1 2 3 4 5	Academic Senate Meeting of September 19, 2012 University Club, Scriptorium Room University Park Campus
6 7 8 9	MINUTES
10 11 12 13	Present: R. Ben-Ari, D. Blaine, D. Brooks, L. Carver, G. Clark, P. Conti, S. Curran, C. Dieterle, P. Ethington, R. Flick, S. Geck, R. Girandola, C. Gomer, H. Greenwald, S. Gupta, L. Hunt, R. Labaree, A. Lakoff, S. Levine, O. Mayer, J. Orr, M. Parks, J. Platt, P. Riley, J. Silvester, J. Steele, K. Venegas, C. Wang, M. Weinstein, W. Wolf
14 15	Absent: P. Cannon, G. Ehresmann, J. Kagan, D. Larsen, R. Lin, M. V. Marx, E. McCann, J. Moffett, K. Murphy, P. Pattengale
16	Guests: R. Abeles, E. Garrett, S. Greene, M. Levine, W. Wolf
17 18 19 20	President Riley called the meeting to order at 2:05 pm.
21 22	1. Dialogue with Provost Elizabeth Garrett
232425	Provost Elizabeth Garrett was introduced: Welcome to you all. It may be your first time at the new University Club – I hope you like. The renovation has gone well. A couple of things to mention:
26 27 28 29 30 31	1. Dean Rochelle Steiner of the Roski School of Fine Arts stepped down a few days ago and Erica Muhl, who many of you know because of her involvement with the Academic Senate, has agreed to be interim dean. Erica is doing a terrific job; she has had a number of meetings with faculty, students and is reaching out to the board of councilors. I think the School will be in very good interim hands with Erica at the helm.
32 33 34 35 36 37 38 39	We are beginning a dean search in order to have a dean in place for next year. Michael Quick and Elizabeth Galey (Connie can you check on the spelling of this?) will co-chair the search committee. In addition we are bringing in a search consultant. As you know whenever we have an interim dean we continue to move full speed ahead. We will be going through an academic program review of the school; a faculty search will also continue as planned along with all fundraising programs. The search will be led by a faculty advisory committee. Marty Levine has been a real presence in helping with the transition.
40 41 42 43 44 45	2. Enrollment. Our total enrollment is at 39,768; undergraduate is circa 18,0000, with the remainder representing graduate enrollment. Some of these are online students, but it has been a robust year. We have more than 3,000 freshmen. You may remember that our target was 2,650. All freshmen are on campus in residential colleges. Several members of the Senate are faculty masters. If you have the chance, try to have a dinner at one of these residential colleges.

Our admit rate was slightly below 20%, which is the lowest in our history. Our yield rate was 33%. Every school met or exceeded enrollment except for Architecture, which is a 5-year undergraduate program.

We have 1,600 transfer students and 200 spring freshmen coming in. We are also strong with respect to graduate students with a total enrollment of nearly 6,400 graduate students. Last year it was 6,280. Total PhD admits is actually down and total enrolled is actually flat; but that is what we want. We want to become more selective with respect to our PhD program, but we are growing our professional master's and doctoral degrees.

The undergraduate class is 48% men, 51% women. 21% are under-represented minority students. In this group there are more Latinos than in the past. Of this group 14.4% are first generation college-goers. I believe this is the highest of any top research university and I am very proud of this figure. SCIONS comprise 24% of the class.

 10.2% are international students – we believe the numbers are down (we like to be around 12-15%). We believe the murders of the two Chinese graduate students played a role in this. Remember that a freshman is just six years away from being a sixth grader - this was problematic for some parents. We did not see any effect with regard to graduate students. International graduate student enrollment is actually up.

 3. I hope you saw the memo from Michael Quick regarding the GE curriculum. We are encouraging colleagues to participate in giving us input. We will begin to implement the revision in the fall of 2013 and are very excited about this. We will constitute a faculty committee to provide oversight. The GE curriculum must be most rigorous.

4. Because of advice of the faculty, we have issued a memo regarding the streamlining of processes and the reduction in paperwork. Are we imposing responsibilities on faculty, staff and students that are necessary? The answer is we will do so only when we must. Otherwise it takes time away from research and teaching. We will continue to reduce paper and streamline whenever possible.

Q. We were all very impressed with the document on Streamlining. Indeed, it addressed some areas where I had some concerns. Are there other areas where such review and streamlining will occur?

A. This was one document where I received the largest number of reactions, all positive. Yes, we are working, among others, on streamlining ITS services, on the Stephens Institute, on streamlining student documents, and on research software.

Q. Regarding the enrollment issue, it seems that we are above target on freshmen, transfers and spring admits. On one hand this says great things, but what does it mean to exceed targets? Is this being driven by budget concerns?

A. We do that on purpose. Each year, every school that runs a surplus can transfer those funds into a reserve account that can be deployed in the future. This is one of the reasons USC has such financial strength. If it was a very large number, we might wonder, but this is within the comfort zone.

- Q. We have 3,000 new freshman and 1,600 new transfer students. So that means that the number of freshmen is roughly double the number of transfer students. Is there a particular strategy about admitting transfer students?
- A. We have always targeted transfer students. Often students who may have not been ready to come to USC can do so after spending time at community college. We carefully watch the graduation rates of transfer students. They are at the same success rates as incoming freshmen.
- 102 Q. What is the current graduation rate?
- 104 A. 90% 6 year graduation rate. It is up from 83%.
- 106 Q. Is the University Village on track?

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A. We are ready to go, but waiting on the city. The first phase would comprise largely graduate student housing, retail (to serve both the academic and local communities) and possibly some academic buildings. We are confident that given how important USC is to the city that we will be able to move forward and not be unduly delayed.

2. Update Regarding Tree Beautification

- Robert Abeles, Senior Vice President and Chief Financial Officer was introduced.
- We are doing beautification of both campuses but questions have arisen about trees being cut down.
- We are currently doing hardscaping because of some renovations: i.e. Childs Way to Alumni House
- and most recently, Hahn Plaza. President Nikias has requested that circa 1,000 trees be planted.
- 120 We are doing this in two phases. Phase One is almost complete this is along Exposition in order
- to get more separation from the new Expo Line train. This runs from Vermont almost down to
- Figueroa. We have also done the part from Vermont to around the Davidson Conference Center.
- Before planting more we need to 1) engage a landscape architect, 2) look at utilities and 3) engage
- with units occupying these spaces to ensure that we are not planting trees where events are held. By
- the time this phase is completed we will have around 500 trees and many plants.
- Phase Two will involve looking at the hardscaping: how to narrow streets and have more beautiful plantings in those areas. Because of utilities and traffic we project that this will take approximately seven years and much planning. This will involve the planting of another 500 trees.
- Why have we cut down trees? Usually for safety: some were near the sand volleyball courts. There were coral trees subject to breakage. It is dangerous to have these kind of trees of this age hanging over people attending games. We are trying to plant trees that are safer. Pat Haden has requested that we put in 18 Palm trees.
- Q. What we need on the campus is shade. UCLA is a leafy shaded campus. We need shady spaces to sit down and meet with colleagues and students. There is a concrete arbor in Leavy but no shade.
- A. President Nikias and I don't want to take down any trees that we don't have to. The President also wants more shade.

- 142 Q. These trees are very small. It will be 30 years before they are fully grown.
- 144 A. Larger trees are very expensive. Some of these are \$10,000 each. Please look at what we have done on Exposition. If you have any suggestions, please send them to me.
- Q. It would be beneficial to have a committee of advisors from the School of Architecture, many of whom are experts in this field.
- 150 A. Look at what has been done to date. Then after that I'd be happy to have people look at the plans for Phase Two.
- C. President Riley suggested that it would great to get faculty involved in this. Our School of
 Architecture has some of the best experts in the world. This is an optimal time to collaborate. Also,
 we can put it on our website. It would be ideal to have a two page executive summary of what has
 been done and what is planned. This will spur interest among other faculty.
- 158 A. It would be nice to keep it to one committee. 159

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- Q. You have talked about what is going on at UPC campus but we haven't heard anything about HSC.
- A. We have started work on the utilities on Soto St. We are trying to get permits to narrow the streets and plant. The issues involved are 1) underground utilities, 2) narrowing the street and doing planting and 3) instituting better signage. In the next few months you should see more development on HSC than UPC.

3. Approval of May Senate Meetings

Giving the members a moment to review them, the minutes of the May Senate meetings were approved with zero 'no' votes and three abstentions.

4. Presentation Regarding Transfer and Veteran Student Populations at USC

- Syreeta Greene, Assistant Director, Office of Campus Activities was introduced.
- I work specifically with our Transfer and Veteran Student Program. This program is a little over a year old and is part of the Provost's Initiative which was handed down to Student Affairs Our main focus is to assist transfer and veteran students to assimilate to USC as quickly as possible. USC has 1,691 new transfer students; most veterans are typically transfer students. If you have worked with veteran students, you will find that they are typically more mature, more motived and work very hard, although there are problems that do arise.
- We have 30 incoming veteran students and 63 returning veteran students for a total of 93. The most popular major for these students is social work, with business a close second.
- The veteran students are generally an older population and much more diverse. They bring in significant experience and would like to have that regarded that as a strength.

- They feel uncomfortable when singled out in class and would prefer to share their experience offline.
- 190 There is a problem because they are considered financially independent, but the Veteran
- 191 Administration is a mess. Often it takes at least one month before they can get their educational
- 192 benefits.

They would like faculty to be mindful of certain topics or expression with regard to PTSD. The number one question they tend to receive is whether they've killed someone. It is recommended for faculty to be sensitive about politics; don't make sweeping generalizations about the military and remember that there are five branches within it.

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The majority of our programs are geared to undergraduate students. For these students we have a first year experience program that helps them learn to utilize the resources at USC. These students feel they have to figure it all out in two years; the program helps them develop strategies to succeed. We have a mentoring program where the students are put into small groups with two mentors. There is also a drop in center where students can go for help. We work with a number of different

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Many transfer students are accustomed to consulting with a faculty member instead of a staff member for information on policies. At other institutions the faculty was often their advisor.

departments – housing, financial aid, etc. to help students negotiate the red tape.

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Often these older students struggle in comparing their prior school to USC. They look for faculty to be open-minded to an adult population. Sometimes they feel as though they are being treated as a 17 year old when in fact they are 30 with a wife and children. Many of them are also commuter students, which pose extra challenges.

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Sometimes they have a lack of preparation – i.e. Physics 151 at USC does not equate to what they were taught at their prior institution.

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Q. Can you elaborate about being mindful of topics with regard to PTSD?

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A. For instance showing a graphic film such as Wounded Warrior in class. A few students have been very uncomfortable in discussions about war and the politics of war. Misconceptions or gross assumptions can make them very uncomfortable.

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Q. Are there more programs to bring more veterans into USC? 93 is a very small number.

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A. We are working on that with Admissions. There is much interest in Engineering. Cost is one of the biggest factors. They only receive \$18,500, which doesn't go very far at USC. Many opt to go to state schools where their entire education is paid for.

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Q. It is unclear whether students are being encouraged to tell faculty if they are transfers or vets.

The teacher may not know.

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A. It depends. Many transfer students may feel bad that they did not do well in high school and don't want to be seen as transfers. The vets are older and have different experiences. They tend to seek out groups for veteran students. While they may not feel it necessary in math and science, they do so in history, political science, etc.

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C. We have many international students who have already served their countries. They experience similar things and older students may not connect as well.

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A. I am focused on U.S. vets, but there is an Office of Student Affairs, which encompasses vets of all countries.

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6. August Annual Planning Retreat Preliminary Report

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President Riley summarized the August Senate Retreat, highlighting the task forces that were formulated as a result:

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1) Leadership Development Task Force. This will look at best practices and will be charged with
 determining what might be the best beginning program. Chair: Patti Riley

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251 2) Faculty Evaluation Process Task Force. This will investigate whether or not the current system gives people the best information to make improvements in their performance. Chair: Sandeep Gupta. As a sidelight I learned that the University is forming a committee to look at student evaluations. Should they be a primary vehicle? Is the form is appropriate? Can we effectively do them online?

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3) Task Force to prepare for the Provost Retreat. Beth, Marty and I met last year and chose the topic of technology and how it is changing education. This will be chaired by John Silvester.

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We have created a list of people for these task forces based on their fields of expertise or expressed interest, but if you are interested in serving, please see me after the meeting.

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Q. We need not only to develop leadership for the university as a whole but leadership from a faculty point of view. We used to have an educational program that new senators were given on how the Senate works, etc. that was very useful. Perhaps we should do this again.

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A. We could look at creating something like that. We have had requests from faculty councils with no bylaws. We want to get the entire packet on the website in order to show best practices across the university. Please tell me how this was done and we'll try to put something together along these lines.

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Announcements

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We need names for the WASC committee. According to Robin Romans, this will be a considerable time commitment, but you learn an amazing amount; it begins in January. WASC covers different levels, so the university at large is being reviewed.

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278 The meeting was adjourned at 4:15pm

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280 Respectfully submitted,

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