ACADEMIC SENATE

UNIVERSITY OF SOUTHERN CALIFORNIA
Meeting of November 15, 2017
University Club, 2nd Floor, Scriptorium Room
2:00 - 4:00 p.m.

Present: L. Bahn, Y. Bar-Cohen, D. Brooks, R. Broyer, S. Bucher, P. Cannon, L. Castañeda, R. Davila, E. Fife, S. Gruskin, L. Hoffman, N. Hollyn, E. Horowitz, A. Idini, A. Justice, J. Kagan, R. Labaree, M. Lee, E. Pacifici, G. Painter, J. Parr, D. Pecchenino, G. Polidori, M. Polikoff, R. Randhawa, C. Resnik, P. Rosenbloom, B. Shepard, S. Shroyer, J. Steele, N. Stoubis, T. Tambascia, T. Tucker, A. Uyeshiro, E. Wojciak
Absent: S. Altman, M. Apostolos, S. Asgharzadeh, P. Chang, S. Curran, S. Daneshmand, M. Frey, S.M. Gibson, A. Goldkorn, L. Grazzette, J. Israel, S. Little, J. Sapkin, K. Servis, R. Smith, J. Son, R. Wantanabe, A.G. Wilcox, G. Zada
Guests: A. Anagnos, G. Clark, T. Dickey, M. Levine, J. McLaughlin Gray, M. Quick, Z. Unno, D. Wright

AGENDA

Paul Rosenbloom, Academic Senate President, called the meeting to order at 2:02 pm and introduced the guests of the Senate.

Approval of October Senate meeting draft minutes
Mike Lee, Secretary General, presented October draft minutes for discussion and approval.

Norman Hollyn moved to approve; Cheryl Resnik seconded; 20 in favor; 0 opposed; 1 abstention.

Input request from the Committee on Information Services
Brian Shepard, Co-Chair of the Committee on Information Services (CIS) provided an overview of the committee and requested feedback on information services priorities.

CIS is a joint provost/senate committee that deliberates and provides recommendations to USC Information Technology Services (ITS). The committee is small to enable it to move fast, and so is not representative of all schools. The approach they want to take to getting feedback on priorities is to survey the Senate members, who do represent all the schools.

Brian requested that senate members fill out the information services survey that will be sent out by Connie Roque to all senate members.

Survey results will be used to provide input to the USC CIO, the university technology council, the CIS, and the senate. This information will be used to prioritize the activities on larger scale issues.

Updates re Diversity and Inclusion plans, effort toward teaching excellence and effort around benchmarking RTPC salaries
Ginger Clark, Assistant Vice Provost of Academic & Faculty Affairs and Director of Center for Excellence in Teaching, provided an updates on teaching, diversity and inclusion, and salary benchmarks.

50 New Student Course Evaluations
51 Ginger thanked the senate for their feedback on the draft course evaluations. Some of the
52 feedback, along with student feedback, has been incorporated into the pilot version of the course
53 evaluations. First pilot is being done this week with a second pilot in mid -Spring 2018. The new
54 course evaluations will be used university-wide at the end of Spring 2018. This university-wide
55 rollout will still be considered a pilot, meaning that the wording may still be changed after Spring.
56
57 Diversity & Inclusion Plans
58 The Diversity & Inclusion (D&I) plans from the schools and the libraries have been received and
59 reviewed by the Provost cabinet and the D&I council.
60
61 In support of the review, the D&I Council created a multi-point feedback template that was used
62 across all plans to provide feedback to the schools. The feedback template is located at:
63 https://academicsenate.usc.edu/files/2016/09/DiversityInclusionPlanFeedbackTemplate.pdf
64
65 The Provost, along with the Co-Chairs of the D&I Council Renee Smith Maddox, and Ginger Clark
66 attended more than 20 meetings over the summer with schools to review their submission,
67 provide feedback and answer any questions that they may have. The goal is to publish the plans
68 to the public in May.
69
70 Teaching Excellence
71 The Center for Excellence in Teaching (CET) has been working on the definition of excellence in
72 teaching. CET will tie training and rubrics to that definition.
73
74 Benchmarking RTPC Salaries
75 Ginger Clark has met with each of the Deans regarding the need for RTPC reviews for all.
76 Challenge has been to find salary benchmarks from other schools. Some schools do not have an
77 equivalence of Professor on the RTPC track.
78
79 **Information Risk/Security**
80 Gus Anagnos, USC Chief Information Security Officer, provided an overview of the Secure
81 Connected program.
82
83 The university recognized about 9 months ago that security was not being done properly at USC –
84 it is underfunded and needs people with the right training. The Board of trustees funded a $70M
85 3-year program that "will elevate USC's cybersecurity and network capabilities to meet the ever-
86 evolving needs of our world-class university." The program is called Secure Connected.
87
88 Its goals are to "replace and upgrade our current network infrastructure" and "to enhance
89 cybersecurity in significant ways." Objectives and benefits will include:
90
91 • "Improved network performance, reliability, and security through a redesign of current
92 infrastructure."
93 • "Augmented cybersecurity practices to protect data across the university, including
94 intellectual property and personally identifiable information."
95 • "Clearly defined cybersecurity responsibilities for all USC units."
96 • "Secure network architecture that supports emerging technologies (e.g., cloud computing,
97 mobile technologies)."
98

99   USC has a large volume of devices connected to the network. To give an idea of the scale of entry
100 points to our network, we have a 66K person network with 100K+ devices.
101
102 USC has all types of data that needs to be protected, such as Personal Identifiable Information
103 (PII), Personal Health Information (PHI), research data, financial data, and credit card data. USC is
104 also heavily regulated via such regulations as FERPA, HIPAA, DFARS, and PCI.
105
106 Our cybersecurity strategy is to align security with the mission of the university with the goal of
107 implementing cybersecurity that minimizes friction for users on our network. Cybersecurity
108 components include:
109
110 • Identity and access management - understanding who is in our network and making sure
111   they have the right access controls.
112 • Secure what matters - securing what data is important to us, not just the regulatory
113   requirements.
114 • Sentries at the gate - security operations center to find out who is attacking us, how are
115   they getting in, and how do we find them.
116 • Recover swiftly and securely – perfect security does not exist, it is more about risk
117   mitigation, how do we respond, minimize damage, how do we prevent.
118
119 Security Operations Center – 24x7 security operations center will go live Q1 of 2018 which
120 holistically identify and manage vulnerabilities.
121
122 Data Protection – leverage automated tools to scan communications that is moving across our
123 networks to look for specific data types (e.g. social security numbers, credit card numbers, and
124 clinical data). They will start testing beginning of next week.
125
126 Identity & Access Management – continue to reduce friction across the university using single
127 sign-on. Stretch goal is to remove passwords in two years.
128
129 **Update from the Task Force on Workplace Standards and Employee Wellness**
130 Paul Rosenbloom provided an update on the work of the Task Force on Workplace Standards and
131 Employee Wellness.
132
133 The task force is wrapping up this semester's work in a draft report that will be shared widely.
134 This report will be used for discussion and input starting with the executive board, then the
135 academic senate, and beyond. It will also be shared with the staff through the staff assembly.
136
137 **Bicycle/Pedestrian Safety/Control**
138 Todd Dickey, Senior Vice President, Administration and David Wright, Associate Senior Vice
139 President, Administrative Operations provided an update on bicycle, pedestrian safety, and
140 control.
141
142 We have 45-47K students. Many of them have bicycles, skateboards, and other means of campus
143 transportation. More than 70% of our undergrads live within a mile of the campus.
144
145 On a go-forward basis, we have opportunities to design the solution into the spaces themselves.
146 As an example, the USC Village was designed to limit vehicular access, improve traffic and reduce
147 congestion. No cars, electric carts, bicycles, skateboards, etc. are permitted inside the center of

148 the village.
149
150 We can technically ban vehicular access in the central part of campus, but that is not the issue.
151 Enforcement is the issue. Various measures have already been tried: including signs, physical
152 staff, 3 wheelers to chase down the students, staff with mega phones calling out "walk your
153 bikes," and painted lanes. Students have generally ignored these measures. Another option can
154 be to report them to SJACS.
155
156 More information on current measures, proposed measures, and other updates were presented
157 along with the following document:
158 https://academicsenate.usc.edu/files/2017/12/Bicycle-Pedestrian-Campus-Wide-Traffic-Safety-
159 Proposals-November-15-2017.pdf
160
161 Contact David Wright if you have any questions or suggestions.
162
163 **Dialogue with USC's Provost, Michael Quick**
164 Michael Quick, USC Provost, provided updates on the university.
165
166 USC is tracking the potential impacts of the tax reform to USC and its students. Items highlighted
167 included excise tax on investments, provisions on charitable contributions, deduction of college
168 seating rights, and taxing of tuition benefits (e.g. taxing of Ph.D. student tuition remission and
169 employee tuition benefit).
170
171 Fall break is moving forward with a few more steps to go through. The registrar is expected to
172 sign off soon and they stated that Fall break won't impact registration. This change is being
173 discussed with the accreditors and will be going to the university calendar committee shortly. Fall
174 break will most likely be 2 days (Monday & Tuesday) which will result in a reduction of instruction
175 days. Key to the decision to adopting this was that we were out of line with our peer institutions
176 and the students did a good job of presenting data to backup this change. Start of fall break is
177 possible for Fall 2018, but most likely will start in Fall 2019.
178
179 Provost Quick provided an update on external review, internal planning, and other changes that
180 will improve the USC culture and practices to support workplace wellness.
181
182 Questions were fielded regarding the size of USC's endowment ($5.2B) and the breaking bread
183 program which funded meals between faculty and groups of students (he will follow-up and get
184 back to us on the status of this program).
185
186 **Announcements**
187 Paul Rosenbloom, Academic Senate President
188   (a) January 17 meeting will be held at HSC
189   (b) Remaining Academic Senate meetings in University Club 2nd floor Scriptorium
190   (c) Please hold February 23-24, 2018 for the Joint Provost/Senate Retreat.
191   Venue: The Westin Bonaventure Hotel & Suites, DTLA; Topic TBD.
192   (d) The Senate meeting schedule and venues for 2017 - 2018 is posted on the Senate website:
193   https://academicsenate.usc.edu/meetings/monthly-meetings/
194   (e) The roster of Senate members and committee chairs is posted on this link:
195   https://academicsenate.usc.edu/senators/senators/
196

197 **New Business**
198 None stated.
199
200 **Adjournment**
201 Meeting was adjourned at 3:56 pm.
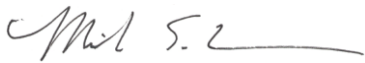202
203 Respectfully submitted,
204
205
206
207 Mike S. Lee
208 Secretary General of the Academic Senate