

## Committee on Academic and Related Affairs

### General Committee Charge

The Committee on Academic and Related Affairs:

(i) shall have cognizance over matters of recruitment, admissions, and financial aid that concern the University as a whole and that are not the specific responsibility of individual faculties, including the authority to carry out studies on existing recruitment and admissions procedures and their relationships with existing policies on admissions and financial aid and to recommend changes in policy to the Council;

(ii) shall consider the purposes of a University bookstore and advise the Council and the management of the University bookstore on policies, development, and operations;

(iii) shall review and monitor issues related to the international programs and other international activities of the University, including advice and policy recommendations in such areas as services for international students and scholars, foreign fellowships and studies abroad, faculty, staff and student exchange programs, and cooperative undertakings with foreign universities;

(iv) shall advise the vice provost and director of libraries on the policies, development, and operation of the University libraries;

(v) shall have cognizance over recreation and intramural and intercollegiate athletics and their integration with the educational program of the University, including the planning and provision of adequate facilities for various sports and recreational activities; and

(vi) shall have cognizance of all matters of policy relating to research and the general environment for research at the University, including the assignment and distribution of indirect costs and the assignment of those research funds distributed by the University, and shall advise the administration on those proposals for sponsored research referred to it because of potential conflict with University policy.

### 2019-2020 Specific Charges

1. Read, review, and comment on the issues pertaining to affordability of a Penn education involving all undergraduate and graduate students by considering expenses related to tuition, fees, and costs-of-living and to socioeconomic and cultural concerns of both first generation and low-income students and of middle-income and other students.

2. Read, review, and comment on the admissions process involving all undergraduate students.

### Summary of Committee Activity

The Committee met six times during the 2019-2020 academic year. At the first meeting, the Committee reviewed the charges and established a working strategy for the year including two specific charges. In the second meeting, MaryFrances McCourt, VP for Finance & Treasurer; Elaine Varas, Senior University Director of Financial Aid; and Matthew Sessa, Executive Director of Student Registration and Financial Services, provided an overview of the University's financial aid with a specific focus on scholarship funding, how financial aid works, funding for graduate students, and how middle income families are impacted by current processes. In the third meeting, the Committee debriefed on work-study opportunities, graduate student resources and debt, and debt distribution, and discussed the schedule for future invited guests. Marc Lo, Executive Director of Penn First Plus; Anita Mastroieni, Associate Vice Provost for Graduate Education; and Meredith Wooten, Director of the Graduate Student Center, attended the fourth meeting, where the topic focused on FGLI and Penn First Plus, further discussions on graduate resources, cultural and social concerns of the FGLI students, and the student body at large. Lastly, Eric Furda, Dean of Admissions, was our invited guest for the fifth meeting, where he provided updates on the admission process, process transparency, alumni interviews, and possible implications of the recent U.S. Justice Department pressure to delete portions of the admission and recruiting ethics code that were deemed "anti-competitive." Responses received by Bruce Lenthall, Executive Director of the Center for Teaching and Learning, in reference to the Committee's 2018-2019 recommendations will be included in an addendum. All guests were provided a list of discussion questions/discussion points prior to meetings with the Committee.

### Response to 2018-2019 Specific Charges

*See Addendum*

### CARA Conclusions/Recommendations:

#### Considered by population group and area

##### Charge 1: Affordability of a Penn Education

###### A. Graduate and Professional Population

1. There are disparities of available resources among schools and populations as well as confusion around access to those resources.

###### *Recommendations:*

a. Standardize availability and access of University programs to graduate and professional students

b. Increase resources for the specific needs of graduate and professional programs (e.g. networking, conference attendance, board examinations, etc.)

c. Create a centralized portal or clearinghouse to identify funding sources for graduate and professional students.

d. Give graduate students full and equal access to emergency grants.

e. Evaluate the creation of a work-study option or centralization of existing work study options for graduate and professional students.

2. Reimbursement processes can be slow and the financial situation of graduate and professional students is often fragile.

###### *Recommendations:*

a. Develop a procedure for providing funding up front rather than as initial out-of-pocket expenses for graduate and professional student costs incurred as part of their program.

###### B. Undergraduate Population

1. The variety of backgrounds on campus regarding race, religious views, gender and sexual orientation, and socioeconomic background, result in different undergraduate experiences.

###### *Recommendations:*

a. Create a program for financial literacy and awareness that would teach students skills that they need for everyday life that they are not learning in the classroom.

b. Work with student government organizations to plan, organize, and advertise these opportunities to become financially literate to undergraduate students, especially to underrepresented and financially vulnerable communities.

2. Work-study is a widely used and potentially valuable tool in attempts to make Penn more affordable. From reports, the best work-study results impart work experience and job training for students.

###### *Recommendations:*

a. Create a feedback mechanism that allows students to offer honest feedback about their experience in the work study position, with metrics including how much the students learned, how strenuous the job was, and how enjoyable an environment it fostered.

b. Develop new (and modify existing) work-study positions to emphasize the idea of mentorship, so that students who are working to earn additional educational assistance are also developing meaningful relationships with the people around them, increasing the opportunity to learn and to enhance the work experience as a whole.

###### C. Socio-economic and cultural concerns of First-Generation, Low Income and Middle-Income Students

1. Noted shift in student populations and the difficulty of understanding the unique needs of growing portions of Penn's population

###### *Recommendation:*

a. Allocate more resources for faculty understanding and engagement with FGLI and other groups (e.g. teaching orientations, unconscious bias, etc.).

2. There is some concern of the University's pending implementation of the second-year College House requirement and potential required meal plan.

###### *Recommendations:*

a. Adjust financial aid to accommodate the cost of the second-year

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housing requirements for FGLI and middle-income students.

b. Estimate and publish the impact of the potential policy of the second-year meal plan requirement on aid packages and student ability to afford food, both for FGLI students and for middle and low middle-income students who do not fall into the FGLI category.

c. Evaluate the impact of the new requirements on the food security of the student population outside of University meal plans (e.g. holidays, limited dining hall hours, etc.).

3. There is an apparent disconnect between the University's efforts to encourage FGLI undergraduates to pursue graduate and professional studies and the absence of FGLI programming and resources dedicated to FGLI graduate and professional students.

### Recommendations:

a. Incorporate Graduate and Professional Students into programs such as Penn First Plus beyond serving as mentors for undergraduate FGLI students.

b. Develop funding mechanisms for FGLI undergraduates who want to sub-matriculate, which currently renders them ineligible for undergraduate financial aid in their fourth year but also subjects them to lack of graduate financial aid.

4. We received information that suggested FGLI students may find an affinity for socially-motivated disciplines that statistically involve lower prospective salaries with high levels of debt from graduate and professional school.

### Recommendation:

a. Evaluate this phenomenon further and develop future recommendations.

## Charge 2: Admissions Process

1. There is potential impact of the NACAC Code of Ethics changes and concerns relating to recruitment and financial aid practices for FGLI and middle-class students.

### Recommendation:

a. Lead an Ivy Plus gathering to discuss how the changes will be addressed re standards for admission policies, procedures, and financial aid.

2. Fee waivers for graduate students are determined by the Schools, and fees may be different across schools.

### Recommendations:

a. Develop possible system support for graduate schools to synergize policies.

b. Provide better communication on fee waivers.

3. As Penn application pool continues to grow, there may be broader resources needed.

### Recommendation:

a. Engage faculty to voluntarily coordinate travel to participate in international recruitment.

4. We are aware of recent admissions scandals at other schools and the transparency of Penn admission practices.

### Recommendation:

a. Continue to monitor and assess blind admission practices, especially practices pertaining to athletics, donors, and VIPs.

## Recommendations for Future Charges

1. Extend an invitation to the new Title IX Officer to address the committee and provide an update on current issues pertaining to women's sports and other Title IX issues.

2. Continue to assess the University's initiatives for FGLI and middle to lower-middle income students, including the financial impact of the second-year housing and potential meal plan requirements, the ongoing progress of Penn First Plus and other social engagement programs, and the needs of specific populations, such as STEM and international students.

## Addendum: Response to 2018-2019 Recommendations

1. The University offerings for teacher preparation for new instructors are very robust. The Center for Teaching and Learning provides many programs for teaching assistant preparation. CARA applauds these efforts and recommends maintaining such programs.

CTL has maintained and improved these programs, and will design efforts to have broader outreach.

2. Individual academic units often provide teacher preparation for their new instructors. CARA encourages CTL to continue to supplement individual academic units as needed and continue to reach out to schools that currently commit few resources toward teacher preparation. Likewise, schools should reciprocally reach out to CTL to enhance teacher preparation.

There are only a few schools that developed teacher preparation for new instructors in conjunction with CTL. There needs to be broader outreach to the schools to affirm the need for School-based programs.

*Recommendation:* The Provost should reach out to the Deans of schools to confirm the importance of teacher preparation programs for new faculty and to encourage development of these programs with CTL in the schools.

3. The total number of established faculty using CTL (both self-referred or referred from department) is not very large but varies greatly across schools. CARA recommends that CTL and individual schools forge further connections to increase faculty utilization (i.e., publicize the excellent CTL resources and offerings for faculty). If successful in expanding that effort, more CTL resources and staff will be needed.

Faculty utilization varies across schools, and course availability is publicized through a listserv that requires faculty to subscribe. There is no general outreach to all faculty re available services and conferences.

*Recommendation:* Develop a broader marketing effort to faculty re services and programs through Vice Provost for Education or through point persons in schools such as associate deans and department chairs.

4. Varying class formats and class sizes (e.g., online courses and large gateway courses) require niche teacher preparation. CARA recommends that CTL continue to expand its role in helping faculty develop these types of courses.

CTL continues to develop offering on innovative teaching (e.g SAIL teaching) and will offer an on-line teaching program next year. CTL continues to expand its offerings in this area.

5. A number of courses are taught by new instructors who may not be aware of Penn's core teaching values. CARA recommends that a central document summarizing Penn's teaching values/aims be regularly circulated around the University.

No action at this time. There is a need for a faculty task force to develop Penn's core teaching values that will then serve as the foundation for developing assessment methods to best reflect teaching practices. For recommendation see #7

6. Diversity and wellness are integral elements of the classroom experience. CARA recommends that CTL develop formal relationships with the offices of Diversity and Inclusion and Wellness in order to more deeply include training in these areas for faculty across all schools.

No action on wellness, but have developed well-received offerings on inclusive teaching. CTL will continue to evaluate faculty needs through surveys and outreach.

7. The validity and utility of course evaluations are often questioned. CARA recommends that the University continue to reassess and test methods to best reflect teaching practice and examine processes in peer institutions.

Course evaluations/teaching practices should be based on teaching core values.

### Recommendations:

1. The Provost/Vice Provost should convene a faculty task force to both develop Penn teaching core values and examine teaching evaluation processes in peer institutions.

2. Revise and develop teaching evaluation process based on Penn core teaching values.

## Committee Membership

**Chair:** Julie Fairman; **Faculty:** Montserrat Anguera, Nancy Hirschmann, Kris Laudanski, Dan Raff, Lisa Servon, Alan Strudler; **Graduate and Professional Students:** Samantha Breecher, Gregory Callaghan; **Undergraduate Students:** John Casey, Nardos Mecuria; **PPSA:** Lucia DiNapoli, Rashmi Kumar; **WPPSA:** Vicky Lee; **Administrative Liaison:** Leo Charney; **Staff:** Nadine Farrier

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## Committee on Campus and Community Life

### Committee General Charges

(i) shall have cognizance over the University's communications and public relations activities in their various formats and media including electronic, audio (the telephone system), video and printed copy, and it shall monitor the University's internal communications, the operations of the University Communications Office, communications to alumni, and the interpretation of the University to its many constituencies;

(ii) shall advise the Council on the relationship of the University to the surrounding community and the relevant University policies, work to ensure that the University develops and maintains a constructive relationship with the community, and monitor pending real estate activities of concern to the community;

(iii) shall have cognizance of the conditions and rules of undergraduate and graduate student life on campus, including 1) gathering and analyzing information concerning student life and student affairs and making recommendations to the Council; and 2) responding as appropriate to requests from and reporting information and recommendations concerning student life and student affairs to the vice provost for university life and other appropriate administrative officers; and

(iv) shall advise the president, the director of public safety, and the administrators or directors of specific buildings, offices, or projects on all matters concerning safety and security in the conduct of their operations, including consideration and assessment of means to improve safety and security on the campus.

### 2019-2020 Specific Charges

1. Continue to monitor the University's relationship with the surrounding communities (span and density), with particular emphasis on those neighborhoods experiencing increasing residency by Penn affiliates.

2. Read, review, and comment on current safety and security issues on Penn's campus and in the surrounding neighborhoods.

### Summary of Committee Activity

The committee met seven times during 2019-2020. The first meeting (9/20) included an overview of this year's charges as well as speakers who responded to some of the recommendations from last year's committee. The second meeting (10/16) was devoted to hearing from speakers who responded to the remaining recommendations from last year's committee. The third (11/21) was a focused discussion of items learned to that point, identification of outstanding issues and questions, and formulation of a plan for the academic year, including identifying potential speakers, to address the current charges. The fourth meeting (12/12) featured a speaker who addressed Charge 2. The fifth meeting (1/30) was a collaborative report writing workshop where summary and recommendations regarding Charge 2 were drafted. The sixth meeting (2/17) included speakers to address Charge 1. The final meeting (3/5) was a collaborative report writing workshop summarizing issues discussed and discovered to date regarding Charge 1, and proposing recommendations for future charges.

### Response to 2019-2020 Specific Charges

1. Continue to monitor the University's relationship with the surrounding communities (span and density), with particular emphasis on those neighborhoods experiencing increasing residency by Penn affiliates.

#### *Issues discussed and discovered*

This year, the committee focused discussion on two West Philadelphia communities experiencing ongoing development by the University (Pennovation Works in Grays Ferry) and Health System (Penn Presbyterian in Powelton).

The committee was informed about the history of, and future plans for, Pennovation Works, a 23-acre, 21-building, Penn-owned property situated in the Grays Ferry neighborhood along the Lower Schuylkill river. This is a keystone property in the development of the Schuylkill Innovation District in the City's Lower Schuylkill Master Plan, grouping facilities for innovation, technological development, and artistic production/exhibition. There are currently plans for expansion from east to west on the site, which include prioritizing green space. The University has additionally purchased a 1.27 acre parcel south of Pennovation Works, for which there are apparently no concrete plans currently, though temporary housing for Pennovation workers or tenants has been discussed. The surrounding area has very little pedestrian or transit oriented retail, and very few restaurants or food markets, so food trucks have been brought in for Pen-

novation tenants. Now three years old, Pennovation has hosted a number of community events, including concerts and a Grays Ferry job fair. Community feedback, solicited through focus groups and outreach, reportedly has been positive. However, as Pennovation occupancy has increased, so have security concerns of current tenants whose work can be impacted by disruptions in the space; thus opportunities for allowing community members into the site have curtailed. In addition, the site is currently surrounded by fencing and gates, with perhaps a 10-year timeframe for removal. There are plans for the Plaza, which is an external gathering space, to eventually open to the Lower Schuylkill Trail.

Less than two miles away on the boundary between the Spruce Hill and Powelton Village neighborhoods, the committee learned about current development of the Penn Presbyterian campus by the University of Pennsylvania Health System. Development plan includes architectural plans to revamp from the current "inward facing" streetscape to become more community friendly, including becoming more visible and pedestrian friendly from adjacent streets, and adding and enhancing green space. A new firm hired for campus planning will focus on green space, a Market Street entrance, and green building principles, appropriately stacked building heights, and unobtrusive windows. The Health System aims to move clinical services away from HUP to Penn Presbyterian, which would be more readily accessible to the public via transit, car and walking. The AME church recently leased the First District Plaza (3801 Market) site to UPHS, which currently houses Penn medical facilities. The plan is to tear down the current structure and build a new building, with an agreement to allocate space for First District Self Help to host a center for community entrepreneurship. A parking garage is also planned. Recently, this area was re-zoned to coincide with surrounding buildings; this change occurred in collaboration with registered community organizations, including the People's Emergency Center, which all supported the rezoning (with the exception of the Powelton Village Civic Association). There is a plan to revert space at 39th & Powelton Ave. to residential housing, with a focus on affordable housing, and the expectation that some Penn affiliates would choose to live there. There has been a rapid expansion of other development in the vicinity by non-Penn developers, including Drexel University, which plans to move its Nursing School from the Parkway and its School of Medicine from East Falls, to the location of the former University City High School. Retail developments are also on the rise in the near vicinity. With increasing development by and surrounding Penn Presby, the committee raised concerns about the need to increase and diversify retail choices and contribute to development that maintains housing affordability for Penn affiliates and long-time residents in the absence of active rent stabilization efforts.

#### *Recommendations*

a. Consistent with Penn's history of engagement in other West Philadelphia neighborhoods, convene two steering committees including community leaders and other key stakeholders in order to develop and implement strategic plans for the University's community engagement in the Grays Ferry and Powelton neighborhoods, respectively.

b. In Grays Ferry, incorporate physical properties of the Pennovation site (and adjacent University owned property/ies) that support and invite community access and resources as feasible given Pennovation activities. This plan should include community access to the riverfront, and community-minded site planning and timeline for removal of the fence around the property in favor of other security measures. Development efforts should integrate sustainable ways that portions of the Pennovation facilities can securely be open to, and programmed for, use by Grays Ferry residents. Develop methods and programs for neighborhood schools to benefit from programming or educational opportunities afforded by Pennovation tenants, perhaps through Penn's Netter Center or Graduate School of Education.

c. Recognize and respond to increasing housing and development density in the Penn Presby area, as it relates to affordability of housing, retail, and other facilities (e.g., parking garages) for current and future residents.

d. In both Grays Ferry and Powelton neighborhoods, target development of locally and/or minority-owned retail businesses that appeal not only to Penn affiliates using or working at the facilities but also to residents in the surrounding neighborhoods.

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## Committee on Campus and Community Life

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e. Continue discussions with First District Self Help to incorporate and support community usage in the planned replacement building at 3801 Market Street.

2. Read, review, and comment on current safety and security issues on Penn's campus and in the surrounding neighborhoods.

### *Issues discussed and discovered*

The committee was apprised of PennReady (Prevention, Preparedness, Response & Recovery) elements including the Mission Continuity Program and Crisis Management Plan. The Crisis Management Plan includes the UPennAlert Emergency Notification System distributing alerts via personal electronic devices (text, email), siren and public address systems (Penn Siren Outdoor System = Penn SOS; building public address), and digital display (public safety website). The structure and functions of the prevention, response (crisis management and incident) and recovery (critical incident stress management team) teams were delineated, as were their interface with City of Philadelphia officials (police, fire and city management). The distinctions among shelter in place, evacuate, and lockdown indications and protocols were reviewed, as was an illustrative online training video on the Division of Public Safety website. The committee was impressed with the level of coordination and crisis management planning the University has enacted, and the rapidity with which it has been deployed in recent situations. The committee thought it likely that most students, staff and faculty receive text alerts; however, it was noted that not all Penn affiliates are aware of the other elements of the UPennAlert system, nor of appropriate protocols to follow in various types of crisis situations. Posters for emergency situations are posted in dorms, but not ubiquitously throughout other campus buildings. Some, but not all, campus buildings have safety captains and/or emergency preparedness drills. In addition, the committee noted that some but perhaps not all buildings have AED equipment and instructions.

The committee reviewed procedures for monitoring campus and its buildings. The policy for closed circuit television (CCTV) monitoring and recording of public areas for safety and security (2012) was reviewed. The committee inquired about the use of more recent facial recognition technology, and was informed that it is not used, and rather that following known crimes, digital recordings are scrutinized and enhanced to identify perpetrators. Swipe card access to particular, but not all buildings, was noted and questions raised regarding how it is determined that specific buildings are accessed via card swipe. It was noted that during high access times, people entering buildings with swipe card access have been observed to hold the door open for the next person, thus defeating the system. In addition, there is anecdotal evidence of individuals gaining access to buildings during non-swipe access times and then remaining in the buildings. Given such questions about efficacy, the committee raised questions about costs associated with swipe card access systems, and also inquired about delegation of financial responsibility in the event that the systems are malfunctioning (i.e., who is responsible for covering the costs of malfunctioning units?).

The committee was provided with campus crime statistics suggesting that between 1996 to 2018, there was a 49% decrease in all crime, 35% decrease in crimes against persons, and 50% decrease in crimes against property. The committee inquired about any new trends in crimes, and was informed about increasing crimes committed by juveniles, retail thefts, and bicycle thefts. For each of these, Penn Police have developed

various strategies to address them, installing trackers on "bait bikes"). Increased use of motorized scooters, skateboards, and riding on sidewalks have increased hazards for pedestrians, and prompted consideration of new signage prohibiting these activities.

The committee noted the reported increase of protests on campus, and discussed current measures taken to balance freedom of expression with campus safety. Guidelines on Open Expression for students, faculty and staff were reviewed, including efforts to ensure the safety of all parties involved. The committee noted that some students who challenge the university on controversial speakers may not be aware of the Guidelines on Open Expression, though they are posted around campus and at on-campus venues hosting controversial speakers and presenters.

### *Recommendations*

1. Consider an informational campaign or other methods to better publicize Penn alert and emergency preparedness systems, and protocols for various emergent situations (e.g., active shooter). Consider methods or protocols to ensure that all students, faculty and staff are trained in these systems. Since it appears most Penn affiliates have signed up for text alerts, could use occasional (rare) notifications to this system to direct recipients to online training materials. Consider standardized methods, such as mandatory KnowledgeLink trainings and/or delegation of volunteer safety officers on each floor of each campus building, with commensurate training opportunities. Consider placement of standardized signage across campus buildings.

2. Conduct a systematic review of access procedures for all Penn buildings, especially considering rationale, costs and efficacy of card swipe access.

3. Develop opportunities and methods to educate students in open expression and how it is balanced with personal and property safety.

### **Recommendations for Future Charges**

1. Partner with the University Council Committee on Facilities to review and comment on student and staff safety issues, including building access (by both users and emergency services), signage, emergency procedures, and training protocols and procedures.

2. Partner with the University Council Committee on Diversity and Equity to review and comment on Penn's efforts to ensure that all students are treated fairly and safely by each other and all Penn employees. Discuss current survey mechanisms for students and how to best capture students' perceptions of personal and property safety.

3. Review and comment on West Philadelphia map aggregating and integrating data on residency by Penn affiliates, Penn real estate development, and crime statistics.

4. Review and comment on the current status of mental health care pathways for students and other Penn affiliates.

### **Committee Membership**

**Chair:** Monica Calkins; **Faculty:** Maja Bucan, Delphine Dahan, Nancy Hodgson, David Hoffman, Sara Jacoby, Mark Trodden; **Graduate and Professional Students:** Julia Hah, Thaddeus Woodard; **Undergraduate Students:** Jess Andrews, Yonatan B. Bendore; **PPSA:** Traci Chupik, Logan Thurnauer; **WPPSA:** Mariel Featherstone, Laura Naden; **Administrative Liaison:** Tamara King, Tony Sorrentino; **Staff:** Emily Hobbs

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## Committee on Diversity and Equity

### Committee General Charges

The Committee on Diversity and Equity aids Penn in fostering and taking full advantage of its diversity as well as in strengthening ties across all boundaries to enrich and enliven the campus community. The Committee shall advise the offices of the president, provost, and the executive vice presidents on ways to develop and maintain a supportive atmosphere on campus for the inclusion and appreciation of diversity among all members of the University community. The Committee will review and provide advice regarding the University's equal opportunity and affirmative action programs and policies. The areas in which the Committee shall report to the Council include diversity within the educational and work settings, integration of staff and faculty into the larger campus community, and ways to foster a campus environment that is inclusive and supportive of difference. The Committee also will advise the administration on specific diversity issues that may arise on campus.

### 2019-2020 Specific Charges

1. Survey, review, and comment on the challenges facing a faculty of diversity (URM, women, etc.).

2. Examine current and potential campus-wide mechanisms and practices for information dissemination, particularly pertaining to topics and resources on diversity and equity at all levels (University, schools, centers, etc.).

### Summary of Committee Activity

The committee met six times during 2019-2020.

*September 2019*

In preparation for the first in-person meeting, Co-Chair Benjamin Garcia discussed ways to address the 2019-2020 charges with the possibility of revising some language around the charges.

The committee was given a brief update on last year's charges. An overview of its responsibilities and expectations of how the committee should handle them and it was also noted that it may be a difficult task to master given Penn's decentralization structure—it may present a challenge on how to merge resources.

The committee spoke briefly about junior faculty bullying and collectively agreed to ask Council to consider creating a code of conduct or *Penn Faculty Handbook* to address the issues.

The group along with both Co-Chairs discussed:

- What are the legal and professional responsibilities of Faculty?
- Confidential Reporting
- Appropriate Language Needed when faculty reports bullying

The committee discussed a possible recommendation to the University Council to provide a one-stop shopping for faculty, staff and students for information pertaining to diversity and inclusion.

During the discussion, it was noted that the University does have a Diversity @ Penn website that is overseen by Joann Mitchell, Senior Vice President of Institutional Affairs and Penn's Chief Diversity Officer. The committee asked how the University can merge all of its resources under one umbrella.

Further discussion centered on asking the committee to consider creating a list of diversity offices at the University. The committee agreed that would be a tangible thing to do and selected her to Co-Chair this subcommittee and report back to the group at the next in person meeting.

*October 2019*

Co-Chair Garcia, in discussion with the committee, reviewed the 2019-2020 specific charges and briefly talked about the *Faculty Handbook* and email attachments sent to the group on September 18, 2019. The committee considered revising language in the handbook. Dr. Garcia suggested revision to the faculty grievance section and for the committee to consider that any revision to language will need to be vetted before finalizing.

The committee is researching a definition for the term "bullying" to provide a standard detailed process, and to determine if it should be housed under the grievance policy that can stand alone for practicality for faculty. Prof. H. Gerald Campano added that the group will need to come up with interventions because it will be difficult to change culture. Co-Chair Ebony Thomas noted that conversations like this are happening around the country about these issues.

The committee discussion outlined the need to present the information

in a language that is acceptable and asked the group to consider how to incorporate the revised language into policy. Suggested research discussed included *The Chronicle of Higher Education* as an example to view how other universities and schools are handling issues. Further, the committee should think about the exact text and title on where we want this information to be located.

A suggestion presented was to invite all of the individuals currently supporting diversity efforts in our schools and centers to meet during a luncheon to discuss what they are doing in their respective offices.

The following topics were reported on during the meeting:

- Diversity offices in 12 schools
- Who's invested?
- The importance of having a diversity website
- Diversity reporting system

*November 2019*

The committee discussed the following topics:

• Extending a lunch invitation to the diversity coordinators from the Committee on Diversity and Equity to discuss their roles.

• Inviting a representative from Penn Spectrum to meet with the committee.

• Allow faculty, staff and students a continual opportunity to share their concern or issues around diversity.

• Centralized definitions of diversity should be considered.

• Solicit feedback from underrepresented groups

• Possibly revisit language in the compact, summary of action plan and list of resource centers.

The meeting ended with a brief discussion about the *Penn Compact* and how it relates to diversity.

*December 2019*

The meeting opened with Co-Chair Thomas giving a brief update on her subcommittee. She then noted that an update on her committee's development regarding research pertaining to faculty bullying in general and will be discussed in greater detail during the first in person meeting in January 2020.

The committee discussed the following topics and issues:

• Develop survey to gain clarity on the university's pulse regarding diversity

• Extend an invitation to Erin Cross, Director (LGBT Center) to a committee meeting (February or March 2020) to provide the committee with specific actionable items and to speak on core values

• Assess the quality of Penn's Diversity Plans

• Reach out to Deans to discuss their Schools' Diversity Plans

• Discover each School's core values

• Highlight Stakeholders

The committee extended an invitation to Anita Allen, Vice Provost for Faculty, to discuss various topics on diversity and equity.

*January 2020*

Co-Chair Garcia spoke briefly to the group about the committee's specific charges. Co-Chair Thomas gave an update on her meeting with Provost Anita Allen. During the in-person meeting with Anita Allen, she asked Prof. Thomas to ask the committee to consider inviting Lubna Mian, Associate Vice Provost for Faculty, to a meeting. She also advised the committee to speak with the Office of the Ombuds. The committee received copies of the *2019 Update: Action Plan for Faculty Excellence and Diversity* booklet which was produced by Vice Provost Allen's office.

The committee turned to a discussion on its specific charges. The suggestion was made to end the charge this year and make a recommendation to University Council about the charge added to the committee's specific charges next year.

Professor Thomas spoke to the group about her meeting with ASC Dean John Jackson. She said that the meeting focused on four points. 1) central university committee to colleague buy in. 2) onus should not be on people of color to enact change—buy in should be done by University administrators and other Penn colleagues. 3) buy-in is not needed by the majority of faculty for an update to the *Faculty Handbook*. 4) integrate processes that we are not aware of and to be careful about what is written in documents because other schools are emulating Penn.

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## Committee on Diversity and Equity

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The committee decided that it needs to have a pulse on the University's perspective. The chairs will reach out to the diversity advisors to begin a discussion on best practices.

February 2020

The meeting opened with a brief discussion facilitated by Angela Rivers, as both co-chairs were absent due to scheduling conflicts. During the update it was stated that an invitation had been extended to several members in the diversity office at Penn Law to visit the committee. Penn Law's focus is on faculty diversity and they would be interested in speaking to the committee. Penn Law's diversity office would like to create a consortium across the University and discussing this with the group would be beneficial. It was also suggested that the group to consider extending invitations to the neediest people to find out what areas need to be addressed.

The group agreed that an outline should be created that can be presented to University Council. The committee recognizes the challenges of having websites updated daily, particularly, in-house updates.

The committee further discussed the possibility of updating the *Faculty Handbook* and would it be possible to include a definition on bullying. It was mentioned that the committee must examine different definitions of bullying that explain what bullying is outside of harassment.

### Response to 2019-2020 Specific Charges

#### Charge 1: Survey, review, and comment on the challenges facing a faculty of diversity (URM, women, etc.).

The committee met and discussed throughout the year various aspects of faculty harassment and bullying. The committee also took much time to read and discuss efforts in this area from various societies and other institutions, with the goal of creating language/text that could be added to the Penn *Faculty Handbook* which currently does not address this issue. The committee identified where in the *Faculty Handbook* such language could go, as well as started drafting potential language that could be shared with various Penn administrators for feedback, but due to the coronavirus pandemic, did not finish this task.

#### Charge 2: Examine current and potential campus-wide mechanisms and practices for information dissemination, particularly pertaining to topics and resources on diversity and equity at all levels (University, schools, centers, etc.).

The UCD&E used much of the academic year to gather information on diversity efforts across all the schools and departments at Penn, with the hopes to link these to a central website where all the information can be assessed. Additionally, it was brainstormed to potentially have a future one day meeting with all of the schools to discuss diversity efforts, with presentations from schools that have done particularly well in this area (i.e. PSOM and Nursing). The idea is to promote crosstalk between schools, and also give those schools who do not have strong diversity efforts ideas to think about for the future

### Recommendations for Future Charges

As the committee was right in the middle of really making strong headway on the initial charges for the year, but did not complete the charges, we recommend that we continue to work on these charges for the future.

1. Understand and comment on the difficulties of being a faculty of diversity (underrepresented minority, women, etc.), especially with regards to instances of bullying and/or microaggressions induced by senior faculty and staff to support setting up mechanisms at Penn to address the issues.

2. Examine current and potential mechanisms and practices for campus-wide information dissemination, particularly pertaining to topics and resources on diversity and equity to have a better centralized effort in these areas.

### Committee Membership

**Chair:** Ebony Thomas (Fall 2019), Ben Garcia (Spring 2020); **Faculty:** DaCarla Albright, H. Gerald Campano, Howard Chang, Antonio Garcia, Jennifer Punt, Eric Schelter; **Graduate and Professional Students:** Stacey Bevan, Kelly Diaz; **Undergraduate Students:** Michael John, Zoe Walker; **PPSA:** Cynthia Kwan, Kathy Tang; **WPPSA:** Tiffany Perkins, Angela Rivers; **Administrative Liaison:** Sam Starks; **Staff:** Kuan Evans

## Committee on Facilities

### Committee General Charges

The Committee on Facilities shall be responsible for keeping under review the planning and operation by the University of its physical plant and all services associated therewith, including transportation and parking.

### 2019-2020 Specific Charges

1. Review and comment on issues related to campus planning for the establishment of all-gender restrooms.
2. Monitor compliance with tobacco-free campus policy.
3. Monitor the bicycle, commuting, and parking program, and explore traffic, pedestrian, and bicycle safety on campus.
4. Review and comment on *Penn Connects* and *Climate Action Plan* initiatives.
5. Wellness/Prayer spaces:

A new charge involving the creation of prayer space on campus was suggested by our undergraduate representatives and the Committee agreed to incorporate its charges for the year.

### Summary of Committee Activity

The committee met 6 times during 2019-2020.

### Response to 2019-2020 Specific Charges

1. Review and comment on issues related to campus planning for the establishment of all-gender restrooms.

The Committee discussed this topic and received feedback from Faculty Senate chair Steven Kimbrough at its September 17, 2019 meeting. Dr. Kimbrough informed the committee that the Faculty Senate had discussed this topic during its 2019 work and had made a recommendation to the University regarding use of bathroom by Penn's community. The Faculty Senate recommended to the Provost that the University policy should be that all students, faculty, staff, and visitors may use whichever restroom is more consistent with their gender identity. The consensus of the committee at that time was that we agreed with this recommendation.

The Committee discussed this topic at its February 18, 2020 meeting. Erin Cross, Director of the LGBT Center, provided an overview of

all gender restrooms on campus. There is a changing gender profile in the United States. Currently, the United States has a 0.6% trans/non-binary population; conversely, Penn's student population is 3% trans/non-binary. The University has been working to create all gender restrooms for years, starting with a partnership between LGBTC, Facilities and Real Estate Services (FRES), and the Vice Provost for University Life. The first efforts converted single-use restrooms to all gender by changing the signage to simply read, "Restroom" and creating a map that is posted on the FRES website. We have continued to update the map and currently have over 150 all gender restrooms on campus. Now, the University is encouraging multi-stall all gender restrooms, rather than single use. There are a few buildings on campus with the multi-stall model and there are a few studies underway for future conversions. We have made a lot of progress, but there are still buildings that do not have an all gender restroom. Some students, faculty, and staff still find it difficult to locate and use an all gender restroom nearby. Further, there is a desire to convert gendered multi-stall all gender restrooms, but funding is needed to do so. Future considerations are to include at least one all gender restroom, ideally multi-stall, in each new building and major renovation project, and convert locker rooms both for student athletes and users at the fitness facilities. The Committee also supports central funding of multi-stall all gender restrooms on campus.

### Recommendations

The Committee is pleased with the progress being made in this area and feels this charge should continue to be actively followed by the Committee. The Committee also agrees with the recommendation made by the Faculty Senate concerning bathroom use on campus and encourages future multi-stall all gender restrooms on campus.

2. Monitor compliance with tobacco-free campus policy.

The Committee discussed this topic on September 17, 2019 and with liaison Mark Kocent and staffer Taylor Berkowitz updating the committee on the current progress the university has made on this issue.

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## Committee on Facilities

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In 2015, Penn updated its no smoking policy to include e-tobacco products, hookahs, and certain outdoor areas. In 2017, the policy was revised again to include all outdoor spaces. The campus has been non-smoking since this point. As an urban campus, public sidewalks will continue to be a location where smoking is allowed, although with a continued culture change it is hoped that the number of smokers on campus will continue to decrease. The policy is written in the spirit of a culture of compliance rather than enforcement. The efforts have been focused in communications, removing environmental cues such as tobacco urns, and providing tobacco cessation resources. Information is included in New Student and Staff Orientations, on lawn signs 1-2 times per year; no smoking symbols have been added to the campus open space blades, directional signage, and exterior campus maps; and an online map of tobacco-free spaces is on the Facilities website. The University of Pennsylvania's policy appears to be effective in reducing the use of tobacco products on our campus.

### Recommendations

The Committee is pleased with the progress being made in this area, and feels this charge does not need further review by the Committee going forward unless new concern is raised by our community.

3. Monitor the bicycle, commuting, and parking program, and explore traffic, pedestrian, and bicycle safety on campus.

The Committee discussed this topic on September 17, 2020. Michael Randolph, from Penn Transportation and Parking, provided an overview of bike safety on campus. There have been a number of programs and awards including Bike to Work Day, Bike Friendly University, Air Quality Award, Bike Commuter Program, Philadelphia Bike Share, and Bike Repair Stations. The Division maintains relationships with partners throughout the City including the Bicycle Coalition, Campus Philly, oTIS, Indego, and Neighborhood Bike Works. There is a Bike Committee that meets two times per year and includes representation from across Penn including Business Services, Facilities and Real Estate Services, Wellness @ Penn Museum, Division of Public Safety, Health System and approximately 20-25 peoples from different Schools and Departments. The planning consists of infrastructure, education/outreach, encouragement/programs, evaluation, and enforcement. A Bike to Work day was planned for May 15, 2020 from 7 a.m.–10 a.m. The Committee had reviewed traffic and pedestrian safety in its 2019 report and were comfortable the Universities progress in these specific areas of the charge.

### Recommendations

The Committee is pleased with the progress being made in this area and feels this charge should continue to be actively followed by the committee.

4. Review and comment on *Penn Connects* and *Climate Action Plan* initiatives.

The Committee reviewed the *Penn Connects* plan on October 15, 2019. Administrative Liaison and University Architect Mark Kocent presented *Penn Connects 3.0* to the Committee. *Penn Connects*, the campus development plan, began in 2006 and is now in its third phase. The planning involved Penn Medicine and third-party developments. In Phase 3, the University will invest \$2.8 billion and will add 2.5 million new square feet and 600,000 square feet of renovation. The projects are put into the following themes: Teaching and Scholarship (academics); Research and Clinical Care (healthcare and research); Living and Learning (student life); Campus Community (streetscape and open space); Past and Future Investment (century bond and infrastructure renewal). The Committee found the presentation helpful and was particularly interested in the streetscape and transportation improvements.

The *Climate Action Plan* was reviewed by the Committee on November 12, 2019. The sustainability office staff gave the Committee an overview of the progress over the last ten years and the goals for the *Climate and Sustainability Action Plan 3.0*. The Plan has seven target areas: academics; utilities and operations; physical environment; waste minimization and recycling; purchasing; transportation; and outreach and engagement. The majority of our conversation was about the carbon neutrality goal and air travel emissions. University-sponsored air travel by students, faculty, and staff generates approximately 64,000 tons of carbon annually, accounting for 20% of Penn's carbon emissions and making it the second largest source of carbon emissions at Penn (after energy consumption). At that time, the University was investigating purchasing offsets for University travel.

On January 29, 2020, President Gutmann, Provost Pritchett, and EVP Carnaroli sent an email update the University community on Penn's wide-ranging efforts to respond to climate change designed to make Penn a leader in the university community on climate change issues. This email clarified Penn's current and planned investment strategy concerning carbon-related industries and companies focused on climate change solutions. It described the University plan to enter into a Power Purchase Agreement (PPA) to buy green electricity for Penn's campus. It described Penn's plan to purchase carbon offsets to help neutralize emissions from Penn's air travel. It described a new Environmental Innovations Initiative plan that maximizes Penn's distinctive interdisciplinary strengths to foster collaboration among scholars and students for developing new innovative solutions for global environment management.

Overall, the Committee is pleased with the progress the University has made with climate and sustainability action planning and its commendable goal of attaining Dr. Gutman's 100% carbon neutrality for University of Pennsylvania by 2042 (100x42 pledge). The Committee remains concerned regarding the effect of air travel on Penn's plans for carbon neutrality and the use of carbon offsets to account for its use. The Committee understands that air travel is necessary to meet the academic mission of the University of Pennsylvania but feels there is room for improvement. The Committee is concerned that carbon offsets may become increasingly commoditized and scarce as the demand for offsets increases in the future. It is unclear who will be responsible for paying for the carbon offsets within the University at this time. It is also unclear if there are currently other plans to address and decrease the effect of air travel on Penn's carbon footprint beyond offsets. In 2016, The School of Arts and Science (SAS) published its own carbon inventory. In the report, SAS made the following recommendations to its constituents following the assessment of their own air traffic emissions and carbon footprint: Choose non-stop flights to avoid multiple take off and landings, plan trips back to back to avoid "return to home flights," and use train and ground transportation when practical.

### Formal Recommendation:

The Committee makes the following recommendations on this charge:

a. That the University continue to work with and consider the ongoing recommendations of organized student, staff, and faculty groups to address and reduce the University carbon footprint and attain the goals of the 100x42 pledge.

b. That the University should also consider a stronger policy that would decrease travel needs and air travel emissions. We feel the University should follow similar recommendations to the SAS recommendations in 2016 regarding reducing air travel emissions and aggressively explore other non-offset means of reducing these emissions including additional incentives for schools to address their air travel usage and overall carbon footprint.

c. In regard to the University's carbon offset policy for air travel, the Committee recommends that individual schools be responsible for paying for their offsets both out of fairness and in the hope, this will incentivize schools to address their air travel use and carbon footprint.

### 5. Wellness/Prayer spaces:

A new charge involving the creation of prayer space on campus was suggested by our undergraduate representatives and the Committee agreed to incorporate its charges for the year. The Committee reviewed the issue of Prayer and Wellness/Mediation spaces at The University of Pennsylvania on December 3, 2019. Charles Howard, University Chaplain, provided an overview of the need for prayer and meditation spaces on campus for Muslim, Jewish, and other faiths. Our campus is one that celebrates diversity including the LGBT community, women, and various religious beliefs. There has not been a chapel on campus since the 1930s, however the University has created some accommodations for prayer. Prayer spaces are used throughout the day, with an increased use between 12-5 p.m. Ideally the spaces would be quiet, with very little decoration, accommodate approximately five people at one time, and have daylight. There are locations in the following buildings that are available to the Penn community: Houston Hall east Wing 2nd floor during the daytime and the Office of the Chaplain and SPARC until 10 p.m.; Huntsman Hall (namely for Wharton School/Staff); HUP; Biotech Commons; Silverman Hall (for Law School/

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## Committee on Facilities

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Staff); and Christian Association (need to request access). The Veterinary School has a newly repurposed “Wellness Room” in the library that is also available to students wishing to pray, meditate, etc. Currently it is being used by students of numerous faiths including both veterinary and work study Muslim students.

There was a consensus among the Committee that there is a need for wellness/prayer spaces throughout campus to accommodate the wellness/prayer needs of students, staff and faculty. This is particularly true in the periphery of campus. The Committee recommends the addition of three additional locations—at the western, and eastern ends of campus and one at the Pennovation site. The Committee also felt that more Schools/Centers should be made aware of the need so that more spaces may be made available similar to those in the Vet and Law school.

### Formal Recommendation:

The Committee makes the following recommendations on this charge:

- The Committee recommends that Schools/Centers should be made aware of the need so that more wellness and prayer spaces to accommodate the needs of their students, staff and faculty.
- The Committee recommends that the University establish three

wellness/prayer spaces in areas of eastern, western and Pennovation areas of campus to accommodate the needs of students, staff, and faculty.

## Recommendations for Future Charges

The Committee feels it should continue to monitor the following specific charges:

- Review and comment on issues related to campus planning for the establishment of all-gender restrooms.
- Monitor the bicycle, commuting, and parking program, and explore traffic, pedestrian, and bicycle safety on campus.
- Review and comment on *Penn Connects* and *Climate Action Plan* initiatives.
- Monitor wellness/prayer spaces on campus.

### Committee Membership

**Chair:** Michael McGarvey; **Faculty:** William Braham, Cary Cogli-anese, Erick Guerra, Allison Lassiter, Michael May, Claire Mitchell; **Graduate and Professional Students:** Richa Agarwal, Autumn Ondo; **Undergraduate Students:** Maria Curry, Spencer Kinkelaar, **PPSA:** Katherine Primus, Tom Wilson; **WPPSA:** Jennifer Vatz, Cynthia DiLoretto; **Administrative Liaison:** Mark Kocent; **Staff:** Taylor Berkowitz

## Committee on Personnel Benefits

### Committee General Charges

The Committee on Personnel Benefits shall have cognizance over the benefits programs for all University personnel. The Committee shall consist of eight faculty members (of whom one shall be a member of the Senate Committee on the Economic Status of the Faculty), three representatives of the Penn Professional Staff Assembly, and three representatives of the Weekly-Paid Professional Staff Assembly. The vice president for human resources, associate provost, and director of benefits shall serve as non-voting ex officio members.

### 2019-2020 Specific Charges

- Read, review, and comment on issues related to the University’s health benefits and insurance offerings for active employees and for retirees.
- Read, review, and comment on issues related to financial wellness and financial education resources available to faculty and staff.
- Survey, review, and comment on issues arising from the July 1, 2019, transition to new behavioral health networks for Penn Care/Personal Choice PPO and Aetna POS plans.

### Summary of Committee Activity

The committee met four times during 2019-2020.

In the fall of 2019, the Committee received a comprehensive overview of the University benefits including health benefits (medical plans, prescription coverage, dental and vision plans), insurance offerings, retirement savings, and retiree benefits. There were no increases in medical rates for employees or retirees. Life insurance benefits doubled for retirees.

The Committee also received an update on the transition to the new Behavioral Health Networks for Penn Care/Personal Choice PPO and Aetna POS plans. Bob Green, President of Quest Behavioral Health, and Dr. Steve Fetrow-Keihl, Care Manager, provided an overview of Quest Behavioral Health, major developments, and future trends. The University and the Penn Health System migrated administrative services to Quest Behavioral Health in July of 2019.

In 2020, the Committee received an update on health benefits, plan design enhancements, retirement program enhancements, and financial wellness goals for 2020. Employee contributions to medical, dental and vision plans did not increase. Program enhancements include the introduction of virtual visits through telemedicine, increased access to colonoscopies, and selection of a new wellness portal for the “Be in the Know” campaign.

Dr. Anita Allen, Vice Provost for Faculty, briefed the Committee on a change made to the *Faculty Handbook* regarding the paid parental leave policy for standing faculty. The Committee also discussed the implementation of a faculty newsletter.

The Committee reviewed and commented on topics related to Financial Wellness and Financial Education resources available to faculty and staff. Penn Human Resources (HR) provided learning opportunities on a variety of financial wellness topics offered through educational programs and workshops. The Committee was also provided with an overview of the “Be in the Know” campaign, which saw significant growth and em-

ployee participation over the last year. The University’s flu shot campaign reached a large number of students, faculty, and staff.

The Committee also received an update on the University’s new Human Capital Management software ‘Workday’ by Chris Blickley, Program Director, Human Capital Management, which included topics related to program utilization, payroll processes, core software components, governance priorities, and future opportunities.

Lastly, Valerie Morgan from the Department of Transportation and Parking provided a review of commuter benefits, which included SEPTA’s introduction of a “Smart Card” (SEPTA Key) for automated fare collection on the public transportation network.

### Response to 2019-2020 Specific Charges

The Committee reviewed and commented on issues related to the University’s health benefits and insurance offerings for active employees. The Committee was pleased to learn that employee contributions for health care plans remained stable and that several enhancements were made to the programs in areas of telemedicine, colonoscopies, and wellness. The committee recommends continuing the review of health benefits and insurance offerings for active employees in the future.

The Committee reviewed and commented on issues related to financial wellness and financial education resources available to faculty and staff. The Committee appreciated the additional resources and events that were put in place to enhance financial literacy education and programs on a variety of different topics for faculty and staff. Continued efforts should focus on increasing participation and attendance of those events among faculty and staff.

The Committee reviewed and commented on issues arising from the July 1, 2019 transition to new behavioral health networks for Penn Care/Personal Choice PPO and Aetna POS plans. The Committee appreciated the smooth transition to Quest Behavioral Health and the large number of providers who are available in the Penn Network. The committee does not think any further action is required at this time.

### Recommendations for Future Charges

- Read, review, and comment on issues related to the University’s health benefits and insurance offerings for active employees and for retirees.
- Read, review, and comment on issues related to administration of retirement benefits.
- Read, review, and comment on issues related to financial wellness and financial education resources available to faculty and staff.

### Committee Membership

**Chair:** Tanja Kral; **Faculty:** David Balamuth, Jose Bauermeister, Markus Blatz, Scott Harrington, Paula Henthorn, Olivia Mitchell; **Graduate and Professional Students:** N/A; **Undergraduate Students:** N/A; **PPSA:** Ashley Bush, Desiree Fleck, Miriam Wright; **WPPSA:** Darlene Jackson, Rhonda Kirlew, Rosa Vargas; **Administrative Liaisons:** Jack Heuer, Susan Sproat; **Staff:** Melissa Brown; **Ex-Officio:** Anita Allen