Proposal for new UC Santa Cruz Support Structures for Free Speech and Lawful Protest

Introduction

UC Santa Cruz has a strong history of activism and student engagement on a wide range of issues. The campus seeks to better support students and their educational development as they participate in First Amendment activities while simultaneously supporting the essential functions of the campus.

The proposed structure outlined below has four main goals:

1. Broaden the opportunities for members of our campus community to support and engage with students seeking to make change including creating specific opportunities for student and faculty engagement.
2. Create consistent opportunities for students to be heard both outside of protest events and during protest events.
3. Reorient the campus protest response from a largely emergency management framework to a student development framework.
4. Improve transparency around roles and responsibilities for protest response.

Current Structure

Currently, two primary groups support the campus response to protest or disruption related to protest: the Emergency Management Policy Group (EMPG) and the Demonstration Operations Team (DOT). The EMPG convenes whenever there is a campus emergency and operates in an emergency management framework.

The DOT, formed based on recommendations from the UCSC Academic Senate, external review, and the Robinson-Edley Report, was charged with all aspects of protest response including all efforts to engage with students in advance of and throughout protests. Recognition of the events of 2020 and the national climate requires a more holistic response that reflects cross-campus expertise.

Overview of Proposed Changes

1. Institute an expanded oversight group, called the First Amendment and Protest Oversight Group (FAPOG), with clear responsibilities for each member office
   a. A new oversight group, the First Amendment and Protest Oversight Group (FAPOG) will be established to distinguish this body of work from EMPG and emphasize the support for First Amendment rights that the group is designed to facilitate.
   b. The group that currently oversees all campus emergencies, the Emergency Management Policy Group (EMPG), includes the Chancellor, Campus Provost and Executive Vice Chancellor, Associate Chancellor, Vice Chancellor for...
University Relations, Vice Chancellor for Business and Administrative Services, and Vice Chancellor for Student Affairs and Success. The new oversight group, FAPOG, includes the roles listed above, a member of the Communications and Marketing team, and the Chief of Police.

c. Because the EMPG is a standing emergency management group for all issues, members did not have specific responsibilities outlined related to protest response. The specific responsibilities of each member of the group as related to protest activity will be publicly outlined to enhance transparency and clarity for the community.

2. Creation of First Amendment Support Team (FAST) to provide consistent mechanism for listening and reflection and broaden campus engagement in protest support.
   a. The First Amendment Support Team (FAST) builds on a history of efforts to support student activism work and seeks to facilitate the work of faculty, staff, and students to support student free speech.
   b. Participation in FAST will be compensated when it is outside of an employee’s normal scope of work.
   c. FAST will be independent and neutral, and members will receive training and meet regularly to provide a transparent and consistent point of engagement, listening, and reflection for students seeking to make change and educate students about activities that may fall outside the protections afforded by the First Amendment.
   d. The creation of FAST is based on a Spring 2021 recommendation by the Campus Safety Community Advisory Board to implement an explicit and swift system to interface with student organizers who are working to be heard on crucial issues before they hold a demonstration.

3. Creation of a Protest Support Team (PST) based in the Division of Student Affairs and Success to identify and provide supportive university resources during protests.
   a. While the top priority of the university’s protest response is providing for the health and well-being of all involved, the new Protest Support Team will explicitly provide wellness support for students either remotely or in person during protests.
   b. Students can use the PST portal to indicate that they will be planning an event and request support.
   c. During the pilot year, CAPS and CARE support will be options for support along with access to drinking water.

4. Transition the Demonstration Operations Team (DOT) to the Protest Logistics Team (PLT) and share responsibility across the newly created groups for supporting students during protests.
a. As described above, DOT held primary responsibility for all protest responses, including liaising with student leaders, supporting health and wellness, and managing logistical aspects of a campus disruption.
b. The PLT’s primary charge will be to coordinate the campus logistical planning and response for protests that cause disruptions to normal campus access or activities.
c. While members of the PLT may support students directly in their employee roles, PLT will not be the primary outreach point for supporting student activists or for communicating with and educating our student community.

Overview of Proposed Structure

UC Santa Cruz supports free speech and protest and as an educational institution, supports continued intellectual engagement and education in the nature and limitations of constitutionally-protected free speech activities. Campus leadership encourages engagement and communication of concerns about needed changes through a variety of mechanisms. A number offices across the campus have oversight roles with specific responsibilities and the campus has four groups that work to ensure support for campus safety and student development while participating in free speech activities and protest:

1. First Amendment and Protest Oversight Group (FAPOG)
2. First Amendment Support Team (FAST)
3. Protest Support Team (PST)
4. Protest Logistics Team (PLT)

1. First Amendment and Protest Oversight Group

Purpose
The First Amendment and Protest Oversight Group supports free speech and lawful protest and convenes to support campus decision-making, communicate with crucial stakeholders, and manage the responsibilities outlined in the chart below.

Membership
1. Chancellor
2. Campus Provost and Executive Vice Chancellor
3. Associate Chancellor
4. Vice Chancellor for Student Affairs and Success (VC SAS)
5. Vice Chancellor for Business and Administrative Services (VC BAS)
6. Vice Chancellor for University Relations (VC UR)
7. Executive Director of Communications
8. Chief of Police
Additional campus community members may be asked to join this group depending on the issues including the Graduate Division, Campus Counsel, the Chief Diversity Officer, and the Associate Vice Chancellor for Risk and Safety Services.

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<tr>
<th>Office/Role</th>
<th>Responsibilities</th>
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| Chancellor/Office of the Chancellor                  | ● Sets expectations for peaceful events  
● Designates a Chancellor’s representative to liaise with event organizers and law enforcement “on the ground”  
● Designates a mediator as appropriate  
● Designates decision-making authority if the Chancellor is unavailable  
● Makes decisions regarding police engagement on UC Santa Cruz property except in emergency situations (threat of imminent and substantial harm to persons) when this responsibility reverts to the Chief of Police.  
● Provides direct communication with the UC Office of the President, keeping VC BAS informed  
● Coordinates FAPOG, determines appropriate times to call the group together |
| Office of the Campus Provost and Executive Vice Chancellor | ● Communicates updates with faculty about support for faculty impact and involvement in events  
● Initiates educational opportunities around protest  
● Communicates with the Chancellor all recommendations to alter daily campus business as usual, to facilitate the immediate needs of students and employees regarding the issues of protest and/or the safety of the campus  
● Liaises with the Academic Senate pre- and post-event  
● Manages academic enterprise continuity strategy  
● Designates an “on the ground” liaison if faculty or instructional staff are involved in the protest |
| Office of the Vice Chancellor for Student Affairs and Success | ● Directs communication with students to support understanding of policies, expectations, student discipline, and general guidance provided by the UC Santa Cruz Principles of Community; health and safety requirements; federal, state and local laws; and university policy  
● Directs the monitoring of mental and physical health of students and communicates needs and concerns to FAPOG  
● Provides planning guidance to students  
● Oversees “Protests Support” portal and and team  
● Communicates updates to division and coordinates divisional support for students throughout events  
● Designates an “on the ground” liaison if students are involved in an event |
| Office of the Vice Chancellor for Business            | ● Ensures pre- and post- event briefings are complete  
● Through HR, manages employee work continuity  
● Through ELR, manages engagement with labor union |
| Administrative Services | Representatives:  
- Monitors mental and physical health of employees  
- Identifies and communicates health, safety and security needs to the FAPOG  
- Designates an “on the ground” liaison if staff are involved in the protest  
- Provides direct communication with the UC Office of the President COO, keeping the Chancellor’s Office informed |
|-------------------------|--------------------------------------------------|
| Office of the Vice Chancellor of University Relations/Communications | Develops communications/media strategy and news points  
- In collaboration with campus leadership, supports regular communication with campus community to keep everyone informed about campus status  
- Recommends media relations strategies and provides information to media outlets by issuing press releases, scheduling interviews, press conferences, as appropriate.  
- Monitors news coverage to provide real-time feedback to decision-makers |
| UC Santa Cruz Police Department | Provides continuous and appropriate levels of security for the safety of all involved people and UC property  
- Ensures all on and off-campus responding law-enforcement personnel are thoroughly briefed on the chancellor’s authority and the UC Response Option Framework.  
- Provides proactive planning guidance to affiliates if requested  
- Identifies staffing needs and after consultation with the Chancellor or Chancellor’s representative, requests appropriate levels of staffing from UC campuses, CSU campuses, CHP, local law enforcement agencies, fire and EMS when appropriate for the safety, security and timely response to the needs of the community  
- Provides violence-prevention education and advocacy support as appropriate  
- Assists in identifying non-affiliates participating in a sustained or encampment protest |

**Compensation**

None - these responsibilities fall within the normal roles of group members.

**Training**

This group will engage in annual training to ensure that all First Amendment and protest structures work well together.

Representatives who serve as liaisons during events will receive similar training as FAST members to help facilitate listening and engagement.
2. First Amendment Support Team (FAST)

Purpose
The First Amendment Support Team (FAST) formalizes work that faculty and staff members have been conducting informally for many years by creating a transparent, accessible listening body available to students at all times. This group will create space for the listening, reflection, and engagement needed to support student concerns, address concerns in advance of protest and support listening opportunities throughout and after protests.

FAST operates under principles of neutrality and independence to provide supportive listening and reflection opportunities for students. FAST will also contribute to ongoing education for students about activities that may fall outside the protections afforded by the First Amendment.

FAST will have clear mechanisms for engagement on a transparent and predictable schedule, will support the escalation of student concerns in a timely and routine way, and will provide consistent opportunities for listening during high stress events. FAST is not a consensus-driven body or a decision-making organization.

Membership
1. Convenor(s) - College Provost
2. Two faculty members from each academic division
3. Staff members representing the following organizations/functions
   a. Division of Student Affairs and Success
      i. Student Health and Wellness
   b. Office of Diversity, Equity, and Inclusion
   c. Colleges Housing and Educational Services (CHES)
      i. Could be a rotation based on a particular college role
   d. Graduate Division
   e. Academic Divisions
4. Three graduate students
5. Seven undergraduate students
   a. SUA
   b. SFAC
   c. Five at large
6. Staff member to support administrative management of FAST

Compensation
Participation in FAST will be compensated through stipend or research funds for those for whom FAST functions are not related to their normal job function.

Training
FAST members will participate in introductory and ongoing training to support facilitation skill-building.
3. Protest Support Team (PST)

**Purpose**
The Protest Support Team (PST) is overseen by the Vice Chancellor for Student Affairs and Success in collaboration with the Graduate Division and will support student health and wellness during protests. In advance of events, protest organizers can elect to have available supportive services at their event through the protest web portal and PST will be prepared to quickly provide support. Health and wellness for all involved in a protest is the number one priority and making these resources accessible and available is intended to help promote safety for students. At the conclusion of each event, the Protest Support Team will contribute any issues or recommendations for improvement they observed to the after-event summary.

**Membership**
For the 2021-22 academic year, this team will function as a pilot with three services:

1) Drinking water  
2) Counseling and Psychological Services (CAPS)  
3) Campus Advocacy Resources and Education (CARE)

Members of The Protest Support Team will be neutral and this team is not a decision-making organization.

**Compensation**
None - these responsibilities fall within the normal roles of group members.

**Training**
Members of the PST will train under the guidance of the Division of Student Affairs and Success.

4. Protest Logistics Team (PLT)

**Purpose**
Previously known as DOT, the Protest Logistics Team (PLT) will coordinate the campus logistical planning and response for protests that may cause disruptions to normal campus access or activities.

**Membership**

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<tr>
<th>Member</th>
<th>Overview of Roles/Responsibilities</th>
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| Associate Vice Chancellor Risk and Safety Services | ● Chair of Protest Logistics Team  
● Coordinates with Emergency Management Policy Group, |
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| Associate Vice Chancellor/Dean of Students    | Coordinates early outreach and educational programming for student leaders, student organizations and students in general on topics related to first amendment rights  
|                                                | Identifies strategies to support students around issues of concern and First Amendment activities  
|                                                | Coordinates publishing of all first amendment rights outreach information to campus community in various forms  
|                                                | Ensures first amendment information and related content is integrated with Student Policy Handbook and Student Code of Conduct |
| Graduate Division Representative               | Coordinates early outreach and educational programming for graduate student leaders, graduate student organizations and graduate students in general on topics related to first amendment rights  
|                                                | Identifies strategies to support graduate students around issues of concern and First Amendment activities |
| Associate Vice Chancellor Colleges, Housing and Educational Services | Provide coordination with Colleges, Housing and Educational Services  
|                                                | Coordinates outreach to students through the College Governments and Residential Programs.  
|                                                | Facilitates on-going consultation with College Provost around student issues of concern and emerging First Amendment activities; solicits feedback on college based strategies for engaging and supporting students on First Amendment issues |
| Deputy Director, News and Media Relations      | Link to University Relations and Executive Communications |
| Associate Vice Chancellor Staff Human Resources | Link to Academic Personnel Office and Staff Human Resources  
|                                                | Link to UCOP Staff Human Resources  
<p>|                                                | Coordinates with Campus Labor Relations |</p>
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| Manager, Employee and Labor Relations                                | ● Coordinates with SHR and APO  
● Provides early outreach to Represented Groups in advance of first amendment events                      |
| Manager, Emergency Response, OES                                     | ● Coordinates PLT Operations Plans  
● Activates Campus Emergency Operations Center when needed to support operations  
● Serves as back up for AVC RSS                                          |
| Chief, University Police                                             | ● Campus Safety and Incident Command  
● Links with mutual aid and local law enforcement                                                        |
| Director, Physical Plant                                             | ● Link to Physical Plant Operations  
● Coordinates with Physical Planning and Construction  
● Coordinates external communications with contractors                  |
| Planner, Business Continuity                                         | ● Admin support to PLT  
● Coordinates with major event planners                                                                        |
| Business and Operations Manager, Campus Provost/Executive Vice Chancellor Office | ● Link to CP/EVC and Chancellor’s Office  
● Link to Kerr Hall administrative team                                                                               |
| Director, Transportation and Parking Services                         | ● Link to campus and regional transit services  
● Coordinates routing of transit during protest response                                                        |

**Compensation**

None - these responsibilities fall within the normal roles of group members.

**Training**

PLT members will receive annual training in de-escalation and student support informed by student development best practices.

PLT members will also meet at least twice a month during the academic year to ensure appropriate campus preparedness and to implement feedback from other support groups.