UC Response to Protests and Recommendations of the Robinson/Edley Report

Lynn Tierney
January 30, 2013

Current Situation

CDI Process Overview

- Policies, Procedures and Conflicts
  - Review for the consistency of Civil Disobedience policies
  - Review most use of access to Civil Disobedience policies by stakeholders

- Organization and Structure
  - Review management crisis response structure and communication practices

- Communications and Training
  - Review on-going training for any gaps
  - Review existing mechanisms for relationship building

Future Outcome

- Coordinated Effort
  - Best Practices identified
  - Consistent application of Civil Disobedience Best Practices

- Enhanced ability for effective Crisis Management

- Align training resources with need
  - Develop systems wide consistency in training
  - Strengthen relationship building opportunities
Campuses are working on the recommendations!

- Appointed a single point of contact
- Reported progress using Recommendation Matrix
- Providing information and documentation that is being reviewed by Working Group and, if appropriate, the Warren Institute

CDI Recommendation Process with Dashboard Symbols

- Work completed and accessed
- More information needed
- Review additional actions for compliance with R/E Report
- Implementation Manager, Working Group, Warren Inst
- More information needed
- Review proposed solution for compliance with R/E Report
- Implementation Manager, Working Group, Advisory Team, Warren Inst
- Work underway
- Campus Completes Needed Action and Updates Matrix
- Central Group Completes and Updates Matrix
- Address Problematic Issue(s)

Recommendations Inventory

Example

<table>
<thead>
<tr>
<th>No.</th>
<th>Category</th>
<th>Subcat</th>
<th>Implementing Org</th>
<th>Responsible Individual</th>
<th>Initiated</th>
<th>Date Initiated</th>
<th>Status</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Testing</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Training</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Research</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Chief Disability Initiative Dashboard
Example Dashboard Information

Recommendations ready for Steering Committee Approval

Civil Disobedience Initiative Dashboard

<table>
<thead>
<tr>
<th>No.</th>
<th>Description</th>
<th>Category</th>
<th>Ready for Approval</th>
<th>UCB</th>
<th>RAND</th>
<th>UCSC</th>
<th>SDSU</th>
<th>Cal</th>
<th>Cal Tech</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Initiative scope and mission</td>
<td>Strategy</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>2</td>
<td>Task Force Composition</td>
<td>Strategy</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>3</td>
<td>Task Force</td>
<td>Task Force</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>4</td>
<td>Task Force</td>
<td>Task Force</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>5</td>
<td>Task Force</td>
<td>Task Force</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>6</td>
<td>Task Force</td>
<td>Task Force</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>7</td>
<td>Task Force</td>
<td>Task Force</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>8</td>
<td>Task Force</td>
<td>Task Force</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
</tbody>
</table>

UC Civil Disobedience Initiative Phase 1 Timeline
Leadership During Crisis Training

Focus on creating a unique and important educational sessions tailored to the Chancellors of UC and the top members of their Management Response Teams.

UC Chancellors
- Adm. Allen - Commandant of the Coast Guard - Thought leader in Crisis Management
- Series of Educational Executive Briefings

Management Response Teams
- Team Training
- Table top exercises

Training and education opportunities must ensure that Teams can react and perform in crisis situations

Leadership Training Topics

Topics of the upcoming Emergency and Crisis Leadership sessions are:

<table>
<thead>
<tr>
<th>Topic</th>
<th>Discussion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Crisis Definition</td>
<td>Threat to the safety and operations to the institution - i.e., physical, natural disaster, reputational</td>
</tr>
</tbody>
</table>
| Phases of Crisis       | 1. Mitigation  
                        | 2. Preparedness  
                        | 3. Response  
                        | 4. Recovery |
| Response Strategies    | Situational Assessment, Monitoring, Intervention, Stabilization |
| Incident Command System| Structured delegation of responsibilities among UC officials and emergency responders |
| Crisis Communications  | Methods for communicating with staff, faculty, students, families and media |
Effective Crisis Leadership

"The skills of organization and the ability to manage and lead are only baseline competencies when a crisis arises. The outcome of a crisis or the success of a response to the crisis is directly related to effective crisis leadership."

Deepwater Horizon ISPR Final Report

"It is the very nature of crisis that reality does not match up with plans and expectations. Crisis forces action and reaction in ways that are not anticipated. What’s essential is the capacity to read and understand a situation and improvise the approach as the reality unfolds."

"Leadership in mega-crisis requires a systemic response that extends beyond the leadership capabilities of any individual or single organization. The leadership response required pulls in different—and sometimes opposing—directions: planning and improvisation . . . top-down and bottom-up leadership . . . individual leadership and collective capabilities . . . critical short-term crisis response and sustained long-term capabilities."

Executive Leadership Training

11/12 Met with Naval Post Graduate School (NPS) Monterey to ascertain capabilities to provide training in Crisis Leadership

1/14 Scoping session with senior leadership of UCOP and Chancellors from Davis and Santa Cruz and officials from Naval post graduate School and California Emergency Management Agency, training division

1/22 Conference call NPS, Cal EMA, UCOP on scope and Curriculum design

1/24 Conference call NPS, Cal EMA UCOP, resource allocation, Identification of program development questions, capability scan, next steps