Academic Senate
Meeting of March 13, 2013
Children’s Hospital, Los Angeles

MINUTES


Guests: T. Jackiewicz, M. Levine, S. Sheffield

President Patti Riley called the meeting to order at 2:03pm:

1. Opening Remarks – D. Brent Polk
In the past decade there has been a revolution in thinking about health and disease. That revolution has come in the recognition that early events either in pregnancy or childhood have significant implications for lifelong health. This is one of the few research institutions in the country that is attached to a children’s hospital and is dedicated to newborn children, adolescent and young adult research. We enjoy a strategic partnership with our other faculty colleagues across the other two campuses. A good example of this is our fetal pacemaker project. This includes a multi-disciplinary project between cardiologists, obstetricians, fetal surgeons and engineers from Viterbi.

2. A moment of silence for Tony Maxworthy, former Smith International Professor of Mechanical Engineering, Dept. of Aerospace and Mechanical Engineering

3. Update on the strategic plan for the Keck Medical Center
Tom Jackiewicz and Shawn Sheffield were introduced:
USC bought hospitals from Tenet Health Care in 2009. Our main goal is to grow the enterprise. In doing so, we have developed a Clinical Strategic Plan. We need to get people to think more like a clinical enterprise and get away from individual silos. Why is this important now because of the impact of national healthcare reform. This will require a dramatic organizational change at USC. Our strategic plan was developed 9/12-12/12. There are 16 underlying strategies, the most important of which are 1) determining the service access/culture and 2) how to impact the bottom line in terms of growth and financial success.

We determined that Los Angeles is a very fragmented market share. Kaiser represents only 12% and USC is only 1%. This is a big opportunity. In terms of scope of what USC offers, we are
second only to Cedars. We did a great deal of study about demographics – who comes to Keck. We wanted to see how many miles people travel to come to us.

We looked at strengths, weaknesses, opportunities/threats and determined that staff morale was low and internal communication was poor. We ended with a strategic vision to become the regional destination for complex care in the San Gabriel Valley and beyond, with a goal of developing a clinical network and leveraging the USC brand. We have now incorporated Verdugo Hills Hospital into the USC network and will leverage that acquisition. Verdugo Hills has the Emergency Room that Keck does not have.

Our patients are three times as sick as the average person. The acuity rate (a metric used to measure severity of illness in patients) at Keck is 2.9 while the national average is 1.0. The acuity rate of hospitals nationally is 1.0; UCLA is 2.1, Cedars is 1.9. Verdugo Hills is closer to the national average at 1.1. Transfer business is of great importance at Keck; we get the sickest of the sick from other hospitals.

We are implementing Keck Care, a program that will integrate electronic medical records. We plan to add 3000 discharges to HSC by 2016 with a goal of reinvesting back to the academic enterprise. We need to be better in branding.

Another goal is to bring more of the Trojan Family into the Network. Currently we spend 75 million dollars per year on Kaiser. It would be nice to bring this money back to USC. Our goal is to become financially self-sufficient. There are also opportunities to branch out into other areas such as Orange County. For cancer care many of these people travel up to City of Hope or Cedars. It is difficult to commute that far for follow up care. We are looking into a partnership with Hoag in O.C. One in 17 people in O.C. have a bachelor’s degree from USC.

Q: By how much are you not financially self-sufficient?
A: We have one credit line for 200 million and another for 130 million. Medical centers are now the cash cow of the UC. There are a lot of opportunities.

Q: Will this affect what options faculty and staff have for medical benefits?
A: We want to bring them into the program but not eliminate choice.

The Keck Strategic plan can be seen online at www.kmcstrategy.usc.edu.

4. Approval of the January and February meeting minutes
The January minutes were approved with a vote of 16 ‘yes’, one ‘no’ and two abstentions. The February minutes were approved with a vote of 16 ‘yes’ and three abstentions.

5. Dornsife College faculty governance conversation
Phil Ethington was introduced:
This stems from the Dornsife Faculty Council. We have written a letter regarding Professor Tania Modleski’s article in the Chronicle of Higher Education, titled “The Death of Shared Governance at the University of Southern California.” We believe this is something that merits discussion given the serious nature of the discussion. At the heart of her complaint is the
sentence on page 6 of UCAPT manual. “The provost may authorize exceptions or waivers to
this manual or other policies.”

The question is, did the past senate administration forfeit faculty governance by allowing this
breadth of power? This is a direct charge at what we do. I have to say that I have spent almost
20 years here and have constantly heard faculty complain about not having a voice and about
having no power. Many of our colleagues come to us from other universities where faculty have
a fair amount of control over the way things are run. I wonder if some of the complaints we hear
are based in a lack of understanding and information about the way things are run.

Provost Garrett’s comments on UCAPT are laudable. Be careful what you wish for – how much
power does the faculty really want? The current role of the Senate at USC is advisory.

The authority for hiring resides with the president; the president then delegates to the provost.
We are only powerful when we speak clearly and with one voice. Otherwise we are purely
advisory. We are not a legislature.

How do we interpret the quoted passage? There is no question about the power of the provost.
UCAPT is a recommendation.

Marty Levine: USC is more de-centralized than the UC system, more formalized than Cal Tech
system. Every university has the final authority for tenure appointments. In well run universities
it is the president and provost. At UC the power rests with the Regents. In my experience at
USC, every person recommended for tenure by the UCAPT committee is successful. The only
time the provost has used her power to overturn UCAPT has been to change a vote of ‘no’ to a
‘yes.’

Patti has been interviewing people in the upper administration (both current and past.)
Unanimously she was told that the line in question has never been used to turn someone down.
It has been used to help the faculty with more flexibility. We need to be careful about trying to
get rid of language that provides positive things.

C: The CDIUP would be glad to take a look at this.
C: A sentence like this is an escape clause. It depends how it is used. If it used arbitrarily or
capriciously then we need to speak with one voice.
C: It is a very good idea to have such a clause. Analogy – what is the *sine qua non* of corporate
law – Delaware. There corporate law statute specifies surprisingly little. The legislation is
enabling. It is important to allow some flexibility. If we saw the provost trampling on our rights
as faculty, we should be concerned. Historically this has not been the case. We can expect that
the discretion of the provost will be used to promote the university and its faculty. If we put
ourselves in a straightjacket, we may miss out on opportunities to acquire great faculty. The trust
in the system is integral to faculty morale.

One suggestion is to have the opportunity for the UCAPT chair to review provostial decision
when it UCAPT. Marty Levine: This is a very good idea.
6. Discussion re Sustainability Initiative
Jeremy Kagan and Chuck Gomer have met with Charlie Lane on sustainability initiatives. We are trying to put forth a new research initiative and will hold a colloquium to bring people together. The challenge is to make it look united, coherent and visible across the university. It would be valuable to draw attention to what is going on and encourage people to do more.

The world is the hottest it has ever been since the ice age. There is a responsibility for institutions to do this – we don’t rank very high in our efforts.

Marty: The deans control the budget. Sit down with your dean and ask what we as a school can do to promote sustainability. To get funds allocated centrally is difficult. The trustees have already adopted trustee levels on sustainability.

We can do both. Faculty councils can talk with Deans. On the next agenda we will examine whether there is coherence re this.

C: A big audience would be students – they will be ahead of faculty and will have much more passion for it. We need to be creative and not believe that is a zero sum game.

The meeting was adjourned at 3:57pm.

7. Preliminary Report of the Nominating Committee
No nominating report – it will be sent out as an email.

There were no announcements. The meeting was adjourned at 4:08

Respectfully submitted,

Lucinda Carver, D.M.A.
Secretary General of the Academic Senate