COMMITTEE MEMBERSHIP

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Brenda Casper
Delphine Dahan
Nancy Hodgson
Catherine McDonald
Mark Trodden
Graduate and Professional Students: Jennifer Phuong
Anubha Tyagi
Undergraduate Students: Jess Andrews
Oluwafeyikemi Makinde
PPSA: Traci Chupik
Tessa Mansell
WPPSA: Mariel Featherstone
Maureen Goldsmith
Administrative Liaison: Monica Yant Kinney
Staff: Emily Hobbs

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.
2018-2019 SPECIFIC CHARGES
1. Continue to monitor the pathway of mental health care for students.

2. Continue to monitor the University’s relationship to the surrounding community, with particular emphasis on community’s experiencing increasing residency by Penn affiliates.

3. Continue to monitor pending real estate activities of concern to the community.

4. Review and comment on Penn’s current internal communications activities, especially those pertinent to mental health care and University relations.

SUMMARY OF COMMITTEE ACTIVITY
The committee met seven times during 2018-2019. The first meeting (9/17) included an overview of this year’s charges as well as speakers who responded to the recommendations from last year’s committee. The second meeting (10/1) was devoted to discussing the current charges and possible speakers to address these. The third (12/8) and fifth (1/23) meetings featured speakers who addressed Charge 2. The fourth meeting (12/3) included speakers who addressed Charge 3. The sixth meeting (2/14) included speakers to address Charge 1. The final meeting (3/11) was devoted to summarizing issues discussed and discovered to date and proposed recommendations. (Please see exhibit 2 for a full list of meeting dates, topics, and speakers.)

RESPONSE TO 2018-2019 SPECIFIC CHARGES

1. Continue to monitor the pathway of mental health care for students.

Issues discussed and discovered

In the past year, the development and implementation of the Chief Wellness Officer position in the Division of the Vice Provost for University Life (VPUL), and appointment of Benoit Dubé to this position, have contributed to enormous success and progress in expanding the definition of wellness at Penn, as well as in implementation and utilization of wellness services at Penn. Counseling and Psychological Services (CAPS) has made significant strides in service delivery including the addition of 24/7 phone access to clinicians, and revamped appointment and intake process – which resulted in significant reductions in wait times and an increase in student satisfaction. CAPS also increased outreach efforts (e.g., training, workshops, orientations), and the diversity of clinicians. The committee noted the successful search and hiring of the new CAPS Executive Director, Greg Eells, who started at Penn in March 2019. The intentional efforts to increase the breadth and accessibility of CAPS services appear to be successful, and CAPS has added a full-time referral coordinator to assist students who want, and need, clinical care in the community. However, the committee noted that with a distinct focus on CAPS and the services it is designed to offer to students, comparatively little outcome data are available about transitions of care and the referral pathway for students who are referred out of CAPS for short-term or long-term specialty care. Though the referral coordinator assists students seeking care in the community, and Student Health Services has staff who oversee and manage insurance questions that arise from non-CAPS care, once students have been discharged from CAPS, relatively little seems to be
known about their wellness, functioning, or ongoing ability to access needed services, despite, in many cases, continuing to be Penn students.

The committee also noted that many of the most visible mental health related activities and services are geared towards undergraduates, with more limited visibility of resources and services for graduate and professional students, and post-doctoral fellows/researchers. Existing services and resources include weekend CAPS hours added primarily to address the needs of professional students who face challenges presenting at CAPS during weekday business hours, and an embedded CAPS clinician program which began as a pilot in the professional schools to meet professional students’ unique needs and demanding schedules. This program grew to have CAPS clinical staff residing in Dental Medicine, Veterinary Medicine, Medicine, and Law, and further expanded in AY18-19, to serve the Wharton community, from Ph.D. students to MBA to undergraduates. Also in AY18-19, CAPS trained and helped launch “Penn Franklins,” a peer listening group of, and for, graduate and professional students, modeled after Penn Benjamins, a similar group that has regular hours to address peer issues among undergraduates. Other programs, including dedicated group therapy programs for graduate/professional students, the I CARE program, and the “Day of Play,” part of the broader “Thriving at Penn” initiative, reflect partnerships among the Graduate And Professional Student Assembly (GAPSA), the Undergraduate Assembly (UA), and VPUL. Nonetheless, faculty, professional students, and post-doctoral researchers are not necessarily aware of these resources/services as they are launched and implemented. Faculty also are not always aware of services (through CAPS, the Student Health Service, and the Weingarten Learning Resources Center within the Office of Student Disabilities Services) available for students who self-disclose and/or present documentation of conditions such as psychological/psychiatric disabilities and autism spectrum disorders.

Recommendations

1. Design and implement a systematic measure of referral tracking/care transition for students requiring mental health services beyond CAPS. Consider assigning a dedicated care coordinator for anyone who comes through CAPS to ensure transitions are successful throughout the student’s pathway of care for the remainder of their time at Penn.

2. Broaden visibility and thus accessibility of mental health resources available for professional and graduate students, and post-doctoral researchers/fellows. Enhanced visibility could, for example, include links and brief descriptions on academic program websites (e.g., the Biomedical Graduate Studies website) as well as targeted media and social media awareness campaigns. Small, easily implemented changes could also be modeled after the efforts for undergraduates and have some impact, for example, the “relaxation room” already added to the biomedical library. Enhance visibility of resources available for students who disclose conditions and for whom special supports/services/resources may be needed.

2. Continue to monitor the University’s relationship to the surrounding community, with particular emphasis on community’s experiencing increasing residency by Penn affiliates

Issues discussed and discovered

During AY17-18, CCLC heard from leaders in the neighborhoods west of Penn campus, south of Market Street. Because of increasing development and Penn presence in neighborhoods north of Market
Street (e.g., Penn Presbyterian campus), the committee focused this year’s discussion on community relationships in these Powelton area neighborhoods. While acknowledging that Drexel is the primary academic institution in that area, the committee heard that Penn has engaged with neighborhoods in several ways, including promoting access to health care, education, and economic development. In particular, Penn is contributing to the renovation of Saunders Park (39th-40th and Powelton), a public green space adjacent to Penn Presbyterian campus. Penn’s Graduate School of Education (GSE) and the Netter center are involved in the Alain Locke School District of Philadelphia public school (45th & Haverford). The Provident Mutual Building (46th & Market) is a major development project by the Philadelphia Health Management Corporation, described as an “octopus” health campus - a center that includes other smaller non-profits and would be a federally qualified health center. It is expected that Penn Medicine will have some presence in this health center. Penn Presbyterian is a Level I trauma center requiring helicopter transport, which creates substantial noise and disturbance for some nearby residents. The University has worked with the community to attempt to mitigate this issue. In addition, a new Radiation Oncology building is being built on the Penn Presbyterian campus,

Specific issues associated with portions of the neighborhoods north of Market were identified. These neighborhoods are part of the Promise Zone, which occupies roughly two square miles in West Philadelphia – Schuylkill River to east, Girard Ave to north, 48th street to west, Sansom Street to south. This Promise Zone is one of five such regions in the United States designated in 2014 by President Obama as locations of deep and persistent poverty and targeted for greater opportunities by enhancing access to education and jobs and by decreasing crime. In conjunction with the City, Drexel University is the primary academic institution involved in this effort. The Promise Zone has attracted a variety of researchers at many levels and from various local institutions who have approached residents about conducting research, but who do not necessarily provide feedback or results to individual participants or community leaders. This research recruitment influx led the community to initiate a West Philadelphia Promise Zone Research Connection, which seeks to “ensure accountability, community involvement and data sharing for all research conducted in the Promise Zone to ensure that resources are mobilized for, and benefit, the community.” There is also tremendous development pressure from “flippers” in these neighborhoods. Mold/lead stemming from demolitions are a major health issue. The committee learned of some opportunistic forces at work in the context of this development pressure, contributing to issues of predatory lending, title disputes and theft, and lack of historical preservation. Some programs at Penn are aiming to provide tailored education and programming for community residents – consumer advocacy, and assistance in keeping people in their homes. Students from several nearby academic institutions, attracted by new development, are beginning to reside in these areas (e.g., 39th & Haverford).

Consistent with last year’s reports from community leaders southwest of Penn campus, community leaders in the Powelton area expressed some concerns about the increasing presence of students and other young people who are not always as invested in the community and may be “un-neighborly” to long-time residents. There is an overall perception of increasing parties, trash, litter and noise, and a sense that some students have not yet learned to be responsible tenants. There was also concern that some students may unknowingly support “slum landlords” by renting from absentee landlords who poorly manage their properties, which contributes to quality of life issues for surrounding homeowners. While historic and contemporary data about off campus housing trends for Penn students suggest that few lived in the areas north of Market Street, it is possible that the rapid development of student oriented housing has attracted more Penn students in recent years. Community leaders acknowledged the lack of
clarity as to which local institution any given student attends, but also expressed uncertainty about the appropriate contacts at Penn to discuss such concerns. They also shared an interest in having a greater Penn delegate presence at their community meetings. They suggested incorporating community input or reviews into off-campus housing listings so that students may make more informed decisions about landlords. The new requirement for first- and second year Penn undergraduates to live on campus, along with the construction of the New College House West (near 40th & Walnut Streets), may attenuate some of the Penn student presence within the broader West Philadelphia neighborhoods. However, the committee noted that Penn affiliates not only include undergraduate students, but also graduate students, post docs, faculty, and staff. The “imprint” of Penn affiliates, defined more broadly, seems to be under continuing and ongoing expansion and is viewed in some ways as a successful outcome of the University’s many programs and resources aimed at increasing the services and desirability of the surrounding neighborhoods. However, it is unclear whether the distribution of resources is consistent with the current geographical span of Penn affiliates. In addition, as noted by the committee in prior years, the community remains unaware of some resources available to them.

Recommendations

1. Evaluate the span and density of Penn affiliate residency in West Philadelphia neighborhoods by aggregating data of students, other Penn’s affiliates, and Penn itself. Data points for a heat map, perhaps developed by the Executive Vice President’s office, could include students/post-doc/staff/faculty residential addresses, including Penn housing program recipients, and Penn owned properties.
2. Consider how this affiliate map may be used to evaluate the distribution of resources (e.g., Penn Police patrol zone; Penn escort/bus services; collaborations with University City District on other services provided, such as trash/litter removal) within the surrounding neighborhoods.
3. Consider a portal, real-time website, or a centralized resource (with contact information) geared towards providing information about available resources to neighborhoods within Penn's span.
4. For neighborhoods that are identified as growing in the number of Penn affiliates but that also have a heavy concentration of affiliates of other area universities, consider collaborative efforts among institutions regarding resources and points of contact.
5. In the neighborhoods closest to Penn Presbyterian, consider greater representation of Penn delegates at community meetings and events. For example, community leaders expressed interest in hearing directly from hospital representatives, early in the planning process, regarding the significance or importance of new constructions (e.g., the radiation oncology building).
6. Incorporate community in decision-making and training for off-campus living skills into the Sophomore Year experience, and include reports or reviews from community members into off-campus housing listing or materials.
7. For community-based research, increase efforts to foster awareness across University researchers in the importance of providing research feedback or reports to community participants and leaders. Because some research occurs in the context of student class projects and research projects assigned by individual faculty members and may not be subject to Institutional Review Board (IRB) review, planned research should minimally be brought to the attention of undergraduate deans. To minimize “research fatigue” and participant burden of particularly “targeted” subgroups, it may also be important to consider ways to coordinate faculty/student research efforts across courses or independent studies, for example in consultation with curriculum committees. For protocols under Penn IRB regulatory control, the IRB perhaps in coordination with the Netter Center, could be
consulted for development of university-wide guidelines or procedures for researchers to disseminate their findings to relevant communities.

3. Continue to monitor pending real estate activities of concern to the community

Issues discussed and discovered

Retail and housing development on and around Penn campus continues to grow at a rapid pace. Construction of the New College House West (40th & Walnut) began in AY18-19 and will be a 450-bed, 250,000 square foot residential building for sophomores, juniors, and seniors. This development went forward with input from the surrounding community. Those who live and/or work on or near campus desire a range of affordable retail options. The committee noted that selection of some retail options on campus, in Penn owned properties, are not necessarily geared toward the wider Penn or neighboring communities. For example, committee members observed that the recently developed Franklin’s Table food court, which opened in AY18-19, features high cost fare. Some vendors at Franklin’s Table initially did not accept cash, which was seen as prohibitive for some community members and Penn staff, and raised socioeconomic concerns. In March 2019, the city of Philadelphia became the first city in the U.S. to pass a ban against cashless stores, so the Franklin’s Table stores that did not accept cash will have to begin accepting cash in AY19-20 or face fines.

Recommendations

1. Include input from representatives of various stakeholder groups (staff, faculty, students, community members) in making decisions regarding retail options on and near Penn’s campus.
2. Continue engaging in discussions with the community regarding the New College House West development and its impact on the neighborhood.

4. Review and comment on Penn’s internal communications activities, especially those pertinent to mental health care and university relations

Issues discussed and discovered

The committee was provided an overview of major methods of internal communications at Penn. The committee learned the process for the development of the communications protocol regarding deaths of students and was impressed with the appropriateness and soundness of this approach. Such communications to students appear strong. Communications to the Penn community about University activities, especially through Penn Today, disseminate very well the accomplishments of faculty and students. The Daily Pennsylvanian (DP), which is an independently run 501(c)(3) organization, receives no faculty guidance or oversight, yet has a significant impact on the image of Penn, both inside and outside of the institution. It may sometimes be misinterpreted, both internally and externally, as an official source of University news or information. Official University communications may then see the need for a counter-voice or balancing of perspectives through other outlets.

Recommendations

1. Though the DP is independent of Penn, the committee recommends maintaining a relationship and regular communications with DP editors. In addition, Penn should revisit with DP editors the
possibility of a University staff or faculty advisor, to assist the DP staff in best practices and journalism principles (e.g., media guidelines for reporting suicide).

2. Consider complementary strategies to disseminate news at Penn, for example through a “student news bureau” organized and facilitated by Annenberg.

RECOMMENDATIONS FOR FUTURE CHARGES

1. Continue to monitor the entire pathway of mental health care for students.
2. Continue to monitor the University’s geographical “imprint” and relationships with the surrounding community, including housing issues, off campus behavior, and the use of these communities for scholarly research.
3. Review and comment on Penn’s communications and public relations activities, especially as it pertains to Alumni and other constituencies.
4. Review and comment on current safety and security on Penn’s campus and the surrounding neighborhoods.
Exhibit 1: 2018-2019 U. C. Committee on Campus and Community Life (CCLC) Committee Members

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Exhibit 2: Committee on Campus and Community Life Meetings (2018-2019)

**Meeting 1:** Overview of 2018-2019 charges and responses to last year’s charges and report (9/17/18)

 Speakers:
Jeff Cooper, Vice President, Government and Community Affairs
Benoit Dubé, Associate Vice Provost and Chief Wellness Officer, Vice Provost for University Life
Meeta Kumar, Deputy Executive Director, Counseling and Psychological Services
Anne Papageorge, Vice President, Facilities and Real Estate Services
Monica Yant Kinney, Chief of Staff & Chief Communications Officer, Vice Provost for University Life

**Meeting 2:** Discussion of responses to last year’s recommendations and identification of outstanding issues to pursue this year as relevant to the current charges. Identification of potential speakers to address these questions (10/1/18).

Internal discussion; no speakers.

**Meeting 3:** Discussion of charge 2: continue to monitor the University’s relationship to the surrounding community, with particular emphasis on communities experiencing increasing residency by Penn affiliates (11/15/18).

 Speakers:
Glenn Bryan, Assistant Vice President of Government and Community Affairs
Heather Klusaritz, Associate Director of the Center for Community and Population Health in the Department of Family Medicine and Community Health (DFMCH), PSOM; Director of Community Engagement for Penn’s Center for Public Health Initiatives

**Meeting 4:** Discussion of charge 3: Review and comment on Penn’s current internal communications activities, especially those pertinent to mental health care and University relations (12/3/18).

 Speakers:
Steve MacCarthy, Vice President of Communications
Monica Yant Kinney, Chief of Staff & Chief Communications Officer, VPUL

**Meeting 5:** Discussion of charge 2: Continue to monitor the University’s relationship to the surrounding community, with particular emphasis on communities experiencing increasing residency by Penn affiliates (1/23/19).

 Speakers:
Lucia Esther and Chuck Bode, West Powelton/Saunders Park RCO

**Meeting 6:** Discussion of charge 1: Continue to monitor the pathway of mental health care for students (2/14/19).

 Speakers:
Benoit Dubé, Associate Vice Provost and Chief Wellness Officer, VPUL
Erika Gross, Chief Operating Officer for Wellness Services

Meeting 7: Discuss issues discovered pertinent to charges, and formulate recommendations based on items discussed and discovered (3/11/19).

Internal discussion; no speakers.