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2 **ACADEMIC SENATE**
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4 **UNIVERSITY OF SOUTHERN CALIFORNIA**

5 Meeting of January 15, 2019

6 Doheny Memorial Library, Room 121

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

9 **Present:** P. Adler, S. Ahmadi, M. Apostolos, Y. Bar-Cohen, B. Blair, S. Bucher, T.A. Brun, A. Cannon, D.
10 Crombecque, M. Crowley, M. Daniels-Rauterkus, G. Davison, M. Finberg (alternate for S. Wickersheimer),
11 E. Fife, D. Griffiths, L. Gross, L. Holding, A. Imre, M. Jacobson (alternate for C. Pike), J. Kirschner, G. Kung, R.
12 Labaree, R. Lonergan, T.J. McCarthy (alternate for C. Redfearn), L. Matchison, J.M. McLaughlin Gray, J.
13 Nyquist, J. Parr, J. Pascarella III, D. Pecchenino, G. Polidori, G. Ragusa, S. Rich, A. Samkian, C. Tucker, G.
14 Ulkumen, J. B. Walker, E. Warford, T. Wattenbarger, T. Williams, A. Wilcox, A. Wu, A. Zoto
15 **Present Online:** D. Armstrong, B. Belcher, J. Cederbaum, R. Filback, J. Israel, D. Kelley (guest), A. Mackay,
16 D. O’Leary, C. Park, C. Resnik (guest), G. Ulkumen, G. Zada
17 **Guests Present:** L. Christoffersen, R.E. Cislowski, G. Clark, S. Dincer, V. Garcia, BD Kim, M. Levine, M.
18 Murphy, C. Neuman, N. Olmos, I. Rosenstein, D. Shook, B. Shuster, S. Siegel, S. Tincher, C. Zukoski
19 **Absent:** M. Apostolos, L. Grazette, S. Uyeshiro Simon
20

21 **AGENDA**
22

23 Rebecca Lonergan, Academic Senate President, called the meeting to order at 2:02 pm.
24

25 **Presentation about New Psychiatric Clinic for Students**

26 Lonergan introduced Dr. Steven Siegel, Chair, Psychiatry Department, Keck School of Medicine, to discuss
27 the new Student Health Psychiatry Clinic on the 5th floor of Engemann. His presentation (which can be
28 accessed [here](#)) was intended to explain the past, present, and future of mental health services at USC. To
29 provide context for the presentation, Siegel explained that there has been a national shift from a
30 counseling model to a true mental health model on college campuses, but most schools fell behind in
31 meeting the needs of their students. This was also the case at USC.
32

33 Following the presentation, Provost Zukoski joined us and commended Siegel for doing a huge amount of
34 work in a short period of time. Questions were then taken. One question was asked about what metrics we
35 are using to determine whether or not our new efforts are successful. Siegel responded that we would
36 focus on productivity (number of patients and time spent) in relation to quality of care. We can also look at
37 impact on student mental health via the continued use of the Healthy Minds survey. Siegel also brought up
38 the concept of “Well Managed Care,” where there’s greater tracking of whether students are actually
39 getting better, followed by changes if they are not. Another question was asked about the timeframe for
40 long-term goals. Siegel said that there really are not existing benchmarks for what we are trying to do in
41 terms of hiring, but we expect to have our next 12 people hired within a year, and we are continuing to
42 recruit. A question was asked about how we can overcome the perception problems USC mental health
43 services have. Siegel said that the students we take care of actually tend to be quite satisfied, but we
44 simply have not been treating enough students. But he noted that while expanding scope matters, we also
45 need to get out into the community and ask for another chance. At the same time, we need to avoid
46 overwhelming the 6 people currently working on the 5th floor. The initial plan was for the new floor to take
47 on the toughest cases, but that had unforeseen consequences, and we need to be concerned about the
48 wellbeing of our clinicians too. A follow up question was asked about how the 5th floor relates to other
49 clinical departments on campus. Siegel went through the order of operations in term of how we can handle
50 our broader (not just students) mental health care. He said that it must be a coalition effort that includes
51 all departments capable of helping. A final question was asked about specific substance abuse problems in
52 the Greek community that he pointed out in his presentation. Is there a plan to deal with this, or is there

53 more others could be doing to help? Siegel said that student health will be doing a huge amount of
54 outreach in the Greek community, but we need to form strategic alliances with rehab facilities. He also
55 pointed that our new [Institute for Addiction Sciences](#) could be a huge resource for outreach, education,
56 and prevention.

57

58 **Dialogue with Provost Chip Zukoski**

59 Zukoski began his remarks by praising the wellness efforts we are undertaking with our students. He
60 indicated that faculty will soon get a “Gold Folder,” a resource to help faculty and staff address many of the
61 wellness issues that have come up over the years.

62

63 He also discussed the appointment of Sarah Gelhert as the new Dean of the Suzanne Dworak-Peck School
64 of Social Work, including her work in “transdisciplinary spaces” (for instance, she has previously had joint
65 appointments in surgery).

66

67 Zukoski then addressed the accidental release of Student Learning Experience Evaluations to the student
68 body. He explained that it was the result of human error, and that the person who accidentally released
69 the evaluations caught the mistake almost immediately and began efforts to stop the release. In total, 11%
70 of all courses taught were viewed by students. Preliminary analysis of what went wrong shows that there
71 was a system design flaw (i.e. a single point of failure). No other systems in Admissions operate like this, so
72 a working group has been convened (including security and communications experts) to prevent this from
73 happening again. Zukoski gave his “abject apologies.”

74

75 Zukoski then brought up an issue that has come up in connection with students’ requesting access to their
76 educational records under FERPA (the federal statute that governs our handling of students’ educational
77 records). Under FERPA, if they request it, students must be given access to their personal academic files,
78 which may include negative comments by faculty about the student. Given that most faculty were
79 unaware of this requirement, and the potential implications if students find out that a faculty member has
80 said negative things about them in, for example, an admissions file, the university is reviewing its handling
81 of those files and how this message can be better communicated.

82

83 Finally, he noted that budget season is here, and he will be meeting with the Deans soon. He is hoping to
84 have much more robust conversations than in the past about aligning budgets and priorities. The goal is for
85 a more open and dynamic dialogue.

86

87 The Provost then took questions from the Senate. One Senator asked if the university had any plans to deal
88 with the fact that some students apparently have placed course evaluation information on social media.
89 Zukoski said that he is not sure there is anything we can actually do anything about this. A Senator from
90 Viterbi brought further comments on the issue from his faculty, including the perception that the initial
91 communications about the release made it seem as if student privacy was more important than faculty
92 privacy. Another Senator asked if the Office of Legal Counsel had looked into whether any of the
93 information in the released evaluations was confidential (perhaps health or FERPA-protected information).
94 Zukoski said that he would look into this. Lonergan told the Senate about a new Task Force being set up to
95 look at the broader issue of what information about courses and/or faculty students should have access to.

96

97 On other topics, a question was asked about whether there will be a change in the role of Faculty Councils
98 in Dean’s reviews. Zukoski responded that there will still be Faculty Council input, and he is looking for a
99 good balance of views. He noted that information about the new process being used this year will be
100 distributed to faculty shortly. In light of the issue of student admissions files being available unredacted, a
101 question was raised about whether information from job search committee records can be made public.
102 Zukoski and Lonergan did not know the answer, but Zukoski said he would consult with Legal Counsel and
103 HR about both the issue itself and potential changes to onboarding procedures. Finally, a question was
104 asked about how HR determines what kinds of training all faculty have to do. Zukoski noted that this is
105 under Felicia Washington’s purview, but that he understands the need to be mindful about what we ask

106 everyone to do. Lonergan noted that the recent “Wage and Hour” training did go out to one group that did
107 not need to get it. Felicia Washington was apologetic, and is aware of the need to not be excessive.

108 **Presentation about “Ask Ari”**

109 Ilene Rosenstein, Associate Vice Provost for Campus Wellness & Crisis Intervention, and Lyndsey
110 Christoffersen, PhD, Office of Campus Wellness & Crisis Intervention, gave a presentation (which can be
111 accessed [here](#)) about a new wellness and well-being app that USC has created for our students. Over the
112 years, Rosenstein said she has encountered many students who want information about where to go for
113 different services and answers to common questions about wellness. “Ask Ari” is an app that was created
114 by USC (The Institute for Creative Technologies) to help those students find information about wellness
115 topics, including sleep, stress, mood, healthy communication, and thriving. Christoffersen led the Senate
116 through a tour of [Ask Ari](#). She referred to it mostly as a gateway to services students might need, but it is
117 also a useful resource for students who just need a little help or information. While it is already accessible
118 on the web, it should be available to the community as an app within two weeks. One Senator asked about
119 how the 400 students who had tested Ask Ari were selected. Rosenstein and Christoffersen said that the
120 initial group was mostly grad students, but many students have referred it to friends, and they also reached
121 out to USG and GSG. Another question was raised about whether there were concerns about Ari being
122 open to all people, not just USC students. Christofferson said that they aren’t too concerned, as answers
123 are tailored to the USC community.

124 **Presentation about Senate Awards**

125 Julie Nyquist, Chair Senate Awards Committee, asked Senators to nominate people for the [Distinguished](#)
126 [Faculty Service and Walter Wolf Awards](#).

127 **Presentation about CET Teaching Initiatives**

128 Ginger Clark, Associate Vice Provost for Academic & Faculty Affairs gave a presentation (which can be
129 accessed [here](#)) updating the Senate about the Teaching Initiatives. She thanked the faculty for the “heavy
130 lift” of working on reframing teaching at USC around evidence-based strategies. Clark talked about the
131 faculty-led process of developing a campus-wide definition of excellence in teaching, one that is
132 measurable and meaningful, but broad enough to apply to as many schools as possible. CET created a set
133 of tools, and then turned it over to the schools to develop their own definitions, criteria, and evaluation
134 procedures. Schools were also asked to look at their incentive structures, not just for great teaching, but
135 also for undertaking activities to improve as teachers and improve the teaching cultures in their schools
136 and departments. Schools were also required to explain the process of developing their plans so that they
137 were representative and inclusive. Clark then discussed the Faculty Fellows program that is intended to
138 build a “deep bench” in each school of faculty that have a background in evidence-based training about
139 teaching. She also highlighted the Future Faculty and New Faculty Fellows programs. Clark noted that 35
140 other institutions have contacted USC to consult about what we are doing. Finally, she said that school-
141 based plans should be completed this year. The next task is trying to support the schools by creating more
142 infrastructure and funding opportunities.

143 A question was asked about what to do about schools where the culture has not changed or Deans don’t
144 seem invested in reforming the evaluation of teaching or making good pedagogy a priority. Clark suggested
145 getting in touch with the Faculty Council, the Vice Dean of Academic Affairs, and CET directly. Another
146 question was asked about how to motivate resistant faculty members. Clark noted that we need some time
147 to change expectations both at the school and university levels. There’s also some positive peer pressure
148 likely to emerge. A final question was asked about how we are actually measuring teaching effectiveness.
149 Clark referred to the CET resources sent to the Senate.

150 **Presentation about ITS Updates**

151 Doug Shook, Chief Information Officer and Vice Provost, gave a presentation (which can be accessed [here](#))
152 about updates to ITS. Over the last 12 months, we have fundamentally changed the IT organization at USC.
153 Shook noted that we have an almost entirely new leadership team. Susan Tincher, Associate Chief

159 Information Officer, then spoke about the “digital campus” (Slack and Zoom, digital signage, and
160 modernizing our web platform) and improvements to our network (600 outages in 2016, only 40 in 2019).
161 Michael Murphy, Senior Director of Customer Experience, discussed teaching and learning and defining
162 university-wide standards for technology in classrooms. He noted that 240 general use classrooms will be
163 retrofitted this summer, and that Blackboard and GRS are getting upgrades as well. And ITS will work to
164 improve training and support services. Finally, BD Kim, Director High Performance Computing, discussed
165 research computing, especially the increased support for anyone working with big data and computation.
166

167 Senators then ask a number of questions. One question concerned when Zoom logins would come out for
168 individuals. Tincher answered that they would be available Monday, January 20 via usc.zoom.us. Another
169 Senator asked why we chose to stay with Blackboard as our CMS/LMS. Shook answered that the switching
170 costs (both financial and in terms of people having to learn a new system) are tremendous, but if there are
171 compelling reasons, he is not opposed to moving. The ITS team also noted that we are thinking through
172 how we manage Blackboard, and our current contract does not lock us into a long-term deal. Finally, a
173 Senator asked what is happening at HSC in terms of IT. Shook answered that academic IT services are the
174 same, but on the clinical side, ITS is not in control of those systems.
175

176 **Approval of December Meeting Minutes**

177 Daniel Pecchenino, Administrative Vice President, presented the December 2019 draft minutes for
178 discussion and approval.

179
180 *Todd Brun moved to approve the minutes; Devin Griffiths seconded. Motion passed with 26 in favor, 0*
181 *opposed, and 2 abstentions.*
182

183 **New Business**

184 No new business was brought forward.
185

186 **Announcements**

- 187 a) February 19, 2020: Next Senate meeting
188 b) Please hold February 7-8, 2019 for the Joint Provost/Senate Retreat. Venue: The Westin
189 Bonaventure Hotel & Suites, DTLA
190

191 **Adjournment**

192 Meeting was adjourned at 4:05 pm.
193

194 Respectfully submitted,
195



196
197

198 Daniel Pecchenino
199 Administrative Vice President of the Academic Senate