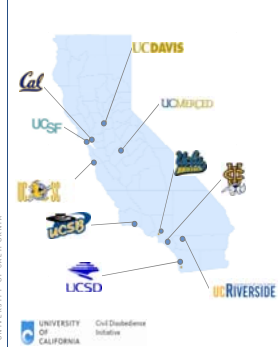
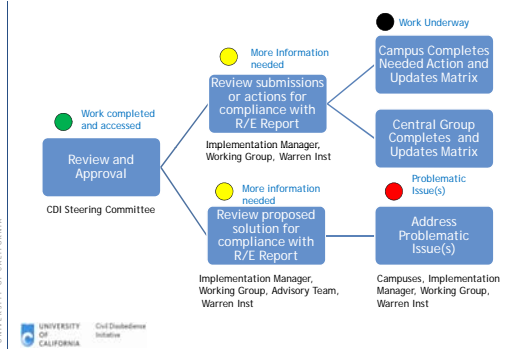


Campuses are working on the recommendations!



- 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



Recommendations Inventory

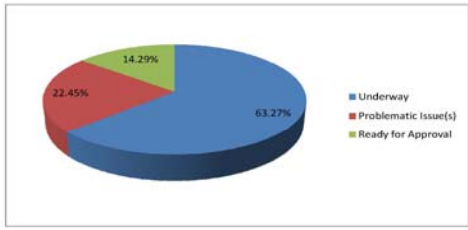
KEY
 Green Work completed and accessed
 Yellow More information or clarification needed
 Black Work underway
 Red Problematic issue(s)
 N/A No Action Needed

Civil Disobedience Initiative Dashboard

Example

Item #	Description	Lead	Category	Status	UCD	UCR	UCSD	UCSB	UCSC	UCDavis	UCIrvine	UCMerced	UCRiverside	UCSan Diego	UCSanta Barbara	UCSanta Cruz	UCStanford	UCSystem
1	Develop and implement a policy on student protests	Central	Policy	Open	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
2	Develop and implement a policy on student protests with consideration for digital means	Campus	Organization	Open	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
3	Develop and implement a policy on student protests with consideration for digital means	All Central	Organization	Open	Y	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
4	Develop and implement a policy on student protests with consideration for digital means	Central	Policy	Open	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
5	Set the standards for the use of force and the use of force	Campus	Organization	Open	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
6	Develop and implement a policy on student protests with consideration for digital means	Campus	Organization	Open	N/A	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
7	Develop and implement a policy on student protests with consideration for digital means	Campus	Organization	Open	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
8	Develop and implement a policy on student protests with consideration for digital means	Central	Organization	Open	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
9	Develop and implement a policy on student protests with consideration for digital means	Central	Policy	Open	N/A	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y

Status of Recommendations



As of: 22-Jan-2013

Example Dashboard Information

Recommendations ready for Steering Committee Approval

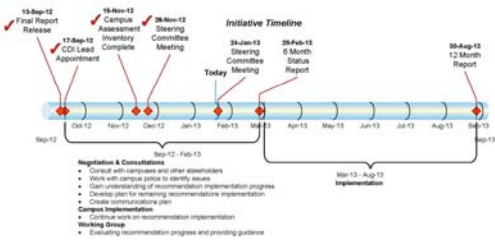
Civil Disobedience Initiative Dashboard

As of 22-Jan-13

CDI Recommendation Tracking RPT

Rec	Description	Lead	Category	Status	Central	UCB	UCD	UCI	UCLA	UCM	UCR	UCSB	UCSC	UCSD	UCSF
14	Review report, coordinate with police dept. reply to audit	Campus	Organization	Ready For Approval	●	●	●	●	●	●	●	●	●	●	●
15	Campus police to walk all frat from dorms (with respect to legal issue)	Campus	Policy	Ready For Approval	N/A	●	●	●	●	●	●	●	●	●	●
17	Police shift to personally interview and approve new hires	Campus	Policy	Ready For Approval	N/A	●	●	●	●	●	●	●	●	●	●
18	Review police compensation for compliance	Central	Organization	Ready For Approval	●	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
19	Police should purchase tactical officer uniforms	Campus	Organization	Ready For Approval	N/A	●	●	●	●	●	●	●	●	●	●
20	Reassess the appropriate activities prohibition further UC studies	All Central	Policy	Ready For Approval	●	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
26	Systemwide implementation manager	All Central	Organization	Ready For Approval	●	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

UC Civil Disobedience Initiative Phase I Timeline



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LEADERSHIP DURING CRISIS

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9

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

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10

Leadership Training Topics

Topics of the upcoming Emergency and Crisis Leadership sessions are:

Topic	Discussion
Crisis Definition	Threat to the safety and operations to the institution - i.e., physical, natural disaster, reputational
Phases of Crisis Management	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

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11

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-crises 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."**

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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

