

March 1, 2007

GEORGE BLUMENTHAL, Chancellor

RE: Demonstration Planning Team, Final Report

Dear Chancellor Blumenthal,

As charged by your August 17, 2006 memorandum Demonstration Planning Team, 2006-07, the appointed team is now submitting its final findings and recommendations.

We have written a report that provides recommendations for a viable demonstration response program.

Thank you for the opportunity to do this important work on behalf of the campus community. Please do not hesitate to contact me if you should have any follow up questions or require additional information.

Respectfully Submitted,

Alma Sifuentes, Chair

On behalf of the Demonstration Planning Team:

Mickey Aluffi
Jim Burns
Nancy Carroll
Faye Crosby
Mary Beth Harhen
Suzanne Purcell
Ashish Sahni
Christina Valentino
Susan Welte
Doug Zuidema

EXECUTIVE SUMMARY

The Demonstration Planning Team was convened in August 2006 and met weekly over the last six months. The team has reviewed the Academic Senate Executive Committee's Tent University Report, the Hayashi Report, and relevant campus policies and procedures. We are recommending a demonstration response program that will support the effective handling of campus demonstrations. This committee report provides a high-level overview of demonstration response program components that represent the needs, philosophical approaches, and specific responsibilities of the various constituencies that the team members represent. The committee recognizes that to move forward, a follow-up implementation team, made up of subject experts, should be appointed to expand and launch the formal demonstration response program.

In addition to preparing a new set of protocols during the last six months, the Demonstration Planning Team has also acted as an adhoc demonstration response team for various events, including the October 18, 2006 visit by the UC Regents. This practical experience, coupled with our analytic work, has informed our findings and recommendations. Acting as the demonstration response team has also provided the group the opportunity to build and learn about our respective units, as recommended in the Hayashi report.

Recommendations:

The following recommendations submitted by the Demonstration Planning Team to the Office of the Chancellor fall into two categories. First, the committee identified many existing policies, procedures and protocols that must be considered when planning, implementing and responding to an event. The committee recommends that these policies be more readily accessible. Second, the committee recommends several new structures that could be implemented to facilitate expression of campus activism.

Access to existing Policies, Procedures and Protocols

1. Advertise widely the existing policies and procedures regarding "Time, Place and Manner," which currently exist only in the Student Policies and Regulations Handbook by including it or a reference to it in relevant policies pertaining to staff, faculty, guests, and the general public.
2. Consider issuing the Principles of Community as a formal campus policy, including adding the Principles of Community to the Student Policies and Regulations Handbook. Include the Principles of Community during the orientation of new students, staff and faculty. Collaborate with Staff Human Resources, Academic Human Resources, Student Judicial Affairs and College Core course instructors to assure that the Principles of Community are reaffirmed and adhered to. At minimum, annual distribution of the Principles by the Chancellor should take place.
3. Offer the campus community on-going opportunities to engage in dialogue regarding activism; empower students to develop and facilitate successful events.

4. Continue communication from the Chancellor to the campus community condemning acts of vandalism, hate speech, and harassment, particularly immediately after incidents of such nature.

New Structures to Facilitate Campus Activism

5. Remand to the Executive Vice Chancellor/Campus Provost (EVC/CP) the authority to implement the demonstration response program with the following administrative components:
 - a. Coordinator
 - b. Reporting structure
 - c. Budget
 - d. Website (an on-line tool kit to provide resources to those planning demonstrations, rallies, teach-ins, strikes or other events)
6. Remand to the Executive Vice Chancellor/Campus Provost (EVC/CP) the authority to implement the demonstration response program with the following human resource components:
 - a. An implementation work group that is charged with finalizing and implementing the demonstration response program based on the recommendations of this report.
 - b. A demonstration response team to fulfill the needs of on site event management and response during demonstrations, rallies, strikes, etc.
 - c. A demonstration observer program whose members receive training as to the role of the demonstration observer.
 - d. A demonstration advocacy group, for the purpose of providing resources to campus community members, related to policy, planning and implementation of demonstrations. For example, this advocacy group could be comprised of organizations that already work with students, such as the Resource Centers and SOAR.

Retreat:

The charge letter asked that the planning group hold a retreat, but events of immediate importance to the campus made it difficult to schedule an off site retreat. In place of a retreat, the group incorporated retreat elements into the format of the weekly meetings.

Committee Report:

The committee report includes the following components:

- Background information on current campus climate
- Review of Tent University Report
- Review of Pat Hayashi Report
- Focus on recommendations in the Tent University and Pat Hayashi Reports, and how the team has followed up on those recommendations
- Recommended components for a demonstration response program
- Recommended demonstration response procedures
- Appendices with relevant documentation, as referenced throughout the report

2006 - 2007 DEMONSTRATION PLANNING TEAM REPORT

I. BACKGROUND

A. CAMPUS CLIMATE

The University of California has at the core of its mission, education, research and public service. Freedom of speech is essential to the mission of the University. Diversity of opinions and outlooks are to be cherished.

UC Santa Cruz has traditionally prided itself on the way in which it blends scholarship and activism. Social justice is a theme of great importance on the UCSC campus. Students, staff, faculty, and alumni agree that UCSC has an honorable tradition of fostering positive social change.

Over the past two years, however, expression of different points of view has sometimes occurred in ways that are problematic for our community. As Table 1 shows, there have been instances in which safety has been threatened, people have been injured and property has been damaged. We have seen elevated levels of distress during actions.

TABLE 1

April 2005 Career Fair	One injury
April 2005 AFSCME Strike	Campus closed down Vandalism One arrest
April 2005 Tent University	Nineteen arrests Vandalism and property damage
April 2006 Career Fair	Staff and tables knocked down Battering ram used against door and windows
May 2006 Engaging Education Meeting	Chancellor and others held against their wills, trapped in a car
October 2006 Regents' Visit	Regents, Chancellor and others trapped inside building Injuries Three arrests

The Academic Senate conducted an inquiry into the events of April 2005, and the Senate Executive Committee (SEC) issued a report known as the Tent University Report. A second report was commissioned by Chancellor Denton and prepared by Pat Hayashi. As recommended in the reports, the administration appointed a team to address issues.

B. CHARGE

On August 17, 2006, Acting Chancellor Blumenthal charged the following campus leaders to serve on a Demonstration Planning Team for 2006-07, with a goal of determining how to effectively respond to campus demonstrations, as well as creating procedures for minimizing the impact of these types of events to the campus community. The charge was to review the Academic Senate's Tent University Report, the Pat Hayashi Report, and relevant campus policies and procedures, recommending a program with clear procedures, roles and responsibilities that address the effective handling of campus demonstrations. Team members included:

MICKEY ALUFFI, Chief, University Police
JIM BURNS, Director, Public Information Office
NANCY CARROLL, Captain, University Police
FAYE CROSBY, Chair, Academic Senate
MARY-BETH HARHEN, Executive Director, Academic Senate
SUZANNE PURCELL, Manager, Labor Relations
ALMA SIFUENTES, Assistant Vice Chancellor, Dean of Students (Chair)
ASHISH SAHNI, Assistant Chancellor, Chief of Staff (Vice-Chair)
CHRISTINA VALENTINO, Associate Vice Chancellor, Office of Planning and Analysis

At the recommendation of the membership, the team also invited the following colleagues to participate in the planning and analysis process:

MARTIN CHEMERS, Faculty Member
SUSAN WELTE, College Administrative Office, College 8 and Oakes College
DOUG ZUDEIMA, Director, Student Judicial Affairs
LUCY ROJAS, Special Projects Manager, Student Affairs (Staff to the Committee)

C. ACADEMIC SENATE EXECUTIVE COMMITTEE AND HAYASHI REPORTS

1. Tent University Report

In February 1, 2006, the Academic Senate Executive Committee issued the *Report on the Tent University and Restructuring Emergency Response Procedures Task Force*. The report provides analysis and investigation of the events surrounding the Tent University movement, which came to the UC Santa Cruz campus on April 18 – 22, 2005. "As charged, the Task Force carefully listened to a wide range of members of the UCSC community who came from varied perspectives, and who presented varied, sometimes conflicting, perceptions of the events of TUSC" (Tent University Report).

The Tent University report provides a summary of the Tent University movement, an account of the events that took place during Tent University by participants and observers, the varied perceptions that community members had regarding Tent University, and the conclusions and recommendations of the task force.

The Tent University report focuses on the range of varied perceptions on Tent University Santa Cruz (TUSC). To gather these perceptions, the report writers accepted written submissions from and interviewed undergraduate and graduate students, campus administrators and staff, police officers and college provosts and faculty. The report explains that both students and administration agreed that the Tent University discussion actually began prior to the event itself, during events earlier that month - the Spring Career Fair and the AFSCME labor union strike. Whereas campus administrators shaped their response of Tent University by the context of these other events at which violence occurred, and called in back-up police officers, students expressed that the events were not connected, and that the extra police presence only created a greater potential for violent confrontation.

The report concludes that Tent University is an example of a failure of communication between the administration and the students. "The university administration must learn to communicate constructively with a new generation of student organizers who rely on electronic media, bring together temporary coalitions across disparate issues, and maintain loose organizational structures. At the same time, students needed to acknowledge and respect university concerns about safety, logistics and liability" (Tent University Report). The report goes on to suggest that the administration could have been more creative in working with students to make Tent U happen. The report concludes that police presence caused tension, that police could have better explained arrest options, and the tension probably could have been diffused without resorting to arrests.

The Tent University Report offers a set of recommendations to increase the participation of students and faculty in planning and responding to activities that result from controversial issues. The report recommends augmenting opportunities for students to have a voice in university planning and decision making. In addition, the report suggests that administrators should gain the cooperation of students when they are planning large-scale events. A complete listing of the Tent University report recommendations is listed in **Appendix 1**.

2. Pat Hayashi Report

The Hayashi Report was commissioned by Chancellor Denice Denton in Winter 2006. Pat Hayashi was invited to the UC Santa Cruz to meet with campus leaders and discuss how the campus is organized to respond to student protests and related events. Whereas the Tent University report is a case study focusing on a specific event, the Hayashi report provides a general overview of campus climate and makes a number of procedural recommendations regarding demonstration response.

Hayashi begins his report by explaining his methodology. He met with colleagues within the UC Berkeley community to learn about best practices and current procedures related to managing student protests. He also reviewed scholarly material related to the subject, administrative statements made by Chancellor Denton at her investiture, and media coverage related to UC Santa Cruz events, such as Tent University and the Career Fair protests. While on campus, Hayashi met with more than 25 administrators and faculty members to discuss their perspectives on recent student protests, and to gather information regarding current campus practice related to demonstration response. Pat

Hayashi did not meet with students during his visit to UCSC, as his report focused on administrative campus procedures.

The majority of the Hayashi report is delivered in the form of procedural recommendations for a sound demonstration response program. He begins by assessing the team with whom he met. He writes that “individuals in the central administration are quite strong, but have not yet been able to jell as a team” (Pat Hayashi Report, Page 4). He recommends that UCSC is missing a key position – Dean of Students. Hayashi also recommends having an observer program, a weekly summary of campus activity for the purpose of providing advocacy and logistical support, and a demonstration response team with clear roles and responsibilities. The Hayashi report suggests that having more rather than fewer officers at a protest is a sound practice. He also suggests, by citing a past example at UC Berkeley, that early intervention by administration and/or law enforcement can help to curtail potentially difficult protest situations. In all of his observations and conclusions, Hayashi references the importance of sound planning and firmly established procedures.

II. ELEMENTS OF DEMONSTRATION PLANNING

The events of 2005 and 2006 have received a great deal of attention. But demonstrations are certainly not new to UCSC. The UCSC Police Department (UCPD) has, for many years, followed a standard protocol to help promote the peace at UCSC and to help keep demonstrations productive. The Demonstration Planning Team reviewed the steps that are part of the protocol for responding to a demonstration, combining protocols and procedures from the following units: UCPD, Student Affairs, Labor Relations and the Public Information Office (PIO).

Each demonstration is unique and requires its own response plan. The following list provides the components of demonstration response:

- Gather information on what is likely to occur and initiate outreach efforts to event organizers;
- Assess information gathered to determine the level of severity (minor, moderate or major) and the appropriate level of response;
- Make tactical preparations for the demonstration;
- Respond to the actual demonstration when it occurs;
- Debrief/Critique the demonstration and campus response.

A. STEP 1: GATHER INFORMATION AND OUTREACH

Gathering information from and outreach to a variety of sources will assist the response team in assessing the level of possible protest and demonstration, and in turn in planning for the event. Information can be gathered by:

- Outreach to event planners by Student Affairs administrators and the recommended demonstration advocacy group
- Keeping lines of communication open with planners of the activity.

- Regular communication between Student Affairs, Labor Relations, Academic Senate, PIO, UCPD and other campus units
- Historical research on past events and affiliated groups
- Web research including blogs, alternative media, websites
- Outreach to other agencies such as other universities and local colleagues

B. STEP 2: DETERMINE THE LEVEL OF SEVERITY AND APPROPRIATE RESPONSE

The second step in developing a response plan is to assess the information gathered to determine the level of severity (minor, moderate or major) and determine the appropriate response. For this purpose, the following assessment tool is available. In addition, the following grid will also guide the response team in how to respond at the event as activity evolves.

LEVELS OF POSSIBLE PROTEST OR DEMONSTRATION

Table 2

Assessment	Criteria	Types of Responses	Decision-Maker
MINOR	<ul style="list-style-type: none"> • Cooperative, responsive leaders and/or participants • Flyers circulated, peaceful picketing/demonstration • Handful of picketers • No health & safety issues • No disruption 	<ul style="list-style-type: none"> • Student Affairs (SA) and/or Labor Relations (LR) representatives introduce themselves to protestors; explain role as a resource • SA and/or LR representatives serve as liaisons between protestors and other campus representatives at event (e.g., senior administration, police, event manager, etc.) • Monitor to conclusion of the event 	<ul style="list-style-type: none"> • EVC/CP is the decision maker • Given the nature of the event, EVC/CP may delegate event decision to VC SA and VC Business and Administrative Services (BAS) • Given the nature of the event, VC SA and VC BAS may delegate event management and decision to Dean of Students and Labor Relations Manager

<p>MODERATE</p>	<ul style="list-style-type: none"> • Less than cooperative, but communicative leaders and/or participants • Slowing foot traffic or vehicle traffic • Unsafe behavior, e.g., approaching stopped or moving vehicles, blocking access and egress • Fanning pickets at vehicles • Picketing on the street • Moderate turn out; more than a handful of picketers • Possible escalation of event suspected by behavior of crowd 	<ul style="list-style-type: none"> • SA or LR representative (depending on whether individuals are union representatives, employees or students) issues warning in a respectable manner to adhere to time, place and manner • Give time for crowd to comply • Warn again • Give time for crowd to comply • Monitor to the conclusion of the event 	<ul style="list-style-type: none"> • EVC/CP is the decision maker • Given the nature of the event, EVC/CP may delegate event decision and management to VC SA and VC BAS • Given the nature of the event, VC SA and VC BAS may delegate the management of event to Dean of Students and Labor Relations Manager; parties remain in consultation throughout the event. • SA and/or LR in consultation with event coordinator, event host, and police (to prepare for possible preparation). • Decision is to provide additional time and additional warnings for crowd to comply, and to determine possibility of escalation. • EVC/CP and Assistant Chancellor (AC) contacted by VC BAS or VC SA to initiate discussion for major level response.
<p>MAJOR</p>	<ul style="list-style-type: none"> • Confrontational or uncommunicative leaders and/or participants • Public safety and/or public property is at risk • Blocking the street • Slow down of picketing on crosswalk • Larger turnout, 50+ • Traffic backed up • Disturbance of grounds or property • Complaints from travelers/others • Occupation of a building • Blocking access and egress for more than two hours • Vandalism 	<ul style="list-style-type: none"> • UCPD takes action as follows: • UCPD will deploy at the request of the VC BAS, and/or the AC • UCPD re-directs foot or vehicular traffic • UCPD warns • If no response, UCPD cites and releases, or arrests if necessary. • If circumstances arise, UCPD recommends the use of force to EVC/CP • UCPD will use force as appropriate to remove individuals 	<ul style="list-style-type: none"> • EVC/CP makes final decisions in consultation with AC and VC's as needed.

C. STEP 3: MAKE LOGISTICAL PREPARATIONS FOR THE DEMONSTRATION

Depending on the level of protest anticipated, logistical preparations are made for the demonstration. The following are items for consideration:

- Convene the demonstration response team to evaluate the level of protest anticipated and to prepare team members for a particular event. During the initial planning stages the team:

- Review a series of considerations that are essential to the planning process, including: the location of the event, security (environmental, physical layout), University image, communication required
- Discuss the information gathered during Step 1
- In collaboration with the demonstration advocacy group, provide outreach to planners of the event
- Create the Demonstration/Rally/Teach-In Operations Order. This document will serve as an operations manual for a particular event, and will be circulated to the demonstration response team and all involved parties. The Operations Order will include:
 - Event Description including a timeline of the event itself, as well as operational events such as meetings, public announcements, and briefings
 - Relevant policies
 - Assignments / Roles for the event
 - Person-In-Charge of the event, including lead Student Affairs Official, lead Labor Relations Manager, lead Police Officer.
 - In the Field: who will be assigned to communicate with protestors, fulfill needs of protestors, provide crowd control, etc.
 - Negotiator
 - Decision Maker (i.e. See also “Levels of Possible Protest or Demonstration,” Column on Decision Maker)
 - Liaison to Guests (i.e. for an event such as the Career Fair)
 - Observers
 - Videographer / Photographer
 - Logistics: transportation, supplies, food and water, facilities
 - Briefing times and locations
 - Important phone numbers and a reference to the established primary mode of communication, i.e. cell phone, radio, etc.
 - Organizational chart of personnel who will be at the event with a defined command structure, including phone numbers and back-ups

- Location assignments for the Observer Program members
- Traffic plans, transportation, TAPS, METRO
- Confer with other campus departments that may be affected: PIO, physical plant, community relations, child care, community safety program, dining, etc.
- Confer with potentially impacted campus units depending on the location of the event
- All internal notifications are made to impacted units
- Campus and public announcements to let the community know about the event, any traffic closures or reductions in services via PIO web, 459-INFO and KZSC
- Campus announcements regarding expected conduct and adherence to campus policies
- Review assessment of risk (eg: What health and safety issues may be affected?)
- Convene and brief the observation team

D. STEP 4: RESPOND TO THE ACTUAL DEMONSTRATION WHEN IT OCCURS

- The demonstration response team meets before the event is scheduled to review the operations order and visit the site of the event. All necessary equipment is distributed: clip boards, video, cameras, supplies, identifications, etc.
- Final communication to planners of the event
- When the event begins, the team members assigned to the field (Student Affairs leads, Police, Negotiator) identify themselves to the protestors/organizers and ask to meet with their leads/representatives
- Follow the operations order
- Follow and enforce all established protocols and policies related to:
 - Time, place and manner
 - Principles of Community
 - Student Handbook
 - Penal codes
 - Personnel handbook
 - Union contracts
 - Student Housing Contract
 - Other

- Be mindful of the safety of protestors and those staffing the event
- The demonstration response team communicates throughout the event as specified by the operations Order

E. STEP 5: DEBRIEF/CRITIQUE THE DEMONSTRATION AND CAMPUS RESPONSE

- The demonstration response team meets to debrief the demonstration and to discuss: what worked, what didn't work, how decisions were made, improvements for the next event
- The demonstration response team reviews the Operations Order to assess how closely it was followed, recommend changes for future use
- The demonstration response team completes "Response Assessment" which includes a team assessment and assessment for each person/role
- The demonstration response team receives any relevant information from the observer program administrator
- Communication to: Senior Cabinet, relevant campus units and communities, PIO, Office of the President, the public
- Student Judicial, labor relations and law enforcement processes proceed as required
- Dialogue with event planners to assess the success of the event, whether the event planners met their objectives and possible future changes
- The demonstration response team issues a final report, which gives a description of the event, an assessment of the team's processes, and recommendations for future events, etc.

III. RECOMMENDATIONS BASED ON EXPERIENCES AND ANALYSIS

A. CONTINUING THE WORK OF THE SENATE EXECUTIVE COMMITTEE AND HAYASHI REPORTS

A complete list of the recommendations in the Senate Executive Committee and Hayashi reports have been summarized by the Demonstration Planning Team, and organized into a table of action items (**Appendix 1**). Many of the recommendations of the Demonstration Planning Team report are based on the information and recommendations derived from the Senate Executive Committee and Hayashi reports. In addition, because of activity throughout Fall Quarter 2006, the team was presented with the opportunity to follow up on many of the recommendations set forth in the two reports. Table three summarizes the actions the team took on the basis of the recommendations and the further advice that we now propose.

TABLE 3

Reference	Recommendations of the SEC and the Hayashi reports	Actions taken by the DPT	DPT Recommendations for Future Strategies
Senate Executive Committee #1*	Increase possibilities for students to have a voice in the decision making process for university planning, budgeting, direction and development.	Initiated a Dialogue on Campus Activism forum and modified the format of the event on 1/25/06 in response to feedback from students.	Include student input on the future demonstration response team.. Include student involvement in the observer program.
Senate Executive Committee #2	Gain cooperation of students to acknowledge and address issues of safety, hygiene and university liability when planning large-scale events.	Held the Campus Activism Dialogue event. Created and distributed the pamphlet, <i>Use of University Properties and Free Speech (Appendix 2)</i> , a guide for students who plan events.	Continue dialogue with students on topics related to campus activism at the unit and college level within Student Affairs. Implement a demonstration advocacy group, and on-line resource tool kit for students planning events. Advertise to students the various resources, especially in the Office of the Dean of Students and SOAR.
Senate Executive Committee # 5	Increase communication between faculty and administration on student issues. Designate one or more faculty liaisons to work with the Demonstration Response Team and Student Affairs on issues concerning campus social and political climate.	Invited the Academic Senate Chair to join the DPT. Worked with the Senate to reach out to other faculty and include them. Included the Executive Director of the Senate in the DPT	Include faculty in the future demonstration response team. Work with faculty to create the observer program. Include faculty representation in the observer program.
Senate Executive Committee #7	All students, faculty and staff should review and reaffirm UCSC's Principles of Community	Included the Principles of Community in the pamphlet, <i>Use of University Properties and Free Speech</i> .	Ensure a widespread campaign regarding the Principles of Community. Include the Principles in the Student Handbook, new staff and faculty orientations. Request that the Chancellor issue an official memorandum to campus supervisors, inviting them to apply the Principles in performance management for staff, with similar practices for faculty and students. Consider issuing Principles as a formalized campus policy.
Senate Executive Committee #8	Campus community should publicly condemn acts of violence, vandalism, hate speech and harassment of individuals when they occur.	Committee believes that the October 20, 2006 email from Acting Chancellor Blumenthal to the campus community, following the visit from the UC Regents was a model for this recommendation. (Appendix 3) .	Continue communication from the Chancellor to the campus community condemning acts of vandalism, hate speech, and harassment, particularly after such incidents.

Reference	Recommendations of the SEC and the Hayashi reports	Actions taken by the DPT	DPT Recommendations for Future Strategies
Senate Executive Committee #10	Become well-versed in the principles of non-violent civil disobedience and inform the student body when the line is crossed between non-violent civil disobedience.	Confirmed that the UCPD is well versed and trained in this area, and receives regular and on-going training related to non-violent civil disobedience.	Continue UCPD training. Educate the recommended demonstration response team, faculty, and students about police procedures, and about student conduct policies.
Senate Executive Committee #12	In the event of arresting nonviolent demonstrators, police should define resisting arrest, explain arrest options, use non-invasive arrest techniques, and avoid pain compliance.	Police will explain options in advance, assuming cooperation of demonstration participants (i.e. some demonstration participants are not "non violent").	The explanation of arrest options and use of non-invasive techniques are defined by policy and statute. Depending on the circumstances, the explanation prior to use may not be appropriate at the time of arrest. The Police will use the force necessary to overcome resistance and maintain public safety.
Hayashi #1	Assistant Chancellor should play a pivotal role with respect to student protests, having a single person responsible for overseeing and coordinating activities	The Assistant Chancellor consults with VC's of Student Affairs and BAS to inform Chancellor and other Senior Cabinet members, to keep them apprised of student protests.	Chancellor remands authority to the Executive Vice Chancellor to coordinate demonstration responses.
Hayashi #6	Train faculty and staff as observers who can assess what take place during demonstrations.	Researched observer programs at other campuses (UCB).	Implement a formal observer program as a component of the demonstration response program.
Hayashi #7	Engage in formal scenario planning exercise in anticipation of student unrest to practice working as a group.	The demonstration planning team had the opportunity to evaluate procedures during real events of the last six months.	Implement of an annual scenario planning exercise, as recommended in the training section for the demonstration response team. Training can include review of protocols, and training for various levels of protest. This would be a field exercise.

* Please note: The numbering of the items in Table 2 correspond to their numbering in Appendix 1.

B. RECOMMENDED COMPONENTS FOR DEMONSTRATION RESPONSE PROGRAM

Based on the findings of the Demonstration Planning Team, it is recommended that the entity that will be implementing the demonstration response program consider including the following program components:

- Reporting structure
- Reporting line to the Executive Vice Chancellor/Campus Provost

- Operating budget
- A “home base” with regard to a location on campus where program resources and supplies “live”
- Designated coordinator
- A name that evokes a proactive image, reflecting a proactive function
- Website to enhance transparency and communication
- Formal representation of faculty, staff and students, coordinated through the Academic Senate, the Staff Advisory Board, the Student Union Assembly, and the Graduate Student Association
- A demonstration response team that meets regularly to proactively plan for and respond to campus activity
- Observer program and advocacy groups, which both communicate with the program coordinator
- Training program for demonstration response team
- Wide advertisement of the existing policies and procedures regarding “Time, Place and Manner,” which currently exist only in the Student Policies and Regulations Handbook by including it or a reference to it in all policy manuals pertaining to staff, faculty, guests, and the general public.

C. RESPONSE PROTOCOL FOR DEMONSTRATIONS, RALLIES AND TEACH-INS

1. DEVELOP A GENERAL PROTOCOL

A review of the Academic Senate and Hayashi Reports, as well as the research and data collection of the Demonstration Planning Team, reveals that the first step in demonstration response is preparation. A viable demonstration response plan will be enhanced by the following actions:

- Chancellor remands authority to the Executive Vice Chancellor/Campus Provost to coordinate demonstration responses, in consultation with the Assistant Chancellor and Senior Management.
- Executive Vice Chancellor/Campus Provost designs and appoints the campus committees that will function as 1) demonstration program implementation work group and 2) demonstration response team.

- The Chancellor's office re-issues the Campus Principles of Community to all students, faculty and staff. The Chancellor might consider issuing the Principles of Community as a formal policy. At this time, the Principles of Community are treated as policy for staff, but not for faculty and students. It may be helpful to have congruence for all campus members.
- Develop a Training program for the demonstration response team, which includes the following topics:
 - Negotiation and non-violent communication
 - Protest management from police, Student Affairs and Labor relations perspectives
 - Observer program
 - Policy enforcement and student/participant responsibilities
 - Managing risk
 - Annual formal scenario planning exercise, where team members practice an actual demonstration response sequence
 - Review of relevant policies
 - Review of recent activism trends
- Implement a demonstration advocacy group, for the purpose of providing resources to campus community members related to policy, planning and implementation of demonstrations. A second component of such an advocacy group could include on-line resources and a tool kit for protestors who are planning demonstrations.
- Implement an observer program administered by a neutral unit, like the Ombuds office. Observers should be trained to observe and take notes on behavior of those attending the event, participants, and staff managing the event. Observers should be comprised of faculty, staff and students not associated with the planning, sponsoring or staffing of the event. Observer administrator is contacted when it is learned that a demonstration event will occur and asked to prepare a team.

2. EDUCATE THE COMMUNITY ABOUT GENERAL CAMPUS POLICIES AND ABOUT POLICE PROCEDURES

The committee recommends that a comprehensive "Response Protocol for Student Demonstrations, Rallies, and Teach-Ins" be developed to expand, finalize and make operational the procedures listed above.

A final protocol and operations manual should include the following items:

- Information on Designated Public Expression Locations
- Notification Process for Each Protest Level
- Proactive Responses
- Response Team Composition
- Roles and Responsibilities of Response Team Members
- Post Event Assessment Tools

The response protocol and operations manual should also include the following references:

- UCSC Principles of Community
- UCSC Guidelines for Speakers and Public Events
- Student Policies and Regulations Handbook
- Relevant sections of Personnel Policies
- Relevant sections of Bargaining Contracts
- Relevant policies from Academic Human Resources Policy
- Student Demonstrations – Quick Reference Chart
- Levels of Protest Matrix
- Building/Site Plans for Possible Take-Over
- Resources and Contact Information
- Hand-Out – Responding to Offensive Speech
- UCPD Notice of Unlawful Assembly
- UCPD Dispersal Order
- California Penal Code (Related Sections)

IV. CLOSING

UC Santa Cruz has a proud tradition of blending scholarship and activism. We hope that the steps that we have taken and the steps that we will soon take can help to preserve and enhance our dedication to public service.

In conclusion, this committee looks forward to contributing to the implementation and execution of the recommendations set forth in this report. The committee recommends retaining some members of the Demonstration Planning Team in future teams, to promote continuity and consistency in the follow up implementation of the demonstration response program.

APPENDIX

1. ACADEMIC SENATE AND HAYASHI REPORT ACTION ITEM TABLE
2. USE OF UNIVERSITY PROPERTIES AND FREE SPEECH (PAMPHLET)
3. ACTING CHANCELLOR BLUMENTHAL'S OCTOBER 20, 2006 EMAIL TO CAMPUS COMMUNITY

Hayashi Report Action Items

Report	Recommendation	Assigned To	Comments and Status
Hayashi - 1	Assistant Chancellor should play a pivotal role with respect to student protests, having a single person responsible for overseeing and coordinating activities.	Ashish Sahni	Assistant Chancellor plays a pivotal role with respect to student protests as the Chancellor's representative. Each protest will have a single person responsible for decision-making, and a single person responsible for negotiating.
Hayashi - 2	Build team unity and trust	Alma Sifuentes	In progress. Team training scheduled for February.
Hayashi - 3	Create a Dean of Students position with day-to-day responsibility for working with student orgs	Alma Sifuentes	Complete
Hayashi - 4	Create an oversight team and response team to provide "advocacy support" and play key roles during student protests.	Alma Sifuentes	Staff of Student Affairs, SOAR, and College Staff have this responsibility.
Hayashi - 5	Consolidate UCSC Police Dept. policies and protocols into a single document. Give to Academic Senate Committee on Academic Freedom	Mickey Aluffi Nancy Carroll	Policies and protocols are in place. Will create a web site on how to conduct a campus protest with links to applicable policies.
Hayashi - 6	Train faculty and staff as observers who can assess what takes place during demonstrations.	Doug Zuidema	Looking at UCB's program and UT Austin's protest management program. Complete Fall 2007
Hayashi - 7	Engage in formal scenario planning exercise in anticipation of student unrest to practice working as a group.	Suzanne Purcell	Rework Regents' protest. Prepare for hunger strike.
Hayashi - 8	Provide weekly environmental scans to Chancellor, EVC, VC	Alma Sifuentes	Complete
Hayashi - 9	Define activities of college and resource center staff as "advocacy support" rather than "protest management."	Alma Sifuentes	Complete. See recommendation #4.
Hayashi - 10	Define the role of the Chancellor during student protests	Ashish Sahni	See #1 above and Protest/Decision Making Chart
Hayashi - 11	Establish a record of reasonableness and restraint	Team	In progress.

Senate Executive Committee Action Items

Report	Recommendation	Assigned To	Comments and Status
Senate Exec Committee - 1	Increase possibilities for students to have a voice in the decision-making process for university planning, budgeting, direction and development.	Team	Under discussion.
Senate Exec Committee - 2	Gain cooperation of students to acknowledge and address issues of safety, hygiene, and university liability when planning large-scale events.	Alma Sifuentes	January 25 th Dialogue on Campus Activism
Senate Exec Committee - 3	Identify and understand emerging forms of dissent and accept more flexible forms of free-speech, including leaderless consensus-based events such as Tent-U.	Team	January 25 th Dialogue on Campus Activism
Senate Exec Committee - 4	Chancellor and Senate Chair should both hold weekly drop-in office hours for students to comment on issues of their concern	Ashish Sahni Faye Crosby	Complete
Senate Exec Committee - 5	Increase communication between faculty and administration on student issues. Designate one or more faculty liaisons to work with the Demonstration Response Team and Student Affairs on issues concerning campus social and political climate.	Faye Crosby	January 25 th Dialogue on Campus Activism Chair of Academic Senate is a member of the DRT and has extended invitations to several faculty members to participate. The SEC has been consulted on the work of the DRT and has provided feedback and recommendations.
Senate Exec Committee - 6	Administration and Senate to include students in quarterly forums addressing issues of campus development, budget, labor and other controversial university issues which overlap student concerns.	Ashish Sahni Faye Crosby	The Student Union Association has request a summit on a number of issues. The Chair of the Academic Senate and the Assistant Chancellor will participate.
Senate Exec Committee - 7	All students, faculty and staff should review and reaffirm UCSC's Principles of Community	Ashish Sahni	Campus communication to be issued.
Senate Exec Committee - 8	Campus community should publicly condemn acts of violence, vandalism, hate speech, and harassment of individuals	Ashish Sahni Faye Crosby	Chancellor can condemn in campus-wide communication. Responses placed on web.

Senate Exec Committee - 9	Administration and faculty should establish policies and guidelines for responding to student protests.	Alma Sifuentes Ashish Sahni	Complete
Senate Exec Committee - 10	Become well-versed in the principles of non-violent civil disobedience and inform the student body when the line is crossed between non-violent and violent civil disobedience	Mickey Aluffi Nancy Carroll	Currently part of police protocol and practices.
Senate Exec Committee - 11	Create a (second?) Demonstration Response Team to include student representatives both in and outside of student government, and staff and faculty who are willing to earn student trust, who will work together with students before an event, and who will take the lead in dealing with student demonstrations protests, and gatherings.	Alma Sifuentes	See Hayashi's report on "advocacy group". More discussion is required to determine course of development.
Senate Exec Committee - 12	In the event of arresting nonviolent demonstrators, police should define resisting arrest, explain arrest options, use non-invasive arrest techniques, and avoid pain compliance.	Mickey Aluffi Nancy Carroll	Currently part of police protocol and practices. Cannot agree to use non-invasive arrest techniques, nor to avoid pain compliance.

Principles of Community

The University of California, Santa Cruz is committed to promoting and protecting an environment that values and supports every person in an atmosphere of civility, honesty, cooperation, professionalism and fairness.

UCSC expects that every campus member will practice these Principles of Community.

We strive to be:

Diverse: We embrace diversity in all its forms and we strive for an inclusive community that fosters an open, enlightened and productive environment.

Open: We believe free exchange of ideas requires mutual respect and consideration for our differences.

Purposeful: We are a participatory community united by shared commitments to: service to society; preservation and advancement of knowledge; and innovative teaching and learning.

Caring: We promote mutual respect, trust and support to foster bonds that strengthen the community.

Just: We are committed to due process, respect for individual dignity and equitable access to resources, recognition and rewards.

Disciplined: We seek to advance common goals through reasonable and realistic practices, procedures and expectations.

Celebrative: We celebrate the heritage, achievements and diversity of the community and the uniqueness and contributions of our members.

We accept the responsibility to pursue these principles in an atmosphere of personal and intellectual freedom, security, respect, civility and mutual support.

"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."

- Acting Chancellor George R. Blumenthal



Resources and Contacts

Dean of Students Office	459-4446
SOAR	459-2934
UCSC Police Department	459-2231
Judicial Affairs Office	459-4446
Don Williams	459-1861 or 459-3409
Quarry Plaza reservations & use of amplified sound	
For Information on Public Speech Areas in Your College Communities, please contact:	
College Eight 459-2361	College Nine 459-5034
College Ten 459-5034	Cowell 459-2253
Crown 459-2665	Kresge 459-2071
Merrill 459-2144	Oakes 459-2558
Porter 459-2273	Stevenson 459-4930



Use of University Properties and Free Speech



Office of Campus Life/
Dean of Students
University of California,
Santa Cruz

Phone: 831-459-4446
Web site:
www.studentaffairs.ucsc.edu



Express Yourself

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 viewpoints is at the core of this commitment. As campus citizens, it is imperative that we live up to the responsibilities that accompany these rights.

This publication was developed to assist individual students and student groups achieve their program goals. For more detailed information, please refer to The Student Policies and Regulations Handbook at: <http://www2.ucsc.edu/judicial/handbook05-06/index.html>

Staff from the Division of Student Affairs, Campus Life and SOAR are always available to assist you or your organization in any way possible.

University Policies and State Law

102.33 In addition to the above, all federal, state, and local laws apply on or in university properties and at official university functions. Violators shall be subject to campus discipline procedures as well as any civil or criminal action that may be taken. For information regarding the laws, contact the University of California Police Department at 459-2231.

California Penal Code Violations

PC 602(p) Refusal to Leave Public Bldg.
PC 69 Resisting by threat or violence
PC 148 Resisting a Police Officer
PC 148.9 False ID to Police Officer
PC 243 Battery on a Police officer, Firefighter, EMT, Traffic Control Officer, Animal Control Officer
PC 403 Disturbing Public Assembly or Meeting
PC 404.6 Incitement to Riot
PC 409 Remaining After Order to Disperse
PC 594 Vandalism
PC 602.1(b) Obstructing or Intimidating business owner, public agencies or Customers
PC 647(j) Disorderly Conduct

Be Community Oriented

No person on University property or at official University functions may:

102.28 Blocking or impeding ingress to or egress from the campus, buildings or official university functions, including activity on non-university property;

102.08 Conduct, which constitutes:
a. physical abuse or physical assault;
b. threats of violence;
c. a threat to the health or safety of any person;

102.16 Failure to identify oneself to, or comply with directions of, a university official or other public official acting in the performance of their duties while on university property or at official university functions, or resisting or obstructing such university or other public officials in the performance of or the attempt to perform their duties;

02.13 Obstruction or disruption of teaching, research, administration, disciplinary procedures, or other university activities;

102.14 Disorderly or lewd conduct;

102.15 Participation in a disturbance of the peace or unlawful assembly;

102.04 Theft of, conversion of, or damage to or destruction of, any property of the university or any property of others while on university premises, or possession of any property when the student had knowledge or reasonably should have had knowledge that it was stolen.

For more information, please consult the Student Policies and Regulations Handbook at:

<http://www2.ucsc.edu/judicial/handbook05-06/index.html>

Be Effective

30.00 Policy On Speech And Advocacy

30.20 It is the responsibility of the Chancellor to assure an ongoing opportunity for the expression of a variety of viewpoints.

30.30 The time, place, and manner of exercising the constitutionally protected rights of free expression, speech, assembly, and worship are subject to campus regulations that shall provide for non-interference with University functions and reasonable protection to persons against practices that would make them involuntary audiences or place them in reasonable fear, as determined by the University, for their personal safety.

40.40 On university grounds open to the public generally, as may be described in campus regulations, all persons may exercise the constitutionally protected rights of free expression, speech, assembly, worship (including the distribution or sale of noncommercial literature incidental to the exercise of these freedoms). Such activities shall not interfere with the orderly operation of the campus and must be conducted in accordance with campus time, place, and manner regulations.

40.41 For the purpose of these regulations, “grounds open to the public generally” are defined as the outdoor areas of the campus (e.g., lawns, patios, plazas) that are at least 10 feet from the entrances/exits of campus buildings and parking lots, and that are also a safe distance from the curbing of campus roads. Outdoor recreational areas (e.g., playing fields, courts, swimming pools) and grounds adjacent to designated “private residences” (e.g., Faculty/Staff Housing, residences of the chancellor and college provosts) are excluded from this definition. All activity in open areas must be conducted in such a way that vehicular and pedestrian traffic is not impeded and normal instructional, research, and administrative activities are not disrupted....

40.41.1 Amplified sound equipment may not be used without prior approval by the college administrative officers for college areas, Quarry Plaza special events coordinator for the Quarry Plaza and adjacent areas, and the associate vice chancellor Student Affairs for all other areas.

Unit Managers: Please post a paper copy of this message for those campus members who do not have regular access to e-mail. Thank you.

October 20, 2006

To: UC Santa Cruz Community

From: George R. Blumenthal and David S. Kliger

Yesterday marked the end of a successful visit by UC Regents and other guests to the UC Santa Cruz campus. This was a major event that will provide long-term benefit to UCSC. We were proud to present representative campus distinctions, showcasing students and faculty whose scholarly and interdisciplinary work is both innovative and beneficial to society.

Despite the overall positive aspects of the visit, we were deeply troubled by the lack of civility and outbursts of violence that occurred during the demonstration on Wednesday at the Humanities Lecture Hall, where Regents and others were assembled.

We are neither surprised nor concerned about peaceful demonstrations whenever Regents visit any UC campus. In fact, such demonstrations are time-honored ways for students and others to express their views. What was both unexpected and completely unacceptable was pushing, kicking, biting, spitting, heaping verbal abuse, and throwing bottles and decayed fruit at staff and visitors, as occurred on Wednesday. Staff members, including our police officers, were verbally abused and physically injured. Guests from the community were pushed and spat upon. Regents, campus visitors, and others were trapped in the hall for nearly two hours before they could leave the building without the use of force. Such actions crossed a line of behavior that put people's safety at risk. While many of the participants tried to remain peaceful, a significant part of the crowd became unruly and engaged in behavior that included violent and dangerous acts. These behaviors are unacceptable in any civil community.

Regrettably, this unacceptable behavior by a few

individuals resulted in cancellation of a part of the program. As a result, our visitors missed several planned presentations of the exceptional work of our students and faculty. This outcome essentially silenced the voices of those faculty, graduate and undergraduate students.

Fortunately, the Regents ended their visit with a very favorable view of UCSC, based on the excellent interactions with faculty, staff, and students during the rest of their visit, including thoughtful comments by graduate and undergraduate students at Thursday's public comment period. Even so, an opportunity was lost to impress them even more. We believe that UC police behaved appropriately and professionally in the face of threats to the safety of campus visitors. In the end, three individuals were arrested by police, and one of them could face three felony charges of battery against a police officer. In addition to the consequences that may result from legal action by the District Attorney's Office for those three individuals, any students among the demonstrators found to have violated campus policy are subject to sanctions through the campus Student Judicial process.

Many actions during the demonstration violated the Principles of Community that this campus values. We urge each of you to review and renew your commitment to the UCSC Principles of Community.
(http://www.ucsc.edu/about/principles_community.asp)

Students, faculty, staff (including UCSC police), and visitors are *all* members of our community and are entitled to civil and respectful treatment. 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.