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2 **ACADEMIC SENATE**

3
4 **UNIVERSITY OF SOUTHERN CALIFORNIA**

5 Meeting of January 16, 2019

6 Doheny Memorial Library, Room 121

7 2:00 - 4:00 p.m.
8

9 **Present:** S. Ahmadi, S. A. Altman, M. Apostolos, J. Armour, F. Bar, R. Beatty, D. Brooks, S. Bucher, T. A. Brun,
10 J. Cantiello, S. Cermak, R. Davila, E. Fife, R. Filback (alternate for M. Polikoff), M. Finberg (alternate for S.
11 Wickersheimer), A. Gilbert, D. Griffiths, E. Grossman, S. Gruskin, A. Habibi (alternate for D. Crombecque), A.
12 Imre, A. Justice, R. Labaree, R. Lonergan, A. Mackay, B. Marcus (alternate for R. MacKenzie), T.J. McCarthy
13 (alternate for J. Musso), J. Nyquist, J. Parr, D. Pecchenino, P. Rosenbloom, J. Silvester, A. Simon, J. Steele, T.
14 Tucker, D. Whitsett (alternate for C. Castro), E. Wojciak

15 **Absent:** J. Ailshire, S. Asgharzadeh, Y. Bar-Cohen, B. Belcher, L. Grazzette, S. Little, J. M. Gray, P.T. McNiff, M.
16 Mohammadi, A. G. Wilcox

17 **Guests:** S. Fried-Gintis, M. Levine, C. Neuman, M. Quick, D. Shook, C. Tucker, C. Zachary
18

19 **AGENDA**

20
21 Rebecca Lonergan, Academic Vice President, called the meeting to order at 2:06 pm.
22

23 **Distinguished Faculty Service and Walter Wolf Awards**

24 Julie Nyquist, Chair of the Senate Awards Committee, asked for nominations for the Lifetime
25 Service Award and the Walter Wolf Award ([see memo here](#)). The committee of faculty who decide
26 who should receive the awards is made up of past award recipients.
27

28 **Student preferred names and gender identity in Blackboard and in GRS**

29 Douglas Shook, Chief Information Officer, presented [modifications being made to the IT system](#) so
30 students can choose to identify their preferred name and/or pronouns, to be used in several
31 different systems at USC. This will be a phased rollout, with Blackboard, the Grading and Roster
32 System, and the student directory reflecting these changes first. The Registrar's office will review
33 all name changes. Other institutions are starting to do this as well. Shook asked the Senators for
34 feedback and comments before these changes are made. It was suggested that instead of the
35 entire community receiving notification on the day of roll-out, faculty should be notified before
36 the students are able to make these changes, so faculty will not be confused if the names of some
37 of their students have changed. A clarification was made that students' email IDs will not change
38 as a result of a name change.
39

40 **Approval of December 5 and 10 Senate meeting draft minutes**

41 Ashley Uyeshiro Simon, Secretary General, presented the December 5, 2018 draft minutes for
42 discussion and approval.

43 *Todd Brun moved to approve the minutes; Sofia Gruskin seconded; 26 in favor; 0 opposed; 1*
44 *abstention.*
45

46 Uyeshiro Simon then presented the December 10, 2018 Special Meeting draft minutes for
47 discussion and approval. It was clarified that the Office of Human Resources is different from legal
48 counsel, and a friendly amendment was proposed to include "office of the General Counsel" in
49 line 59. No objections were made.

50 *Adam Gilbert moved to approve the minutes with the friendly amendment; Jessica Parr seconded;*
51 *24 in favor; 0 opposed; 4 abstentions.*

52

53 **Discussion regarding agenda for the Joint Provost / Senate Retreat**

54 Lonergan asked the Senate to give feedback and identify important questions that need to be
55 discussed at the Joint Provost/Senate Retreat in February surrounding two main topics:

- 56 1. How to work through barriers and siloes across schools
57 2. The current composition of faculty, and what we want it to be in the future

58

59 The first topic was discussed at length, and vital issues were identified, such as: barriers to
60 teaching in more than one school, collaborative/shared teaching, technological needs for
61 collaboration, faculty load issues when co-teaching, assigning credit for scholarship, seemingly
62 inequal access to collaborative research opportunities, fully including geographically dispersed
63 faculty, and slow hiring processes and collaborations with other universities (national and
64 international). Several arguments were made that the revenue-sharing/cost-center budgeting
65 systems used at USC promote siloes between schools, as well as between the administration and
66 schools. Final questions were posed about whether collaborative teaching includes programming,
67 and how these problems may influence promotion and tenure.

68 The second topic was not discussed because of time limits; Lonergan asked the Senators to send
69 ideas and questions about both Retreat topics to her and Yaniv Bar-Cohen, President of the
70 Academic Senate. Provost Michael Quick stated Vice Provost Elizabeth Graddy has good data
71 about our current faculty composition to help with the topic of faculty composition.

72

73 **Dialogue with Provost Michael Quick**

74 Provost Michael Quick opened by stating how glad he is to have the new meeting room, which
75 honors faculty and provides them with a space on campus. He noted Diversity, Equity, and
76 Inclusion Week was occurring that same week, and spoke admiringly of how it has grown from 28
77 events two years ago to 99 events this year. He announced that a fund has been created to
78 encourage additional inclusive/diverse faculty hiring, and that requests from schools have already
79 been received.

80 Regarding the Marshall school, Quick reported having three meetings with the Marshall Faculty
81 Council thus far (one including President Austin), and reported they are now mutually focused on
82 how to move forward. He will be co-chairing the search committee for a new dean, and he has
83 asked the Marshall Faculty Council to give him suggestions of deans to co-chair the committee, as
84 well as suggestions of Marshall Faculty to be committee members. He will also ask for an informal
85 board of advisors during this search, possibly including a Marshall affiliate from the Board of
86 Trustees, a representative from the Marshall Board of Leaders, and both an undergraduate and a
87 graduate student from Marshall. He anticipates that the dean search will start soon and move
88 quickly.

89 Quick reported he has been working with the Senate Executive Board to think about new
90 processes that will give faculty more input and consultation during dean reviews. The tentative
91 plan is to have a fairly large school-wide faculty committee perform an academic review of the
92 dean, and to also have a separate, very small University-wide committee that would be given
93 access to the school committee's findings, as well as personnel files and other information. The
94 smaller committee would advise him about the reappointment. He later clarified that a summary

95 of the findings concerning a dean's reappointment could be shared with faculty from the school,
96 but the summary would not include sensitive personnel or other confidential information. He
97 stated that he hopes to have an improved reappointment process in place by the end of this
98 semester.

99 There are three Senior Vice President searches going on right now (Human Resources,
100 Communications, and External Relations), which the President is leading. Quick is also searching
101 for a new Vice Provost of Student Affairs, and will have a committee of faculty and students help
102 his team with this search. He would like to get input from faculty about the role of Student Affairs
103 at USC, and will be reaching out to talk about this in the future.

104 The window for students' applications closed this week; there were about 68,000 undergraduate
105 applications, a 5% increase from last year, with about a 10.5% admission rate. He noted we will
106 need to discuss what our optimal student body size will be long-term, as more students puts a
107 larger strain on resources, which may impact our educational mission, despite the revenue
108 benefits.

109 Quick stated he is looking forward to the Sustainability retreat, and thanked the Sustainability
110 committee for working on it. He also thanked the other faculty who have served on all of the joint
111 and University committees and task forces.

112 Quick reported his office is about to send a memo to all faculty about the current processes for
113 merit and salary review, including what to do if you have concerns about your merit review. A
114 comment was made about RTPC salaries and a sustainable of cost of living in Los Angeles. He has
115 also worked with Executive Vice Provost Elizabeth Graddy to create and staff a committee that has
116 been tasked with better understanding our research faculty, including their roles, needs, and
117 school differences, so that they can be better supported. In addition, he asked for more discussion
118 surrounding a comprehensive University strategy for managing our growing number of online
119 programs, as well as how to get students out of the traditional classrooms and more interested in
120 research.

121 A question was asked about a memo the Dworak-Peck School of Social Work received today
122 stating the school's dean search was on hold until the new University president was decided.
123 Quick stated he believes a new president will be decided soon, so it hopefully should not delay the
124 dean search much.

125 A senator asked how the University is supporting parents of children in LAUSD during the current
126 teachers' strike, and Quick replied he is actively working on a plan. Another question was asked
127 about the status of USC's current UPC childcare center vendor, and Quick stated they are aware of
128 the problems that exist, and they are looking into whether the HSC vendor could help them
129 oversee the UPC center (at least temporarily), for which the University would bear most of the
130 cost increase. He authorized David Wright to budget for a staff member to be assigned fulltime to
131 overseeing the childcare situation. He also confirmed they are consulting with the faculty/staff
132 childcare advisory group in creating the new childcare plan.

133

134 **Follow-up of Marshall Business School issues and Dean-related decisions**

135 Lonergan asked for comments and questions regarding the proposed changes to how dean
136 reappointments will be conducted (as reported by Provost Quick above). Statements were made
137 that these potential process changes are good, but that faculty involvement in the early
138 termination of a dean, despite "at-will" status, is essential for shared governance and to reduce

139 bias. An argument was made that the smaller, confidential University committee should not be
140 anonymous, or it could be perceived as lacking transparency and accountability. A comment was
141 made that there may be a difference between what information the administration can disclose
142 because of legal and privacy concerns, and what faculty would like to hear. A suggestion was
143 made to have the General Counsel come to a future Senate meeting to explain this difference. A
144 suggestion was also made that the ultimate decision-makers in a dean's review should at least be
145 asked to explain the reasons for their choices, especially if the administration's decision was
146 contrary to the advice of the faculty groups. A question was asked if we can strengthen regular-
147 term dean reviews because doing that might lead to better data being available when we need to
148 make an early-termination decision.

149

150 **Draft Report from Task Force on Communication and Engagement**

151 Lonergan, Co-Chair of the Task Force on Communication and Engagement, quickly summarized the
152 [Task Forces' draft report](#). The goals of the Task Force were to get faculty more engaged, and to
153 improve communication at the Senate and Faculty Council levels. The Senate has historically used
154 emails, newsletters, Senate meetings, some social media, and a few in-person meetings for
155 communication. Read rates for the newsletters have been about 23%, with a 14% click-through
156 rate. The Task Force conducted an informal survey. That survey revealed that most faculty prefer
157 to receive information via email. The information they want to receive is generally information
158 about significant policies, programmatic changes, and big problems. Most faculty also indicated
159 that they also prefer to provide feedback by email. In looking at other universities, there were not
160 a lot of universities found that were proficient at internal communications. However, change
161 management and communication literature stresses multiple communication methods should
162 always be used, with difficult topics communicated in-person. Large organizations also need to be
163 sensitive to information overload, meaning that someone needs to curate the number of
164 communications.

165 The Task Force draft recommendations include using multiple methods to repeat important
166 information to the university community, while also being selective about what is important
167 enough to communicate it to everyone. The report also recommends continued use of video
168 conferencing for inclusivity, training of Senators about communication responsibilities, website
169 reformatting, improved communication among Senators between meetings (i.e. creating an
170 intranet), more support for communication management, to always include opportunities for
171 feedback, and a request to the administration to look at University-level communication practices.

172 A clarification was made that an anonymous feedback box was being created currently on the
173 Senate website. A suggestion was made that emails include executive summaries, and that the
174 Senate improve education for faculty regarding the Senate's role and purpose.

175

176 **Discussion regarding Task Force for Gender Violence and Harassment**

177 Shafiqah Ahmadi, Devon Brooks and Ruth Wood, Co-chairs of Task Force on Gender Violence and
178 Harassment presented the preliminary recommendations of the Task Force, which included
179 faculty, staff, and undergraduate and graduate students. After receiving feedback, these
180 recommendations will be sent to the Senate and Provost's office. General categories of
181 recommendations included offering a public apology, developing and revising policies and
182 procedures, transforming cultural norms, improving response systems, and strengthening
183 infrastructure (including education and training, data collection and use, and Human Resource
184 practices). The co-chairs emphasized there should be a standing committee, as well as a new Vice
185 President for Sexual Misconduct and Gender Harassment, tasked with continuing this work after

186 the Task Force is done. A more detailed report is currently being written, and the plan is to engage
187 with the community to request feedback.
188 A suggestion was made that the Task Force talk with faculty who have experienced gender
189 violence or harassment and gone through reporting processes, and to ask them to volunteer
190 feedback on the recommendations.

191

192 **Announcements**

- 193 a) Please hold February 22-23, 2019 for the Joint Provost/Senate Retreat. Venue: The Westin
194 Bonaventure Hotel & Suites, DTLA; Topic TBD.
195 b) The Senate meeting schedule and venues for 2018 - 2019 is posted on the Senate website:
196 <https://academicsenate.usc.edu/New Business>

197

198 **Adjournment**

199 Meeting was adjourned at 4:01 pm.

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201

202 Respectfully submitted,

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204

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206

207

208 Ashley Uyeshiro Simon

209 Secretary General of the Academic Senate

APPROVED