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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

 47 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.

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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 51
- 52 regional destination for complex care in the San Gabriel Valley and beyond, with a goal of
- 53 developing a clinical network and leveraging the USC brand. We have now incorporated
- 54 Verdugo Hills Hospital into the USC network and will leverage that acquisition. Verdugo Hills
- 55 has the Emergency Room that Keck does not have.

56 57

58 59 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

60 the national average at 1.1. Transfer business is of great importance at Keck; we get the sickest 61

of the sick from other hospitals.

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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.

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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.

69 Our goal is to become financially self-sufficient. There are also opportunities to branch out into 70 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.

72 73 74

O: By how much are you not financially self-sufficient?

- 75 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. 76
  - 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.

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

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## 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.
- 84 The February minutes were approved with a vote of 16 'yes' and three abstentions.

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## 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 89
- Governance at the University of Southern California." We believe this is something that merits 90
- discussion given the serious nature of the discussion. At the heart of her complaint is the 91

sentence on page 6 of UCAPT manual. "The provost may authorize exceptions or waivers to this manual or other policies."

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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.

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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.

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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.

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

UCAPT is a recommendation.

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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.'

118

- 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.
- 121 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.

123 124

- C: The CDIUP would be glad to take a look at this.
- 125 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.
- 127 C: It is a very good idea to have such a clause. Analogy what is the *sine qua non* of corporate
- 128 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.

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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.

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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