

Faculty Senate  
March 12, 2025  
Meeting Minutes

JONATHAN OCHSHORN: Everyone's here. 30 seconds to countdown. Or till take off really.

Good afternoon, everyone. My name is Jonathan Ochshorn, Emeritus Professor of Architecture and Speaker of the Faculty Senate. We start with the land acknowledgement. Cornell University is located on the traditional homelands of the Gayogohó:nq' (the Cayuga Nation). The Gayogohó:nq' are members of the Haudenosaunee Confederacy, an alliance of six sovereign Nations with a historic and contemporary presence on this land. The Confederacy precedes the establishment of Cornell University, New York state, and the United States of America. We acknowledge the painful history of Gayogohó:nq' dispossession and honor the ongoing connection of Gayogohó:nq' people, past and present, to these lands and waters. So, the meeting is called to order. The first order of business is approval of the minutes from February 12th, 2025. I ask for unanimous consent to approve these minutes as they are in the form of a verbatim transcript. Hearing no objections, the minutes are approved. If you have any minor corrections or typos, just notify the Dean of Faculty Office. Before beginning, let me just remind everyone, the presenters, to stick to their allotted time, whether it's 5, 10, or 15 minutes. And faculty senators who speak within the Q&A period, identify yourself, tell your affiliation, and keep your comments to no more than two minutes to ensure maximum participation. Our first order of business is Interim President Michael Kotlikoff, Molecular Physiology, who will have 15 minutes, and then we'll have 15 minutes for Q&A.

MICHAEL KOTLIKOFF: Thank you, Jonathan. And I don't think I'll take my full 15 minutes, so perhaps extend the amount of time available for questions. So, I'll just make some general

comments. Obviously, the university is facing some very significant challenges, political challenges on the one hand, financial challenges on the other. And I think a reasonable question from faculty and faculty senators would be, how are we addressing those challenges? So, my first comments will be about that. The first thing I would say is I think it's important for the university to play some offense. And by that, I mean really to talk about what universities have done traditionally for this country, how they've been magnets for genius from around the world, how the discoveries from universities have really empowered our economy, produced innovations in health care, produced products, produced companies and things that have benefited our nation and our citizens. And so, the ability to talk about that, those first of all discoveries, and secondly, the importance of the university in transforming students' lives is something that is a message that we need to communicate. It allows us to not be simply defensive in talking about those perceived flaws or real flaws that our institutions have. So, I've been spending a fair amount of time connecting either in Washington or with alumni, with other stakeholders about those positives, those things that we add to our economy and to our society. One example of that, I think, in one place where Cornell has been proactive has been these NIH overhead cuts. The government abruptly announced that overhead that is indirect costs, that are costs for operating our research programs that the government has chosen to fund would be abruptly a change from their negotiated rate and their audited rate to a cap of 15%. That is something that the AU and a number of universities decided we really needed to challenge. I was very proud that Cornell, we decided that that should be filed in Massachusetts, where there was an appropriate process to have a temporary restraining order. So, the first two universities that moved as plaintiffs were MIT and Brandeis, and Cornell was the third university at a time when many universities were thinking that they wanted to keep their heads down or not sort of identify

themselves as a target. So, we did do that. Eventually, 12 universities, including Cornell, MIT, and Brandeis, signed on. We have a temporary restraining order, and that was just reviewed early this week by a judge who indicated that the favorable restraining order on that abrupt reduction. So, on the political side, we are active. We are trying to send our message. I'm going back to Washington near the end of this month, talking to a number of senators and a number of people that are influential. I was at the White House several weeks ago. Talked to an individual that is in charge, is the director of the National Bureau of Economics. Sorry, the President's Council of Economics. And again, try to talk about what indirect costs are, how important they are, how this partnership between the federal government and universities has been a great success, part of America's greatness. On the financial challenges, I'll just say that they are myriad and daunting. Of course, we're hearing about grants being canceled. We have already seen certain areas of funding like USAD under significant threat or grants canceled. There is a proposal to increase the endowment tax on universities. Cornell is just at the threshold of the endowment tax as it currently stands at 1.4%. The thought is either next year or the year after, but most likely next year, we would pass the threshold and be subject to that tax. And there's discussion now to increase that as much as 14 or 15%. It's currently 1.4% of earnings. If that were to pass, 14% would mean something like \$90 million a year hit to our university budget. So, an extraordinary financial challenge for us, but just one of many. I talked about grant funding. We do expect significant additional either reductions in grant funding that are viewed as unfavorable by the administration, by NIH, by NSF, et cetera. And we also think there's a likelihood of reduction in those budgets in coming years. So, again, something that's really important to the university financially and something that's vital to the careers of our faculty. And then, of course, we're facing significant augmentation of costs. We have ongoing discussions with our graduate

students about unionization. That will almost certainly increase the cost of the university as we put forward an attractive, what we view as an attractive package to settle our-- to resolve a contract with our graduate students. So, with those challenges, I think it's important to also emphasize that we as a university need to continue to move forward and do what we've always done, invest in excellence, make sure that we continue to invest and recruit faculty, be prudent in terms of the financial issues that we're facing, making sure that we focus our resources as much as possible on our core mission of teaching, research, and impact at Weill Cornell Medicine Healthcare. We are fortunate that we still have significant support from our donors. We've had historically high fundraising over the last several years. Our campaign is going extremely well. And then, lastly, what I'd say is in support of that, one of the things I've been trying to do is really to reach out as much as possible to try and build community. That's reaching out to build community amongst our alumni, et cetera, having conversations about where we are, trying to make sure that people understand what is actually going on on campus as opposed to what they may perceive is going on in campus. I'm also reaching out to students and student groups. I'll meet with BSU right after this, right after I'm here. And finally, I've been trying to reach out and reaching out to our local community, which is itself experiencing a number of challenges, and trying to build those ties between us and our community and talk about how we can work together. So, with that, I'd be glad to take any questions.

JONATHAN OCHSHORN: We'll try to alternate between online and in-person. And I left my glasses at home, but I see there is a hand up online for-- now it's covered by the menu. Hadas, identify yourself and go for two minutes.

HADAS RITZ: Yep. Engineering RTE Center. I'm wondering if you can comment on how or whether you expect the budget situation to affect renewal of RTE contracts.

MICHAEL KOTLIKOFF: Yeah, I would say that we're looking at all aspects of finances of the university. We are not targeting any specific areas of staff or faculty, so I would not be concerned that somehow the challenges will be borne by one segment of our community differentially over others. Do you have a follow up?

HADAS RITZ: I guess I was hoping for a little bit more specificity, saying it's not like I was asking whether your plan is to just fire all the RTE faculty.

MICHAEL KOTLIKOFF: Well, in terms of specificity, I have to say it's very difficult to be specific at this point. We really have a number of potential challenges, the extent of which are unknown currently, so it's really difficult to talk about specifics. But what I heard in your question was concern about a specific group of faculty. And the way I think I'm responding is I would not feel vulnerable as an RTE faculty member. All of our faculty, all of our staff are vital to the university, and we'll proceed to address these challenges in a cautious and transparent manner.

HADAS RITZ: Thank you for the follow up.

YUVAL GROSSMAN: Yuval Grossman, Physics. So, first, I'd like to basically thank you for your stand with the issue of open shop. And as you know, I've been talking to many students, in

particular Jewish and Israeli students, and that's the most important topic for all of them. They totally refuse to be associated with anything that promotes boycotting of Israel and boycotting and against any academic freedom. So, I really want to thank you and hope that you will keep doing it and keep standing for our students that mean promoting open shop. And as for my question, when we see what's happening at Columbia where they actually cut the grants, like basically all the grants, and that's actually much worse than our situation. So, I'd like to hear from you. What is Cornell-- are you worrying that we will get the same treatment as Columbia did? And if yes, what are the plans to deal with it?

MICHAEL KOTLIKOFF: Yeah, thanks Yuval. And thanks for your thanks. We are committed to providing a choice for our graduate students. On the Columbia situation, I do think that is a somewhat unique situation. And I will say that Cornell is now one of 60 universities that have been identified as a list that we've gotten a letter. I've gotten a letter from the Office of Civil Rights around Cornell's approach to upholding its Title VI responsibilities and protecting, particularly preventing the establishment of an atmosphere of harassment based on national origin. It does appear that that list of 60 derives from open OCR investigations. Cornell has an investigation that was triggered by a complaint from someone not at all identified with Cornell. So, not a student, not a faculty member, not an alum, someone outside of our community who was responding to statements by a faculty member at Cornell. We responded to that OCR complaint about a year ago. We got one set of responses or further questions. We responded to those over six months ago and have heard nothing since. So, we're very anxious to resolve that. We think resolving that, and I'm working on that process to resolve that OCR complaint, we think that's one of the things that will actually lower our visibility in this overall environment.

YUVAL GROSSMAN: Thank you.

MICHAEL KOTLIKOFF: Surely.

PEIDONG SUN: I may-- It's not easy to stand here speaking. Feel like a small leaf in a strong wind.

MICHAEL KOTLIKOFF: [Laughs] You're a big strong leaf, Peidong.

PEIDONG SUN: I hope so. Look, it's already. Okay, so good afternoon, everyone. I'm Peidong Sun. I'm from the history department. This is my first time to speak here since I've been elected last May as a senator. It's an honor to stand here before you today. And if I stretch to three minutes for my three points limit on being a non-native speaker-- Well, I just can't do this. Can I put it there? Yeah, I can speak loudly now. Still, if I hold this-- I'm just a church. Sorry, sorry. So, if I stretch to three minutes for my three points, blame it on being a non-native speaker and a first timer. I hope the music stays off. We don't have music. First, I want to thank President Kotlikoff for taking this time to be here with us, especially with so many urgent priorities in your plate. Thank you. And we truly appreciate the insights you have shared on our current challenges and the strategies ahead. Second, congratulations on Cornell receiving a 100 million donation to extend the engineer's Duffield Hall. Great news. I don't want to be mean or celebrate it too soon, but with John Hopkins losing 800 million and the Columbia 400 million in federal fundings, good news has become a luxury these days. So, when we get it, let's celebrate it together

immediately. A quick follow up question. Does Cornell plan to cut spending on faculty resources, hiring or campus construction, such as our McGraw Hall renovation project, in the next fiscal year budget, similar to year's approach? So, we all recognized that leading in higher education right now is an immense challenge, and this includes our colleagues at Cornell. These are undeniably tough times filled with uncertainty and the difficulty to decisions. It sometimes feels like we have been through a battle against all the nerds who wanted to make the world better. The science nerds, humanities nerds, social science nerds, and art nerds. But as the Chinese proverb says, "Siblings may quarrel at home, but they unite against the external challenges."

[Speaks Chinese] In that same spirit, I truly believe that one leadership at every level works together with faculty, staff, students, and alumni. We are not just keeping our university strong, we are standing up for the values that makes higher education worth fighting for. And in these times when challenges feel relentless, let us remember something we don't always focus on, recognizing and appreciating the moments of strength and unity around us. We are trained to ask critical questions, we are trained to think critically, we ask tough questions, analyze deeply, and push for better. But sometimes that focus on critique makes us hesitant to give praise, even when it is well deserved. However, at our last senator meeting, I was truly inspired to see so many senators extend a warm welcome and sincere support to our provost Bella. And that moment of unity and encouragement was a reminder of how we can stand together through the storm with real courage, integrity, and responsibility. We may not have been built for this moment, but we are here, and we will stand firm and push forward with everything we have for our students, for our colleagues, for our communities. Thank you. Thank you so much.

MICHAEL KOTLIKOFF: Thank you, Peidong. I think there was a question in there about



McGraw, and we're going forward with McGraw. On the salary side, we're working on our SIPP strategy now, so I don't have much to say about that. But I can say that, you know, major commitments like McGraw Hall we're moving forward with.

JONATHAN OCHSHORN: Online, Brian.

BRIAN: Hi, yes. Thank you for being here. I have two questions. The first question is that a number of universities routinely use their endowments and the earnings from them in the stock market to fund their operational funds. And I was wondering, how does the decline in the stock market recently affect the overall budget model? And then, the second question I have is about whether or not there are other executive actions that the university intends to contest.

MICHAEL KOTLIKOFF: Thank you. So on your first question, I should say, first of all, about 80% of our endowment is restricted. So, the endowment pays out directly to those restricted accounts it pays for. Who are endowed professors in this room? So, Peidong, salary, Eve, those are being paid directly as part of that payout. There is about 20% that is unrestricted and is used in a variety of ways. Every year, the trustees approve a payout level for the endowment, and that payout level provides, first of all, support for those direct programs. We have a lot of financial aid, for example, that's funded. I think it's something on the order of 29% of our endowment is restricted for financial aid. And so, every year, that's paid out for the purposes that the gifts were given and we've been able to solicit. In addition, there is a component of that payout that pays for the costs of running the endowment, some costs of running currently our alumni affairs and development program. And then, the rest is used for central discretion. So, some of the

unrestricted money comes to the provost for central discretion, some of the payout comes for central discretion, and that allows us to pursue strategic goals of the university. So, to your first question, everybody does that pretty much in a way in which the endowment serves the purpose of the university. Absent that endowment, we would not be able to do what we do in financial aid, we would not be able to have the number of faculty that we have, and we would not be able to support the number of research programs where funds are directed directly to those research programs. On the issue of whether we will-- if there are other things that we can do to be proactive, I think I heard that as your question and support programs. So, we are, for the first time, I think, engaging with our colleagues, both Ivy, Ivy Plus, and some of our red state private institutions and colleagues and universities in red states to come together. We all have a common lobbying firm in Washington, DC, and we have a project manager that's overseeing that effort. And that's part of coordinating a political effort to really tell the stories of the universities, as I mentioned in my opening comments. All of us have different stories. All of us have a slightly different component. Cornell has a lot of what I call differentiators, and things that are important, and things that we do, for example, our land grant mission. But we're all trying to tell that story and trying to make sure that we protect ourselves from things like an endowment tax increase tenfold that would be devastating.

JONATHAN OCHSHORN: Go ahead.

RISA LIEBERWITZ: Hi, Mike. Risa Lieberwitz, ILR Senator. Thanks for coming. This is a time to be brave, as you know, we've heard, and there's lots to be brave about. And I would like to focus in my question about the position of the university with regard to protecting all of our

students and faculty and here now with a particular focus on our international students and faculty and staff, those who may be on visa, those who may also possibly have a green card. How do we make sure to protect them from the kinds of actions that we've seen with regard to Mahmoud Khalil being detained? He graduated, as I think probably everybody here knows, as a graduate student from Colombia. He has a green card, and yet he was still detained and told that his visa and green card would be revoked. And so, how do we make sure that we are not only protecting ourselves as an institution, but we're protecting everybody here? And, you know, could you perhaps either reiterate, or confirm, or expand on the sort of non-cooperation policy that Cornell has with immigration authorities and particularly with regard to ICE and other federal immigration authorities either coming onto campus, making demands for information from the university, seeking to perhaps even get lists of students? You know, what are we doing to make sure that the first reiterating that a judicial warrant would be required, not just an administrative warrant? What can we do to keep ICE and other immigration authorities off of campus? And could you specifically answer the question of whether Cornell has been asked for any lists of activists as appeared in the executive order that Trump put out there, including encouraging and teaching universities how to identify people who should be removed because of their politics? And also, in regard to your talking about working with other universities, could you address the kinds of joint sort of coalition building that could be done or perhaps is being done within the universities to protect us from the overreach from the federal government, and particularly with my question about immigration?

MICHAEL KOTLIKOFF: Yeah. Thank you, Risa. So, let me just say that, you know, I fully understand the anxiety of members of our community who feel that their immigration status may

be threatened, that they're at risk based on events that we're seeing unfold. I will say, however, that I would urge everyone to not raise that temperature because I think there are a lot of circulating rumors, all of which, or many of which have no basis in fact. So, I'm glad to reassure you that we have not provided any lists. I don't know of any university that is providing any lists. We have outlined our policies. Wendy Wolford sent out a specific letter about how we're supporting graduate students, advice for graduate students, places to go for legal advice for graduate students. And I guess the last thing I would say is, you know, I don't need to tell you, Risa, you're a lawyer, we are a nation of laws. And we will both obey the law, and individuals should make sure, and we can advise those individuals how to make full use of their legal rights.

RISA LIEBERWITZ: Since you raised something, I just wanted this last point. Obeying the law under times when we have the sort of unconstitutional and unlawful actions coming out of the White House and the sorts of things that are going on, being brave also includes challenging the law and refusing to obey unlawful or unconstitutional actions. And I hope this is where being brave institutionally and joining with our institutional counterparts matters in these kinds of times.

MICHAEL KOTLIKOFF: I certainly understand your point of view. I think when one says we're going to obey the law, one doesn't mean we're going to obey every assertion of power or authority. It does mean we're going to obey the law. So, I just want to make sure you understand that doesn't mean that anything that we view as an unlawful imposition that we accede to.

JONATHAN OCHSHORN: We only have a few minutes, so I ask everyone to be very brief. Just

the last two commenters or the last one.

PAUL GINSPARG: I have a question.

JONATHAN OCHSHORN: Identify yourself, please.

PAUL GINSPARG: Sorry. Paul Ginsparg, representing [indiscernible]. My question is more along the five to 10 year time frame. When you talked about telling the story of the university and your lobbying efforts in Washington, I was reminded of those Halcyon prepandemic days when you came and visited the physics department and more or less made the same pitch. We were talking then about why universities were getting bashed, and you said how important it was that we tell the story of what universities do, how important they are to the research efforts and the economic development. And, you know, this isn't a criticism, of course, but it doesn't seem like it worked. And my question is, do you have any reflections? And it's a difficult problem. Do you have any reflections on what could have been done better or how you can do it differently to have more of an effect in the long term this time around?

MICHAEL KOTLIKOFF: Yeah. I appreciate you pointing out the fact that I haven't been very successful in that regard. I will say, Paul, I think I see this as both a short-term problem and a long-term problem. And you're really focusing on the long-term problem. And if you look at where universities are in general over the last 20 years, the public perception of universities has plummeted. Now, the good news is the public perception of almost any institution that you name has plummeted. And we are extremely divided. Our social media, our ability to create these

polarized arguments has really been a challenge for every institution, particularly universities.

Now, I will say that that long game has to be, my view now, part of that has to be recognizing our own flaws, recognizing where we're not connecting with the public, why the public thinks we're too expensive, too elite, intolerant of other views, we have bizarre processes that don't allow for accountability. All of those sorts of things have been exploited to lower the prestige of universities. And that's something we really have to internally address, as well as just, you know, talking about the things that we do and playing offense.

JONATHAN OCHSHORN: OK. Hayden online, I'm sorry, but we have run out of time. We need to move on to the next agenda item, which is the update on video surveillance on campus with Dave Honan, Associate Vice President for Public Safety. And I'll ask you to stick to the 10 minute allocated to you, and then we'll have 10 minutes of Q&A. Go ahead.

DAVE HONAN: I've been told I talk really fast. So, hopefully, I'll see a couple of minutes back to everybody on the agenda. I prepared some remarks. I want to say thank you to the Faculty Senate for the invitation and opportunity to discuss an important aspect of our campus environment, physical security. As outlined in my weekly safety message, previous discussions with some of you on other projects and in Cornell University Policy 8.1, our institution is committed to providing a safe and secure environment for all students, faculty, staff, and visitors. This policy emphasizes the shared responsibility we all have in promoting community safety and protecting university property. The use of physical security systems is important in maintaining adequate controls and needed to restrict access to campus facilities to authorized individuals. These measures are designed to support the safe and continuous operation of the university,

ensuring an open, safe, and welcoming campus while reducing security incidents and minimizing risks. As we discuss a new policy, I ask that each of you consider the following. Enhance personal safety. Card access systems can prevent unauthorized individuals from entering buildings, reducing the risk of theft, vandalism, and other security incidents. Quick incident resolution. Video camera footage can be reviewed after an incident to help quickly resolve incidents by providing critical evidence. This not only aids in identifying perpetrators, but also acts as deterrent. Protection of sensitive areas. Certain areas, such as research labs, data centers require additional security. Card access ensures that only authorized personnel can enter these spaces, protecting valuable research and equipment. By having uniform practices and implementation plans to incorporate these essential security systems, we aim to enhance the personal safety of individuals, protect premises and physical assets, and safeguard personal data and research. I understand there may be some concerns about privacy and the impact on our campus culture. Let me assure you that data from card access and video cameras will be handled with the utmost responsibility. We maintain strict policies to ensure privacy and data protection, such as limited access to stored footage and clear data retention guidelines, which I will discuss further. This policy also does not act in a vacuum outside of other university policies for privacy and data retention. I want to give a little bit of a historical background on the policy and how we got where we are here. These policies aren't new. Policy 8.1, which was published in 2007, and 8.4, which was published in 1999, were developed when access control technology started appearing sporadically on campus. In 2010, with the creation of the Access Control Program at Cornell, the university established centralized programs for the administration of these systems and software. Procedures and processes were developed and applied consistently across campus, used in concert with design of facilities and with installation of hardware. Security infrastructure

has been increasing steadily over the past decade, providing a safer and more secure campus. The policy applies to every Cornell staff member, faculty, students, sponsored affiliates at all university-owned and operated facilities and property on the Ithaca campus, Agritech campus, and other remote locations that we administer here centrally at Ithaca. The new policy, as we've updated it, actually combines policies 8.4 and 8.1 into one physical security policy. So, it's a combination of card access, video monitoring, and brass key management. This policy and the associated procedural documents developed by certified security experts in our access control program and informed by industry standards and best practices. Policy revision was prompted by advances in technology and best practices, not a recent development or response to recent campus incidents. As tools, these systems provide evidence and leads in events of crimes, missing students, active threats to life, premise liability concerns. Security cameras are essential tools to provide our first responders and provide for an alternate to more police and more security on campus. In 2019, the Access Control Program began working on an update to this policy as directed by senior leadership and later by security consultants. The process was guided by the university's policy office and established policy review procedures that they had at that time. Updates were to be completed in 2020, but unlike many-- as many of you had, COVID interrupted all of our best laid plans. The process restarted in 2022. However, the policy office published a new process, which restarted our whole review over again. As a stopgap, we developed some procedures, and they were the procedures we developed to go with this policy back in 2019. We formalized those and we began using those procedures. They've been used in many installations and new construction and renovations since that time and developed in support of the university's design and construction standards, which is used for all major renovations and new construction. In January 2023, the policy office asked DPS to combine 8.1



and 8.4 into one physical security. Instead of in two separate policies, make one policy. At that time, executive vice president, Joanne DeStefano, approved rescinding both of the old policies because they were so outdated they didn't reflect any of the current practices. The policy review process continued. University colleagues and units have been engaged and provided feedback on the policy. Our Access Control Program worked closely with the authorized people from colleges and units, our access control coordinators, and our key control coordinators. It's been vetted by security consultants as it relates to best practice and installation standards, such as crime prevention through environmental design. Relevant stakeholders were included in the policy advisory group portion of the university process. The revised physical security policy is now posted to the university's policy website. I'd like to talk just briefly about access control. So, our key management and access to buildings. Certainly, the pandemic underscored our lack of uniformity in our facility security on campus. Some buildings just simply could not be secured. Some buildings were intentionally left unsecured and unoccupied 24-7 because of that. Many buildings were completely unable to respond to an evolving emergency incidents with securing their buildings or securing access to those buildings. Keys have historically been difficult for us to manage. Keys are lost, they're mislabeled, they're not accounted for, they are not collected when somebody leaves the university. Key orders were never documented, and custom key masks our understanding truly of what our situation is for access points to the university. Policy 8.1 aims to address many of these shortcomings by introducing a basic level of security to campus. In the key space, the policy brings regulation and order to practices that have been wildly disorganized. Uniform practices and implementation is essential to physical security on our campus. Regarding video surveillance systems or video security systems, our access control program uses established guidelines, industry standards and best practices. And as I said under

the access control, uniform practices and implementation is essential to our security. For new construction or major renovation, we are requiring the new policy to undertake the security upgrade to come into compliance with this policy. Cameras are placed at critical locations as identified by access control, which aligns again with industry standards, best practices. In areas required for regulatory compliance, some research labs in some spaces have regulatory requirements. We have to get those installed when they're doing a major renovation and any area deemed high risk. Security designs or camera locations are not published due to security risks and concerns. Classrooms are not fitted with cameras, except in the following cases. Specific lab types that require video cameras due to a regulatory compliance, labs where faculty members requested a camera that's not connected to our central system, but they need a camera to document the research that they're doing, or studios where cameras have been installed for life safety reasons. Privacy is of the utmost importance. Video is not allowed for recording normal work office areas and it's not intended to use as a tool of routine performance management. Video is not actively monitored. It is stored to be used in investigations if an incident occurs or a safety concern is reported. The video we have in storage is for 14 days, after which, it's overwritten. All video is maintained on secure local servers and are managed solely by our access control program. No video from the university system goes to the cloud. For policy, no audio is recorded. And emergencies, the 911 center can view video to guide first responders into an active scene. And for large events, our 911 center or if we activate our university's emergency management center, we can pull up video to guide first responders or help manage an event. Thank you for your time and thoughtful consideration of what I have presented. As we strive to maintain a safe and secure campus, it's critical that we balance our security needs with the values and concerns of our community, use of card access systems and video cameras. As outlined,

Cornell Policy 8.1 is a step towards enhancing our collective safety while respecting privacy and ethical concerns. Thank you once again. Happy to take your questions.

JONATHAN OCHSHORN: That was perfectly 10 minutes. If you have questions, come to the front if you're in-house or raise your digital hand if you're on Zoom. With a Zoom audience, I think we have one person coming down, but I see a Zoomer. So, let the Zoom go first. Nathan Matias.

NATHAN MATIAS: Hello. Thank you so much for that really wonderfully thorough and thoughtful reflection. I'm curious, I might have missed it, but do you know if Cornell does or intends to use any kind of artificial intelligence on top of video or other things to identify individuals?

DAVE HONAN: No, we do not have facial recognition or AI attached to our systems. We do have some analytics that allow us to compress some video. So, we had a case within the past few years where our victims were extremely frustrated that it took us 40 hours to view 40 hours of video. So, we do have some analytics that we can use to compress areas of video where there's no activity so that we can only view essential video and compress that time, solve cases much faster.

NATHAN MATIAS: Thank you.

BILL KATT: Hi. Bill Katt, CVM. So, you obviously have a lot of information that you're trying

to be very secure with. The old phrase, "Who watches the watchman" comes to mind. So, could you speak briefly to whatever internal security or auditing you may have in place to ensure that no video or card access data is being improperly used or distributed?

DAVE HONAN: So, my folks in the access control program are, you know, I'm biased here. I think they're very good. They're the best in the industry. So, they do watch and we can monitor, we can see who is watching, who is using the system. We do purge people out of the system who don't use it on a regular basis or don't acknowledge our training and our privacy expectations. And anything that comes up in their health checks or their daily security checks, we're alerted to and we get to the bottom of. We will and have revoked access until we have answers to any questionable access or review of video.

BEGÜM ADALET: Begüm Adalet, Government. Could you say a bit about if these technologies are used to identify student demonstrators?

DAVE HONAN: So, you're talking about video surveillance, of course. Video surveillance is used if there's a crime or a violation of university policy. So, protected First Amendment speech, no, it's not used to identify. It's only when it crosses into more often than not a criminal activity or a violation of university policy.

JONATHAN OCHSHORN: Noah, online.

NOAH TAMARKIN: Hi there. Thank you. This is a follow up to the previous question and also

linking back to some of Interim President Kotlikoff's comments. In the event, for example, that laws in the US dictated that all protest activity is criminal activity, would we be in a position to protect ourselves as a university community if suddenly, the activity that we're engaged in that we understand is lawful is we're being told it's not lawful, and then you're asked to hand over video surveillance, what would the scenario look like in that instance?

DAVE HONAN: So, I think in that instance, we'd certainly have to come back to this policy and do another review of it. We do believe in First Amendment protected speech and not using these systems for performance for work performance. The community spoke very loudly when we put our first systems in that that was not acceptable. So, as of right now, First Amendment speech is protected and we don't use these systems unless there's a violation of New York State law. I'll just add that we do not regularly enforce federal law. It's not part of our regular duties. So, the key change that would really become alarmed is if New York State changed their laws, and then we would do a quick review to come back and revisit this policy.

GRANT FARRER: Grant Farred, Africana. I would have to say I have very little faith in the institution as a surveillance mechanism having seen a student months after an event took place be outed, and then confronted with legal the legal process. So, I have to speak very clearly as a black man. I don't trust you. I can't afford to trust you because my life depends upon it. And that's the first thing. The second thing is, how do you know when something crosses the threshold from free speech, First Amendment, which I think you have to admit is under threat in this moment? You know, I mean, lots of steps have been taken to make critiques of certain states which are repressive illegal. We're at a point now where anti-Zionism-- You know, what Justin Trudeau said

is very clear. "Drunk man's words are sober man's thoughts." So, everybody can make certain people vulnerable. I have students in my department who are on the run because of the surveillance. The Cornell Police has been involved in having people subject to a number of procedures. So, my question is a simple one. Are you the arbiter of crossing the threshold from First Amendment speech into criminal activity?

DAVE HONAN: So, thank you very much for your feedback. I appreciate hearing the feedback, and I would be happy to engage in more conversation about this. I would say I'm not the arbiter of state law as the arbitrator. So, it's not a judgment of what the speech is or the content of the speech is if you violate what is written in New York state law or university policy. If you believe that officers have acted inappropriately, I would love to hear about it and I would love to work you into our process to handle complaints.

GRANT FARRED: I could easily tell you of an incident when my wife was a faculty member. Was outside, and then she was called in by the Cornell Police, apparently because she'd been cited. So, the threshold seems to me incredibly flexible, fluid, and always to work in the cause of repression rather than giving the benefit of the doubt. And I think these are people who spoke about this. This is not a conventional moment. I heard people here talk about open shops. I want to ask them about lives that have been taken, lives that have been ruined. Graduate students are on the run. We have to accelerate their process because they could be deported, in some ways, assisted by this institution and the technology that this institution communicates to the idea. So, when I tell you I don't want any changes that will, one, excuse or exclude the public, and secondly, include your surveillance capacities, I don't know if I can do anything about it. The

best I can do is register my deep suspicion about how you operate.

JONATHAN OCHSHORN: We have just a couple minutes. Ken, could you keep it brief in a brief response?

KEN BIRMAN: Yeah. Ken Birman, Computer Science. I actually support what you're doing. I walk home past the tennis courts in the gorge, and it's been pretty dark down there, and you kind of wander sometimes. But in your comments, you remarked violation of point of policy. It's legitimate. I mean, it's the job of the police. But I'm thinking about suspended students who have been banned from campus for periods of time. And I just want to ask concretely, are you going to be using surveillance systems to try to identify violations of those suspensions? And if you are, what you're thinking is as for why that would be appropriate or how you would bound it.

DAVE HONAN: The short answer is no, because we don't have a monitoring program. All the video is stored. And I answered another question about facial recognition. So, to be alerted instantly, I would have to have either a facial recognition program, which I don't, or I would have to have an active monitoring program, which I don't. So, students that are issued a persona grata or banned from campus, the most common way we get alerted to that is if we get a complaint or there's another incident involving that person.

JONATHAN OCHSHORN: OK, thanks. We've pretty much run out of time on this agenda item. Thank you very much. We'll move on to the update on electric vehicle infrastructure on campus. Bridgette Brady, Director of Transportation, will have 10 minutes with another 10 minutes for

Q&A available.

BRIDGETTE BRADY: We can move to the next slide right away. Well, thank you for the invitation. We are here to talk about electric vehicle charging services on campus. I know that there have been a lot of questions about supply and demand with the charging units on campus. We have 12 currently, 24 ports. And as we know, nothing comes for free. And so, when we ask or when folks ask about we need more free electric vehicle charging, that actually is-- the costs are borne upon currently the transportation system. And so, we wanted to talk a little bit more about the infrastructure task force. This is my colleague, Reed Huegerich, and he is the subject matter expert within our department. So, I will turn it over to him and supplement any way that I can.

REED HUEGERICH: Yeah, thank you for having us here. Happy to see President Kotlikoff here. He helped us cut the ribbon on a level three charger over at our fleet garage yesterday afternoon. So, that was pretty exciting. Yes, so, we're here to talk about some of our EV projects and answer any questions, hopefully, that come up. One of the things we want to do when we look at this sort of request is survey the population, see data on the topic. We did recently do a commuter survey. And one of the questions we asked as part of the survey, "Do people own an electric car right now or do you anticipate owning one in the next seven years?" It was useful information to gather. Currently, it's a fairly small portion of our population, at least of the respondents to the survey that already have one. But there is some interest across the community within the next seven years of potentially acquiring one. So, we know we need to be ready, but we certainly recognize that we are dealing currently with a smaller subset of the of the campus population. So, when we look at this kind of overall schedule, we have kind of a research discovery where we're



looking at our program, how it compares to others, our peers, and whatnot, looking at best practices and where we want to prioritize the use of the EV infrastructure. Then, we are currently in this portion now where we're assessing the demand and looking at the infrastructure that we have on campus. And then, this will lead into eventually campus fleet renewal, transitioning to electric vehicles whenever possible, and then expanding the infrastructure to meet growing demand. So, what we did was, again, we had a committee that we brought together, various groups from across campus, from facilities, electrical engineers we had, including some faculty that helped us with assessments of demand and made some recommendations from this committee about how we can better serve the campus population. One of the things that came out of this is that our current system is not quite sustainable, where we have a limited number of charging stations. Bridgette mentioned we have 12 stations sprinkled around campus, but they are currently offered for usage, and they often get overused as a result. So, we are in the process of implementing usage fees for these to hopefully cull some of the demand and make them more available to people when they need them. As I mentioned just now, we did a ribbon cutting on the Level 3 pilot program that was in conjunction with Professor Tito Abruña, who received a grant to install this Level 3 charger, and we will use it to assess utility of EV fleet vehicles and for his group to look at battery retention. And so, I mentioned also the upcoming conversion of fleet when possible, see where we were able to do that, and again, to expand infrastructure as appropriate. Next slide please. So, this is an opportunity for questions.

BRIDGETTE BRADY: And one other mention is from this committee across the University, what we found is in our peers as well, there isn't a free option, and free being if there is no consideration for moving demand along, then folks will sit there for the entire day, dwelling, and

it will not be available to the priorities of first visitors and fleet. University owned vehicles has a priority, and then staff and faculty who need to top off, but some of the expectations of those who purchased electric vehicles are that charging would occur at home. And if there's a top off need, that would happen at the facilities here at the University. And then, we're quite short in the charging infrastructure for visitors who would most likely need a full charge when they come to campus. And in the region, there's, I think, a shortage of charging infrastructure. Adding infrastructure right now, and I know that that's been an ask, is quite expensive. And the lifecycle of one of the chargers is short. And so, if we have a charging station, we also have to build in the replacement, etc. So, that's one of the recommendations the committee made.

JONATHAN OCHSHORN: Rachel.

RACHEL: Thanks so much for your work. And I guess one of the questions recognizing the reasons for the constraint and also as you mentioned that the lifecycle of the chargers is short, often one of the 12, or more than one of the 12, is not currently functional. So, I would say that usually, the end of chargers is less than 12. And so, I just wonder what your thoughts are for making chargers accessible for faculty who cannot move their cars during the day because we are full time doing our work on campus faculty staff, anyone who needs to charge. What are your propositions for people who do not wish to dwell, but cannot move between parking lot and their full time work capacity.

REED HUEGERICH: Great. Yeah, thank you for the question. So, currently, we have a policy that says charging is limited to three hours. And so, as you mentioned, that's not necessarily

convenient for people. So, what the proposal would be is to, again, begin charging for the use of the chargers, which would allow that flexibility. If somebody could make the decision I'm willing to pay the money to extend for a long period of time, or potentially move it at say at lunchtime or something. So, right now, it's kind of a binary thing that's hard to enforce either somebody has stayed within their limit or they've exceeded it. And we think the financial mechanism would be a much more effective way of dealing with that demand.

CHRIS SCHAFFER: Hi. Chris Schaeffer from Biomedical Engineering. In another role, I'm one of the faculty members and staff members that lives on campus. I'm part of the North Campus faculty and residence program. We're a small constituency. This probably isn't a pressing issue now, but going forward, many of us would like to invest in electric cars, but we live on campus, and currently, there's zero infrastructure that would work for us and appreciate it if, as this infrastructure gets built out, folks that are living on campus are thought of. Thank you.

REED HUEGERICH: Absolutely. And that's been one of the constituent groups that we've heard from, at least from student campus life and that missing need. We've heard from the faculty, and residents, and the residence hall directors, as well as students who are interested in bringing an electric vehicle to campus and they don't have a place to otherwise charge it. So, we hear you and recognize that that's a gap in the system right now.

JONATHAN OCHSHORN: Elliott Shapiro online, and then we'll come here.

ELLIOT SHAPIRO: Yeah, thank you. RTE center at large from arts and sciences. This is not

actually about electrical vehicles, it's about bicycles and other environmentally responsible form of transportation. I'm not sure how much that falls under your purview. But I think there's a real shortage of legitimate bike racks on campus. I drive an old fashioned bike, but I know that there's been an explosion of battery powered bikes. At some point I did a, I didn't update it for this meeting, but a survey of the west side of the arts quad. There are fewer than 10 bike racks there. I could claim some credit for getting four of them placed in front of McGraw that are now fenced off and unavailable for use, which means people lock their bikes to really inappropriate things like wheelchair access ramps and things like that. So, I think this is a lot. This is cheap, and this really supports, you know, all of us. So, I'm curious if there's also planning to increase the infrastructure for bike racks. Thank you.

REED HUEGERICH: Yes, and thank you for that question. Certainly is under our purview as well. We do have quite a few bike racks around campus, but we have not invested as much lately in newer bike racks. So, it is on our radar as funding to put some new racks in, but in addition to just the standard racks, we recognize the growing need for electric bike charging or electric scooter charging and for covered bike parking. So, those are two of our priorities moving forward. We're still trying to work on good solutions for that electric bike charging for exterior storage. It's very difficult. Currently, the options are fairly limited, but it is something that we have prioritizing.

JONATHAN OCHSHORN: Go ahead.

BILL KATT: Thank you. Bill Katt, CVM. Thank you both for coming in. Just a couple of

questions. One, can you tell us roughly where the current charges are located and if they're gated behind the more expensive parking permits? And two, could you talk about how likely it is, both in terms of just price and overall actual interest, in expanding charges into the larger parking lots, particularly A lot comes to mind, but also B lot where we get a lot of actual regional, sorry, regional travelers to the animal hospital?

DAVE HONAN: Yeah. So, currently, that's one of the challenges with our system is that most of the chargers are located within our garages in the central permit system, central parking permit system. So, that's part of this is decoupling the chargers from the parking permit requirement. There are some that are available now out at the baseball field, Booth baseball field out on Game Farm Road, which currently does not charge for parking. So, that is available, but it's certainly not very convenient. And so, again, by uncoupling the permit process, we want to make these available to not only visitors but people in the community that don't have the pass that would otherwise allow them to park in those spaces. We'll likely use park mobile or some sort of short-term option for those spaces so that either you have the appropriate permit available and you can use them with that or you could use the short-term parking available to you.

JONATHAN OCHSHORN: Noah Tamarkin online.

NOAH TAMARKIN: Thanks so much. From Anthropology. So, this is in light of that you'll be expanding infrastructure at some point in the future, and you'll be replacing things as they break down, and thinking about the kind of national context and Elon Musk's like direct threat to universities and attacks on universities, I'm wondering, can you commit to not purchasing any

equipment that's Tesla specific or that's Tesla branded? It's a real question.

BRIDGETTE BRADY: At this point, that is a commitment for us. It has nothing to do with the recent events. However, we have a system with ChargePoint, and so ChargePoint will be the system in which we continue to use.

JONATHAN OCHSHORN: We still have a few more minutes. If there is any other comments relating to this issue, step up or raise your digital hand.

DAVE HONAN: One second to address the previous question here about chargers in A lot and B lot. I neglected to answer that. We have certainly looked at that, and that is probably in the next level of infrastructure expansion. The challenge with the larger lots is just getting the conduits, the electric supply out to them. So, when we looked at doing it in B lot several years ago, it was several hundred thousand dollars to install the infrastructure for the chargers. So, it's not that we don't want to do it, it's just that we've been kind of waiting and doing our due diligence to do that.

ALLISON CHATRCHYAN: Hi. Allison Chatrchyan, RTE Faculty Center at large. First thing, I am very excited. A new lease owner of a VW ID4. So, I'm wondering, I wasn't planning to get an electric vehicle, but could you put in place a mechanism where we could let you know if we got an EV or put in place a survey that people could be just continuing letting you know? I think the numbers are going to grow faster. And secondly, are you coupling the plans for your infrastructure with your plans for solar on top of these charts so that it would be more

renewable? That'd be great. Thank you.

BRIDGETTE BRADY: We do have mechanisms in which you can contact us currently and let us know that you do have an EV, and we can assist with where would be most convenient for you to charge. And so, yes, we can do that. And the second question is using clean energy to charge the vehicles or to charge the units in which charge the vehicles. And we are certainly looking at that as a possibility as well. The technology is not necessarily reliable yet, but we are looking at it.

JONATHAN OCHSHORN: Denise Ramzy online.

DENISE RAMZY: Thanks. I'm Denise Ramzy, RTU representative from the College of Business. I just thank you for being here. And I also wanted to thank Elliot for bringing up this issue of bikes. I'm going to kind of piggyback on that if we could just go back to it for a minute. I noticed that when you responded to him, you said something about bike charging, and as an electric bike rider myself, this is how I commute to campus most months outside of the really cold ones, I would note that I think you'll find most electric bike users don't need charging. We need adequate storage, and the regular bike racks make it really difficult because there's just not enough room if it's packed. And not unfortunately, fortunately, lots of people are biking. All the racks are now packed, right? And so, electric bikes, it's just incredibly difficult to sort of-- you know, you can't just squeeze them in in the same way. So, I think they require a different kind of rack. More racks would be great in more places. Like the Atkinson Center currently doesn't have a bike rack. It's a little, you know, sort of the irony. But I would just-- you know, I think that the money could be well spent on infrastructure generally for biking, you know, bike paths, safe

biking, all of that, rather than bike charging. I don't think that-- I think you would find, right? It'd be worth doing the research, but I think you would find that that's not a necessary piece for most people.

DAVE HONAN: Thank you for that feedback.

JONATHAN OCHSHORN: One more question. I think one more comment, and then we'll move on.

TARA HOLM: Thanks. I'm Tara Holm in Mathematics. I want to piggyback on the last comment about bikes and biking around campus. And maybe this is actually more of a question about public safety. My recent experience is that bikers around campus do not bike safely. They do not follow the rules. And I wonder if there's any public safety campaigning we could do or what we can do to ensure that students bike safely or any community member bikes safely and doesn't endanger pedestrians.

BRIDGETTE BRADY: We currently are-- We have a transportation safety council, and this has come up quite a bit is pedestrian behavior, cyclist behavior, and how we all work together with vehicles as well. We are partnering with public safety to start campaigns. So, there should be more to come with that.

JONATHAN OCHSHORN: Okay, we're pretty much at the end of this segment. So, we'll move on to our announcements and updates by the Dean of Faculty, Eve De Rosa. Nominally five



minutes with another five minutes for Q&A.

EVE DE ROSA: First, I want to say thank you, Peidong. It's lovely when senators speak for the first time from the floor. And I just want to repeat the gem that she gave us that is so appropriate for this moment that is a beautiful saying. "Siblings quarrel within the walls of their home.

Outside, they resist bullying by others." Can't think of a more appropriate saying. Thank you for giving us that. I think the first thing, I would like to acknowledge the passing of a previous Dean of Faculty, Joe Burns. And there are probably many of you who knew him personally, and so I just wanted to share that he is having a memorial service on his birthday. And so, if anybody would like to be there, this is the information on our slides. You can just click on the information. So, I'd just like a moment of silence to acknowledge his contributions to the Senate. Thank you.

Next slide, please. So, as you know, we have our field trip next month. And in this current budget crisis, I had to consider whether we're going to keep it or not. I feel like this is mission critical for us to understand the unique experiences on the different campuses. But, thus far, we don't have very many people who have RSVP'd, so if you think that you're going to go, we're making the decision now if it's worth the budget. And for me, I say, "Yes," but I need the support of the Senate to really justify it at this time. So, if you want to go visit the AgriTech campus, have a tour here directly from faculty that live on that campus, that's their home, then please sign up, and RSVP, and I'll add it to our Senate summary as well so that-- and open it up to faculty as well. We're just curious. That's what happened with our tech campus visit sometimes. It wasn't just senators. So, just want to say that, especially at this moment. Two other things that I really want the faculty to know and I really want you to distribute to your faculty and your representatives is that the university has put forward a proposal, and not everybody knows that,

and I think a lot of faculty felt handcuffed when there was no proposal. And obviously, we don't have a contract and we don't want to violate any of the National Labor Board laws, but we have a proposal. You should be aware of it, you should understand it, and I just want you to know that. And then, the last thing is we have a barrage and assault of federal executive acts orders, and they are directly impacting faculty life. And I just wanted to also bring awareness that there's guidance and there's resources that are being provided by the Rapid Response Team I think is what they're calling themselves. They meet three times a week at 8 AM, and they're just digesting whatever comes their way. And so, it's constantly being updated, and it's a resource that we should all be aware of. So, I just wanted to share those things with you guys, and if you have any questions for me.

JONATHAN OCHSHORN: Not seeing any. I'm not seeing any online questions nor in house questions. I'll wait another few seconds. We will move on to our last order of business, which is known as the good of the order. And today's speaker for five minutes is Risa Lieberwitz.

RISA LIEBERWITZ: Thank you. Risa Lieberwitz, ILR Senator. Actually, what I wanted to talk about comes directly from some of the discussion we've already had, including the executive orders that Eve was pointing to. And that is, I mean, to some extent, what I want to say, everybody knows, but also to think about what we can do. Talking about the times that we're living in, I mean, we are truly in crisis mode here. And what I wanted to focus on was, or is, particularly what is coming out through the executive orders from the Trump administration, which is a continuation and an expansion of what Trump tried to do in his first administration. And one of the things that's common about both administrations, and that's really on steroids

now, is the attack on higher education. And this is an attack, which has at its heart a desire to get rid of the expertise that we provide in higher education, get rid of freedom of thought and inquiry, get rid of independence of thought and inquiry and questioning the status quo. And so, what I wanted to do is just name some of the ways in which the higher education system is so connected to the other attacks that Trump is making through his executive orders, many of which are clearly unlawful and unconstitutional and are being challenged. And thankfully, some of the federal courts are stepping up and issuing at least preliminary injunctions. And one of them is the executive order that encourages universities to identify activists for removal. This is part of the xenophobia of the Trump administration, but also a particular way in which those who are in the university who are international faculty, or students, or staff can be identified as dangerous because they say things that the Trump administration does not agree with. And this is also related to the attacks on academic freedom, and the attacks on the independence of the university that I was just talking about, and the attempts to make universities obey in anticipation of what may happen to them. And this relates to the Title VI, the weaponization really of Title VI, to intimidate universities into agreeing to take actions that they don't have to take. For example, the Dear Colleague letter that was put out by the OCR, the Office for Civil Rights, which is under the Department of Education, that goes way beyond in its attack on DEI and teaching about race and structural racism, goes way beyond any sort of power that Department of Ed has. It certainly encourages universities to act in unconstitutional and unlawful ways that interfere with academic freedom. And so, it's very important for us to stand up to these kinds of pressures. And I'm glad that Cornell has stood up to at least some of them in terms of DEI. Seems like it's still safe, but I think that we should really hold the university and ourselves to standing up to these kinds of pressures. And I also want to put in here, this is also part of the Trump administration's attack on

labor, on labor unions, on job security. And we should also recognize that that's as important to the work that we do, whether it's our own job security and organizing, or the CGSU and the graduate employees organizing. We have an interest in job security so that we can do the work of the university without fearing that we will be under attack by those who don't like what we ask or what we question. And I would point out that the public sector unions, AFGI, as well as the AAUP and the AFT have all been important in bringing suits to ask for injunctions, and in some case get them, against these kinds of executive orders that interfere with the work that we do as educators. And finally, what I'd like to urge everybody to do and invite you to do is to join organizations that we have right here on campus. There are multiple groups that you can be part of. I'm the president of our local chapter of the AAUP, the American Association of University Professors. It is open to all teaching faculty. It doesn't matter what your title is, what your rank is. It's open to all people who do research. It's open to academic professionals. It's open to all graduate students. And we have meetings once a month. We actually have one this Friday. And if you are interested in joining, just go to [AAUP.org](https://www.aaup.org). Click the join button. It's very easy to do. Please join us. There's so much work to be done. Our chapter is growing. And this is what happens in hard times. That's the only sort of quote, air quotes here, good things about our times is people do come together and we organize not only against what's happening in terms of the repression that we're facing as a society, but we also organize for what we believe in. And it reminds us about the role of higher ed in a democratic society, the role of labor unions, the role of academic freedom. And it's good to work with our colleagues. You know, we talk about having a Cornell community, this community that we fight and enjoy being with each other to support what we believe in. There's so much work to be done. There's always something to do, whether it's a teach-in or other kind of educational work, working on governance issues. AAUP is very

similar to the kind of work we're doing here. AAUP stands for academic freedom, for job security and tenure for everybody who's doing the work of teaching and research in the university and job security for all those who are in the university. And AAUP stands for shared governance as well as for collective bargaining. And the shared governance that we do, we should be working together to strengthen the kinds of work that we do. And we've been involved, for example, with policies about the expressive activity policy, about the issues of technology that we were talking about. And so, please do join us. If you have any questions, please get in touch with me, RLL5. And I see very subtly that Jonathan is telling me that my time is up. Perfect timing because I am actually at the end of my statement. Hard times, we need to have hope. And I think we can get that from each other. Thank you.

JONATHAN OCHSHORN: I was going to cut you some slack because we're a little bit early. But as you have finished, we will adjourn the meeting a little early.