

Committee on Academic and Related Affairs

Committee General Charges

(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.

2022-2023 Specific Charges

1. Review new trends and initiatives of Penn Global as it marks its tenth anniversary, including Perry World House, new programs for study abroad, the impact of and recovery from the global pandemic, and the resources and support provided to international students and scholars.
2. Review research at Penn, recovery from the pandemic, support for undergraduate research and The Center for Undergraduate Research and Fellowships (CURF), and resources to advance a wide range of research across all twelve schools.

Summary of Committee Activity

The committee met five times during 2022-2023. The initial meeting in September was focused on discussion of the charges, setting the agenda, and deciding with whom to meet. The second meeting in October included: Dawn Bonnell, Senior Vice Provost for Research; Brian Litt, faculty director, Penn Health-Tech and professor of neurology, neurosurgery and bioengineering; and Katie Reuther, executive director of Penn Health-Tech and practice associate professor in bioengineering, focused on a broad overview of research across all schools at Penn followed by a discussion of Penn Health-Tech as a targeted example of research efforts and initiatives. In the past four years, since Dawn Bonnell's last meeting with this committee, funding available to areas in the humanities has increased. Emphasis has been placed on increasing collaboration across schools and facilitating innovation. The response to the pandemic was varied across the University and affected some research avenues more than others. Senior Vice Provost Bonnell presented trends during the pandemic that showed a maintenance of award numbers and an increase in award amount. The subsequent recovery from the pandemic has been comprehensive and detailed analysis is forthcoming.

2. The committee meeting with CURF involved an overview of their mission statement and existing programs to foster research across all twelve schools, including the President's prizes, the Projects for Progress, and the Penn Undergraduate Research Mentoring Program. Recent developments include increased participation in the Research Peer Advisor Program, which facilitates mentoring of undergraduates new to research. The pandemic required shift to virtual undergraduate involvement in research and a greater emphasis on projects that could be conducted remotely. Student feedback was solicited by the development of a survey, which highlighted the importance of Canvas to organize information regarding undergraduate research and fellowship opportunities. The committee and guests discussed challenges to expansion of undergraduate research

Response to 2022-2023 Specific Charges

Penn Global

1. Our meeting with Penn Global was very informative and productive. The response to the pandemic was efficient, effective and im-

pressive, including shifts to alternative means for participants to have a global experience (e.g., virtual internships); recovery has been progressing, with study abroad programs slightly delayed in recovery to pre-pandemic levels. Given the extent and comprehensive nature of the programs offered, as well as the plans for revision and expansion, the committee had active discussion and several comments/questions, including: how student experiences were assessed, and if this could be extended beyond the simple questionnaire; to what extent is availability of programs the limiting factor in having students incorporate a global experience; are there plans to extend inclusion of graduate students in global programs, particularly in the health schools; are international students at Penn involved in Penn Global programs; is there existing data on demographics of participants in these programs, and are there ways to extend participation of student populations that may not be as likely to participate, whether due to financial support/cost, involvement in extracurriculars (e.g., intercollegiate athletics), or specifics of academic course of study. The committee was in complete agreement as to the importance of a global experience and applauded the many ways in which this was developed by Penn Global over the past ten years.

A. Recommendation: consider the development of better mechanisms/metrics to evaluate students' experiences, coupled with collection of data for who is participating in Penn Global programs, particularly with respect to school, academic program, major, and other variables of interest, especially University DEI initiatives. This could also be effectively coupled with existing efforts to increase availability and access to short term programs that may not carry a financial burden and/or could accommodate students with schedules that may not be compatible with semester-long programs. In addition, it is recommended that Penn Global consider working with program directors and undergraduate/graduate chairs so that information about the existing (and planned) programming could be directly communicated to students in classrooms, major fairs and dinners, etc. as part of academic planning.

Research at Penn

1. Our first meeting with Dawn Bonnell, senior vice provost for research; Brian Litt, faculty director of Penn Health-Tech and professor of neurology, neurosurgery and bioengineering; and Katie Reuther, executive director of Penn Health-Tech and practice associate professor in bioengineering, focused on a broad overview of research across all schools at Penn followed by a discussion of Penn Health-Tech as a targeted example of research efforts and initiatives. In the past four years, since Dawn Bonnell's last meeting with this committee, funding available to areas in the humanities has increased. Emphasis has been placed on increasing collaboration across schools and facilitating innovation. The response to the pandemic was varied across the University and affected some research avenues more than others. Senior Vice Provost Bonnell presented trends during the pandemic that showed a maintenance of award numbers and an increase in award amount. The subsequent recovery from the pandemic has been comprehensive and detailed analysis is forthcoming.
2. The committee meeting with CURF involved an overview of their mission statement and existing programs to foster research across all twelve schools, including the President's prizes, the Projects for Progress, and the Penn Undergraduate Research Mentoring Program. Recent developments include increased participation in the Research Peer Advisor Program, which facilitates mentoring of undergraduates new to research. The pandemic required shift to virtual undergraduate involvement in research and a greater emphasis on projects that could be conducted remotely. Student feedback was solicited by the development of a survey, which highlighted the importance of Canvas to organize information regarding undergraduate research and fellowship opportunities. The committee and guests discussed challenges to expansion of undergraduate research

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Committee on Academic and Related Affairs

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opportunities through CURF. These included: difficulties in scheduling during the academic year, relative lack of faculty applications outside of SAS and PSOM, restricted opportunities for doing research for course credit within specific majors and programs, and effective communication of opportunities to undergraduates such that research could be effectively incorporated into academic planning. One stated goal was to effect expansion of existing programs such that any student or faculty member interested in participating in CURF programs could do so.

A. Recommendation: have increased interaction at local levels with program directors and undergraduate chairs, who can then present in class (or other avenues) directly to the undergraduate population. Research opportunities can then be integrated into academic planning, from pre-major to major advising. A further recommendation is to consider development of joint mentorship opportunities across schools and departments, consistent with efforts to facilitate collaboration and innovation in research at the University.

Proposed Future Charges

Given the breadth of the charges, and challenges in getting into each in depth, each charge could be carried over to 2023-2024 with potential revision of specific priorities. The response/recovery from the pandemic was more than sufficiently addressed in meetings associated with both charges.

Research at Penn: This is quite broad in scope, and the suggestion was made to focus specifically, but not exclusively, on research experiences and inclusion in the various curricula for our undergraduates and graduate students. This could also extend to postdoctoral scholars across the University.

Penn Global: Penn Global's next five-year strategic vision is set to be released in spring 2023, and thus follow-up on committee recommendations and major discussion points could be extended in 2023-2024. The committee could place particular emphasis on Perry World House and International Student and Scholar Services, as these parts of the charge were not addressed in 2022-2023.

Committee Membership

Chair: Paul Schmidt

Faculty: Montserrat Anguera, Janice Madden, Flavia Teles

Graduate and Professional Students: Helen Jin, Ludwig Zhao

Undergraduate Students: Ranim Albarkawi, Oluwaniminu Badejoko

PPSA: Sandra LaMonaca, Katherine Primus

WPPSA: Maureen Goldsmith

Administrative Liaison: Leo Charney

Staff: Jessie Burns

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 safety¹, 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.

2022-2023 Specific Charges

1. Review and comment on public-facing information, the impact and goals of Penn's initiatives and investments on public education in Philadelphia.
2. Explore the need for and ideal conduct of a community needs and impact assessment for public safety, public health, and community quality-of-life in the communities surrounding Penn's campus.

Summary of Committee Activity

Between December 2022 and March 2023, the entire committee met six times over the academic year, and featured one guest. There was an option to attend the meetings in person in the University Life conference room or via Zoom. Attendance was always more than 75%. Because of the high level of engagement, the committee had many robust conversations and discussions around the topics prioritized for the year. During this five-month period, subcommittees were formed. Throughout the process, subcommittees addressed the recommendations from last year's committee. Subgroup One reviewed the impact and goals of Penn's initiatives and investments on public education in Philadelphia. Subgroup Two explored the need for and ideal conduct of a community needs and impact assessment for public safety, public health, and community quality-of-life in the communities surrounding Penn's campus. The subgroups met multiple times to engage in research, discussion, and preparation for writing the final report. Anthony Sorrentino provided a high-level summary of the various departments and program existing at Penn in the name of "civic engagement," community development, et. al. to begin the process of producing a comprehensive inventory of activities provided by Penn to neighboring Philadelphia communities. The committee invited assistant vice president of community affairs at Penn, Glenn Bryan to attend the meeting held on January 26, 2023. AVP Bryan provided a perspective that helped shape our recommendations regarding the various high priority topics for Penn. The committee engaged in research, and robust and healthy debate. Chair Zuberi allowed for all voices to be heard and garnered consensus on the recommendations ultimately put forth in this report.

Response to 2022-2023 Specific Charges

Charge 1: Review and comment on public-facing information, the impact and goals of Penn's initiatives and investments on public education in Philadelphia.

Penn has a history of supporting Philadelphia's public schools in various ways. Public-facing information on this support reveals that:

- Beginning in 1998, the University provided partnership and dedicated funding for the Penn Alexander School and, later on, commit-

ted funding for a second K-8 school, Henry C. Lea School, in West Philadelphia.

- In 2020, the University committed \$100 million to the School District of Philadelphia to be allocated over ten years for the remediation of lead and asbestos.
- Various schools and centers throughout Penn have programs dedicated to support and education in Philadelphia public schools through training, advisement, service, and material contributions. See, for example: <https://phillymap.gse.upenn.edu/>.

Current issues identified by the committee:

- Penn's support of the Penn Alexander School in proximity to the University's campus in West Philadelphia has been correlated with a rapid and substantial increase in property values in the school catchment area which has had consequences for affordability of housing and the displacement of long-term residents who lived within the catchment prior to investment in the School.
- The University and its constituent schools and centers offer a multiplicity of programs and partnerships with individual public schools and the school district. There is, however, currently no apparent overarching organizing principle, vision, or mission that the University is following to support and communicate a unified strategy or set of priorities. This is in contrast to more explicit explanations offered by Penn and Penn leadership following the launch of the West Philadelphia Initiatives (which included support for the Penn Alexander School).²
- In 2020, Penn committed to pay the School District of Philadelphia \$10 million per year for ten years. Many at Penn and across the city have argued that the University should make larger payments—40% of what Penn would owe in property taxes—and that those payments should be permanent annual commitments, not limited to 10 years.

Committee Process and Recommendations

The subcommittee searched University websites, attended the Faculty Senate Inaugural Roundtable, *What is the Role of Universities in Supporting Public Schools and Public Education (2/28/23)*, and reviewed additional background information on the history and rationale for the University to make voluntary annual payments to the Philadelphia Public Schools.

Based on this review, we identify a lack of transparency regarding the full scope and monetary value of Penn's financial investments in public education in Philadelphia, the criteria through which the investment decisions are made, and the extent of community input integrated into these decisions. Information considered by the committee suggests that a lack of transparency exists around the scope of the specific activities Penn and its affiliates are completing and the monetary value of each of these activities. Even within the University, individual schools and departments often do not know what others are doing. The Graduate School of Education has created a map of its activities, which together with the information shared by Mr. Sorrentino, may represent a starting point for assembling and publicly reporting the financial value and nature of Penn's investments in public schools. We recommend a dedicated University website that makes clear the character and monetary value of Penn's large strategic institutional investments and the criteria for making investment decisions in public education in Philadelphia. This should be supported by regular and accessible public presentations that both provide this information and actively elicit and respond to community feedback.

Our second recommendation concerns Penn's voluntary payments to the public schools. In 2020, Penn committed to pay \$10 million per year for 10 years to the School District of Philadelphia for lead and asbestos abatement. In recent years, members of Penn faculty, staff, and students, as well as members of city government, and public-school parents, students, and staff, have called on the University to make larger, permanent annual payments in lieu of taxes to the Philadelphia Public Schools totaling 40% of what the University would owe in property taxes. With new leadership at

² See for example: University of Pennsylvania annual reports from the period, as well as Judith Rodin, "The 21st Century Urban University: New Roles for Practice and Research," *Journal of the American Planning Association* 71, no. 3 (2005): 237-249; Judith Rodin, *University and Urban Revival: Out of the Ivory Tower and Into the Streets* (Philadelphia: University of Pennsylvania Press, 2007).

¹ Now called vice president for the Division of Public Safety.

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Committee on Campus and Community Life

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Penn this year, we believe that this is an important time to revisit Penn's past policy and for the new president, provost, and board of trustees to establish and make known their own policy. We recommend that the University establish a one-year process to determine how much Penn should contribute to the Philadelphia public schools beyond the \$10 million per year pledged in 2020, and for what length of time it should do so beyond the 10 years pledged in 2020. This should be a representative and open process using a format similar to that of the Public Safety Review and Outreach Initiative carried out by the Quattrone Center and select advisors to the President in 2020. The process should be led by a committee that includes elected and appointed representatives of faculty, staff, and student bodies. The committee should hold public hearings on and off campus and solicit input from Penn affiliates, public school parents, students, teachers, staff, and administrators, as well as the professional, union, and community organizations representing them.

To inform the University Council's deliberations, we provide here some further brief background on payments to the public schools and their history at Penn.

Background on Payments to the Public Schools and the Case for Them

The University of Pennsylvania is the largest private property owner in Philadelphia, yet, as a tax-exempt institution, it pays no property taxes on its non-commercial properties, valued at over \$2.5 billion.³ Public schools in the United States depend on property taxes; in Philadelphia, property taxes represent the majority of local funding for the public schools. Penn's tax exemption thus contributes to the underfunding of the Philadelphia public schools.

Universities throughout the Ivy League and across the United States have long made voluntary payments in lieu of taxes to the cities where they are located. These agreements, which take several forms and involve payments of various sizes, are ways that universities recognize their civic obligations to sustain the public institutions on which they depend and rectify racial and economic inequalities that can result from tax exemptions.⁴ These payments do not represent alternatives to other forms of community engagement that universities can and do undertake with public schools—whether service-learning courses, volunteer tutoring programs, partnerships with individual schools, or any number of other initiatives. They are foundational civic obligations.

Over the last decade, a city-wide campaign has called on Philadelphia's most highly endowed universities and hospitals—Penn, Drexel, and Jefferson—to make such payments to the public schools, amounting to 40% of what they would owe in property taxes.⁵ Research by Penn for PILOTs, an organization of Penn faculty and staff, suggests that payments at this level would amount to approximately \$40 million per year for Penn.⁶ This is an estimate because Penn has not publicly released data showing what its property tax burden would be if the University and Penn Medicine did not have tax-exempt status.

There are precedents for such a system. In 1994, in response to Executive Order 1-94 issued by then-Mayor Ed Rendell, Penn and other non-profit institutions in the city agreed to make payments in lieu of taxes rather than have the city bring them to court and challenge their tax exemptions under the state constitution.⁷ The 1994 agreement survived only as

³ “\$29.6 billion of Philly real estate is exempt from property taxes. Should nonprofits be asked to pay up?” *Philadelphia Inquirer*, Sept. 30, 2019, available at <https://www.inquirer.com/news/philadelphia-nonprofit-exempt-property-tax-pilots-penn-aramark-20190930.html>. Penn's tax-exempt property, like all tax-exempt property in the city, was last assessed in 2018. Given rising real estate values since 2018, Penn's tax-exempt property is likely worth more today.

⁴ For an introduction to PILOT agreements nationwide, see the 2012 and 2016 reports of the Lincoln Institute of Land Policy: <https://www.lincolnst.edu/publications/working-papers/payments-lieu-taxes-nonprofits> and <https://www.lincolnst.edu/publications/policy-briefs/nonprofit-pilots-payments-in-lieu-taxes>.

⁵ For the history of this campaign, which dates back to 2012 and was launched anew in 2020, see Philadelphia Jobs with Justice: <https://phillyjwj.org/our-work/fund-philly-schools/>.

⁶ For an explanation of this estimate, see “How much would a fair and meaningful PILOT be?” at <https://www.pennforpilots.org/faqs>. For the Penn for PILOTs petition with over 1,200 signatures from Penn faculty and staff, see <https://www.pennforpilots.org/petition>.

⁷ <https://www.phila.gov/departments/mayor/executive-orders/#/?table=%2520Mayoral%2520executive%2520orders%2520from%25201952%2520to%2520the%2520present&q=01-94%20Amend%3A%20Voluntary%20Contribution%20Program%20%28as%20amended%29>.

long as Mayor Rendell was in office. When he left in 2000, the mayor's office did not continue to enforce it, and Penn and other institutions stopped making payments. Nevertheless, Penn and other wealthy non-profits remain vulnerable to the challenge that the Rendell administration made in 1994—that is, the city government could again threaten to challenge Penn's tax exemption under the state constitution, which could convince Penn to make voluntary payments to avoid confrontation in court.

More recently, in November 2020, Penn took an important step by pledging to voluntarily pay \$10 million per year for ten years to the Philadelphia public schools for asbestos and lead abatement. An agreement to make annual payments in lieu of taxes would differ from this gift only in that it would entail larger payments, and also in that it would represent a permanent commitment, rather than a time-limited, ten-year commitment.

Charge 2: *Explore the need for and ideal conduct of a community needs and impact assessment for public safety, public health, and community quality-of-life in the communities surrounding Penn's campus.*

Members of the committee considered the charge from the last committee report to determine the need for a community needs assessment. Ultimately, the committee determined that there is no need for a community needs assessment at this time. Should the University undertake such an assessment in the future, it should be prepared to meet the needs expressed by participating community members. A needs assessment should only be conducted if it will be used to guide decisions about community investments. Any future needs assessment should be considered within the constraints of what the University is/is not willing to do in terms of community investment.

General Comments

The committee felt that the general charges were appropriate, but the committee continues to be challenged by time and administrative assistance. The committee was limited in its work by not having access to information from past committees, and a co-chair for the committee would have also helped the committee to accomplish our work.

Over the past few years, the committee has offered recommendations regarding the affordability of a Penn education, Title IX, need-blind admissions, social services for drug and alcohol use, and mental health promotion, public facing information, education in Philadelphia, and the need for a community needs and impact assessment. We recommend that, in the next academic year, the committee be given a broader charge so that substantive review and recommendations can be made. Substantive progress on the broader scope of the charge would require that relevant data for that charge be summarized and made available to the committee at the outset of its work. Request for these data would be part of the first order of business of the committee. Further, the committee would benefit if it were staffed each year with subject area experts related to the work outlined by the committee.

We want to highlight and reconfirm the general scope of the committee's work. Our recommendations for future charges are as follows:

1. Review and operationalize the standing charge of the committee to advise the University on the following: i) University communications and public relations; ii) relationship of the University to the surrounding community; iii) the conditions and rules of undergraduate and graduate student life on campus; and iv) matters concerning safety and security in the conduct of their operations.
2. Provide a review and make recommendations on one or more of the charges by the committee to the Council.

Committee Membership

Chair: Tukufu Zuberi

Faculty: Courtney Boen, Sara Jacoby, Elinore Kaufman, Sarah Schneider Kavanagh, Amy Offner, Francesca Russello Ammon, Mark Stern

Graduate and Professional Students: Michael Krone, Hoang Anh Phan

Undergraduate Students: Lina Chihoub, Emma Shockley

PPSA: Laurie Actman, Christine Weeks

WPPSA: Erin Gautsche

Administrative Liaison: Tamara Greenfield King, Tony Sorrentino

Staff: TBD

Committee on Diversity and Equity

General Committee Charge

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.

2022-2023 Specific Charges

1. Continue to monitor minoritized groups' concerns regarding inclusive and affirmative campus spaces and determine if any further recommendations on this issue should be made to the University Council.
2. Continue to meet with Penn DEI officers to inform the committee's understanding of DEI issues that are surfacing across campus, emergent strategies for addressing those issues that are showing promise, and specific recommendations that might emerge from ongoing dialogue with DEI officers.

Summary of Committee Activity

The committee met virtually on a monthly basis during the 2022-2023 academic year to consider its two specific charges and consider emergent concerns. By the December 2022 meeting, the committee identified three themes for consideration in its end-of-year recommendations to the University Council: a centralized support structure for DEI officers across the university; a DEI climate study directed at staff across the University; and supports for students from minoritized backgrounds, including financial and academic supports and cultural center spaces on campus.

Centralized DEI Support Structure

The lack of a centralized support structure for DEI officers across the University emerged as a concern for the committee in 2021-2022. During meetings that year, committee members learned that Sam Starks, our administrative liaison and the executive director of the Office of Affirmative Action and Equal Opportunity Programs, was serving as a de facto resource for DEI officers in the absence of any formal, centralized support structures. Mr. Starks's efforts included compiling and updating a list of DEI officers on campus, which proved a valuable resource in the committee's attempts to learn about their experiences in their DEI roles.

Building on the previous year's explorations of this issue, the committee met with three DEI officers during our October 2022 meeting: Dr. Brigid Dwyer, the vice dean for diversity, equity, and inclusion in the School of Arts and Sciences; Jack Drummond, the director of diversity, equity, and inclusion in Perelman School of Medicine; and Roderick Gilbert, chief diversity, equity and inclusion officer in the School of Veterinary Medicine. While all three guests described exciting DEI initiatives within their respective schools, they also identified a range of challenges encountered in their work. These challenges included:

- Developing DEI professional development opportunities for faculty and staff
- Improving attention to DEI issues in teaching
- Recruiting more diverse faculty, staff, and students
- Supporting staff appreciation
- Supporting affinity groups
- Developing DEI-focused community engagement initiatives
- Establishing restorative practices around DEI issues for faculty and staff.

Citing these and other challenges, the three guests confirmed that a centralized support from the University for DEI efforts could bolster their school-based efforts. That Dr. Dwyer and Mr. Gilbert were the inaugural DEI officers in their schools further underscored both the infancy of some DEI efforts across campus and the warrant for a centralized support

structure to help DEI officers grow school-based initiatives. In subsequent meetings, some committee members suggested the formation of a council of DEI officers to ensure that individual schools' interests were being represented, and to promote discussion and sharing of resources and best practices.

Feedback offered on the initial draft of this report from senior University leadership revealed that at least two listservs have resulted in monthly meetings during which DEI colleagues share information, with one of those meetings dedicated to the DEI point-persons from the University's twelve schools and academic resource centers. It should be noted, however, that the DEI officers who attended committee meetings described the challenges outlined above despite these listservs and meetings.

Staff-Focused DEI Climate Study

Another carry-over from the committee's 2021-2022 discussions was the need for a DEI climate study administered to University staff. After speaking with Rume Joy Azikiwe-Oyeyemi, the then-executive director and chief of staff of Human Resources, the committee realized that a recommendation for a major undertaking of this nature would be difficult for the University to take up amidst the change in presidential appointments. Thus, the 2021-2022 end-of-year recommendations included a call to follow-up on the possibility of a staff-targeted DEI climate survey.

Although none of the 2022-2023 committee's meetings focused specifically on the DEI climate survey for staff, guest attendees during our October meeting confirmed the need for gauging staff experiences with DEI issues. In follow-up discussions, several committee members recalled responding to previously administered surveys for staff and/or faculty, both school-based and University-wide, but never hearing about the results and the action items informed by them. This prompted questions about how the results of a DEI climate survey for staff, along with subsequent plans of action, would be shared with the University community. Additionally, committee members noted that (1) many University staff members are from historically minoritized backgrounds, thus adding another important dimension to a DEI climate survey; and (2) the vulnerability of many staff within a hierarchical institution like Penn makes the confidentiality of survey respondents of the utmost importance. Lastly, committee members suggested the involvement of the following individuals to help launch this initiative:

- Jack Heuer, senior vice president for Human Resources
- Joann Mitchell, senior vice president for institutional affairs and chief diversity officer
- Stacey Lopez, vice president for institutional research and analysis
- Tamara Greenfield King, Interim Vice Provost for University Life and senior associate vice provost for student affairs.

Supports for Students from Minoritized Backgrounds

The locations of cultural centers and other spaces on campus that specifically serve students from minoritized backgrounds emerged as a major concern during the committee's 2021-2022 meetings. This year, the committee revisited this concern during its November meeting with the following guests: Krista Cortes, the director of La Casa Latina; Roseilyn Guzman, the associate director of La Casa Latina; and Teran R. Tadal, the director of equity and inclusion for the undergraduate division of the Wharton School. The conversation surfaced critical insights into three concerns related to minoritized students on campus: their financial hardships, their academic struggles, and their anxiety surrounding the future of the Deferred Action for Childhood Arrivals (DACA) program. During our December meeting, committee members agreed that in the interest of limiting our recommendations to two, we recommend this topic be given to a committee with more student-facing charges for further discussion and consideration. We hope to follow up on this by the end of the academic year.

Responses to 2022-2023 Charges

Given the committee's decision to recommend the charge of supports for minoritized students' campus experiences be forwarded to a more student-facing committee, there is no direct response to the first 2022-2023 charge regarding minoritized groups' concerns about inclusive and affirmative spaces on campus. Both responses below are limited to the second charge.

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Committee on Diversity and Equity

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Charge 2: Continue to meet with Penn DEI officers to inform the committee's understanding of DEI issues that are surfacing across campus, emergent strategies for addressing those issues that are showing promise, and specific recommendations that might emerge from ongoing dialogue with DEI officers.

Recommendation #1: We encourage the University Council to support the development of a fully-staffed office to provide centralized support structure for DEI officers across the University. This office could report to Joann Mitchell, senior vice president for institutional affairs and chief diversity officer, and it would be tasked with five aims:

1. Research, establish, and disseminate best practices in DEI work
2. Coordinate and prioritize University-wide DEI initiatives
3. Distribute centralized resources to support school-based DEI initiatives
4. Reduce redundancy of DEI structures and efforts across the University
5. Establish accountability metrics and evaluate University-wide and school-based DEI initiatives.

Recommendation #2: We encourage the University Council to support the administration of a DEI climate survey directed at staff across the University. The launch of this survey should be accompanied with a clear plan for the dissemination of results and the presentation of subsequent action items to the University community.

Recommendations for Future Charges

Given the time and resources required for University efforts to act on our responses to the 2021-2022 charges, the recommendations for the committee's 2022-2023 charges focus on sustaining attention to and generating momentum around a centralized DEI support structure and a staff-targeted, University-wide DEI climate survey.

1. Work with senior University leadership and DEI officers across the University to monitor progress toward a centralized DEI support structure, specifically by (a) identifying and addressing roadblocks, and (2) advocating for sufficient human and financial resources to ensure successful implementation.
2. Work with senior University leadership, Human Resources personnel, and other key stakeholders to monitor progress toward the launch a staff-targeted, University-wide DEI climate survey, specifically by (a) identifying University point-persons for this initiative and (b) addressing logistical and resource challenges identified by those point-persons.

Committee Membership

Chair: Ed Brockenbrough

Faculty: Daniel Gillion, Roy Hamilton, Hyunjoon Park, Jennifer Punt, Susan Taylor

Graduate and Professional Students: Emily Getzen, Jorge (Jay) Ortiz-Carpena

Undergraduate Students: Astrid Raganas, Sarah Asfari

PPSA: Kaitlin Johnstone

WPPSA: Miriam Harris

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.

2022-2023 Specific Charges

1. Explore how the University provides inclusive accommodations on campus.
2. Review the progress the University has made in attaining its goal of carbon neutrality by 2042 and future plans to assure that Penn reaches this goal

Summary of Committee Activity

The committee met five times during 2022-2023. During this academic year the committee reviewed issues related to its general charge and addressed its specific charges for 2022-2023.

The committee began its work by reviewing the committee process and its general charge. Mark Kocent, University architect and administrative liaison for the committee gave an overview of Penn Connects, Penn's campus development plan. He then presented the major capital projects that are currently planned or underway. The projects include: Penn Boathouse Renovation which opened in October 2022; the new Ott Center for Track and Field, with anticipated opening in the summer of 2024; the Graduate School of Education Renovation and Expansion, which will open in the summer of 2023; Amy Gutmann Hall, which will open in the summer of 2024; Vagelos Laboratory for Energy Science and Technology, which will open in spring 2025; 3935 Walnut Street Redevelopment (McDonald's site), which will open in spring 2024; and 3600 Civic Center Boulevard Phase 2, which will be complete in summer of 2026. There are three current major renovations and reinvestments at Stouffer College House, College Hall, and the Quadrangle. The committee was also updated on progress on longstanding prior committee recommendations on all-gender restrooms, lactation, and wellness spaces.

Regarding the committee's specific charge on exploring how the University provides inclusive accommodations on campus: The committee focused on access to Penn's facilities. The committee was aided by guest speakers Josh Forman, director of security services in the Division of Public Safety, and Jackie Schlindwein, environmental graphic designer in the Office of the University Architect. The committee was given an overview of the Operation Building Safe (OBS) program. It was created in 2019 when Public Safety secured the perimeter of most buildings on campus, restricting access to either the entire Penn community or a subset of the Penn community. The program is intended to reduce crime and increase security while maintaining a welcoming presence and access to campus buildings. Buildings either have a Commence System (24/7 intercom) or a security/staff person. Signage is placed on all exits and entrances to each building. The signage includes a map indicating where you are and where the closest accessible entrance is located, along with building hours and the phone number for Public Safety. No trespassing/soliciting and video monitoring signs are combined with the Operation Building Safe signage. The video monitoring signage can deter thefts but also make people feel more comfortable that their safety is being monitored. Not all cameras are actively monitored all of the time. There are close to 3,000 cameras on campus, all of which are monitored periodically.

All buildings on campus are code compliant regarding entrances and exits from the building. Fire and Emergency Services also ensure emergency exits are maintained. There is a regular review of exits, particularly in residences. Every building has an assigned building manager. The building manager should be contacted if one needs to gain access to the building as a new user. The building managers work with Public Safety to control access to each building.

The committee feels it is important to note that not all entrances on campus have Public Safety officers present during periods when buildings are open. The committee also feels it is important to note that all Public Safety officers receive implicit bias training annually and annual refreshers in many courses. The division is constantly adding additional pieces of training. One of the newest training programs is Gender Identity Awareness. The committee also notes that "piggybacking," or illegally following someone through a secure entrance to gain access into a building, is a known issue and security risk at the University. DPS is aware and proactively works to mitigate this issue, for example, at entrances to the College

Houses, where residents who try to piggyback through a turnstile are also monitored by an in-person allied guard.

Regarding the committee's specific charge on exploring the progress the University has made in attaining its goal of carbon neutrality by 2042 and what are the future plans to ensure that we reach this goal: The committee welcomed Bill Braham (chair, Faculty Senate Select Committee on the Institutional Response to the Climate Emergency (CIRCE)), Benjamin Pierce (CIRCE sub-chair of Community and Policy Committee), Nina Morris (director of sustainability, Facilities and Real Estate Services); and Ben Suplick (director of engineering and energy planning, Facilities and Real Estate Services) to aid us in our review. (Disclosure: Chair Michael McGarvey is the sub-chair of the CIRCE Operations Committee)

The committee reviewed materials on carbon reductions and neutral-ity projections from 2009-2042. To date, ongoing initiatives have decreased Penn's carbon footprint by 44%; these include building system and lighting replacements, recommissioning, enhanced recommissioning, steam offsets, air travel offsets, and improvements in the broader grid from which Penn purchases electricity. The solar Power Purchase Agreement (PPA) facilities under construction in central Pennsylvania, will further extend Penn's footprint reduction. Penn will not own the solar panel installations associated with the project, but will purchase electricity from the eastern U.S. grid the equivalent electrical power to be provided by these arrays. The company must produce a certain amount of power each year or pay a penalty. Penn has agreed to pay a fixed fee for the power over the course of the contract. The project is scheduled to be completed in December 2023. The solar facility is expected to provide 70% of the campus and the University of Pennsylvania Health System in PA electrical supply and reduce carbon emissions for campus by 26% (based on 2009 baseline). The contract expires in 2048.

Looking forward beyond FY24, the steam service which Penn purchases for our heating needs will remain the largest unaccounted portion of Penn's carbon footprint. Penn's steam provider is evaluating the implementation of utilizing fossil-free energy sources for some of its turbines and has its own goal of carbon neutrality by 2052.

The committee also reviewed the recently implemented Climate Impact Offset Charge (CLIO); which is a fee applied to all University-sponsored air travel to generate funds to partially offset Penn's airfare carbon emissions through purchased offsets. This is the first program of its kind at a major University. Each school and center is billed centrally based on the number of trips its faculty and staff have booked via Concur each year. The money is then used to purchase air travel offsets, with the goal of funding local and certifiable offset projects. All major institutions in the United States are seeking offsets of some type to reduce their carbon footprint. At some point, the demand may exceed the supply of carbon offsets available.

Penn is a leader among urban universities in its progress of attaining carbon neutrality, yet it faces different challenges than some rural colleges and universities largely due to its size, large research enterprise, and urban density, which limit its ability to build fully self-sufficient infrastructure capacity to address its entire carbon footprint. The committee also acknowledges the work of the Environmental Innovations Initiative, which is a program charged with facilitating research, recruiting and retaining faculty, and developing educational programs around the themes of climate action, stewardship of nature, and human prosperity.

Response to 2022-2023 Specific Charges

The committee is overall in support of the progress that the University is making regarding the reviewed aspects of the operation of its physical plant, specifically past recommendations concerning all-gender restrooms, lactation, and wellness spaces.

Regarding the charge on how the University provides inclusive accommodations on campus, the committee reviewed how the Penn community gains access to University facilities. This was accomplished by reviewing the Operation Building Safe (OBS) program. Several benefits of the OBS program were highlighted: limiting access to only certain building entrances, clear signage, reducing crime, enhanced emergency response to active threats, extensive video monitoring, maintaining a welcoming environment, and increased officer bias training. The committee is pleased with the work on building access and procedures, but continues to have concerns that not all buildings have a security guard present during business hours at active entrances. This continues to result in a security risk

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Committee on Facilities

(continued from page 7)

due to multiple factors, including “piggybacking.” The committee recommends that the University have a security or staff person at each active building entrance, at least during business hours when entrances are open. Committee members offered additional suggestions on signage, such as the placement of signs to be more visible to individuals using wheelchairs and the use of QR codes to point visitors to additional building-related information.

In regards to the committee’s specific charge on exploring the progress the University has made in attaining its goal of carbon neutrality by 2042 and what are the future plans to ensure that we reach this goal: The committee applauds the University’s progress at every level on this issue. Despite this, the committee is concerned that the University will not reach its goal of carbon neutrality by 2042 based on the available data. The committee makes the following recommendations:

1. The University of Pennsylvania significantly accelerate its timeline of achieving carbon neutrality by the use of carbon offsets and by expanding the Power Purchase Program.
2. The University work toward a long-term goal of carbon neutrality without carbon offsets.
3. The University commit to being the academic leader in the field of climate change through policy, investment, education, and research. To this end, we ask that the University consider creating a prominent, well-resourced center, school, or institute focusing on climate change and the climate emergency.

Proposed Future Charges

The committee would like to review and explore the processes related to managing the University’s real estate holdings, including how decisions are made to initiate, purchase, and utilize these holdings and how these projects are discussed with and affect Penn’s internal and surrounding communities.

The committee would like to review how the University plans to adapt and track the effects of climate emergency on its infrastructure and arbore-tums. This would include reviewing its emergency disaster plan for weather events and natural disasters.

Committee Membership

Chair: Michael McGarvey

Faculty: Zhongjie Lin, Cary Coglianese, Michael May, Nicholas Pevzner, Stephanie Weirich, Rashida Ng

Graduate and Professional Students: Kyle Campbell

Undergraduate Students: Pranav Tadikonda

WPPSA: Raymond Johnson

Administrative Liaison: Mark Kocent

Staff: Taylor Berkowitz

Committee on Personnel Benefits

Committee General Charge

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,¹ and director of benefits shall serve as non-voting ex officio members.

2022-2023 Specific Charges

1. Read, review, and comment on updates related to the administration of retirement benefits including recent retirement plan changes.
2. Read, review, and comment on the impact of remote work, specifically related to working from other states, on Penn employee benefit programs.

Summary of Committee Activity

The committee met three times during 2022-2023.

At the beginning of the academic year, a comprehensive overview of University benefits and the scope of the benefits program was presented to the committee. This overview ranged from health plans to insurance offerings, retirement savings, and tuition benefits as well as leave of absence and disability insurance policies. Detailed information on health benefits for retirees in 2023 and plans for 2024 were presented and discussed. The committee was pleased to learn in detail about the status of current benefits programs, their sustainability, and future plans.

In the fall of 2022, the committee received an overview of the University's new billing vendor for retirees and respective changes. A comprehensive update on retirement plans and employer contributions was presented. The committee learned of a 1% Penn contribution increase for each level of the Basic Retirement Savings plan. Mr. Gardner and Ms. Gineo from Fiduciant Advisors gave an update on investment choices and fees. Among other topics, this review included fiduciary governance, regulatory and legislative updates, investment policy and statement review, record keeping services and negotiations, trends and best practices, fees, and demographic reviews as well as educational advice and plan design.

During the meeting in 2023, the committee reviewed and discussed proposed changes to the benefits program in 2024. In addition, the committee was provided with an update and information about future plans on wellness and behavioral health programs. Penn Healthy You, Be in the Know, and the MindWell at Penn programs have been very popular and several adjustments have been implemented since their inception. Numer-

ous events are being offered, both in person and virtually, with high employee participation.

Response to 2022-2023 Specific Charges

The committee reviewed and commented on updates related to the administration of retirement benefits, including recent retirement plan changes. It also reviewed and commented on issues related to the University's health benefits and insurance offerings for active employees. The committee recommends continuing the review of retirement and health benefits as well as insurance offerings in the future.

The committee reviewed and commented on the impact of remote work, specifically related to working from other states on Penn employee benefit programs. The committee recommends continuing the review of the impact of remote work on Penn employee benefit programs.

The committee reviewed and commented on the successful transition from a multi-vendor environment to a single recordkeeper platform for retirement savings investment accounts and was pleased to learn about the positive implications of this transition.

The committee also reviewed and commented on the positive updates to wellness, behavioral health, and retirement savings programs. The committee recommends continuing the review of these programs.

Proposed Future Charges

1. Read, review, and comment on updates related to the administration of retirement benefits including recent retirement plan changes.
2. Read, review, and comment on the impact of remote work on Penn employee benefit programs.
3. Read, review, and comment on updates related to wellness and behavioral health programs.

Committee Membership

Chair: Markus Blatz

Faculty: Janice Bellace, Paula Henthorn, Yasmin Kafai, Fusun Ozer

PPSA: Alisha George, Kathy Tang, Andy Maynard

WPPSA: Stacie Anderson, Joseph Jackson, Rosa Vargas

Administrative Liaisons: Jack Heuer, Susan Sproat

Staff: Melissa Brown

Ex-Officio: Laura Perna

¹ Now called vice provost for faculty.

Committee on Committees Report on the Functioning of Council Committees

Executive Summary

This report summarizes the general functioning and procedures of University Council (UC) Committees during the 2022–2023 academic year. These committees are: Committee on Academic and Related Affairs (CARA), Committee on Campus and Community Life (CCL), Committee on Diversity and Equity (CDE), Committee on Facilities, and Committee on Personnel Benefits (CPB).

Suggestions for enhancing the functioning of these committees include:

(1) Designate a chair-elect to each committee who will eventually succeed the chair and provide continuity and institutional memory for the committee's work; (2) each committee should reassess its general charge and propose reforms to them in order to make the committee work during the year more effective, paying particular attention to the limited period of time that the committee has to work together.

Mechanism of Evaluation

Members of the Committee on Committees (UCCoC) collected information for this report. Information was collected via in-person, phone, and/or email interviews, using the list of questions below as a guide. UCCoC members interviewed committee members from their own constituency. For example, faculty members interviewed Committee Chairs, as well as faculty representatives as available; students sought to interview the corresponding student representatives; and staff members of the UCCoC interviewed their counterparts in the committees. This report provides an overview of the general findings from the data collected and comments on the functioning and procedures of each committee. The UC Steering Committee is encouraged to refer to the individual committee reports for more information on the functioning of each committee.

Questions Posed to Each Committee Chair

1. What changes, if any, do you think need to be made in the committee's general charge? Do you feel the scope of the committee is appropriate?
2. What issues did the committee address this year? Will they be resolved by year's end? Were the committee's specific charges for this year clear and appropriate?
3. What issues in the committee's charges are unlikely to be addressed or resolved by the end of the academic year? What do you see as issues emerging for consideration next year?
4. How many times did the full committee meet? Were any subcommittees created? If so, how many were created, how often did they meet, what were their purposes, and did they achieve their goals?
5. Is the membership of the committee well suited to the committee's charge in terms of relevant expertise, representation of interests, etc.? Does the chair demonstrate sufficient leadership; if not, then who on the committee does? Which members would you recommend to serve on the committee next year?
6. What was the role of the administration's liaison in your committee? (The liaison is an administrative person who can provide relevant information for a committee charge or connect the committee with others on campus with relevant information.)
7. Did someone from the administration provide explicit feedback on last year's recommendations? Was the feedback satisfactory? Were there any aspects that were not resolved or for which a path to resolving them has not been developed?
8. What problems did the committee encounter (e.g., limitations on access to necessary resources or information)?
9. Was the committee effectively structured to accomplish its charges? Were there appropriate opportunities for the committee to provide advice, to work with its administrative liaison to resolve specific issues, and/or to generate grander recommendations?¹ Were constitu-

ents outside of the membership roster consulted in the committee's work?

10. What recommendations about the committee's process and organization do you have? Is there any question that should have been asked about process that was not included?
11. For staff and students: Do you feel that your voice was heard as part of the committee?

General Comments Across all Committees

The University Council Committee on Committees (UCCoC) identified significant concerns with the Committee on Campus and Community Life (CCL) that we believe deserve highlighting prominently. The planned staff liaison to CCL was unavailable for the year, and despite requests by committee leadership, no replacement staff liaison was identified. The administrative liaison and the committee chair both provided limited staff support in the absence of formal assistance. This resulted in CCL beginning its work in December and having only three months to address its broad mandate.

In addition, it was suggested that the mandate of CCL is far too broad for its structure. The committee's work, in dealing with relationships to the campus community and our surrounding neighborhoods, should have a dedicated office or individual to manage its work. Further, CCL's charge to assess the external community's needs should be established by the community and not by Penn or a specific committee within Penn. These limitations put the work of the committee at risk of being superficial.

Considering feedback received, UCCoC makes the following specific recommendations for consideration during the 2023–2024 academic year:

1. We encourage, whenever possible and in concert with the University Council bylaws, the designation of a faculty chair-elect to each committee who will eventually succeed the faculty chair and provide continuity and institutional memory for the committee's work.
2. We similarly urge the University to identify staff and administrative liaisons, and alternates where necessary, to ensure the necessary committee's administrative support and aid in its continuity.
3. We encourage the University to devote resources to ensure that the committee's work rises above superficiality or to revise the general charges of each committee to make them achievable in the limited time available to each committee.

University Council Committee on Academic and Related Affairs (CARA)

General comments

Several CARA members acknowledged that the committee's remit was too broad and would not be resolved by the end of the academic year. A recommendation was made to split undergraduate issues and graduate student issues into subcommittees and to populate those subcommittees with members whose expertise is relevant to those subjects.

UCCoC recommends the use of subcommittees divided by undergraduate and graduate student issues to the extent reasonably practicable.

Membership

Chair: Paul Schmidt

Faculty: Montserrat Anguera, Janice Madden, Flavia Teles

Graduate and Professional Students: Helen Jin, Ludwig Zhao

Undergraduate Students: Ranim Albarkawi, Oluwanimininu Badejoko

PPSA: Sandra LaMonaca, Katherine Primus

WPPSA: Maureen Goldsmith

Administrative Liaison: Leo Charney

Staff: Jessie Burns

General Committee Charge

The Committee on Academic and Related Affairs (CARA):

(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;

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¹ Each committee has been charged to operate keeping the following process in mind: 1) To perform general advisory review of its area of concern; 2) To try to resolve specific issues that the committee wishes to address (or has been charged to address) by working through the administrative liaison; 3) In cases where the intra-committee level effort is not able to resolve issues, to generate recommendations to be addressed outside of the committee as formal proposals to be forwarded to the administration or for the University Council to consider.

Committee on Committees

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(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.

2022-2023 Specific Charges

1. Review new trends and initiatives of Penn Global as it marks its tenth anniversary, including Perry World House, new programs for study abroad, the impact of and recovery from the global pandemic, and the resources and support provided to international students and scholars.
2. Review research at Penn, recovery from the pandemic, support for undergraduate research and the Center for Undergraduate Research and Fellowships, and resources to advance a wide range of research across all twelve schools.

The University Council Committee on Campus and Community Life (CCL)

General Comments

No staff liaison was assigned to the committee, leaving administrative burdens to the administrative liaisons and the committee chair. As a result, the committee did not begin its work in earnest until December, leaving only three months for its significant work to be completed. Concerns about the broadness of the committee's remit were noted. The committee should be restructured to separate community concerns from campus life concerns, and specific mandates should be given for each. Former chairs should stay on for an additional year to aid in succession planning. It was also noted that the committee's work is too broad and complex and would benefit from a dedicated office focused on monitoring and progressing the committee's charges. Otherwise, the committee's work risks being superficial.

UCCoC acknowledges the efforts of the committee chair and appreciates the foundation laid for the committee's future work.

Membership

Chair: Tukufu Zuberi

Faculty: Courtney Boen, Sara Jacoby, Elinore Kaufman, Sarah Schneider Kavanagh, Amy Offner, Francesca Russello Ammon, Mark Stern

Graduate and Professional Students: Michael Krone, Hoang Anh Phan

Undergraduate Students: Lina Chihoub, Emma Shockley

PPSA: Laurie Actman, Christine Weeks

WPPSA: Erin Gautsche

Administrative Liaison: Tamara Greenfield King, Tony Sorrentino

Staff: TBD

General Committee Charge

(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 en-

sure 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 safety², 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.

2022-2023 Specific Charges

1. Review and comment on public-facing information, the impact and goals of Penn's initiatives and investments on public education in Philadelphia.
2. Explore the need for and ideal conduct of a community needs and impact assessment for public safety, public health, and community quality-of-life in the communities surrounding Penn's campus.

The University Council Committee on Diversity and Equity (CDE)

General Comments

CDE members complimented the way in which the chair used technology to catalyze committee conversations on challenging topics and to brainstorm and generate ideas. This methodology encouraged greater committee participation by gender and religious minorities.

UCCoC applauds the collaborative environment engendered by the committee chair, in order to ensure everyone's voice was heard equally.

Membership

Chair: Ed Brockenbrough

Faculty: Daniel Gillion, Roy Hamilton, Hyunjoon Park, Jennifer Punt, Susan Taylor

Graduate and Professional Students: Emily Getzen, Jorge (Jay) Ortiz-Carpena

Undergraduate Students: Astrid Raganas, Sarah Asfari

PPSA: Kaitlin Johnstone

WPPSA: Miriam Harris

Administrative Liaison: Sam Starks

Staff: Kuan Evans

General Committee Charge:

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.

2022-2023 Specific Charges

1. Continue to monitor minoritized groups' concerns regarding inclusive and affirmative campus spaces and determine if any further recommendations on this issue should be made to the University Council.
2. Continue to meet with Penn DEI officers to inform the committee's understanding of DEI issues that are surfacing across campus, emergent strategies for addressing those issues that are show-

² Now called vice president for the Division of Public Safety.

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Committee on Committees

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ing promise, and specific recommendations that might emerge from ongoing dialogue with DEI officers.

The University Council Committee on Facilities

General Comments

The committee functioned as expected and intended. No concerns were noted.

UCCoC acknowledges with appreciation the leadership of Michael McGarvey and appreciates his assistance in mentoring a successor chairperson during the coming academic year.

Membership

Chair: Michael McGarvey

Faculty: Zhongjie Lin, Cary Coglianese, Michael May, Nicholas Pevzner, Stephanie Weirich, Rashida Ng

Graduate and Professional Students: Kyle Campbell

Undergraduate Students: Pranav Tadikonda

WPPSA: Raymond Johnson

Administrative Liaison: Mark Kocent

Staff: Taylor Berkowitz

General Committee Charge

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.

2022-2023 Specific Charges

1. Explore how the University provides inclusive accommodations on campus.
2. Review the progress the University has made in attaining its goal of carbon neutrality by 2042 and future plans to assure that Penn reaches this goal

The University Council Committee on Personnel Benefits

General comments

The committee focused on the impacts on remote work as Penn and the world emerge from the limitations and challenges set by the pandemic.

UCCoC encourages recommendations for future charges be crafted such that they can be achieved within the limited time available to the committee in a given academic year.

Membership

Chair: Markus Blatz

Faculty: Janice Bellace, Paula Henthorn, Yasmin Kafai, Fusun Ozer

PPSA: Alisha George, Kathy Tang, Andy Maynard

WPPSA: Stacie Anderson, Joseph Jackson, Rosa Vargas

Administrative Liaisons: Jack Heuer, Susan Sproat

Staff: Melissa Brown

Ex-Officio: Laura Perna

General Committee Charge

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 (SCESF)), 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,³ and director of benefits shall serve as non-voting ex officio members.

2022-2023 Specific Charges

1. Read, review, and comment on updates related to the administration of retirement benefits including recent retirement plan changes, with specific focus on the coronavirus pandemic's potential impact on these benefits.
2. Read, review, and comment on the impact of remote work, specifically related to working from other states, on Penn employee benefit programs.

Committee on Committees Membership

Chair: Tulia Falleti

Staff: J. Patrick Walsh, Roxanna Pasquier

Faculty: William Braham, Eric Feldman, Vivian Gadsden, John Holmes, Vera Krymskaya, Eric Orts

PPSA: Natalie Dury Green

WPPSA: Christopher Klaniecki

Graduate Student: Robert Blake Watson

Undergraduate Student: Shriya Boyapati

³ Now called vice provost for faculty.