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**ACADEMIC SENATE**  
**UNIVERSITY OF SOUTHERN CALIFORNIA**

4 Meeting of April 21, 2021

5 Virtual Meeting

6 2:00 - 4:00 pm PST

7 **Present (Senate Members):** C. Adams (alternate for C. Clerc), P. Adler, M. Apostolos, D.  
8 Armstrong, J. Baker, B. Belcher, M. Bodie, D. Brooks, S. Bucher, A. Cannon, P. Cardon, K. Carlson  
9 (alternate for G. Zada), B. Carrington, M. Chodorowska-Pilch (alternate for D. Becker), R.  
10 Cislowski, J. Clements, E. Collins, A. Crigler, G. Davison, J. Dopheide, L. Ferguson, R. Filback, L.  
11 Gross, S. Gruskin, A. Imre, J. Israel, M. Jacobson (alternate for M. Mather), M. Karp, J. Kirschner,  
12 L. Klerman (alternate for R. Brown), R. Labaree, R. Lonergan, J. Matsusaka, T. Mayfield, A.  
13 Motamed, J. Moore, C. Neuman, D. O'Leary, N. Olmos, J. Pascarella, S. Payne, D. Pecchenino, G.  
14 Polidori, M. Press, G. Ragusa, A. Rechenmacher, C. Resnik, B. Salhia, A. Sanchez, T. Sandmeier, T.  
15 Tambascia, T. Ton, A. Uyeshiro Simon, A. Van Speybroeck, L. Vest (alternate for T. Kobza), J.  
16 Walker, E. Warford, R. Watanabe (alternate for G. Kung), A. Wilcox, R. Wood, G. Zada, E. Zeamer

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18 **Absent:** M. Crowley, G. Giuliano, F. Liley, T. Wattenbarger

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20 **Guests (Senate Members alternates & invited guests):** A. Alfaro, P. Cannon, G. Condell, D.  
21 Crombecque, E. Fife, R. Heinrich, C. Jones, J. Keim, M. Levine, R. MacKenzie, M. Matarić J.  
22 McLaughlin Gray, L. Nieto, G. Painter, R. Parke, B. Shuster, R. Turner, C. Young, C. Zukoski

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**AGENDA**

25 **Call to Order**

26 Academic Senate President Adler called the meeting to order at 2:02 pm. He apologized to Senator  
27 Jim Moore because the last Senate Newsletter unintentionally mischaracterized Moore's question  
28 to the Provost during the March Senate meeting. The official March minutes are more accurate.

29 **Approval of Minutes of March Senate Meeting**

30 Academic Senate Secretary General Brooks presented the March 2021 minutes for discussion and  
31 approval.

32 ***Motion to approve the March minutes. Seconded and passed: 39 in favor, 0 opposed, and 3***  
33 ***abstentions.***

34 **Provost Zukoski: Budget Update**

35 The Provost began his remarks by sharing good news. Numerous indicators suggest this was a  
36 highly successful year in terms of teaching and applications for next year are strong. We had  
37 70,000 freshmen applications for the fall, representing all states and 88 countries. Approximately  
38 14% of admits are international, 20% will be the first in their family to attend college, and 72% will  
39 be students of color.

40 Zukoski then provided important updates about our planning for the summer and fall. We will

41 start the 1<sup>st</sup> summer session mostly online and move into the 2<sup>nd</sup> summer session with as many in-  
42 person activities as possible. Although the Administration is still figuring out testing policies, we  
43 should expect to return in-person in the fall. Trojan Check will continue to be used to verify if  
44 people are vaccinated or have positively declined. The University has not yet decided whether to  
45 *require* vaccinations for the fall, given the legal and ethical implications for those not willing to be  
46 vaccinated.

47 According to Zukoski, while USC remains a residential university for our undergraduates, in  
48 considering graduate programs and how to help students who cannot return in person due to visa  
49 or health reasons, on-line options may be appropriate. The choice of on-line versus in-person  
50 teaching should be made through the curriculum committees within each school. In our in-person  
51 classes, we should continue exploring how on-line resources can complement and enrich the in-  
52 person experience.

53 Zukoski then reflected on the spring [Joint Provost/Senate Retreat](#) and how discussion from the  
54 retreat might influence how the university moves forward. Topics included liberal education and  
55 General Education courses; teaching effectiveness, including whether it is better to teach online or  
56 in person; changing modes of certifications for degree and non-degree programs; and PhD  
57 education, including the quality, quantity, and content of degrees, expected outcomes, and what  
58 we are trying to accomplish as we think about the world we are in—a post-pandemic world,  
59 where we address issues of social justice and sustainability. In thinking about what things might  
60 look like when we return, we must consider our goals. We want to be recognized as the strongest  
61 private research university on the west coast. We expect our students to be leaders, professionals,  
62 and engaged citizens who will change the world. We also expect to change the world through  
63 research and scholarship—through new ideas, technologies, therapies, narratives, and arts. We  
64 will continue embracing LA, and to expand our partnerships to sustain a vibrant, sustainable, and  
65 equitable culture and economy in our local community. As part of this process of thinking about  
66 how to take the mission of USC as written 150 years ago and modernizing it for the 21<sup>st</sup> century,  
67 Zukoski and President Folt are working with the deans to identify programming that might fall  
68 between the cracks, as it is not discipline specific. This will require more coordination between  
69 and among disciplines and schools.

70 To meet our expectations and the needs of our students and society, the Provost explained that  
71 the University is going to invest resources, including money, time, and creativity. As a campus, we  
72 have a large base. We are a \$6.5 billion dollar operation, \$3 billion of which is on the academic  
73 side and the remaining is in the health system. We will end this year with an operating deficit that  
74 is within the expected bounds, about \$170 - 200 million. That deficit would have been  
75 considerably larger without the cost-saving and revenue-generating measures that were  
76 implemented. For FY22, he anticipates pre-pandemic levels for student enrollments, auxiliaries,  
77 and patient care, and thus for revenue. There will continue to be COVID related costs (e.g.,  
78 testing) which we expect to decline over time. We expect to have a tight budget, but we are not  
79 expecting an operational loss for next year. Merit pools have been approved and in January 2022  
80 the university's contributions to retirement will be fully restored. Hiring will be limited, but there  
81 will replacement hiring and hiring in priority areas.

82 Zukoski then discussed the Tyndall settlement, which along with the pandemic, impacts our  
83 budget situation. He stated that the University believes the settlement is fair, equitable, and in  
84 accordance with our principles. It is a large settlement, in part because of the number of women  
85 and patients that were impacted. Money will be paid in August 2021 and in August 2022. The cost

86 of the settlement will be paid from five sources: (1) slowing capital expenditures; (2) selling  
87 unused assets (e.g., fraternity buildings); (3) revenue in litigation reserves; (4) insurance returns  
88 (which are substantial but will not cover the entire amount of the settlement); and (5) operational  
89 improvements (i.e., increased revenue and decreased cost). Zukoski discussed the implications of  
90 the settlement for our ambitions and our aspirations of continuing academic excellence. We will  
91 slow capital expenditures, but we will have funds to renovate as needed, and there will be some  
92 investment in new capital construction projects. Zukoski does not expect the settlement to  
93 diminish the quality of USC education, research, and clinical care.

94 Before taking questions, the Provost offered a reminder about the forthcoming Wellness Day and  
95 that there should be no classes, assignments, or tests. He asked faculty to be mindful that we are  
96 using Wellness Days as a replacement for spring recess, which we eliminated to reduce risk and  
97 stress.

### 98 **Questions for Provost Zukoski**

99 Before field questions from the floor, Adler expressed concern that the Senate has not done more  
100 to encourage faculty to address student stress.

- 101 • A Senator asked about our plan for accommodating international and other students who may  
102 be unable to return to campus in the fall. Zukoski indicated that a team is examining these  
103 issues and guidance is forthcoming, although it will be specific to schools and dependent upon  
104 faculty.
- 105 • Another Senator asked if members of central administration received bonuses this year. They  
106 have, replied the Provost, when contractually obligated as part of compensation packages.
- 107 • On behalf of faculty who submitted questions ahead of time, Adler shared concerns about  
108 McKinsey, including those related to the impact of our association with McKinsey on our  
109 reputation; how much we are paying McKinsey; whether McKinsey is providing  
110 recommendations to leadership about the future of our core mission; and the Strata  
111 Consortium. Zukoski affirmed that McKinsey is not directing or giving advice on the core  
112 mission of USC. Those decisions are made by President Folt, Zukoski, the deans, and faculty;  
113 McKinsey provides potentially useful data and background material. There is an ongoing  
114 conversation about all expenditures, including those associated with McKinsey and other  
115 consultants. McKinsey convened and supports the Strata consortium, of which USC is a part.  
116 Consisting of 30 to 40 colleges and universities, the consortium examines post-pandemic  
117 higher education opportunities and best practices. A faculty guest pointed out that our faculty  
118 have significant expertise in higher education issues and wondered why we do not rely more  
119 on them. She also asked about McKinsey's scope of work and deliverables, and she expressed  
120 concerns about alleged unethical and corrupt behavior. Zukoski pointed out advantages of  
121 having external consultants like McKinsey (e.g., they can devote time undiluted by other  
122 responsibilities, such as teaching and research, to answer specific questions). He further noted  
123 that Administration does involve our faculty, whom he agrees have considerable expertise in  
124 these areas. McKinsey's scope of work has evolved and the contracts are winding down.
- 125 • In response to questions about Varsity Blues, Zukoski stated that USC was a victim of illegal  
126 activity and that substantial changes have been put into place to mitigate the chances that it  
127 will be repeated, including how we recruit and accept student athletes. Outcomes of 33  
128 student cases that were reviewed range from no violation to expulsion. The law firm

129 representing us in the government investigation has not produced a summary report, but  
130 information on the issue, including root causes, is available on our [change.usc.edu](https://change.usc.edu) website.  
131 More information on root causes is forthcoming.

- 132 • A final question was asked about consequences of not being vaccinated for those required by  
133 USC to be vaccinated. Zukoski replied that we are still exploring the various issues involved, as  
134 well as options and implications.
- 135 • Zukoski closed by acknowledging how difficult the semester has been, and by congratulating  
136 and thanking Senators for all their good work and resiliency.

### 137 **Community Advisory Board Report: Professors Ange-Marie Hancock Alfaro and Erroll Southers**

138 The Community Advisory Board (CAB) was convened by President Folt in the summer of 2020 to  
139 conduct a thorough examination of USC's public safety practices, including hiring, finances,  
140 accountability, and bias training. Professor Ange-Maria Hancock Alfaro, previewed  
141 recommendations as part of the CAB's co-design process. Hancock Alfaro provided an overview  
142 and timeline of the CAB and co-design processes before describing the data that were reviewed  
143 and what was heard from participants. In total, 8 pilot conversations were held with community  
144 stakeholders, 11 co-design public safety sessions were held, and 659 people participated (a  
145 quarter of whom were community members with no affiliation to USC). Two general  
146 recommendations were previewed: (1) create a permanent USC DPS oversight institution and (2)  
147 re-envision public safety. Also previewed were recommendations relating to and organized  
148 around four pillars, including accountability, alternative armed response, community care, and  
149 transparency. Hancock Alfaro then invited feedback from Senators before taking questions from  
150 the floor. Those interested in attending or reviewing a CAB report presentation can contact  
151 Alejandro Maldonado ([armaldon@usc.edu](mailto:armaldon@usc.edu)) and those who would like to provide feedback can  
152 email [dpscab@usc.edu](mailto:dpscab@usc.edu).

### 153 **Handbook Changes – 1<sup>st</sup> Reading**

154 Adler introduced for a 1<sup>st</sup> reading [a motion](#) to make changes to the University Faculty Handbook.  
155 [Proposed changes](#) and a [guide to the changes](#) were prepared by the Handbook Committee and  
156 distributed prior to the April Senate meeting. The proposed changes are non-substantive, aiming  
157 to reorganize the text of chapters 1-5 and 9. Further changes will be needed to address the  
158 outstanding substantive issues posed by outdated language in Chapters 6, 7, and 8. Adler  
159 explained that there was some urgency to changing those chapters because our Handbook is not  
160 consistent with either law or USC policy. While we are moving forward with the misconduct  
161 review and Handbook revision, the legally mandated EEO-TIX policies and procedures currently in  
162 place will govern protected class matters. New draft language for those chapters will come to the  
163 Senate in the Fall. Handbook Committee co-chairs, Profs John Matsusaka and Alison Wilcox,  
164 presented additional background before leading a short discussion about the proposed changes  
165 and their rationales. A Senator recommended that we seek out legal advice from independent  
166 counsel about issues addressed in chapters 6, 7, and 8. Adler encouraged Senators to share the  
167 proposed changes with their colleagues, particularly those serving on their School's Faculty  
168 Council.

### 169 **Candidate Self-Introductions**

170 Senate Academic Vice President and Nominating Committee Chair Tambascia provided an  
171 overview of the Senate election process and [ballot](#). The meeting concluded with brief self-

172 introductions from each of the candidates standing for election.

173 **Adjournment**

174 Meeting was adjourned at 4:11 pm.

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176 Respectfully submitted,

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179 Devon Brooks

180 Secretary General of the Academic Senate

APPROVED