Compliance Oriented Strategies

- Ethics is a matter of legal compliance: if it’s legal, it’s ethical.
- Emphasizes avoidance of unlawful conduct and typically relies on rules, controls and strict discipline to maintain standards.
- Organization has a set of compliance standards and procedures.
- Typically high-level personnel oversee compliance.
- Systems present to monitor, audit and report criminal misconduct.
- Consistent enforcement of standards through discipline.

Integrity Oriented Strategies

- Focuses on self governance according to guiding principles.
- Ethics represents a set of values to guide rather than constrain behavior.
- Adherence to the rules is a matter of “who we are” and “what we stand for”.
- Primary emphasis placed on supporting responsible behavior.
- Regards the law as only a partial catalog of ethical standards.
- Takes a systemic approach to maintaining standards.
- Channels behavior through processes vs. output controls.

From The Executive Director

Welcome to the inaugural issue of the D.I.C.E. newsletter! We’re excited about the opportunity to keep you, our partners, better informed about important affirmative action related issues. By highlighting available resources, policies, frequently asked questions, challenges and aspirations we hope to stimulate both dialogue and action.

Together, we can continue our progress towards the goal of creating a genuinely inclusive campus environment for all members of the Penn community.

Compliance with federal regulations is a critical step in the process but will not ensure that we achieve inclusion. It’s the reason we now have a more diverse faculty, staff and student population than we did prior to the passage of the Civil Rights Act of 1964. I believe that a “Compliance Plus” strategy is necessary if we are to become an institution where diversity not only exists, but thrives. Lynn Sharp Paine refers to the concept of moving beyond compliance as an ethical approach to building organizational integrity. I invite you to join me in incorporating some of her key principles into your “affirmative tool box.”

Jeanne Arnold

Leadership Ethics and Organizational Integrity

Ethical Strategies

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- Regards the law as only a partial catalog of ethical standards.
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- Channels behavior through processes vs. output controls.

Source: Josephson Institute of Ethics: Lynn Sharp Paine, “Leadership, Ethics and Organizational Integrity

"Diversity is the one true thing we all have in common. Celebrate it every day."
~ Anonymous

Quote:
Equity Issues at Penn
Patrice Miller

The Office of Affirmative Action and Equal Opportunity Programs is responsible for investigating complaints of illegal discrimination and harassment within the University. These complaints can be filed by faculty, staff, students, applicants for admission or employment, vendors, or other members of the community. When we refer to illegal discrimination and harassment, we mean that actions have been taken or benefits denied on the basis of an individual’s race, sex, sexual orientation, gender identity, religion, color, national or ethnic origin, age, disability, or status as a Vietnam Era Veteran or disabled veteran.

School/Center Affirmative Action Compliance Officers

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<tr>
<th>School/Center</th>
<th>Staff Compliance Officer</th>
<th>Faculty Compliance Officer</th>
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<tr>
<td>Annenberg School and Center</td>
<td>Donna Burdumy</td>
<td>Oscar Gandy</td>
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<td>Development and Alumni Relations</td>
<td>Rita Tomassone</td>
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<td>Division of Business Services</td>
<td>Vanessa DeHart</td>
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<td>Division of Facilities Management</td>
<td>Jeanne Arnold</td>
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<td>Division of Finance</td>
<td>Greg Tausz</td>
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<td>Division of Human Resources</td>
<td>Donna Showell-Brown</td>
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<td>Division of Public Safety</td>
<td>Jeanne Arnold</td>
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<td>Division of University Life</td>
<td>Pat Ravenell</td>
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<td>Executive Vice President</td>
<td>Jeanne Arnold</td>
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<td>Graduate School of Education</td>
<td>Helen Albertson-Ploucha</td>
<td>Howard Stevenson</td>
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<td>School of Design</td>
<td>Patricia Woldar</td>
<td>John Keene</td>
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<td>ISC</td>
<td>Margaret Hagans Smith</td>
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<td>Law School</td>
<td>Cathy Bucher</td>
<td>Anita Alan</td>
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<td>New Bolton Center</td>
<td>Liz Groves</td>
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<td>President’s Office</td>
<td>Jeanne Arnold</td>
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<td>Provost</td>
<td>Susan Curran</td>
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<td>School of Arts and Sciences</td>
<td>Carol Gurkaynak</td>
<td>Gillian Sankoff</td>
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<td>School of Dental Medicine</td>
<td>Tom Freitag</td>
<td>Carolyn Gibson</td>
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<td>School of Engineering &amp; Applied Science</td>
<td>Cora Ingrum</td>
<td>William R. Graham</td>
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<td>School of Medicine</td>
<td>Kathy Rick</td>
<td>Joseph Savino</td>
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<td>School of Nursing</td>
<td>Jill Baxter</td>
<td>Judy Shea</td>
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<td>School of Social Policy &amp; Practice</td>
<td>Raynell Otero</td>
<td>Thomas Tenhave</td>
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<td>School of Veterinary Medicine</td>
<td>Karen Gries</td>
<td>Joseph Spear</td>
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<td>University Library</td>
<td>Valerie Ann Pena</td>
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<td>Wharton School</td>
<td>Anna Loh</td>
<td>Daniel M. G. Raff</td>
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Our office is also responsible for assisting faculty and staff with disabilities to secure reasonable accommodations that will allow them to perform the essential functions of their jobs, as provided for in the Americans with Disabilities Act. We will evaluate documentation from the treating physician and work with the employee and their supervisor to determine the most appropriate accommodations. This is a voluntary and confidential process and only information about the necessary accommodations, not about the specific disability, is shared with the supervisor.

For further information on these services or to schedule an appointment, please contact our office.
Other Services We Offer

Compliance/Reporting:
- Monitor the effectiveness of the University’s affirmative action programs and non-discrimination policies and procedures to ensure compliance with relevant federal, state and local laws.
- Coordinate the preparation of the University’s written affirmative action plan in compliance with federal regulations.
- Assist in the preparation of other federally mandated compliance reporting such as the annual Vet-100 report.

Search & Selection:
- Review the search and selection process for all staff to ensure that searches are conducted in a non-discriminating manner and that affirmative action is taken to ensure that members of underrepresented groups are notified of, and encouraged to apply for positions at the University.
- Provide Hiring Officers with information on relevant minority candidate sources and advice on outreach and recruitment strategies.

The Training Room
Ralph De Lucia

The mission of diversity training is to provide educational programs and technical assistance on Penn’s Affirmative Action and non-discrimination policies, as well as specific topics related to affirmative action, non-discrimination, equal opportunity, diversity, disability, sex discrimination and other forms of prohibited discrimination. Our educational programs can be tailored to a school or department’s specific issues and needs.

Current course offerings include:
- Americans With Disabilities for Faculty and Students
- Americans With Disabilities for Managers and Staff
- Creating A Productive and Respectful Workplace
- Common Ground: Promoting a Respectful Workplace
- Procedures for Resolving Complaints of Discrimination
- Sexual Harassment Awareness

To apply or register for a diversity-related training program, please contact our office.

Services for Faculty and Staff with Disabilities
- Authorize use of the Penn Access Transit (PAT) service for faculty and staff. Students should contact Office of Student Disabilities Services at 215-573-9235.
- Monitor construction and renovation projects to ensure that programs, services and activities are accessible to people with disabilities.
- Participate in the resolution of campus building and program accessibility issues.
OAA Mission Statement

The mission of the OAA/EOP is to provide central leadership and support for the University’s efforts to achieve an educational and work environment that is diverse in race, ethnicity, interests, abilities and perspectives.

The office will ensure the implementation of equal opportunity, affirmative action and non-discrimination policies through education, training and active partnership with others from the campus and the broader Philadelphia communities.

University of Pennsylvania Nondiscrimination Statement

The University of Pennsylvania values diversity and seeks talented students, faculty and staff from diverse backgrounds. The University of Pennsylvania does not discriminate on the basis of race, sex, sexual orientation, gender identity, religion, color, national or ethnic origin, age, disability, or status as a Vietnam Era Veteran or disabled veteran in the administration of educational policies, programs or activities; admissions policies; scholarship and loan awards; athletic, or other University administered programs or employment. Questions or complaints regarding this policy should be directed to: Executive Director, Office of Affirmative Action and Equal Opportunity Programs, Sansom Place East, 3600 Chestnut Street, Suite 228, Philadelphia, PA 19104-6106 or by phone at (215) 898-6993 (Voice) or (215) 898-7803 (TDD).