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2                                                            **ACADEMIC SENATE**
3
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. Helding, A. Imre, M. Jacobson (alternate for C. Pike), J. Kirschner, G. Kung,
12   R. 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:** 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 handing 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
109    **Presentation about "Ask Ari"**
110    Ilene Rosenstein, Associate Vice Provost for Campus Wellness & Crisis Intervention, and Lyndsey
111    Christoffersen, PhD, Office of Campus Wellness & Crisis Intervention, gave a presentation (which can be
112    accessed here) about a new wellness and well-being app that USC has created for our students.  Over the
113    years, Rosenstein said she has encountered many students who want information about where to go for
114    different services and answers to common questions about wellness. "Ask Ari" is an app that was created
115    by USC (The Institute for Creative Technologies) to help those students find information about wellness
116    topics, including sleep, stress, mood, healthy communication, and thriving.  Christoffersen led the Senate
117    through a tour of Ask Ari. She referred to it mostly as a gateway to services students might need, but it is
118    also a useful resource for students who just need a little help or information. While it is already accessible
119    on the web, it should be available to the community as an app within two weeks. One Senator asked about
120    how the 400 students who had tested Ask Ari were selected. Rosenstein and Christoffersen said that the
121    initial group was mostly grad students, but many students have referred it to friends, and they also reached
122    out to USG and GSG. Another question was raised about whether there were concerns about Ari being
123    open to all people, not just USC students. Christofferson said that they aren't too concerned, as answers
124    are tailored to the USC community.
125
126    **Presentation about Senate Awards**
127    Julie Nyquist, Chair Senate Awards Committee, asked Senators to nominate people for the Distinguished
128    Faculty Service and Walter Wolf Awards.
129
130    **Presentation about CET Teaching Initiatives**
131    Ginger Clark, Associate Vice Provost for Academic & Faculty Affairs gave a presentation (which can be
132    accessed here) updating the Senate about the Teaching Initiatives. She thanked the faculty for the "heavy
133    lift" of working on reframing teaching at USC around evidence-based strategies. Clark talked about the
134    faculty-led process of developing a campus-wide definition of excellence in teaching, one that is
135    measurable and meaningful, but broad enough to apply to as many schools as possible. CET created a set
136    of tools, and then turned it over to the schools to develop their own definitions, criteria, and evaluation
137    procedures. Schools were also asked to look at their incentive structures, not just for great teaching, but
138    also for undertaking activities to improve as teachers and improve the teaching cultures in their schools
139    and departments. Schools were also required to explain the process of developing their plans so that they
140    were representative and inclusive. Clark then discussed the Faculty Fellows program that is intended to
141    build a "deep bench" in each school of faculty that have a background in evidence-based training about
142    teaching. She also highlighted the Future Faculty and New Faculty Fellows programs. Clark noted that 35
143    other institutions have contacted USC to consult about what we are doing. Finally, she said that school-
144    based plans should be completed this year. The next task is trying to support the schools by creating more
145    infrastructure and funding opportunities.
146
147    A question was asked about what to do about schools where the culture has not changed or Deans don't
148    seem invested in reforming the evaluation of teaching or making good pedagogy a priority. Clark suggested
149    getting in touch with the Faculty Council, the Vice Dean of Academic Affairs, and CET directly. Another
150    question was asked about how to motivate resistant faculty members. Clark noted that we need some time
151    to change expectations both at the school and university levels. There's also some positive peer pressure
152    likely to emerge. A final question was asked about how we are actually measuring teaching effectiveness.
153    Clark referred to the CET resources sent to the Senate.
154
155    **Presentation about ITS Updates**
156    Doug Shook, Chief Information Officer and Vice Provost, gave a presentation (which can be accessed here)
157    about updates to ITS. Over the last 12 months, we have fundamentally changed the IT organization at USC.
158    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,
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196
197
198  Daniel Pecchenino
199  Administrative Vice President of the Academic Senate