

AGENDA Employee Assembly Meeting 2017-12-13 12:15 -1:30pm 401 Physical Sciences Building

"An Active Voice for Cornell Staff"

We strive to make all events accessible. If you are in need of accommodations in order to fully participate, please contact the Office of the Assemblies at (607) 255-3715 or assembly@cornell.edu.

- I. Call to Order -12:15pm
- II. Call for Late Additions to the Agenda
- III. Approval of Minutes
- IV. Committee Reports 25 minutes
 - a. Communications Committee
 - b. Employee Education & Development Committee
 - c. Employee Welfare Committee
 - d. Elections Committee
 - e. Personnel Policy Committee
 - f. Staff Recognition, Awards & Events
 - g. Transportation Task Force
 - h. Employee-Elected Trustee
 - i. Cornell Retiree Association Liaison
 - j. Executive Committee
- V. Business of the Day 45 minutes
 - a. Consensual Relationships Policy Committee (Charlie Van Loan) 10 minutes
 - b. Vote: Committee Appointments
- VI. Old Business
 - a. EA R6 Condemning Violence and Hate (Jeramy Kruser)
- VII. New Business
- VIII. Adjournment 1:30pm

Future Guests:

Future Events:



Cornell Employee Assembly

Minutes of the November 29, 2017 Meeting 12:15-1:30 PM 401 Physical Sciences Bldg.

- I. Call to Order U. Smith called the meeting to order at 12:15pm.
 - a. *Members Present:* C. Dawson, M. Mosereiff, K. Mahoney, A. Hourigan, D. Harris, T. Grove, I. Allen, J. Kruser, S. Willcox, B. Ayanfodun, K. Fitch, P. Thompson, H. Depew, L. Johnson-Kelly, B. Nicholson, C. Sanzone, T. Shapiro, P. Andersen, U. Smith
 - b. *Members Absent:* A. Howell, M. Carcella, K. Shiels, A. Haenlin-Mott, S. Vaccaro, B. Roebal, H. Sheldon
- II. Call for Late Additions to the Agenda
 - a. No late additions.
- III. Approval of minutes from the EA meeting of November 15 approved
- IV. Business of the Day
 - a. U. Smith suspended Committee Reports to go into discussion with President Martha Pollack and VP Mary Opperman.
 - b. M. Pollack said the administration is just about ready to announce the Presidential Task Force on Campus Climate. She initially thought the process would go quicker, but so many groups wanted input that it was eventually turned over to the Scheinman Institute on Conflict Resolution at the ILR School. There held open forums and nominations.
 - c. K. Mahoney has been at Cornell for 15 years and inquired about M. Pollack views on Cornell's culture in the future.
 - i. M. Pollack said the culture at Cornell is less willing to take risks at all levels than she would think is healthy for such a big organization in the 20th century. What she can do is to make use of the bully pulpit. She encouraged EA members to take smart, sensible risks.
 - ii. M. Opperman recommended getting people to speak up when their good ideas are getting clogged in the organization, and creating a safety group of people to call those issues out. The administration is trying to create pathways for people with good ideas and are working to provide leadership training programs.
 - d. M. Pollack said she is thinking about creating small reward programs that show the administration supports innovation, promoting rewards for taking the risk and learning, as opposed to the outcome.
 - i. M. Pollack said the entire Cornell Tech enterprise was a big risk, but one incredibly important to the future of this university. She is also working with the provost to push teaching innovation, something that began before she got here. She wants to push for "evidence based learning," which is gathering information about what works and what doesn't. The Arts & Sciences College is already doing this with their Active Learning Initiative, and they have remarkable results.
 - e. U. Smith inquired about how Cornell staff can get more involved in the mission of the institution, citing opportunities given to other groups but not so much for staff. At the

spring board of trustees meeting, they discussed two proposals, one being getting another employee-elected trustee and another getting a board committee focused on personnel.

- i. M. Pollack apologized and said this fell through the cracks in August, but M. Opperman and her will bring it up at the next board meeting. She has not seen committees on staff at a board level at other institutions, but it is a good idea.
- f. M. Pollack asked EA members to donate to the Cornell United Way campaign. It sends a big message when such a big employer in this region contributes to something that largely helps the local community.
- g. U. Smith two topics were discussed at the last UA meeting: a consensual relations policy and free speech. He inquired about the boundaries of academic freedom within the workplace.
 - i. M. Pollack said academic freedom does not allow faculty to say anything and all, and the university has academic freedom rights as well. Every time they review a faculty member for promotion or tenure, they look at the content of their speech.
- h. J. Kruser said inquired about how the university can change a culture if people are afraid to have a conversation, referring to the free speech issue.
 - i. M. Pollack said she views this as a culture issue, not a free speech issue.
- i. M. Pollack said there are things they do here out of tradition, but they should be stepping back and seeing if they really need to have these processes.
 - i. M. Opperman said trust is critical. There is not a hard answer to what free speech is for employees, but they are employees at the university, and that is their primary role here.
- j. U. Smith said the political views of employees often seem to differ quite a bit from the students. He does not want anyone to feel that they cannot be a part of the discourse, but also does not want to create a hostile working environment for anyone.
- k. P. Thompson inquired how a regular employee could be affected by the Campus Code.
 - i. M. Pollack said the Campus Code is one of those places where they should be looking at carefully, which the UA is doing. She was surprised that Cornell has one code for both faculty and staff.
 - ii. M. Opperman said the code is for actions other than in employment, which is a bit odd.
- 1. M. Pollack said Cornell does not have an official consensual relations policy, only an unofficial one. Cornell does need to have such a policy to protect the reputation of the university, the faculty and staff, and the students. If this cannot be compiled by the end of the year, then she will go to the board of trustees.

V. Committee Reports

- a. Communications Committee
 - i. C. Sanzone said the mailing went out last week to all staff with a 22% open rate of 19,000 people, which is something they can work on. They did not meet last week due to the holiday but the next meeting is on December 6. They have a new member, A. Howell. Her and C. Dawson met with Sarah Brylinsky from the Campus Sustainability Office about a sustainability recognition program they are thinking of taking on. They are targeting the week before holiday break for their next mailing. She also met with the Transportation Task Force yesterday regarding the follow up poll, which is still in the works.
- b. Employee Education & Development Committee

i. M. Mosereiff said they did not meet last week because of the holidays, but will have a meeting next week.

c. Employee Welfare Committee

i. L. Johnson-Kelly said their next meeting is Dec. 14 from 12-1pm in 232 Savage Hall. There are two resolutions on the floor.

d. Elections Committee

i. P. Thompson said G. Giambattista are meeting this week to go over elections in the spring.

e. Personnel Policy Committee

i. S. Willcox said she has two recommendations regarding leave accrual and the New York State Paid Family Leave plan and will present those next meeting.

f. Staff Recognition, Awards & Events

i. T. Grove said they have one award recipient for the Opperman Award for Staff Advocacy and two recipients for the George Peter Award.

g. Transportation Task Force

i. K. Mahoney said other than the resolution to discuss today, the parking optimization study is working through contracts. They expect a consultant to be on board in January engaging with communities in the spring term.

h. Employee-Elected Trustee

i. C. Coates not present.

i. Cornell Retiree Association Liaison

i. P. Andersen said H. Sheldon is in contact to see what arrangements can be made for retirees.

i. Executive Committee

- i. J. Kruser said they worked through some operations and logistics this afternoon. They will be hearing from Charles F. Van Loan next meeting about consensual relationships.
- ii. U. Smith asked EA members to let K. Fitch know as soon as possible if they are not currently staffed on at least one EA community or UA community so that all lists are updated and everyone is able to meet.
- iii. K. Fitch said they are looking for one EA member to sit on the CIC, the Campus Infrastructure Committee, to review and approve proposed motions related to environmental impact, sustainability, information technologies, transportation, commuter policies, and any other relevant policies. This is by the UA executive board.
- iv. K. Mahoney asked for an update on last year's UA Welfare Committee advancing a smoke-free environment.
 - 1. U. Smith said that committee met a couple weeks ago and presented their time table for the referendum. It was on their agenda, so they didn't drop it.
 - 2. J. Kruser said he would reach out to the chair, but it is in the process.
 - 3. G. Giambattista said it is tabled until the spring due to other community-wide issues they wanted to attend to this semester. They did say they will comply with

the request to have a response and a time table by the end of this semester, so if that has not been made public yet, it will be soon.

VI. Business of the Day (Continued)

- a. EA R7: Advancing a Comprehensive Transportation Study (K. Mahoney, L. Johnson-Kelly)
 - i. L. Johnson-Kelly said the Transportation Task Force got started last spring under K. Fitch, and K. Mahoney over this summer. They have been meeting regularly and support a holistic parking and transportation study that includes commuting and parking issues on campus. They have plans to have a consultant on board by the beginning of the year. Bridget Brady, director of Transportation Services, has asked the EA to consider passing an endorsement of this to enforce this need.
 - 1. L. Johnson Kelly makes 3 motions for amendments.
 - a. Motion to add after line 11, "Whereas the last known intra/inter campus travel survey was conducted in 2005, and".
 - b. Motion to add after line 21, "Whereas, during the November 17 meeting, the Campus Planning Committee restated their vision for and support of integrated transportation planning for the campus, and".
 - c. Motion to add a final resolve clause on line 36, "Be it further resolved, the EA request a moratorium be placed on the removal of any existing parking until the study is completed and a campus circulator is in operation".
 - ii. EA moved into discussion on the amendment.
 - 1. L. Johnson-Kelly said the campus circulator is a campus designated transit that would run more frequently than the TCAT 81 or 82.
 - 2. C. Sanzone recommended "shuttle" for better clarity.
 - 3. J. Kruser said they do not want to reduce the total number of available spaces.
 - 4. Amendment amended on line 36, "Be it finally resolved, the EA requests a moratorium on the reduction of the total number of parking spaces until the study is completed and a campus circulator shuttle is in operation"
 - 5. Motion to adopt the amendments through unanimous consent.
 - 6. T. Shapiro said that in the Fall of 2018 when the parking optimization study is completed, it is highly likely that they will go from 27 parking tiers to less. They will not reduce the total number, but they will reduce the labels. Her concern was that keeping the same number of spots does not mean they cannot start charging for these spots. Some of the employees who park at the A Lot are vulnerable.
 - 7. J. Kruser said he recommends another resolution and more discussion to work on protecting free parking spaces.
 - 8. U. Smith made a motion to amend the amendment to add "and the removal of free spaces" on line 39 after "number of parking spaces".
 - 9. U. Smith made a motion to replace "the" with "a" on line 39 right before "campus circulator".
 - 10. D. Harris made a motion to replace "and" with "including" on line 39, so it would read "including the number of free spaces"
 - 11. U. Smith made a motion to adopt the amendment to the amendments through unanimous consent.
 - 12. J. Kruser made a call to the question on the amendment.
 - a. Vote on the amendment passed by 21-0-0.

- 13. Back into discussion on the amendments on line 12 and 22-23.
 - a. J. Kruser made a call to the question on the amendments.
 - (i) Vote on the two amendments passed by 21-0-0.
- 14. Back into discussion on resolution as amended.
 - a. Call to the question on resolution 7
 - b. Resolution passes by a vote of 21-0-0.
- b. EA R8: Furthering the Institutional Commitment to LGBTQ+ Inclusion (U. Smith, M. Carcella)
 - i. U. Smith said this resolution is a collaborative effort done by the colleague network group that aims to put in place protections and assert some additional resources, specifically at the LGBTQ community, but also to benefit all communities overall. The executive order put in place during the Obama administration that prohibited federal contractors, which Cornell is one, from discriminating based on gender identity and sexual orientation was rescinded by the current administration. There was a directive given to the LGBTQ resource center to no longer serve faculty and staff, and the center is currently short-staffed. He wants that directive to be rescinded because here is nowhere for LGBTQ employees to go. He is also looking for additional staff.
 - ii. C. Sanzone recommended a whereas point as a reference before the "be it therefore resolved clause" to establish more clarity and progression.
 - iii. U. Smith made a motion to amend line 34 to insert "Whereas in 2017, a directive was issued by the Dean of Students for the LGBTRC to no longer serve the staff and faculty due to being understaffed."
 - 1. J. Kruser made a call to the question.
 - 2. U. Smith made a motion to accept the amendment through unanimous consent passed
 - iv. EA discussion moved back into resolution as a whole.
 - v. D. Harris asked what peer institutions were doing and if they also have resource centers like this for staff and faculty. She also asked if the three additional full-time staff members have to physically be employed on campus if hired.
 - 1. U. Smith said they have compared Cornell's model to others, particularly Michigan. They are asking for a total of four full time staff, and most institutions actually have more than that. They are not making a decision on whether or not they have to be seated on campus, as long as they are accessible.
 - vi. K. Fitch made a call to the question on Resolution 8.
 - 1. Resolution 8 passed by a vote of 21-0-0.

VII. Old Business

- a. EA R6: Condemning Violence and Hate (J. Kruser)
 - i. Assembly ran out of time.
- VII. U. Smith adjourned the meeting at 1:30pm.

Respectfully Submitted, *Catherine Tran*Clerk of the Assembly

Committee Nominees

Codes and Judicial Committee, Sub-Committee on Hate Speech https://assembly.cornell.edu/committees/university-assembly-codes-and-judicial-committee

Any Staff

1. Sgt. Scott Grantzm, Scott.grantz@cornell.edu, Non-EA

Any Staff

2. -No Nominees

Transportation Hearing and Appeals Board (THAB)

https://assembly.cornell.edu/committees/transportation-hearing-and-appeals-board

Any Staff

1. Bill Leonard (Environmental Health and Safety, University D.O.T. Specialist), W168@cornell.edu, Non-EA

Campus Infrastructure Committee

https://assembly.cornell.edu/committees/university-assembly-campus-infrastructure-committee

EA Member

1. Daniela Harris (Disability Representative, At-Large), <u>Ds422@cornell.edu</u>

Campus Welfare Committee

https://assembly.cornell.edu/committees/university-assembly-campus-welfare-committee

Any Staff

1. - No Nominees



EA R6: Condemning Violence and Hate

- 2 Abstract: In response to recent cases of violence and discrimination on campus, the EA makes this
- 3 statement in opposition.

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- 4 Sponsored by: Jeramy Kruser, Executive Vice Chair, Research, Tech Transfer & Information
- 5 Technology Representative
- 6 **Reviewed by:** Executive Committee, 09/18/2017
- Whereas, over the past year there has been an increase in hate-based incidents reported on college campuses across the country; and
- Whereas, the data collected by Cornell's Department of Inclusion and Workforce Diversity shows that Cornell has experienced a similarly steep increase in reports of bias; and
- Whereas, on September 6, 2017 students from Zeta Psi, a Cornell University fraternity, shouted "build a wall" and "let's build a wall around the LLC" at the Latino Living Center; and
- Whereas, on September 15, 2017 students from the Chi Chapter of Psi Upsilon, a fraternity no
 longer affiliated with Cornell University, allegedly used racial slurs against a Black Cornell student
 and violently assaulted him; and
- Whereas, later that same day on September 15, 2017, two or more Cornell students were captured on video using racial slurs against another student; and
 - **Whereas,** Policy 6.4 states that "Cornell University is committed to providing a safe, inclusive, and respectful learning, living, and working environment for its students, faculty, and staff members"; and
 - Whereas, it is a violation of the Campus Code of Conduct to "harass another person...by acting toward that person in a manner that is by objective measure threatening, abusive, or severely annoying and that is beyond the scope of free speech;" and
 - Whereas, it is a violation of the Campus Code of Conduct to "assault or cause any physical injury to another person on the basis of disability, ethnicity, gender, national origin, race, religion, or sexual orientation or affectional preference;" and
 - Whereas, pursuant to New York State Penal Law Article 485, hate crimes "do more than threaten the safety and welfare of all citizens" because they "inflict on victims incalculable physical and emotional damage and tear at the very fabric of free society," "send a powerful message of intolerance and discrimination," and "disrupt entire communities and vitiate the civility that is essential to healthy democratic processes;" and



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Whereas, bias, discrimination, and hate crimes, by their nature, affect the fabric of the Cornell 41 community, prevent the fulfillment of Cornell's motto "I would found an institution where any 42 person can find instruction in any study," and 43 44 Whereas, these acts are contrary to all that we, the representative employees of Cornell, stand for; 45 46 47 Whereas, these recent events place the onus on Cornell University to establish and justify its 48 49 members' trust in our community. 50 Be it therefore resolved, the Cornell Employee Assembly unequivocally condemns these and other 51 violent, racist, and bigoted actions that deny our staff, faculty, and students the right to physical 52 safety and the right to express themselves with the expectation of mutual respect from their peers and 53 54 colleagues; and 55 56 Be it further resolved, the administration will: review funding and staffing for the various resource centers, including support services for 57 staff and faculty of varying identities to ensure that they meet the increasing needs of our 58 community; and 59 • seek to include staff, in a meaningful way, in strategic diversity and inclusion planning 60 efforts across the university; and 61 • consider the creation of a central office focused on institutional equity and the hiring of an 62 63 executive to oversee initiatives for all populations; and • define the roles of the University Diversity Officers, and more thorough accountability 64 measures for progress on initiatives under Cornell's framework; and 65 66 67 Be it finally resolved, the administration and the University Assembly will consider revisions to the Code of Conduct and Policy 6.4 that reduce the standard of evidence for bias-related/hate crimes to 68 69 be the same as the standard of evidence for sex/gender discrimination. 70 Adopted by Vote of the Assembly (_-_-, 2017, 71 72 73 Respectfully Submitted, 74

Jeramy Kruser, Executive Vice Chair and Research, Tech Transfer & Information Technology Representative



EA R6: Reducing Community Violence and Hate through Staff Involvement and Support

- 3 Abstract: In response to recent cases of violence and discrimination on campus, the EA makes this
- 4 statement in opposition and calls on the administration to take specific actions to challenge
- 5 institutional inequity.

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- 6 Sponsored by: Jeramy Kruser, Executive Vice Chair, Research, Tech Transfer & Information
- 7 Technology Representative
- 8 *Reviewed by:* Executive Committee, 09/18/2017
- Whereas, over the past year there has been an increase in hate-based incidents reported on college campuses across the country; and
- Whereas, the data collected by Cornell's Department of Inclusion and Workforce Diversity shows that Cornell has experienced a similarly steep increase in reports of bias; and
- Whereas, on September 6, 2017 it was reported that students from Zeta Psi, a Cornell University fraternity, shouted "build a wall" and "let's build a wall around the LLC" at the Latino Living Center; and
- Whereas, on September 15, 2017 students from the Chi Chapter of Psi Upsilon, a fraternity no
 longer affiliated with Cornell University, allegedly used racial slurs against a Black Cornell student
 and violently assaulted him; and
 - **Whereas,** later that same day on September 15, 2017, two or more Cornell students were captured on video using racial slurs against another student; and
 - **Whereas,** Policy 6.4 states that "Cornell University is committed to providing a safe, inclusive, and respectful learning, living, and working environment for its students, faculty, and staff members"; and
 - Whereas, it is a violation of the Campus Code of Conduct to "harass another person...by acting toward that person in a manner that is by objective measure threatening, abusive, or severely annoying and that is beyond the scope of free speech;" and
 - Whereas, it is a violation of the Campus Code of Conduct to "assault or cause any physical injury to another person on the basis of disability, ethnicity, gender, national origin, race, religion, or sexual orientation or affectional preference;" and
- Whereas, pursuant to New York State Penal Law Article 485, hate crimes "do more than threaten the safety and welfare of all citizens" because they "inflict on victims incalculable physical and emotional damage and tear at the very fabric of free society," "send a powerful message of



intolerance and discrimination," and "disrupt entire communities and vitiate the civility that is essential to healthy democratic processes;" and

Whereas, bias, discrimination, and hate crimes, by their nature, affect the fabric of the Cornell community, prevent the fulfillment of Cornell's motto "I would found an institution where any person can find instruction in any study," and

Whereas, these acts are contrary to all that we, the representative employees of Cornell, stand for; and

Whereas, these recent events place the onus on Cornell University to establish and justify its members' trust in our community.

 Be it therefore resolved, the Cornell Employee Assembly unequivocally condemns these and other violent, racist, and bigoted actions that deny our staff, faculty, and students the right to physical safety and the right to express themselves with the expectation of mutual respect from their peers and colleagues; and

Be it further resolved, the administration will include staff, in a regular and meaningful way, in strategic diversity and inclusion planning efforts across the university.

Be it further resolved, the administration will develop a more effective institutional accountability structure for diversity and inclusion efforts across the university by:

• considering the creation of a central office focused on institutional equity and the hiring of an executive to oversee initiatives for all populations; and

 • defining the roles of the University Diversity Officers, or implementing a more effective administrative model and more thorough accountability measures for progress on initiatives under Cornell's framework.

Be it further resolved, the administration will bolster its investment in staff resources by:

 • increasing investment in the staffing needs of the various resource centers and providing long-term funding for additional full-time positions; and

investing in staff to support employees and faculty of various identities in the workplace, and forming strategic partnerships with local agencies to support employees and faculty living in the Ithaca and surrounding areas.

Be it further resolved, the administration will invest in the ongoing education and development of staff and enhance initiatives that build interpersonal skills and promote mutual understanding by:

 developing, on an as-needed basis, programming that is responsive to current events and provides a space for staff to engage in dialogue and collectively process and understand why particular actions take place; and



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82	• developing and implementing an ongoing, longitudinal education model for employees that
83	builds awareness of identities, examines the impact of identity on others in the workplace,
84	and provides opportunities for practical application of inclusive strategies in the workplace
85	for the entirety of the employee lifecycle; and
86	• increasing the frequency of intentional, informal interactions between staff to foster trust,
87	meaningful connections, and innovation.
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89	Be it finally resolved, the administration will engage the staff community in discussing and defining
90	any changes to policies around freedom of speech, including:
91	• clarifying the limits of free speech in the context of the workplace, particularly the ability to
92	participate in faculty and student-led demonstrations or for staff to voice their own concerns
93	and opinions in the workplace; and
94	• working with the University Assembly to institute a consistent standard of evidence for bias-
95	related/hate crimes under the Campus Code of Conduct and Policy 6.4, and clearly
96	articulating the interaction with and role of HR in assisting in the resolution of these matters.
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98	Adopted by Vote of the Assembly (),, 2017,
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100	Respectfully Submitted,
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Jeramy Kruser, Executive Vice Chair and Research, Tech Transfer & Information Technology Representative

The Consensual Relationships Policy Committee

Charlie Van Loan (Dean of Faculty)
Anna Waymack (PhD Student, Medieval Studies)

http://theuniversityfaculty.cornell.edu/news/consensual-relationships-policy-committee/

President Pollack's Charge To the Committee (Key Points)

To protect the interests of both students and faculty, as well as the reputation of the university, Cornell must have a formal policy addressing romantic and sexual relationships between students and other academics, which include all tracks and ranks of professors. It must also address situations when a student is serving as a teaching assistant or grader.

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The CRPC is charged with drafting such a policy that is easy to understand and inspires ethical behavior.

Original:

(Faculty or Student) <- -> Student

Now:

(Faculty, Student, or Staff) <- -> Student

The Committee

Co-Chairs

Charles Van Loan (DoF)
Anna Waymack (PhD Student)

TT Fac, NTT Fac, Researchers

Tisha Bohr (Vet)
Rhonda Gilmore (DEA)
Kim O'Brien (Nutrition Sci)
Charles Seyler (ECE)
Giliian Turgeon (Int Plant Sci)
Makda Weathersoon (Near East Studies)

Staff

Sarah Affel (Title IX)
Sandy Dhimtri (OHR)
Janna Lamey (Grad School)
Wendy Tarlow (Univ Counsel)
Laura Weiss (Dean of Students)

The Committee Cont'd

Graduate Students (3 seats)

Bradi Heaberlin (Information Sci)

Aubrie James (Ecology & Evol Bio)

Stephen Kim (English)

Katherine Quinn (Physics)

Nate Stetson (Law)

La'Tise Tangherlini (Law)

Undergraduate Students (3 seats)

Joseph Anderson (ILR)

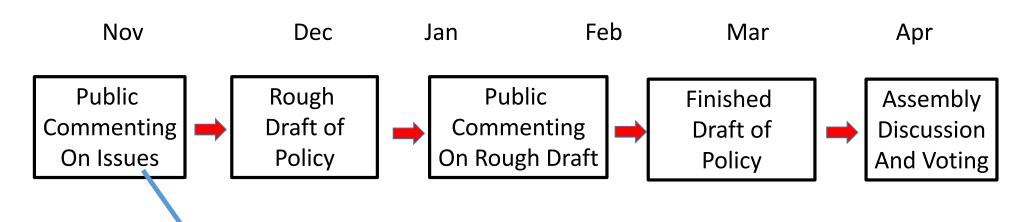
Jenna Chong (Biological Sciences)

Sofie Cornelis (Informtion Sciences)

Renee Cornell (Interdisciplinary Studies)

Jesse Pollard (Environmental Engineering)

Start-to-Finish Transparency



Connections to Harassment Conflict of Interest Power Differentials
Radius of Influence Disclosure Sanctions Right to Romance
Pre-Existing Relationships Confidentiality Gender Equality Undergraduates,
Title IX Prevention and Education etc.

	The Big Ten
Q1	Why is it important to have a consensual relationships policy?
Q2	What defines risky behavior and the radius of authority?
Q3	What should the policy say about power differentials?
Q4	What are the connections to the harassment policy?
Q5	What needs to be said about pre-existing relationships?
Q6	What about faculty-undergraduate relationships?
Q7	What about student-student relationships where one has authority over the other?
Q8	What makes a disclosure mechanism effective?
Q9	What is required for effective enforcement and adjudication?
Q10	What are the possibilities for managing relationships to avoid conflict of interest?