

## FOR COMMENT

# Administrative Response to the Recommendations of the Commission on Strengthening the Community

## Preface

Recognizing the great service that the Commission members performed in presenting a report to the University community that could serve in many respects as a blueprint for its future, we are committed to implementing in whole or part as many of the Commission's recommendations as possible. What follows is a brief summary of how we intend to accomplish this.

Before listing a recommendation-by-recommendation response, however, we want to make several critical observations.

The first is that however far-sighted our implementation plans may be, progress in all areas is dependent upon the willingness of many of Penn's citizens to be a part of these efforts. Both the Commission's Report and our first version of an implementation plan are calls to action.

This action will formally take place through work with representative organizations, but ultimately individuals will determine how strong the University community can become, and how resilient it can be to the inevitable and welcome stresses that different viewpoints and people bring to our collective life.

Second, there is a need to distinguish between three essential activities associated with implementation and the groups who will be critical in achieving this: direct action, consultation, and oversight.

Direct action is largely vested in the administration which has some of the fiscal and staff resources to fulfill or begin to fulfill the Commission's recommendations. Change is not often realized when delivered from the top down, and this is particularly true in an academic community like ours.

This is one of the reasons why administrative actions will be taken after broad consultation with the groups and individuals whose lives will be most affected by the enactment of specific recommendations. Like the Commission itself, the administration is also committed to listening and benefiting from the comments of faculty, staff, students, alumni, trustees and other friends of Penn. Comments will be heard and implementation will be a dynamic and ongoing process that allows for changes to occur during development. Overseeing the administration's progress will be several oversight bodies.

In an unusual move, the University Council constituted a new Council committee, the Committee on Pluralism. This group has oversight responsibilities for progress of the administration and others (since some recommendations are focused on the faculty, others on *The Daily Pennsylvanian*) toward fulfilling its responsibility to enact the Commission's blueprint. This Committee is now working with the President's chief-of-staff, Linda Hyatt, who is the point person for coordinating implementation efforts. Both this Committee and the administration will be reporting regularly to Council.

The University's trustees have designated the Trustees' Committee on University Responsibility as the oversight body for the Commission's Report, as well as its Committee on Student Life. Trustee Vice-Chair Gloria Chisum, also Chair of the Commission on Strengthening the Community, will join them in their work, as will several other trustees who are not standing members of these Trustee Committees. The University's trustees have enthusiastically expressed their support for the work of the Commission, and the administration expects to earn their support for the report's implementation.

Responsibility and oversight of recommendations will be entrusted to those in most closely related areas. We must see that the appropriate staff members, existing representative groups such as University Council Committees and Faculty Senate Committees, as well as representatives from other campus organizations are appropriately involved in the design and execution of what we are about to do. We are happy to report that some of the Commission's recommendations have been completed or are nearing completion, as we had anticipated the requirement for change in such fundamental aspects of Penn's life as student judicial processes, etc.

With the publication of this draft implementation plan, we demonstrate our determination to continue the Commission's work and to inspire the confidence of the Penn community. The Commission has given us concrete, admirable suggestions as to how to make this University an institution that fulfills its core missions of teaching, research and service. With your help, we can translate potential into progress, can stem dissatisfaction and replace it with a greater degree of harmony, and can keep the marketplace of ideas as open and challenging as a University must, by its very nature, be.

We welcome your comments, and ask that they be sent to [Progress@pobox.upenn.edu](mailto:Progress@pobox.upenn.edu). You will see regular updates appear in *Almanac*.

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# Administrative Response to the Recommendations of the Commission on Strengthening the Community

*A.1 The following recommendations should serve as guidelines to the committees responsible for the replacement of the Racial Harassment Policy and the revision of student judicial procedures.*

*A.1.a. Student speech, as such, should not be the basis of disciplinary action.*

The Provost has charged a faculty/student committee with the task of translating the Commission's recommendations on conduct into a new draft Code of Student Conduct, a new Code of Academic Integrity, and a new design for the Student Judicial System.

The committee's draft of a **new Code of Student Conduct** has been completed and will be submitted to the Provost before May 1; it **will be published for comment on May 3 and discussed by University Council on May 4**. The President will promulgate a new Code of Student Conduct, based on the committee draft, the Provost's recommendation, and comments by the community, no later than June 30, 1994.

**The drafting of a new Code of Academic Integrity is substantially complete** and the working group is engaging the faculty in discussion of remaining issues. The Provost will receive the committee's final report in the Fall and will forward it with his recommendations to the faculties of individual schools for action.

**The design of a new student judicial system is also almost complete.** Drafting of a formal charter will be undertaken over the Summer by the administration, and the Provost will receive the committee's final report in the Fall and forward it with his recommendations to the individual schools for action. Meanwhile, short-term reorganization of the present judicial system (such as addition of mediation services), now located in the VPUL's area, will be completed by August 1994.

*A.1.b Student speech may be the subject of discipline under general rules of conduct.*

Covered under A.1.a.

*A.1.c The University has a duty to educate for community. In particular, this duty encompasses fostering those values of tolerance and mutual respect that lie at the heart of the academic enterprise. Fidelity to those values is crucial if the paramount mission of a secular academic institution—the shared adventure of seeking knowledge—is to be accomplished.*

With the adoption of a new Code of Student Conduct, the greater use of mediation services to resolve disputes between any members of the University community, and sustained articulation of core University values by the President and Provost, this recommendation should become a more integral part of life at Penn. Leadership by the Faculty Senate, deans and research centers will also be necessary to achieving progress in this area. **Implementation is to begin immediately**, as the Commission suggests, and to become a part of the institution's fundamental character.

*A.1.d. There should be a level of discipline for minor offenses that is not reported outside the University (e.g., to graduate schools or prospective employers) and a mechanism for diverting appropriate cases to a process that is empowered to impose discipline only at that level.*

*A.1.e. The process or processes used to resolve allegations of minor student misconduct should be less formal and more expeditious than the process used to resolve allegations of serious student misconduct.*

Covered under Recommendation A.1.a.

*A.1.f. Attention should be given to development and full utilization of residential disciplinary processes.*

The Provost and Vice Provost for University Life will share responsibility for this recommendation's implementation. As noted earlier, **this process**

**has started** with the work of the Committees addressing the student judicial process. Residential faculty will also play a key role in the recommendation's implementation. **Planning proceeds immediately, with a process to be implemented on a trial basis by September 1994.**

*A.2 The University Administration should insure that the Charter and Code of Academic Integrity, as recently revised, are faithfully implemented.*

Covered under A.1.a.

*A.3 The University administration should ensure that adequate resources are available for the number and quality of personnel required to resolve student conduct issues fairly and efficiently.*

The Provost and Vice Provost for University Life are responsible for resolving budgetary issues related to this recommendation. Recognizing the University's constrained fiscal climate, and the need to safeguard its academic core, additional funds will be identified through reallocation of existing resources. **The target date for articulating needs to effectively implement the new draft charter of the Student Judicial System and identifying funds to meet them is estimated to be by December 1994**, allowing time for the new Provost to make informed decisions that are consistent with other changes.

*A.4 The University administration should reconsider the reporting relationship appropriate for the JIO. A clear line of responsibility for reporting should be defined.*

As noted in Recommendation A.3, decisions in this area will be delayed until December 1994 to consider the recommendations embodied in the new Student Judicial Charter.

*A.5 The President and Provost should designate a crisis team, composed of the President, senior administrative and academic officers, campus security, faculty and student representatives to assess incidents and mobilize the campus to respond to crisis incidents of intolerant behavior. A hotline should be set up to allow reporting of incidents, and to provide accurate information to the campus community regarding incidents and to dispel rumors.*

**The President and Provost have designated a team** to deal quickly and effectively with serious incidents and issues that may arise. Headed by the Provost, the team's composition varies with the nature of the issue. **This team has been in place since February 1994.** Communication to faculty, staff and students will be swift, and accomplished through available internal communication outlets, especially electronic bulletin boards and mail networks. The use of a special "hotline" will only be implemented after the effectiveness of existing technological options already in place can be evaluated. This evaluation will be ongoing during the 1994-95 academic year.

*B.1 The Provost should convene a broadly representative ad hoc faculty committee on faculty roles and responsibilities. The Committee should address: 1) the defining of University values, including the standards of faculty responsibility; and 2) the ways in which the faculty's traditional teaching and research responsibilities are related to constructive engagement in the life of the University community, and the wider community of which the university is a part. This discussion should produce a clear statement of expectations regarding faculty roles and responsibilities within one year.*

The University administration recognizes the importance of this recommendation's goal: to increase the multi-faceted investment by the faculty in Penn's future. **The President and Provost have started working with the Council of Deans**, asking that they engage their schools' faculties, starting with departmental chairs, in this critical discussion. **The Faculty**

**Senate Committee on the Faculty will make this recommendation a priority for their 1994-95 agenda, and are expected to report on their work to the Provost by April 1995.** The Provost and Vice Provost for University Life have asked members of the Residential Faculty Council to involve more faculty in the University's residential programs.

*B.2 The Provost and deans of schools should take steps to encourage faculty members to take a more active part in the life of the campus, particularly in activities that are conducive to building community, respect, and cooperation. In addition to teaching and research, this aspect of faculty performance should be considered in all salary and promotion decisions.*

As in Recommendation B.1, many different strategies must be employed to realize significant progress in this area. The President and Provost are committed to working with the deans, departmental chairs and other faculty to encourage these developments. The leadership efforts of the Faculty Senate will also be critical. **A progress assessment will be undertaken by the Provost in June 1995.** The Provost and the Vice Provost for University Life have asked members of the Residential Faculty Council to involve more faculty in the University's residential programs.

*B.3 The President, Provost and deans should ensure that faculty members appointed to significant administrative and supervisory positions are provided with a suitable orientation in order to fulfill their budgetary, supervisory and other responsibilities.*

**The Office of Human Resources currently provides a training program for departmental chairs.** The administration proposes to broaden these educational efforts to include principal investigators on funded research projects, undergraduate chairs and graduate group chairs, and faculty in residence, with a goal of reaching all faculty entrusted with supervisory responsibility. The Vice President for Human Resources will consult with the Council of Deans on program development and availability. **Numbers of faculty supervisors completing such training will be reported to the community in June 1995.**

*B.4 Senior administrators, faculty members, teaching assistants, and other academic supervisors should periodically be informed about issues concerning harassment on the basis of race, gender, ethnicity, age, religion, disabilities, and sexual orientation. Deans and department chairs in particular, should be informed of the process for receiving, forwarding, and resolving complaints of harassment.*

The informational initiatives described in Recommendation B.3 apply to B.4 as well. University Resource Offices are available to assist any member of the University community, including supervisors. **A working group convened to recommend changes to Penn's Sexual Harassment Policy will present its conclusions to the President by June 1994.** Changes are expected to affect the operational aspects of the policy, including reporting of individual charges, reporting of collective data to the Penn community, and improved dissemination of services offered by campus Resource Offices.

*B.5 The President, Provost, Executive Vice President, deans, and departments should strengthen their efforts to increase the number of women and minority graduate students, faculty, staff, and administrators.*

**The administration is moving forward with this important Commission recommendation on several fronts:** 1) the Provost will be asking deans to provide him with school-based affirmative action implementation plans during the 1994-95 academic year; 2) a report from the President and Provost on Minority Permanence will soon be published; 3) the President's report on minority permanence related-issues accomplished during her tenure will also be published by June 1994; 4) the University is searching for an Executive Director of the Office of Affirmative Action, who will work closely with a senior Provostial staff member and the Director of Human Resources on staff and faculty equal opportunity issues; 5) the Dean of Undergraduate Admissions is working with the Affirmative Action Council's Committee on Students to examine current recruiting practices. He will work with the Provost to initiate needed changes immediately.

*C.1 The Provost should convene an ad hoc committee immediately to reassess the quality of, and the role of faculty members in, advising of undergraduates and graduate and professional students across the schools. Its report should be completed within a year.*

Although the Provost strongly endorses this recommendation's goal, he and other senior administrators suggest alternative strategies: the Faculty Senate is positioned for leadership in this area and the Provost welcomes its recommendations. Graduate, professional, and undergraduate student representative groups and individuals must also offer critical advice to the Provost; the Provost will ask the deans to submit plans outlining school strategies for improving the quality of academic advising, and to identify areas in which formal and informal advising within their schools is found by students and faculty to be successful. **The Provost will ask that the deans demonstrate improvement in this area by June 1995.**

*C.2 The Undergraduate Deans of the appropriate Schools should use incentives to encourage the development of courses that would address: 1) the variety of cultures, races, religions and ethnic groups; 2) the history of cooperation and conflict among these groups; and 3) the social practices of stereotyping. Such courses should be well-advertised, capable of satisfying distributional requirements of the different undergraduate schools, and easily available and attractive to all students. In addition, the curriculum committees of the schools should consider within the coming academic year (1994-95) whether these or similar courses already existing should be required.*

This recommendation requires implementation in stages. The first is to inventory existing course offerings that meet the Commission's description. The inventory will be reflected in the University's course offering publications. The Provost has identified as a Development priority the identification of new funds in order to support new course development by faculty. **A progress report on funds that have been raised for these purposes will be issued by June 1995.**

*C.3 The Provost and Undergraduate Deans should expand the number of courses taught in residences.*

**Appropriate spaces now available in residences but unused for teaching purposes will be utilized for classes during the 1994-95 academic year.** As needed, based on an evaluation by June 1995, to be conducted by students and faculty, on the utility of increased curricular programming in the residences, **new funds will be sought for transforming more residential space into public areas suitable for class—especially seminar—use.**

*C.4 Clear norms of civility, honesty, academic integrity, and responsibility for being an effective member of the community should be articulated to students during orientation, and regularly and consistently thereafter. Orientation should not be confined to the first week of the year, but should continue over the entire year. This orientation should address codes of conduct and academic integrity, as well as the Guidelines on Open Expression (and thus require the leadership of the faculty and deans of the schools).*

**The Vice Provost for University Life is producing a student resource guide to be distributed to incoming students in September 1994** in which material described in the Commission's recommendation will be included. In addition, members of the General Counsel's staff will collaborate with VPUL throughout the year to highlight critical information that needs to be brought to the entire community's attention, but especially to students on a regular basis. **Members of the University's Public Safety Division will continue to be involved in residential and other educational programs as part of their Community Policing initiative.**

*C.5 The President and Provost should promote community service programs both inside and outside the established curriculum.*

Penn has a tripartite mission: teaching, research and service. In an effort to increase its current level of participation in this area, **community service-related curricular offerings will receive special designation in course offering guides by September 1995. Extra-curricular community service opportunities will be featured more extensively in University publications and electronic bulletin boards and mail networks throughout 1994-95.** The President, Provost, Executive Vice President, and Center for Community Partnerships will continue to support the University's charitable workplace campaign, a service that Penn provides to its faculty and staff.

*C.6 Graduate and professional students with teaching responsibilities should have easy access to basic information about undergraduate education requirements and academic advising resources in their schools.*



**The Vice Provost for Graduate Education will work with deans to provide this information by January 1995 in consultation with representative graduate and undergraduate student groups and individual students.**

*C.7 The Provost and graduate deans should convene a committee to investigate the status, viability and utility of teaching evaluations by graduate and professional students.*

The Vice Provost for Graduate Education will work with graduate deans, representative graduate student groups and individual graduate students to develop an effective means for graduate students to evaluate their academic instruction. Plans will vary by school, and **all schools will be asked to have these instruments in place for use during the 1995-96 academic year.**

*D.1 The University must provide the structure and resources to ensure that the undergraduate first-year-on-campus living experience reflects the rich variety of the Penn community. To fulfill this aim, the Provost should:*

*D.1.a Direct a committee of faculty, administrators and students to study and consider a variety of models for assigning students to housing, and to design a new model for assigning housing to take effect for a trial period of 1996-97 to 2000-2001.*

The administration recognizes the leadership efforts of the Faculty Senate Committee on Students and Educational Policy as described in its report published in the April 19th issue of *Almanac*, "Enriching the Intellectual and Social Life of Penn Undergraduates." The heart of the Commission's recommendations relating to housing is emphasized in the Faculty Senate Committee's Report: "Integrated living/learning experiences, community service, community policing, and the creation of spaces where people can come together will help foster this experience of living together in a complex and sometimes intimidating world. We can build on successful models that already exist at Penn. But some new thinking and new plans will also be required." The Faculty Senate Committee report continues, listing twenty recommendations.

Its work and the Commission's in the areas of housing and other aspects of undergraduate life at Penn raise complex issues that are vital to the University's future. The Provost is planning to appoint a working group on Residential Life to examine the full range of these fiscal, philosophical and programmatic issues. The working group will be representative of faculty, staff, students and administrators. Complementing these efforts will be the findings from a Student Services Study now being conducted by the Vice President and Director of Planning. Conclusions from both bodies, and the community's responses to their publication, will help shape the administration's short- and longer-term actions to many of the thoughtful recommendations it has received. Some decisions have been reached, however, and these follow under the specific items listed in this category.

*D.1.b In that trial period, design and execute a study that measures the quality of student life and outcomes of undergraduate living experiences.*

**The Provost, Vice Provost for University Life, and Vice President and Director for Planning will, with broad University-wide consultation, design such a study and share the study's outcomes and conclusions with the Penn community.**

*D.1.c. After that trial period, decide on the residential model that would be the best fit for students in a pluralistic Penn community in the next century.*

Although this issue is answered in general terms under the preface to the housing recommendations, **the administration is committed to determining quickly how well Penn's current residential living options fulfill their stated purposes. The Vice President and Director for Planning and the Vice Provost for University Life, with other staff, will focus portions of the Study of Student Services and extend their inquiries as is necessary to make such a presentation to the University administration by December 1994.** Their findings will be shared with the University community, and will inform the planning of future residential programs.

*D.1.d. Direct immediately that no fraternity or sorority rush occur in the first semester of the first year, and that future rush and pledge periods be as short and as feasible and compatible with the housing plan that is developed.*

**Implementation of this recommendation will begin with the start of the 1995-96 academic year.** The Provost and Vice Provost for University Life have determined that Greek organizations at Penn will need to use the 1994-95 academic year to design their implementation plan for enacting this recommendation. This will need to be done in consultation with the University's Office of Fraternity and Sorority Affairs. The Greek system's plan, particularly the fraternities who appear most affected by this Commission recommendation, will need to meet with the approval of all relevant University and Greek-related oversight groups.

*D.2 The Provost should implement the University of Pennsylvania version of a College House system as soon as possible. Existing dormitories and other buildings should be used to the fullest extent to allow the prompt establishment of at least part of a house system. The planning necessary for full implementation of a living/learning environment should begin immediately.*

This recommendation will be carefully examined in the context of the Residential Life Study described earlier.

*D.3 The Provost and Executive Vice President should oversee the renovation and reorganization of the High Rises to create smaller community groups within each building.*

**This recommendation carries obvious merit, and will also be examined by the working group on Residential Life.**

*D.4 The Provost should carefully evaluate the quality of off-campus housing. No substandard housing should be listed by the University, and the Executive Vice President should work with the Philadelphia Licenses and Inspections Bureau to ensure that any housing offered for rent in the University vicinity meets at least minimum housing regulations. In addition, the University needs to increase its commitment to working with its neighbors for the improvement of the neighboring communities.*

**The Offices of General Counsel, the Executive Vice President and the Vice Provost for University Life will review the University's requirements for landlords whose rental properties are listed with Off-Campus Living.** The goal of such a review would be the incorporation, as a prerequisite for listing, of an assurance that all properties landlords are seeking to advertise through our off-campus housing inventory are in compliance with applicable housing codes as enforced by the City of Philadelphia Department of Licenses and Inspection's requirements. **These efforts will begin no later than September 1994 with full implementation by September 1995.** The University would seek the informal assistance from members of Penn's faculty and staff who are neighborhood residents to help ensure the success of this practice.

*D.5 The Provost should make a particular effort to ease the transition of international graduate students into University life.*

The Provost, Vice Provost for University Life, Director of the Office of International Programs, Commissioner of Public Safety and Director of Victim Support Services will work with the Vice Provost for Graduate Education and other staff members to expand current orientation efforts for this segment of the University community. Led by the Director of the Office of International Programs, **orientation efforts will begin to be developed by September 1994 and be fully implemented by September 1995** to not only to promote the well-being of international graduate students and their families upon arrival, but to help construct the longer-term support services that will enable them to make the best possible use of the academic and extra-curricular advantages of University citizenship.

*E.1 A barrier-free coffeehouse and gathering place should be established on Locust Walk. This space should be accessible to all members of the University community and should be open late in the evening. We also recommend that the Bookstore have extended hours and consider adding a coffee house and browsing area.*

**A portion of the space in the Book Store accessible directly from Locust Walk will be created to provide a "coffeehouse" area.** This fully-accessible space, which is **scheduled to open in September 1994**, will be located directly adjacent to the tradebook/ magazine section within the store. The space will be configured so that the "coffeehouse" can remain open when the Book Store is closed. **Additionally, the Book Store will operate extended hours until 8 p.m. for a trial period commencing September 1994.** Financial and operational effectiveness of the extended hours will be assessed at the end of the six month trial period.

*E.2 A new barrier-free student center, which will house meeting and performance spaces, socializing areas, and a common calendar advertising all campus events of interest to students, should be built as soon as possible. The timetable for its construction should be determined and made public as soon as possible.*

**The spatial configuration, program and construction timetable for the Revlon Student Center will be discussed at University Council in May. This topic is also scheduled to be discussed by the University's trustees during their June meeting.**

*E.3 We strongly endorse the recommendation that Locust Walk be made as representative of the total community as soon as possible.*

**The Penn Women's Center and at least one other tenant will occupy the property at the NE corner of Locust Walk and 37th Street by September 1994.** The administration is also examining other options for the creation of new residential living spaces on Locust Walk. The timetable for constructing new residences, however, is dependent on the University's ability to raise additional funds for this purpose. Partial funding has been achieved and the administration is committed to completing this fund raising goal.

*E.4 A fund should be established to support the Class Boards, the co-sponsorship of events that would promote interaction among different campus groups, and student-sponsored activities celebrating cultural differences. In addition, general University social activities that would bring together faculty, students and staff, should be continued and broadened.*

**By June 1994 the Provost and Vice Provost for University Life will establish funds for co-sponsorship of events as described by the Commission.** University initiatives designed to bring together faculty, staff and students, such as the pre-football game picnic on Hill Field, will be continued. In addition, **Class Boards will be utilized to promote student involvement in University life on a broad basis.**

*E.5.a The Executive Vice President should place all campus public safety, inside and outside buildings, under the supervision of the Division of Public Safety.*

**The Division of Public Safety is currently coordinating numerous campus security initiatives. There is a task force on campus security whose final report is due by June 30.** The report will indicate how security personnel, practices, and technology can be used to make Penn's campus safer. **Effective December 1994, the responsibility for residential campus security will be shifted from the Vice Provost for University Life to the University's Commissioner for Public Safety.**

*E.5.b The Executive Vice President and Division of Public Safety should integrate the University Police officers more into the University community through non-emergency contact with students, faculty and other staff by: 1) Involving the Division of Public Safety when administrative decisions are made on any issues relating to the safety of students and laws regulating student behavior; 2) Developing programs that will foster better relationships with students, beginning in the first year; 3) Emphasizing the positive contributions of police officers to the University community.*

**The Executive Vice President is working with the Commissioner of Public Safety and other University offices to implement all aspects of this recommendation.** Public Safety representatives' input will be sought as policies are formulated, particularly those affecting students. The improved relationships with students that the Commission encourages are an integral part of the community policing initiative that the Commissioner and Vice Provost for University Life are putting in place. **University police will play a significant role in student orientation as well as residential life programs throughout the 1994-95 academic year.** Using Penn's own publications, as well as external media outlets, **the many ways in which members of the police department contribute to the life of the campus and the community will be highlighted beginning September 1994.**

*E.5.c The Division of Public Safety should direct the training of police officers in handling situations affected by differences in culture, religion, race, ethnicity, or sexual orientation, and the unique character of a university community, and should recruit an officer pool that reflects the unique and varied character of that community.*

**The Commissioner of Public Safety has identified this as a major priority for the 1994-95 academic year.** The Department of Human Resources, with assistance from the Dean of the School of Social Work, has developed training programs designed to meet the Commission's recommendation. Having just been introduced, these programs need to be expanded in scope, occurrence and audience. Police departmental focus groups will help assess the effectiveness of these training efforts. Input will also be sought from campus representative organizations and individuals.

*E.5.d The Executive Vice President should form a Police Advisory Board.*

**The Executive Vice President has agreed to constitute such a board. This representative group is scheduled to be appointed by September 1994.** It is intended to serve as a forum for two-way communication between the police and the University community, and to assist with the implementation of the objectives and philosophy of Community Oriented Policing in the University and neighboring communities.

*E.5.e The Offices of Transportation and Physical Plant should pay continuing attention to the upgrading of lighting on campus and to the consistent provision of reliable transportation services.*

The Vice President for Facilities and Director of Fire and Occupational Safety will work with the University Council Committee on Safety and Security to continue campus lighting surveys. The Vice President for Business Services and Director of the Office of Transportation and Parking will continue to seek input through various channels from the entire University community on the reliability and utility of transportation services. **Specific avenues for expressing concern on lighting or transportation issues will be identified and published for the Penn community in September 1994.**

*E.6 The Division of Public Safety should enforce a consistent police response to alcohol and substance abuse.*

The administration recognizes the work of a widely representative drug and alcohol task force, composed of staff from the Vice Provost for University Life's Office and its divisions, the Department of Public Safety, and undergraduate and graduate students, as well as other administrative offices, that has been at work for over two years. Recognizing that substance abuse is a major concern across the nation's campuses, Penn has grappled with the issue of consistent enforcement and has had some initial gains. The expansion of community policing—with its many positive opportunities for interaction between police officers and campus residents—within the residential system should set the stage for more substantial gains beginning with the 1994-95 academic year. **A formal mechanism for gauging progress in this area will be established by the Vice Provost for University Life and the Commissioner of Public Safety with assistance from Penn community members, especially Residential Life student staff members; the VPUL and Commission will report to the community in September 1995.**

*E.7 The Executive Vice President should ensure that all offices offering community resources are located in wheelchair-accessible locations. The relative wheelchair accessibility of meeting and social areas should be clearly indicated in Penn publications such as Almanac, The Compass and the Facilities for Student Activities handbook produced by the Office of the Vice Provost for University Life. All people responsible for building information should be instructed how people with disabilities may enter and travel within those buildings. In addition, sufficient transportation should be provided for physically challenged students, faculty and staff.*

**The Vice President for Facilities annually dedicates \$100,000 to improvements to campus accessibility. Funding priorities are set by the Committee for an Accessible University.** Working with this committee, the Vice President for Facilities will request that this group coordinate its efforts with the Affirmative Action Council's Subcommittee on Disability Issues and together establish recommended modifications to the campus to be accomplished over a three-year period. **The Vice President for Facilities will also provide an updated campus map which clearly denotes wheelchair accessibility for the entire campus and all University buildings.** This map will be suitable and available for publication. The Office of Affirmative Action will work with other administrative offices to develop instruction for building administrators on how to properly identify how people with disabilities may enter and travel throughout their buildings. Building administrators will be responsible for educating members of their staff and other building tenants for these purposes.



*E.8 The University should direct the Committee to Review the Status of ROTC at Penn to come to a conclusion concerning the status of ROTC at the University as soon as possible.*

**The results of this Committee's work will be communicated to the University community as soon as they are available.**

*F.1 [The Provost's Office should oversee the publication of a complete student resource guide, which would contain procedures and policies, and information about student resources and opportunities for scholarships and financial aid, as soon as possible (and by September of 1994 at the latest).] [Each student should be provided with a copy of the handbook, and should sign a form indicating he or she has received it. This guide should also be available in electronic form, and should be combined with an interactive advice and referral service. A Central Resource Hotline, possibly an extension of the "R.A.P. Line," is highly desirable.]*

**The Vice Provost for University Life will provide all incoming students with a complete student resource guide at the beginning of the 1994-95 academic year.** The costs of establishing a Central Resource Hotline are significant; this aspect of the recommendation is pending.

*F.2 We urge The Daily Pennsylvanian to carry a student information bulletin board that lists student resources free, and on a rotating basis, so that all resources are not listed in every edition, but would appear periodically.*

**This recommendation is within the jurisdiction of *The Daily Pennsylvanian*.**

*F.3 The Executive Vice President and the Office of Human Resources should ensure that an employee handbook is in the hands of every University employee within one month of this report, and after that the handbook should be provided to each employee at the time of hiring. The handbook should be appropriate for the employee's classification and cover all rights, privileges, benefits, and obligations of the employee.*

**The University's employee handbook is now being distributed. New employees will receive a copy of this publication when they enter University service.** Since this is the first edition of this handbook, the Office of Human Resources will consult broadly with the community before changes are made in subsequent editions. **The handbook will be on line by mid-May 1994.**

During the next few months the Division of Human Resources will evaluate the usefulness of the publication by seeking input from individual staff and staff groups. **An E-mail address has been set up to provide staff with an easy way to share their comments (staffrelate@A1.benhur).** The publication will be updated and republished at periodic intervals depending on need. Necessary changes to format and content will be made in subsequent publications on the basis of feedback and evaluation.

Copy for updated versions will be reviewed as appropriate by other relevant offices.

*F.4 The Provost should ensure that a centralized, updated listing of ongoing student activities is easily available on the campus.*

**The Vice Provost for University Life and its division's members are working with other University offices to explore the possibility of making use of electronic posting for event listing.** Other ways of getting this information out to the campus community will also be used. **The VPUL will issue a status report on this effort by December 1994.**

*F.5 The President, the Provost, and the Executive Vice President should consult and communicate clearly and openly about any University policies or plans that can have an impact on the Philadelphia community.*

Through the Center for Community Partnerships, the Office of Community Relations, the University's News and Public Affairs Office, and the Office of Commonwealth Relations, the University will continue its dialogue with the Philadelphia community. The central administration's efforts are magnified across the campus through school, center and individual efforts. **The Office of Community Relations will serve as the collection point for community members who want to raise concerns.** University administrators should evaluate anticipated policies and programs in terms of the impact these efforts could have on the community, and to consult with community members as these initiatives take shape.

*F.6 We urge The Daily Pennsylvanian to consider making use of the services of an ombudsman, which is a common journalistic practice.*

**This recommendation falls within the jurisdiction of *The Daily Pennsylvanian*.**

*G.1 A position description must exist for every staff position, and each staff member must have a copy of his or her position description. Supervisors must regularly review position descriptions and revise them as needed.*

**The Vice President for Human Resources will communicate with heads of responsibility centers about the requirement to have written job descriptions in place for all staff employees no later than December 31, 1994. The Division of Human Resources will prepare a format for producing a new job description where there is not currently one in place.** In addition, the Vice President for Human Resources will encourage the updating of all existing job descriptions which are more than a year old. A review of the process for handling job descriptions, including the development of generic job descriptions for certain positions, is currently under review for more effective coordination with the employment process.

*G.2 Every staff member must receive a written performance evaluation annually. Consideration should be given to down-up evaluations so that supervisors can also receive feedback from those they supervise.*

The Division of Human Resources has accelerated its efforts over the last year to have performance evaluations done on each staff person. Training has been provided to supervisors. There has been an improvement over last year of under 40% to 54%. **The goal by the end of FY 95 is to have a 80% return rate of evaluations. By August 31, 1994 data concerning evaluations for FY 94 will be collated, analyzed, and communicated with the heads of responsibility centers.** For those units with especially low return rates for FY 94, the Director of Human Resources and/or the Manager of Staff Relations will meet with unit heads and encourage progress toward higher completion rates for FY 95. **HR will exercise leadership in ensuring that supervisors are held accountable for compliance with the performance management process.**

*G.3 All supervisors must support training as an important part of every regular employee's role and must assure that staff members receive the necessary orientation and training for their jobs and for the responsibilities of belonging to the University community. Human Resources is responsible for designing and offering relevant training programs and for making these programs accessible.*

**By December 31, 1994, the training program offered by the Division of Human Resources will be reviewed on the basis of several criteria, including its relevance to campus needs and its funding structure.** A part of this evaluation will involve focus groups with staff and supervisors. Written surveys may also be used. Other models of training delivery will be examined, as well, including ways to coordinate and maximize internal and external training and professional development opportunities. **This study will prepare for new initiatives in training to take place throughout FY 95 and FY 96.**

*G.3.a Individual job orientation is essential. Each department must assure that staff members attend the University's New Employee Orientation and that each staff member is oriented to his or her position.*

**The Division of Human Resources currently offers a new employee orientation approximately three times per semester. Presently, a revision of the program is underway and will be ready for delivery by September 1994.** A system has been installed to track attendance at the orientation program. By September 1994, the Director of Training and Organizational Development will begin to provide reports of attendance at the sessions to heads of responsibility centers. **The goal will be for all new employees to attend an orientation.**

The Vice President for Human Resources will encourage each school and responsibility center to provide orientation to new employees in their respective areas to address policies and procedures specific to each area.

*G.3.b Supervisory training should be mandatory for all supervisors. Departments are responsible for ensuring that all their supervisors attend, both when they first assume a University supervisory role and*

*periodically during that person's tenure as a supervisor, so they may stay informed of changes in University policies and procedures.*

**Supervisory training is now being provided in the five-day program designated "The Penn Supervisor," which is offered twice a year. By March 1, 1995, steps will be taken to ensure that it is fulfilling the needs of the campus.** Campus groups and administrators will be consulted broadly. **If needed, curriculum will be redesigned and the revised program will be offered in Fall 1995.**

Currently "The Penn Supervisor" is available to new and existing supervisors on a voluntary basis. However, **beginning in the Fall 1994, the program will be required of all new supervisors.** Attendance will be monitored through reports generated by Human Resources. This information will be provided to deans and unit heads for their use.

**During FY 1995 there also plans to develop additional management training for higher level managers.**

*G.3.c Training about how to work with people of different genders, ages, races, religions, ethnicities, sexual orientations and disabilities is relevant for all staff. This training should be mandatory for supervisors and incorporated into supervisory training. Aspects of this training should be integrated into the new employee orientation. Additional separate training programs with more depth in this subject are also appropriate. Departments should ensure that their staff members attend. The Office of Affirmative Action and the Office of Human Resources should collaborate on the design of these programs and make sure that they are offered on a regular basis and are available to staff.*

**The Division of Human Resources will work with resource centers and constituent groups and with the Office of Affirmative Action to identify the primary issues involving race and gender on the campus.** HR will work closely with Affirmative Action in collecting and disseminating formal data to keep the campus regularly apprised of progress toward Affirmative Action goals and other indicators concerning diversity in the workplace.

Efforts are already underway to coordinate more closely activities of the Staff Relations Office with activities of resource centers, including regular meetings to share non-confidential information and concerns about the campus environment. From these regular contacts, it is expected that the resource centers and HR will be able to conduct occasional joint programs and training activities.

A review has begun of the staff relations function, especially the role of the Office of Staff Relations *vis-a-vis* the roles of resource centers, etc. Revisions for clarity and efficiency will be made where they are needed. In conducting this review, HR will rely heavily on input from campus groups.

*G.3.d Staff members who are in positions that bring them in contact with students, staff, faculty and visitors must be provided with customer service training and updated information about the University. Department heads must make sure that their staff have access to the information needed to do their jobs. Human Resources should work with the Provost and Executive Vice President to identify the units which need this training and then work with the units to develop the training.*

**Currently Human Resources/Training and Organization Development addresses the issue of Customer Service by providing the training program "Customer Service at Penn — You Make the Difference" on an open enrollment and customized basis.** This core customer service program includes a complimentary program for managers which helps them focus on managing front-line service. T&OD has been supplementing this customer service initiative by offering a series of clinics which address specific service issues.

**By September 1994, the Division of Human Resources will develop an action plan for offering customer service programming to the campus through its Training and Organizational Development unit.** The action plan will include the development of a survey instrument to determine the needs of the campus. The focus of HR's efforts in providing customer service training will be to help employees, especially those involved in student contact, to see themselves as part of the overall educational process.

*G.4 Human Resources should develop a career planning service that clarifies career paths and needed skills, while underscoring the mutual*

*responsibility of University and staff members. This service should be available to interested staff members.*

**The Division of Human Resources is currently providing career planning services in two forms: counseling (offered by the Employment Office) and training (offered by Training and OD).** Some of these efforts are very new and require more communication to make them visible to the campus. **Publicity and marketing efforts of the new career development initiatives have begun and will continue throughout the Summer and Fall of 1994.** Human Resources has also begun to collaborate with campus groups, such as the A-3 Assembly, in the offering of broad programming for special audiences. Two such programs for the A-3 Assembly are scheduled for May 1994.

As part of its employment function, Human Resources will also review feasibility of having a policy on promotions and of making revisions to its policies on job classifications. In proceeding in this direction, HR will collaborate with deans and other campus leaders and will take steps to ensure compliance with Affirmative Action and with the needs of responsibility centers to have efficient employment processes.

*G.5 Human Resources should remind units of the difference between regular employment status and temporary employment status. Units are responsible for accurately informing staff regarding the person's employment status.*

The Division of Human Resources will clarify and publish policies regarding permanent and temporary employees. **These communications will be accomplished by means of direct memoranda from the Vice President for Human Resources to the heads of responsibility centers (to be sent by August 31, 1994) and by revisions in the policy manual and handbook materials for staff employees (to occur during Spring of 1995).** Relevant policy distinctions for the two groups will be covered in the training programs on University policies which are provided to supervisors.

*G.6 The results of the Pay Equity Study should be made public in the Spring of 1994, and action should be taken to address problem areas.*

**A preliminary analysis of the Pay Equity Study will be completed by June 1, 1994.** An action plan for implementation of the results will be developed during the Summer and a final report will be prepared during the Fall of 1994. Consultation with appropriate groups will be done throughout the process.

*G.7 All University employees should be referred to by their employment status, not their pay categories.*

**In its formal and informal communications with the campus the Division of Human Resources will begin immediately to use distinctions among employees only when necessary.** For example, if the communication is addressed to or concerns all staff, the term "University staff" will be used. **HR will consult with persons from the several groups of staff employees about the forms of reference and will, by the end of Summer 1994, propose some alternative ways to make distinctions when they are necessary.**

*G.8 Mediation services, such as those provided by the Ombudsman, Staff Relations, and the Faculty/Staff Assistance Program should be more widely advertised; in these services when a person feels aggrieved by a superior the two may talk with a neutral third party about the grievance to seek some resolution.*

**By July 1, 1994, the Division of Human Resources will exercise leadership in bringing together heads of all campus groups which provide mediation assistance to employees.** These meetings will include discussions of how respective roles may need greater clarity and how more effective communications among the various resource offices can take place. In the course of these discussions it is expected that some needed revisions to mediation processes will become apparent. Staffing issues will also be discussed especially from the point of view of providing more efficient services without undue redundancy of effort. In all these discussions, however, the unique needs of the various client groups will be kept in mind.

**Administrative Response to the Recommendations of  
the Commission on Strengthening the Community**