A fundamental component of the Robinson-Edley Report recommendations is "engagement." Specifically, engagement of senior campus leadership (including police leadership) with students, faculty, and staff. Such engagement allows for the formation of relationships, understanding of protocols and approaches, and the promotion of shared values and common understandings.

UCR has a foundational commitment to such engagement, and it has provided the campus with substantive benefits during the past decade. UCR's chancellor includes both the undergraduate and graduate student body presidents on her cabinet, and UCR's chancellors have historically sought out opportunities to interact with students in a variety of ways. These interactions provide opportunities for dialogue on issues of the day, but they also create relationships that become invaluable during events that may become stressful or lead to acts of civil disobedience.

UCR's Vice Chancellor of Student Affairs and the campus' Dean of Students serve as models for the UC system in terms of student engagement and interaction. The Vice Chancellor of Student Affairs and Dean of Students engage students and student leadership in multi-faceted ways, from regular attendance at student leadership (ASUCR) meetings, to participation at Commencements and Convocations, to partnering on major event planning and promotion. This commitment of senior management to regular, formal interactions with students creates an environment that is "dialogue friendly," when events occur that might result in conflict or tension.

Finally, UCR's police department (that includes many sworn officers that are UCR graduates) actively and regularly interacts with faculty, staff, and students in a variety of formal and informal ways, from ad hoc meetings to presentations during student orientation. Moreover,

UCR's Police Chief interacts directly with the chancellor and provost on a regular basis, and these interactions create a shared understanding of police approaches, protocols, and tactics.

Overview of UCR's Responses to the Robinson-Edley Recommendations

The Robinson-Edley recommendations that are the focus of the current six-month review fall into three broad categories as follows:

- *"Time, Manner, and Place" – Principles, Practices, & Polices relating to Free Speech, Assembly, and Civil Disobedience.*

- *Engagement – Senior Leadership and UCPD with campus Students, Staff, and Faculty.*

- *Practices relating to Police Training and Hiring.*

UCR has documented both existing and new practices/initiatives in each of the categories noted above, and the campus has provided this information in a detailed submission to UCOP. A brief summary of UCR's responses is as follows:

- *"Time, Manner, and Place" – Principles, Practices, & Polices relating to Free Speech, Assembly, and Civil Disobedience.*

  UCR recently issued its *Principles Guiding Speech and Assembly* documentation that formally presents UCR's commitment to free speech and assembly within a campus environment of mutual respect and civility (http://chancellor.ucr.edu/messages/scotmail.html).

  Additionally, for scheduled events, UCR has a "Time, Place and Manner" procedure / process, including access to professional staff that enables faculty, staff, and students to plan events in a fashion that accommodates protests but within the law and campus policy; please see the General Provision section on the following website: http://hub.ucr.edu/EventScheduling/Pages/SchedulingPolicies.aspx.

- *Engagement – Senior Leadership and UCPD with campus Students, Staff, and Faculty.*

  This document has already noted several examples of engagement that regularly occur between campus leadership and UCR's faculty, staff, and students. In addition to those already highlighted, UCR has also implemented the following:

  o The VCSA will make *"Time, Manner, and Place"* information available during orientation (via the UCR Student Portal) and will highlight this information for all students during the Fall Quarter (again, through the UCR Student Portal).

  o UCR's Police leadership will annually dialogue with ASUCR and GSA concerning assembly, civil disobedience, respect and civility, etc.

o The Vice Chancellor of Student Affairs, Vice Chancellor of Finance and Business Operations, and the Chancellor's Office will host periodic discussions of first amendment, free speech, etc. issues at the UCR campus. These discussions will be led by the Office of General Counsel. The discussions will be an open forum and faculty, staff, and students will be invited.

- *Practices relating to Police Training and Hiring.*

UCR provides it police officers substantial training from a variety of sources, and it formally invites and includes faculty, staff, and students on officer search committees. More information concerning these efforts may be found within UCR's detailed responses submission.

UC Santa Barbara

Six-Month Status Report

For the past 20 years, the response by the Santa Barbara campus to student unrest has been wholly consistent with the spirit of the Robinson-Edley recommendations and has largely met the letter of the recommendations, as well. However, the recommendations have provided the campus an opportunity to review its practices and make improvements in several areas. The first is the documentation of the campus's approach to student demonstrations. The campus recently memorialized in a detailed 30-page paper its practices and philosophy relative to the First Amendment, student activism and protests, and civil disobedience. We have also strengthened our already extensive collaborations between administration and campus police, particularly in the area of shared trainings, have prepared a clear and concise statement to students on their First Amendment rights (available in hard copy and electronic form), and have developed a more robust method for recording events at student demonstrations. Because the campus approach to communicating with students and managing protests "in the field" has, for at least two decades, mirrored the Robinson-Edley recommendations, few of the Robinson-Edley recommendations remain to be addressed. The campus has traditionally placed administrators in primary communication and decision-making positions during student protests.

Laying the groundwork for effective protest management involves attitude and philosophy as well as action. Quality, day-to-day interactions with students set the stage for successful communication during times of heightened tension and emotion.

The tenor of our interactions with students can have an impact only if we have repeated opportunities to engage with students in both informal and formal dialogue and to take part, alongside them, in the life of the campus. Visibility and accessibility are key components of positive, constructive relationships with students. At UC Santa Barbara, visibility and approachability begin with the chancellor, who lives on campus, teaches classes, and makes a point of strolling the campus and interacting with students. He stops by the dining commons and library to chat with students, attends numerous student events including Associated Students Senate meetings, and is available for individual meetings with students, including groups of students. He and his wife are known for their open, friendly attitude toward students and have contributed significantly to defining this campus as student friendly.

Much of the same description can be applied to the executive vice chancellor, who is a regular attendee at student events, respects student rights to demonstrate, and invites students to meet with him on issues of concern.

Partnering with the excellent staff in Housing and Residential Services, Student Affairs has created a variety of venues in which structured, meaningful interactions with students can and do take place and in which mutual understanding can develop:

- Vice Chancellor meets bi-weekly with the president of Associated Students, keeping in close communication on issues and events.

- A member of the division's executive group and, as often as possible, the Vice Chancellor attend the weekly meetings of the Student Senate.

- A member of the division's executive group attends all meetings of the Graduate Student Association and other staff members attend as requested or needed.

- The division's executive group members meet quarterly with the leadership of Associated Students, Graduate Student Association, and the *Daily Nexus* to become acquainted and discuss or preview issues before they become crises.

- A student intern works in the Office of the Vice Chancellor for Student Affairs, meets with the vice chancellor regularly, and works on a variety of projects to facilitate communication between divisional leaders and student leaders.

- Vice Chancellor and chief financial officer for the division meet weekly with the powerful Student Fee Advisory Committee (comprising undergraduate and graduate students as well as faculty and staff representatives).

- The division's executive group attends the annual fall retreat for the Student Fee Advisory Committee during which executive members explain the work, issues, and needs of the departments within the division and hear from students about their priorities and concerns.

- Divisional staff members, including the vice chancellor when possible, attend hundreds of student events each year as a way of showing support, making connections with students, and staying current on issues.

- Vice Chancellor "officiates" at the annual Queer Wedding and, along with various members of the executive group, attends Lavender Graduation.

- Vice Chancellor along with other executive members participates in a variety of events for students of color, including Black Graduation Celebration and other graduation events for special communities, NUF student presentations,and the African American leadership retreat.

- Vice Chancellor and other executive members meet with the Student Regent whenever s/he is on campus.

- The Chancellor, Vice Chancellor, and SA executive groups members attend and support events for various "communities" of students, such as the American Indian Harvest Dinner, residence hall welcome receptions for incoming LGBT, Black, Chicano/ Latino, Asian, Middle Eastern, Jewish, mixed heritage, and Euro-American students, etc.

- Residential Services takes advantage of the fact that the vast majority of our incoming freshmen live in campus-owned residence halls by providing each student resident with a written document that educates students on community living, emphasizes and promotes a sense of mutual respect and appreciation, and explains the rights and responsibilities of each student, highlighting student accountability; the staff follows up with conversations in the halls about the responsibilities of community living.

- The Vice Chancellor and student affairs staff collaborate closely with Office of Housing and Residential Services to train the large residence hall staff and convey the values and responsibilities of being a community member. Student Affairs personnel regularly attend residence hall functions.

- Although Housing and Residential Services is not in the Division of Student Affairs, the executive director of Housing and Residential Life periodically attends meetings of the Student Affairs executive team in order to enhance collaboration and identify early any emerging student issues.

- Student Affairs sponsors quarterly dinners for leaders of special student communities, such as LGBT, veteran, African American, Chicano, Jewish, Middle Eastern, Asian, American Indian, and international student communities.

- Student Affairs sponsors and executive members attend an annual student leadership conference and an annual conference for students working in the Division of Student Affairs where student issues are discussed.

- Student Affairs provides money for a "Critical Issues" fund that can be accessed quickly to support presentations, panels, information sessions, etc. around current events or issues as they arise, particularly around issues that may develop into crises if not addressed in more structured venues.

The point of this list is not to be comprehensive but to demonstrate the level of accessibility to students and involvement in campus life of the Vice Chancellor and other members of the division's leadership.

Additionally, the division's leadership adheres to a tone for interactions with students set by the Vice Chancellor. They are authentic, respectful, humble, and, above all, honest with students. Following the Vice Chancellor's lead, they are always "straight" and candid with students, even when the news is not what they want to hear. They views student leaders as partners in governing the university, resolving issues, and responding to student needs and concerns. The Vice Chancellor often states publicly that the A.S. president and the chair of the Student Fee Advisory Committee are his "bosses," and he sincerely values their ideas and input, seeking their counsel and collaboration.

The UCSB campus has made sustained progress in its efforts to enhance existing protocols, policies, plans, and training to remain well positioned to effectively handle large campus demonstrations or acts of civil disobedience. Specific focus has been tailored towards enhancing existing mechanisms and

formalizing a mutual understanding between campus administrators and students in outlining expectations that will be memorialized for future reference.

In addition, one of the hallmarks of success has been open and transparent flow of information. The Division of Student Affairs and the campus police have made existing policies and information more readily accessible to students and the public via web pages and other means (pamphlets, brochures, and handouts). Moreover, campus police have continued to spend a considerable amount of time and resources completing a variety of training with an emphasis on crowd management/control techniques, de-escalation, incident command training, use of force, and hands-on "soft techniques."

UCSB recently planned and held a campus-wide table-top exercise (TTX) that involved campus and county stakeholders and also conformed to NIMS/ICS standards. This exercise served to reinforce the roles and responsibilities and enhance communication mechanisms within a simulated scenario environment. Additional training is currently being planned that will entail the roles and responsibilities of the "on-site administrator" and how that individual/individuals will interact with campus police personnel and provide clear guidance and oversight for establishing strategic objectives.

Also important, is that the UCSB campus police department has recently executed a Memorandum of Understanding (MOU) with the local law enforcement agency (Santa Barbara Sheriff's Office) to establish command and control during a campus protest or acts of civil disobedience. In addition, the campus police department has maintained a long-standing practice to utilize other UC campus police personnel, whenever feasible and prudent. Additionally, the campus police have routinely subscribed to the concept of "shared governance" in its promotion and hiring practices and continue to involve a variety of campus stakeholders in the selection process. This arduous selection is always completed with a personal interview and hiring decision by the campus police chief.

UCSB is fortunate to have a police chief who is also accessible, student-oriented, and extraordinarily supportive of student rights. He has a student affairs background and approaches his job as one of service to the campus and community. Each quarter he attends a meeting of the Associated Students Senate to introduce himself and entertain any questions or concerns. He also brings new officers to the senate meeting to introduce them. He has appointed a community relations and education officer who is highly visible around campus, attends a variety of student meetings and trainings, and joins the police chief on panels to discuss around a variety of issues and police practices.

In conclusion, the UC Santa Barbara administration is relaxed, informal, visible, available, and respectful of students, their issues and opinions. It is also highly vocal about protecting student rights, encouraging involvement in issues and supporting a variety of ways to express ideas and opinions. The chancellor, vice chancellors and associate vice chancellors, and the chief of police play central roles in determining the climate on campus and treatment of students, both on a daily basis and in times of tension and unrest. The leadership of the campus is unambiguous in its support of the First Amendment and the value of student engagement with social and political issues. It is also clear in its willingness to work through tense situations with students, hearing them out and attempting to find outcomes acceptable to everyone.

Next six months:

The vice chancellor will contact the director of the Office of Audit and Advisory Services to determine his willingness and capacity to investigate student complaints about the campus's handling of a demonstration.

The vice chancellor for student affairs will mandate the development and use of an electronic form to be the basis for the Student Life demonstration log and to ensure the recording of details of protests and demonstrations.

UCSB's chief of police should continue to pursue with the Santa Barbara County Sheriff's Department the goal of joint simulation trainings involving campus demonstrations and protests.

The chief of police will follow up with UCOP on any statewide training plan that develops on critical policing issues/skills for the UC campus police.

The chief of police will continue to be involved in the creation of a specialized response team with additional training in crowd management, mediation, and de-escalation of volatile crowd situations.

The chief of police will continue to monitor wages and press for better compensation for his officers.

The chief of police will monitor progress made on creation of the position of chief public safety administrator and the creation of a unified, standardized police force that is uniformly deployed at different locations around the state.

The vice chancellor for student affairs, in collaboration with the associate vice chancellor for administrative services and the chief of police, will establish an annual schedule of trainings for administrators, particularly student affairs staff who work with protests, and campus police officers. The trainings will address crowd management, mediation, de-escalation techniques, and use of force options available to police and will also include simulation exercises that give administrators and police a chance to work together through a variety of protest scenarios.

Direct Campus Expenses:

- Producing documentation and brochure/website text for protest management
  at UCSB: $ $20,000

- Training expenses related to on-going collaborative training with SA and UCPD: $5,000
- Critical Issues forum funding for programming around volatile issues arising each year: $10,000
- First printing of First Amendment brochure: $2,400
- Law Enforcement Training that focuses on crowd control, mediation, and de-escalation technique: $ 22,000

<u>**Total Cost**</u>**:**

$59,500.00

UC Santa Cruz

Six-Month Status Report

Chancellor Blumenthal and Campus Provost/Executive Vice Chancellor Galloway are very committed to the aspirations of what has been promoted through the Robinson-Edley report recommendations and the Civil Disobedience Initiative, and have encouraged these ideals through their leadership during the past several years. The Santa Cruz campus has been a model for supporting free speech with respect to many of the initiatives, especially in the areas of demonstration/event management, engagement with our community and coordination and support for civil discourse and demonstration activities. We strive to provide a safe and supportive environment for civil discourse with an active emphasis on early outreach, leadership engagement and measured consideration as cornerstones for our approach.

With respect to specific initiatives that the campus has undertaken, we highlight the following:

- Reframing of the Emergency Management Policy Group Structure.
- Continued solidification of the role of the Demonstration Operations Team and reassignment of leadership for the Demonstration Operations process.
- Continuance of our practice for having senior administrators and faculty on site for major events.
- Introduction of a new Police Chief who has introduced a "community policing" philosophy.
- Ongoing emphasis on early outreach and leadership engagement with students, staff and faculty.
- Introduction of a "Behavioral Risk Intervention Team" and integrating analysis for event and behavioral risk management.

Many of the above initiatives have been implemented during the past two years and were developed as an intentional, comprehensive strategy for reframing the campus approach for supporting civil discourse and responding to civil disobedience. These changes have resulted in the following outcomes:

- Improved communication with various student, faculty and staff constituency groups.
- Increased awareness and preparedness and improved response for handling events that may be large or potentially disrupt campus operations.
- Improved training and preparedness, especially with our regional law enforcement partners for events that intersect with the local community.
- Improved coordination of our process for analysis, executive leadership consultation and decision making and improved understanding of roles and responsibilities.

Potential issues that will need further clarification include role of the "mediation" function, role of the on-site administrator and clarification of the post incident reporting process. During the next six months, we will focus our continued efforts on additional training for police and administrative staff, policy development and clarification and further marketing and communication of policies.

With respect to providing a detailed cost estimate for this effort, please see the spreadsheet below. It provides a preliminary budget and projected costs for the Civil Disobedience Initiative.

Budget Item	Details	Budget Forecast
.25 fte Admin Analyst	Coordination of weekly meetings, policy development, training development, report writing, event logistics and support	20,150
.25 FTE officer	Assignment to Demonstration Operations Team, coordination of officer training	xxx
Training - Police	Training, time, travel	xxx
Equipment – Police		xxx
Training - Staff	Consultants/Speakers, room fees, materials, meals	5,000
Marketing and Communications	Materials, production, ad space	4,000

Notes:

(1) The above are estimates and will be finalized over the next six months
(2) Costs for the above are currently unfunded
(3) Costs do not include staff assigned to Demonstration Operations Team and event response

Does not include costs for actual event support/management (mutual aid, food, equipment, etc.)

UC San Diego

Six-Month Status Report

We are providing a general overview of activities associated with the implementation of the Robinson Edley Report's recommendations :

- Executive training and discussion of campus response to crises continues. The campus Director of Emergency Management presented a positive overview of our programs and provided the Chancellor and Executive cabinet with guidelines and polices they are required to know.

- Several small demonstrations have been held with local AFSME union organizers mixing students in to present their contract demands. Each event has been addressed, resulting in no injuries, no arrests and no substantive damage.

- Discussions are ongoing related to the use of Student Affairs staff rather than police whenever there are infractions of the Code of Student Conduct. There is agreement that this approach will be used as standard operating practice.

- Strategies have been developed to document and memorialize activities at events using staff to monitor inappropriate behavior collecting documentation for possible use within the Student Conduct arena.

- Mutual aid in support of police activities when known in advance (i.e., Regents meeting held on campus) does happen between UC personnel and CSU, however, given our geographic location spontaneous eruptions require close working relationships with the San Diego Police Department (SDPD) to insure a timely response.

- Police training continues with routine interaction with the local SDPD. One session concluded days before the need for a mutual aid, and was very obvious in the positive response which was rapid yet constrained and consistent with direction provided from the training exercise. It was reinforced by the campus Incident Commander responsible for the response as well as the VC Administrator observing the response.

- We have increased our interactions and discussions with students as they are engaged in demonstrations stressing the limits and responsibilities all have in acts of Civil Disobedience. We are committed to increasing our interactions to better educate, communicate and collaborate with student organizers.

- In lieu of systemwide approved officer-worn cameras we are using media staff when available to assist in documenting activities during events.

- A review of all planned events is routinely conducted and, when appropriate, staff are assigned to monitor activity and, at a minimum, provide communications to dispatch for officer assistance if needed.

- Discussions have been held with Faculty Senate leadership regarding their possible role in the observation of events and they have to date not indicated a desire to change the current

process that does not include them as official observers. In several cases, faculty-led demonstrations are the ones that have become disruptive.

- We have provided three additional FTE police officers and two FTE dispatchers to better position the department and address required extended shifts. These positions have been identified by the vice chancellor as a priority with no additional funding provided by the campus. Funds have been shifted from other priority areas.

Issues and Concerns

- Representative bargaining groups are increasingly using students to participate in activities that have become unruly and illegal. What is clear is that they are willing to involve students and allow them to engage in illegal acts.

- Officer-worn cameras similar to dashboard cams in patrol vehicles have been tested and were thought to have been on order. Documentation of events is vital for the protection of all.

UC San Francisco

Six-Month Status Report

The University of California San Francisco has embraced its responsibilities to evaluate and implement the spirit and intent of the Robinson-Edley Report recommendations to best support and facilitate the expression of protected speech while integrating protocols and policy within UCSF campus and public safety operations. UCSF has supported this effort through leadership with the UC Chiefs Council, UC Student Affairs Leadership Council and through participation as part of the Civil Disobedience Advisory Committees and Workgroups. Additionally, UCSF has experimented and served as a lab for implementation of selected recommendations given the planning and crowd management opportunities attendant to the UC Board of Regents meetings supported by UCSF Police.

Key Accomplishments

1. During the first six-month implementation period, we conducted an assessment of the 49 recommendations and the state of operations at UCSF. We have evaluated existing protocols and operations and are taking steps to incorporate the recommendations whenever they add value to our operations and are not already in place.
2. Police response to demonstrations and use of force policies have been reviewed with student government leaders, student affairs and campus leadership.
3. Police Operations Orders are now confidentially shared in writing with the Chancellor and Senior Vice Chancellor for Administration and Campus Counsel in advance of each major planned demonstration.
4. Chancellor Desmond-Hellman and Senior Vice Chancellor for Administration John Plotts are personally notified and briefed by the Chief of Police regarding the police operations plan, expected level of conflict and disturbance from demonstrations and use of force protocol in advance of each significant event. A threshold for personal presence of the Chancellor or designee has been determined through experience and the Chancellor or designee is otherwise available by cell phone as needed to problem-solve with the Chief of Police.
5. Civilian observers are used at each major demonstration including volunteer student observers and staff as appropriate to the event. Observers are briefed, wear identification, are escorted/protected during the demonstration and document their observations following each event.
6. After-action critique and documentation is made following each formal event – whether or not improvements or correction actions are necessary.
7. Orientation regarding police demonstration management and arrest techniques has been completed for the UCSF Chancellor, Provost and Senior Vice Chancellor of Administration and Finance as well as the Secretary of the Regents.
8. While students and UCSF community members have long been participants in the interview and selection processes for police managers and supervisors, they are now also included in all interview panels for sworn police officers at every level.
9. Crowd management and free speech policies have been updated and are available on the police website.
10. UCSF police and UC systemwide police policies are now available to the public on the police website.

11. UCSF Time Place and Manner Guidelines and Special Use Rules are now available to the public on the police website.
12. UCSF police officers have trained with their mutual-aid partners including San Francisco Police and key UC campuses to ensure coordination of tactics and procedures. All UCSF officers have been trained in low profile arrest procedures and employ these procedures during demonstrations.
13. UCSF Mediation Services are available through the Ombudsperson Program and have been made available as resources during emergency events as needed.
14. UCSF Emergency Response Plan has been updated to include a new Policy Group Crisis Management Protocol to assist the Chancellor and UCSF senior leadership in executing their roles and responsibilities in a crisis.
15. UCSF Chief Pam Roskowski, Assistant Chief Paul Berlin and Lieutenant Barney Rivera have participated and provided leadership in development of a UC Systemwide Police Special Response Team, SRT team leaders and members have been selected and systemwide policy has been developed and submitted to UCOP for review and adoption.
16. As UC Systemwide Police Service Coordinator, UCSF Police Chief Pam Roskowski has provided leadership to the UC Council of Chiefs in development of the following systemwide police policies and drafts have been submitted for CDI committee review and approval:
    a) Special Response Team
    b) Use of Force
    c) Crowd Management, Intervention and Control
    d) Freedom of Speech
    e) Approved Weapons
17. As UC Systemwide Student Affairs Coordinator, Vice Chancellor Joe Castrol has provided leadership to the UC Council of Student Affairs Vice Chancellors in review of recommendations related to student processes.
18. UCSF has determined that it is in compliance with the following 31 recommendations requiring campus action: 4, 8, 9a, 9b, 10, 11, 12, 13, 14, 15, 16, 17, 19, 20, 21, 24, 25, 26, 27, 28, 29, 30, 31, 32, 33, 36, 38, 41, 42, 43, 44.
19. UCSF has determined that its current student discipline process meets its needs and no additional action will be taken on recommendation #34.
20. UCSF has recommended that recommendation #39 be amended for security reasons and has discussed the concern with the CDI Advisory Committee and CDI Coordinator Lynn Tierney.

Focus of Next Review Period

While UCSF is in compliance with the vast majority of recommendations, we will focus our attention on the following areas during the next six months:

1. Review of time, place and manner rules for special use areas of campus to improve plain-language communication.
2. Participation in systemwide crisis leadership training.
3. Continued vetting of systemwide police policies related to use of force, crowd management and approved weapons as well as systemwide police training opportunities.
4. Documentation and promotion of opportunities for students to engage with senior leaders on key issues likely to trigger demonstrations.

5. Development and implementation of tabletop training for UCSF EOC related to a demonstration crisis.
6. Establishment of a threshold standard for requiring the physical presence of a senior administrator at campus demonstrations given variable size and complexity of demonstration events.

Recommendation Dashboard

Overview

The recommendation dashboard provides a graphic summary on implementation to date of the Robinson-Edley report's recommendations.

The following key provides indicates the status for the dashboard indicators:

Key

Green	Work completed and accessed
Amber	More information or clarification needed
Black	Work underway
Red	Problematic
NAN	No Action Needed

The following diagram describes the process followed for the assignment of status for the recommendations:
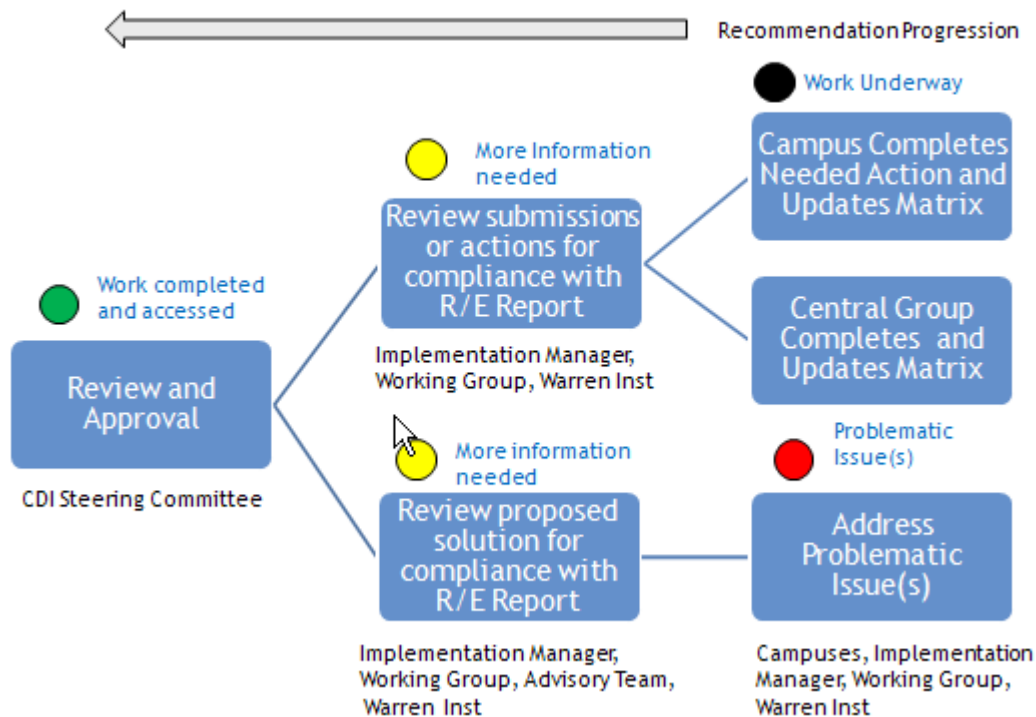
Civil Disobedience Initiative Dashboard

Key: Green - Work completed; Amber - More info reqd; Black - Work Underway; NAN - No Action Needed; Red - Resistance to Implementation

As of 22-Mar-13

Rec	Description	Lead	Category	Status	Central	UCB	UCD	UCI	UCLA	UCM	UCR	UCSB	UCSC	UCSD	UCSF
1	Free speech/civil disobedience ("CD") language in policies	Central	Policy	Open	Amber	Amber	Black	Amber	Amber	Green	Amber	Amber	Amber	Amber	Amber
2	Increase opportunities for engagement with administration on trigger issues	Campus	Organization	Open	Amber	Green	Amber	Amber	Amber	Amber	Green	Green	Green	Amber	Amber
3	Discuss with Regents increased opportunities for engagement with students, etc.	All Central	Organization	Open	Black	NAN	NAN	NAN	NAN	NAN	NAN	NAN	NAN	NAN	NAN
4	Campus TPM and other policies re CD – post on campus web; collect and post on system web	Central	Policy	Open	Black	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
5	User friendly summaries of TPM and other policies re CD; distribute	Campus	Organization	Open	Amber	Amber	Amber	Amber	Amber	Amber	Green	Green	Green	Amber	Amber
6	Increase opportunities for student-police and administrator-police interactions	Campus	Organization	Open	NAN	Green	Green	Amber	Amber	Green	Green	Green	Green	Amber	Amber
7	Establish event response teams, including student-sensitive faculty	Campus	Organization	Open	Black	Green	Green	Green	Black	Amber	Amber	Green	Amber	Amber	Green
8	Modify police policies to require admin. participation in decisionmaking; clearly define roles	Central	Organization	Open	Red	NAN	NAN	NAN	NAN	NAN	NAN	NAN	NAN	NAN	NAN
9	Principles for ERT on necessity of response; when yes, specify lower force before higher	Central	Policy	Open	Red	NAN	NAN	NAN	NAN	NAN	NAN	NAN	NAN	NAN	NAN
10	For nonaggressive arm-linking, specify pain compliance rather than, e.g., baton + OC*	All Central	Policy	Open	Red	NAN	NAN	NAN	NAN	NAN	NAN	NAN	NAN	NAN	NAN
11	Administrator on-site with communication with police inc. comm. + chancellor	Central	Policy	Open	Red	NAN	NAN	NAN	NAN	NAN	NAN	NAN	NAN	NAN	NAN
12	Continually reassess objectives during event; use min. force necessary	Campus	Organization	Open	Red	NAN	NAN	NAN	NAN	NAN	NAN	NAN	NAN	NAN	NAN
13	Bar commencement or escalation of force by police w/o immediate prior approval by Ch.*	Central	Policy	Open	Red	NAN	NAN	NAN	NAN	NAN	NAN	NAN	NAN	NAN	NAN

CDI Recommendation Tracking KPI

Civil Disobedience Initiative Dashboard

Key: Green - Work completed
Amber - More info reqd
Black - Work Underway
NAN - No Action Needed
Red - Resistance to Implementation

As of 22-Mar-13

CDI Recommendation Tracking KPI

Rec	Description	Lead	Category	Status	Central	UCB	UCD	UCI	UCLA	UCM	UCR	UCSB	UCSC	UCSD	UCSF
14	Before event, coordinate with police depts likely to assist	Campus	Organization	Completed	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
15	Campus police to seek aid first from sister agencies except on good cause	Campus	Policy	Completed	NAN	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
16	Obtain community input in hiring officers or hiring/promoting command-level positions	Campus	Organization	Open	Black	Green	Green	Amber	Amber	Amber	Green	Green	Green	Amber	Amber
17	Police chiefs to personally interview and approve new hires	Campus	Policy	Completed	NAN	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
18	Review police compensation for competitiveness	Central	Organization	Completed	Green	NAN	NAN	NAN	NAN	NAN	NAN	NAN	NAN	NAN	NAN
19	Increase training of police in crowd management, mediation, and deescalation	Campus	Training	Open	Green	Amber	Amber	Amber	Amber	Amber	Green	Amber	Amber	Amber	Amber
20	Create specialized response teams at the systemwide level with additional training in above	Central	Training	Open	Amber	NAN	NAN	NAN	NAN	NAN	NAN	NAN	NAN	NAN	NAN
21	Joint training and planning with police agencies likely to assist	Campus	Training	Open	Black	Green	Green	Green	Green	Green	Green	Green	Green	Green	Amber
22	Training of administrators in crowd mgmt, mediation, deescalation, ICS, and police force	Central	Training	Open	Black	NAN	NAN	NAN	NAN	NAN	NAN	NAN	NAN	NAN	NAN
23	Joint administrator and police simulations of CD scenarios	Campus	Training	Open	Black	Black	Black	Green	Green	Black	Black	Green	Black	Black	Amber
24	Make every reasonable attempt to contact members of demonstration group in advance	Campus	Organization	Open	Black	Amber	Amber	Amber	Amber	Black	Amber	Green	Amber	Green	Amber
25	Inform protesters in advance of alternative avenues of communication	Campus	Organization	Open	Black	Amber	Amber	Green	Amber	Black	Amber	Green	Amber	Green	Amber
26	Pursue dialogue between administration and protesters about objectives and rules	Campus	Organization	Open	Red	Green	Black	Green	Green	Black	Green	Green	Black	Black	Green

Civil Disobedience Initiative Dashboard

As of 22-Mar-13

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NAN - No Action Needed
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CDI Recommendation Tracking KPI

Rec	Description	Lead	Category	Status	Central	UCB	UCD	UCI	UCLA	UCM	UCR	UCSB	UCSC	UCSD	UCSF
27	Assign administrators, not police, as primary communicators with protesters*	Central	Organization	Open	Red	Amber	Black	Black	Green	Amber	Green	Amber	Amber	Black	Amber
28	Establish senior administrators as visible presence during protest*	Central	Organization	Ready For Approval	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
29	Make every reas attempt to establish communication link with identified leaders	Campus	Organization	Open	NAN	Green	Amber	Amber	Green	Green	Amber	Amber	Amber	Green	Amber
30	Establish communication mech for promptly informing community about developments	Campus	Organization	Open	Black	Green	Amber	Amber	Green	Green	Amber	Amber	Amber	Green	Green
31	Establish internal mediation function at campus or regional level to help resolve issues	Campus	Organization	Open	Black	Black	Amber	Amber	Black	Black	Green	Green	Green	Black	Green
32	Consider mediation as alternative to force, before and during event	Campus	Organization	Open	Black	Green	Black	Amber	Black	Green	Amber	Amber	Amber	Black	Green
33	Police should pursue tactics to diffuse tensions	Campus	Organization	Completed	NAN	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
34	Develop/modify student discipline processes as a response option, where appropriate	Campus	Policy	Open	NAN	Green	Green	Green	Green	Green	Green	Red	Green	Green	Green
35	Establish and implement a systemwide response option framework	Central	Policy	Open	Red	NAN	NAN	NAN	NAN	NAN	NAN	NAN	NAN	NAN	NAN
36	Require campus police to use framework*	All Central	Policy	Open	Red	NAN	NAN	NAN	NAN	NAN	NAN	NAN	NAN	NAN	NAN
37	Develop a systemwide process for determining which weapons UC police may use	All Central	Policy	Open	Black	NAN	NAN	NAN	NAN	NAN	NAN	NAN	NAN	NAN	NAN
38	Require each chief to personally approve weapons for use	Campus	Policy	Open	Black	NAN	NAN	NAN	NAN	NAN	NAN	NAN	NAN	NAN	NAN
39	Include list of weapons approved for use in protests in UCF policy + make public	Central	Policy	Open	Red	NAN	NAN	NAN	NAN	NAN	NAN	NAN	NAN	NAN	NAN

Key: Green - Work completed
Amber - More info reqd
Black - Work Underway
NAN - No Action Needed
Red - Resistance to Implementation

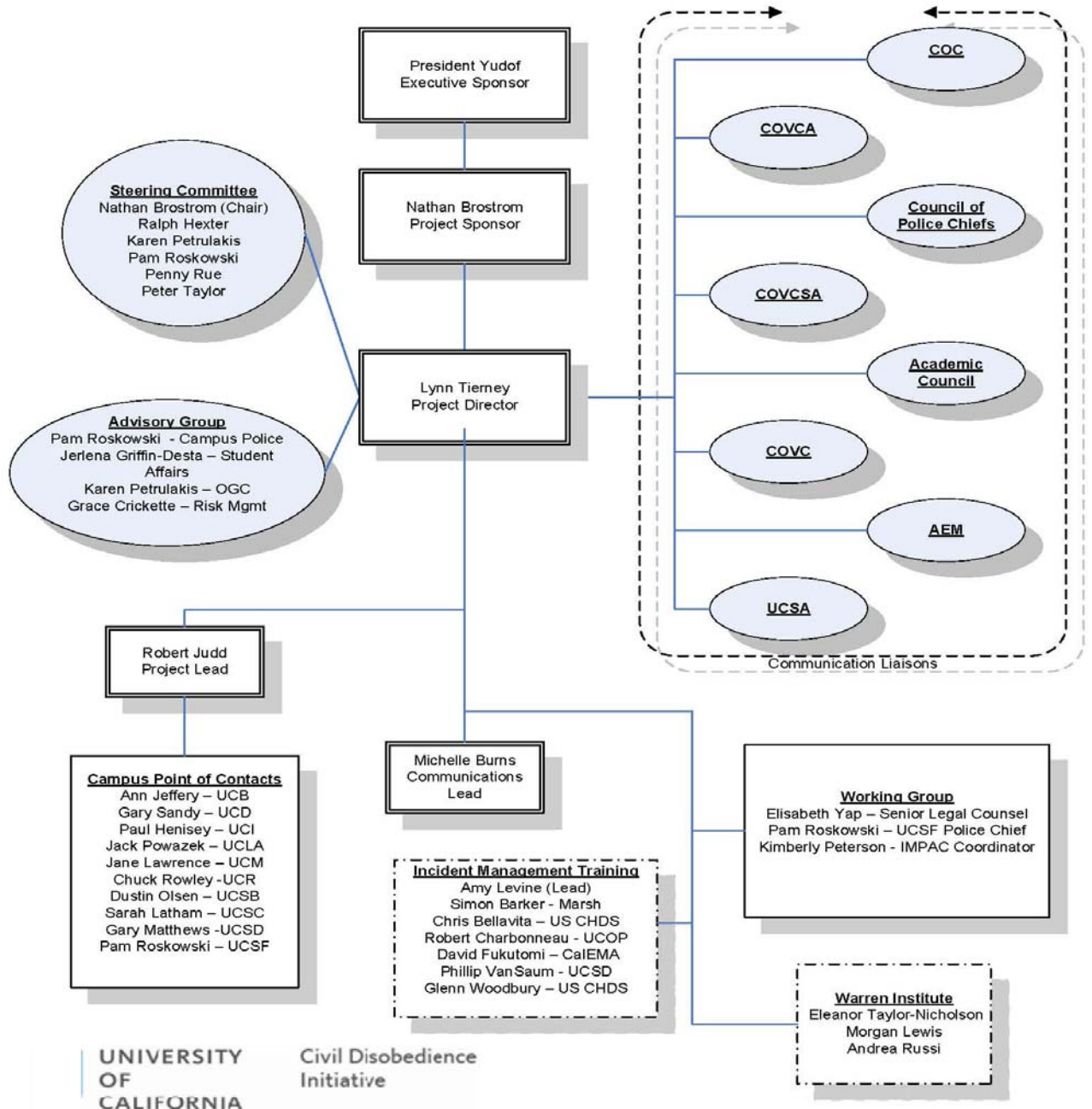# Civil Disobedience Initiative Dashboard

As of 22-Mar-13

CDI Recommendation Tracking KPI

Rec	Description	Lead	Category	Status	Central	UCB	UCD	UCI	UCLA	UCM	UCR	UCSB	UCSC	UCSD	UCSF
40	Recommend that appropriate authorities commission further CD studies	All Central	Policy	Completed	Green	NAN	NAN	NAN	NAN	NAN	NAN	NAN	NAN	NAN	NAN
41	Establish formal program of trained observers	Central	Organization	Open	Amber	Amber	Black	Black	Black	Black	Green	Black	Red	Black	Green
42	Establish program for videorecording protests	Campus	Organization	Open	NAN	Green	Green	Green	Black	Black	Black	Amber	Black	Black	Green
43	Require after-action reports for all protest events	Central	Policy	Open	Amber	Green	Amber	Green	Amber	Amber	Black	Black	Amber	Amber	Amber
44	Coordinate periodic review of after-action reports	Central	Organization	Open	Black	Black	Amber	Black	Amber	Amber	Black	Green	Amber	Amber	Green
45	Establish system-level discretionary review of protest response	All Central	Organization	Open	Black	NAN	NAN	NAN	NAN	NAN	NAN	NAN	NAN	NAN	NAN
46	Systemwide implementation manager	All Central	Organization	Completed	Green	NAN	NAN	NAN	NAN	NAN	NAN	NAN	NAN	NAN	NAN
47	6-month campus status reports	Central	Organization	Ready For Approval	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Black
48	12-month final report and certification of implementation	Central	Organization	Open	Black	Black	Black	Black	Black	Black	Black	Black	Black	Black	Black
49	Establish similar reporting requirements for future recommendations	Central	Organization	Open	Black	Black	Black	Black	Black	Black	Black	Black	Black	Black	Black

Appendix A – Project Organization Structure

Civil Disobedience Initiative
Organization Chart

Updated: 20-Mar-13

President Yudof
Executive Sponsor

Steering Committee
Nathan Brostrom (Chair)
Ralph Hexter
Karen Petrulakis
Pam Roskowski
Penny Rue
Peter Taylor

Nathan Brostrom
Project Sponsor

Advisory Group
Pam Roskowski - Campus Police
Jerlena Griffin-Desta – Student Affairs
Karen Petrulakis – OGC
Grace Crickette – Risk Mgmt

Lynn Tierney
Project Director

COC
COVCA
Council of Police Chiefs
COVCSA
Academic Council
COVC
AEM
UCSA
Communication Liaisons

Robert Judd
Project Lead

Campus Point of Contacts
Ann Jeffery – UCB
Gary Sandy – UCD
Paul Henisey – UCI
Jack Powazek – UCLA
Jane Lawrence – UCM
Chuck Rowley -UCR
Dustin Olsen – UCSB
Sarah Latham – UCSC
Gary Matthews -UCSD
Pam Roskowski – UCSF

Michelle Burns
Communications
Lead

Incident Management Training
Amy Levine (Lead)
Simon Barker - Marsh
Chris Bellavita – US CHDS
Robert Charbonneau - UCOP
David Fukutomi – CalEMA
Phillip VanSaum - UCSD
Glenn Woodbury – US CHDS

Working Group
Elisabeth Yap – Senior Legal Counsel
Pam Roskowski – UCSF Police Chief
Kimberly Peterson - IMPAC Coordinator

Warren Institute
Eleanor Taylor-Nicholson
Morgan Lewis
Andrea Russi

UNIVERSITY OF CALIFORNIA   Civil Disobedience Initiative

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Appendix B - CDI Roles and Responsibilities

The Civil Disobedience Initiative (CDI) has as its primary objective to implement the recommendations of the Robinson-Edley Report, "Response to Protests on UC Campuses" – September 13, 2012. The organization of the team will help to ensure a successful implementation. The roles of the team are summarized below, along with their primary responsibilities.

Executive Sponsor
- Highest point of contact & escalation for system
- Final approval authority

Project Sponsor
- Executive support for the Initiative
- Alignment of internal organizational support
- Final authority on recs to present to President

Project Director
- Overall responsibility for the Implementation of the Robinson-Edley Report recommendations
- Negotiate viable solutions for recs that conflict, are redundant or don't work
- Oversee team organization and performance
- Provide quality assurance.

Project Lead
- Manage project deliverables to project schedule
- Track and update actions, risks, issues (project log), project reporting
- Keep project on track

Communications Lead
- Design of communications structure
- Define communications objectives
- Monitor and manage project communication with key stakeholders
- Manage web content

Warren Institute
- Review reports and submissions
- Conduct further analysis
- Assist in drafting the six month and twelve month reports.

Steering Committee
- Review final recommendations and implementation scenarios
- Confirms the final number of recommendations for implementation
- Concurs with the campus methodology
- Decides which ones have to be reviewed through the academic senate process

Advisory Group
- Provide subject expertise and guidance
- Has decision making capability
- Understanding of the whole project
- May be in the discussion meetings with the campuses
- Responsible for keeping their stakeholder groups informed and involved

Communication Liaisons
- Provide feedback from their stakeholder groups
- Responsible for keeping their stakeholder groups informed of initiative progress
- Work with campuses to maximize opportunities to bolster communication objectives

Campus Single Point of Contacts
- Serve as the primary point of contact for each campus
- Ensure that deliverables are being completed
- Provide feedback from their stakeholder groups

Working Group
Comprised of internal Subject Matter Experts who:
- Advise and propose implementation strategies
- Ensure that the recommendations are being implemented consistently across the University and reflect the current industries best practices.
- Review submissions from the Campuses and the Office of the President

Incident Management Training
- Create and deliver a Incident Management training curriculum