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

4 May 11, 2022

5 Virtual Meeting

6 2:00 - 4:00 pm PST

7 **Present (Senate Members):** P. Adler, S. Altman, M. Apostolos, D. Becker, M. Bodie, D. Brooks, K.  
8 Carlson, B. Carrington, J. Chamberlin (alternate for J. Chatterjee), J. Clements, D. Cole, E. Collins, P.  
9 Crispin, J. Dopheide, A. Foster, S. Gruskin, S. Gupta, L. Hoffman, K. Imagawa, A. Imre, C. Jones, G.  
10 Kung, R. Labaree, F. Liley, T. Mayfield, P.T. McNiff, D. Milstein, A. Motamed, J. Moore, J. Nyquist,  
11 R. Parke, A. Parra, D. Pecchenino, M. Press, B. Pyatak, J. Pynoos (alternate for C. Finch), S. Rao, A.  
12 Rechenmacker, C. Resnik, A. Rutkowski, A. Sanchez, T. Sandmeier, C. Soto, T. Tambascia, T. Tucker,  
13 R. Turner (alternate for J. Baker), A. Tzoytzoyrakos, A. Uyeshiro Simon, A. Van Speybroeck, L. Vest  
14 (alternate for T. Kobza), J. Walker, E. Warford, N. Warren, R. Watanabe (alternate for D.  
15 Armstrong), R. Wood (alternate for J. Israel), C. Young, E. Zeamer, G. Zada, S. Zweig

16  
17 **Absent:** C. Beckman, A. Campbell, P. Cardon, M. Crowley, L. Gale, S. Iqbal, K. Lincoln, W. Mack, L.  
18 Perin Gallandt, B. Salhia, A. Yang

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20 **Guests (Senate Member alternates & invited guests):** Y. Bar-Cohen, P. Cannon, L. Blair Lewis, J.  
21 Ferris, C. Folt, G. Giuliano, V. Kuhn, J. Lantz, M. Levine, M. Mulrone, C. Neuman, R. Pak, S.  
22 Shapiro, B. Shuster, R. Smith-Maddox, S. Wenzel, S. Yang, C. Zachary, C. Zukoski

23  
24 **AGENDA**

25 **Call to order: Tracy Tambascia, Senate President**

26 Academic Senate President Tambascia called the meeting to order at 2:00 pm.

27 **Approval of minutes from the last meeting: Devon Brooks, Secretary General**

28 Secretary General Brooks presented the [April 20 Academic Senate meeting minutes](#) for approval.

29 **Motion to approve the April 20 minutes.** Seconded and passed: XX in favor and XX opposed, with  
30 XX abstentions.

31 **Senate Executive Board Elections Outcomes: Dan Pecchenino, Academic Vice President**

32 Academic Vice President Dan Pecchenino announced results of the election for the 2022-2023  
33 Academic Senate Executive Board. Margo K. Apostolos (Kaufman School of Dance) was elected  
34 Academic Vice President for 2022-2023 and will go on to serve as Senate President for 2023-2023.  
35 Christal Young (USC Libraries) was elected to serve a two-year term as Secretary General. Elected  
36 to serve a one-year term as members-at-large were Sofia Gruskin (Gould School of Law and Keck  
37 School of Medicine); Rima Jubran (Keck School of Medicine); Lavonna Lewis (Sol Price School of  
38 Public Policy); and John Matsusaka (Marshall School of Business).

39 **President Folt and Provost Zukoski**

**Commented [DB1]:** Connie, do you have the final vote?  
This part of the meeting is missing from the recording.

40 President Folt began her remarks by thanking those who serve in faculty governance and wishing  
41 her best to those continuing on and to those stepping down from governance, particularly faculty  
42 who are retiring. She mentioned the two State of the University addresses she gave—one at  
43 Health Sciences, the other at University Park Campus. Although the addresses differed somewhat,  
44 they both included what we have been doing and will be working on in the coming years, such as  
45 new programming around sustainability, advances in computational sciences and artificial  
46 intelligence, health sciences, and our biggest moonshot which is to rightsize our compensation  
47 and other benefits to reflect not only the expense of our city but also our quality and aspirations  
48 for our faculty and staff. Provost Zukoski has been working closely with the deans around the  
49 rightsizing effort. Folt emphasized that we are investing significantly in rightsizing—more than  
50 \$150 million in salaries—and that this investment will cost the endowment more than the amount  
51 expended on salaries since there are long-term, yearly expenses associated with the increases. She  
52 thinks it will take three to five years to reach our commitment. To date, some of our most  
53 significant advances towards the rightsizing commitment were made in graduate student stipends  
54 and stipends for Research, Teaching, Practitioner, & Clinical-Track (RTPC) faculty. We are  
55 increasing base salaries across the university and particularly for new faculty, and we are working  
56 hard to recruit and retain faculty and staff at all levels. Folt, however, expressed concern and  
57 stressed the need to be mindful about inflation and recession.

58 The President went on to discuss changes in the health sciences. She shared that when she was  
59 hired, she was asked to rethink and rebuild the University's health sciences enterprise. She  
60 pointed out that health sciences are regulated federally and by the state, which she suggested  
61 makes them different from other enterprises even though they share teaching, research, and  
62 collaborative missions. Before she arrived, the Board of Trustees set up the Healthy System Board,  
63 which is similar to what most major universities with complex academic medical centers do. The  
64 Board of Trustees then hired Steven D. Shapiro, Senior Vice President for Health Affairs, to  
65 oversee the new Board. Folt, Zukoski, and Shapiro have been working to move the healthcare-  
66 related schools, especially the ones that have complicated clinical work and clinical care, under  
67 the leadership of Shapiro. As Provost, Zukoski runs most of the schools at USC and Shapiro leads  
68 the health sciences organizations. Folt suggested that this strategy is designed to improve  
69 management and oversight and to ensure that the University never again experiences the kind of  
70 scandals we experienced in the past. USC has more schools than other big research universities.  
71 Bringing on Shapiro means there are three people "sitting at the top," working to make things run  
72 smoothly. Zukoski continues to be responsible for tenure and academic programs, whereas  
73 Shapiro is responsible for all our clinical work and related enterprises. Everything that is shared,  
74 such as finances and legal services, remains in a single location.

75 Folt answered questions from the floor. A Senator asked whether faculty have a role in setting the  
76 academic mission of the University. Folt indicated that the faculty have the same role they have  
77 always had in setting the academic mission of the University. She went on to say that she has  
78 responsibility for ensuring that the University does not end up in court and that the Board of  
79 Trustees has overall oversight of risk related issues. Folt asserted that having 22 schools is part of  
80 the underlying reason the University has been in court with many failed processes. Shapiro  
81 suggested that bringing the schools together while still maintaining their relationship with the  
82 Provost and Academic Affairs should present opportunities that will allow us to better address the  
83 challenges of healthcare. He further suggested that the future of healthcare is interprofessional,  
84 team-based care and new interdisciplinary models of care. Zukoski added that the changes that  
85 have happened are not a separation but an integration of health schools. He sees the changes as

86 an opportunity for advancing research, education, and clinical care for all schools and the entire  
87 campus, not just the health system.

88 Another Senator expressed her excitement hearing administration discuss collaborative practice  
89 and encouraged administration to support inter-professional collaborative practice opportunities  
90 for students. Folt agreed that the University could do a better job supporting inter-professional  
91 training and collaboration. The Senator pointed out that the University is missing a center for  
92 interprofessional excellence in education, practice and research. Folt indicated that such an idea  
93 could sit with either Zukoski or Shapiro.

94 Pecchenino shared concerns he has heard pertaining to the budgetary and financial processes and  
95 mechanisms of the health sciences schools versus those of other schools. Pecchenino suggested  
96 that it might be helpful for the Senate to work with Folt, Zukoski, and Shapiro to advance  
97 budgetary transparency so the financial benefits of the health sciences enterprise to the rest of  
98 the University can be seen. The Provost agreed that this should be discussed.

99 A member from the retired faculty suggested that some training and employment challenges  
100 experienced by students who obtain their master's degree in gerontology might be addressed by  
101 bringing the Schools of Gerontology and Social Work together as part of the health sciences  
102 enterprise. Both Zukoski and Shapiro agreed with the suggestion.

103 Assuming that a change as large as the one being discussed "has a document underneath it with  
104 McKinsey's name on it" (referring to external consultants), a Senator asked President Folt if she  
105 was in a position to share anything with respect to analysis or implications of the change. Folt  
106 stated emphatically that the Senator was "completely wrong" about his assumption.

107 The Provost closed by thanking the Senate and faculty for all they have done throughout the year.

#### 108 **Employee Relations (ER) Update**

109 Tambascia provided an [update](#) on the Employee Relations Functions and development of those  
110 functions. She reminded Senators that in the previous year there was a lot of discussion in the  
111 Senate about ways in which Human Resources would like to develop unit-based support systems  
112 to support faculty and staff. She then explained that Employee Relations focuses "on cultivating  
113 positive working relations and addressing concerns in a respectful, proactive, and supportive  
114 manner that serves the USC community and institutional mission." Importantly, this happens  
115 within the units that faculty and staff are working. There has been concern recently about cases in  
116 which there have been policy violations or misconduct. Employee Relations Functions is intended  
117 to address issues at the lower stages at which they begin and to potentially prevent them from  
118 ever occurring. This can be achieved by helping faculty and staff learn to identify problems before  
119 they become bigger and to seek help resolving those problems. Priority action items included: (1)  
120 convening the ER Advisory and Consultative groups (consisting of both faculty and staff), (2)  
121 building a team with ER knowledge and expertise, and (3) mapping, piloting, and refining ER  
122 processes. On November 1, the Provost Zukoski and Senior Vice President Washington charged  
123 the Advisory group with developing a principles framework, reconciling policies, and educating  
124 and training. Three subgroups (Principles, Processes, and Communications) were created to  
125 address each component of the charge. The subgroups were given their assignments on  
126 December 17 and began carrying out their assignments at the start of the spring semester. The  
127 subgroups are finalizing their work and hope to be able to share it by the end of May. Several  
128 themes, however, emerged in all the subgroups: unifying values; caring and supporting; and

**Commented [DB2]:** Connie or Christal, can you please provide the link to Tracy's slide deck?

129 building trust. It is expected that the full Consultative group will convene in June to review the  
130 work produced by the subgroups. Final recommendations will then be developed and shared with  
131 the Provost and Senior Vice President, and with the Faculty Handbook Committee for further  
132 consideration. Tambascia noted a Senator's deep concerns about the Senate displacing the  
133 emergency policy language in the Faculty Handbook earlier in the year and the Senator's hopes  
134 that the Senate makes progress in that area.

135 **Update from Faculty Rights & Responsibilities (FR&R); Faculty Committee on Equity and**  
136 **Inclusion**

137 Ashley Uyeshiro Simon and Devon Brooks, Co-chairs of the Faculty Rights and Responsibilities  
138 Committee (FRR), provided an update on the work of FRR. Uyeshiro Simon began by  
139 acknowledging and thanking members of FRR. She then explained the primary role of FRR: Helping  
140 faculty who are considering filing a grievance under Chapter 7 of the Faculty Handbook.  
141 Additionally, she explained, FRR members are available to provide collegial problem-solving  
142 consultation and informal mediation. Uyeshiro then summarized activities carried out the past  
143 year by FRR, which revolved around faculty consultation and committee capacity-building and  
144 development. She also shared major issues encountered by FRR, including issues related to  
145 committee transition, roles and responsibilities, understanding procedures and policies, and being  
146 "on-pause" while the Employee Relations groups completed their work as described earlier in the  
147 meeting by Tambascia. Brooks then discussed priorities FRR plans to recommend for 2022-2023,  
148 which generally relate to faculty consultation, outreach, capacity building, case tracking and  
149 reporting, and case meetings. He closed by identifying issues for FRR, the Senate and the  
150 University to consider further.

Commented [DB3]: Ditto

151 Co-chair of the Faculty Committee on Equity and Inclusion, Rob Parke, updated the Senate on the  
152 work carried out by the Committee. He began by presenting the Committee's charge for the year,  
153 which involved addressing the following questions: (1) How is DEI-centered service and leadership  
154 valued, recognized, and rewarded within each school? (2) How are faculty from groups  
155 underrepresented in academia able to participate in service and leadership apart from DEI-  
156 centered-endeavors? To move their work forward, the Committee focused on three areas:  
157 analysis of peer institution practices; review of relevant literature and publications; and  
158 conducting focus groups with USC DEI stakeholders. Park then presented nine recommendations  
159 the Committee developed based on the work they completed over the year.

Commented [DB4]: Ditto

160 **Closing comments: Tracy Tambascia, Senate President**

161 In closing the last Senate meeting of the year, Tambascia thanked the Senate for a full year of  
162 work in support of USC faculty and offered a few concluding thoughts. In preparing her thoughts,  
163 she reviewed the agendas for all the Senate meetings of the year. She noted that the agendas  
164 represented a lot of work—there were resolutions and updates, and lots of discussion and  
165 deliberations. Among the discussions and deliberations, Tambascia was especially struck by the  
166 topic of 'valuing faculty' and how we see ourselves in the eyes of University leadership. She gave  
167 examples of the kinds of questions she heard from her faculty colleagues, questions about faculty  
168 involvement and faculty governance. She acknowledged hearing the voices of frustration and  
169 stressed that faculty are valued at USC. She went on to express her confidence in the collective  
170 wisdom and will of the USC faculty. "I know we'll continue to bring tremendous value to the  
171 University," she exclaimed, "but we need to persist, to engage, to bring our expertise to the  
172 table... to be ready to problem solve and to focus on the academic mission of the University.

173 That's the value we bring." Tambascia cautioned that shared governance requires care and  
174 feeding and does not work without careful attention. She highlighted the need to look ahead  
175 while at the same time paying attention to the immediate issues in front of us, which is not easy.  
176 She further highlighted the importance of caring not just about USC and our professional fields but  
177 changes in higher education as a whole. Tambascia warned that attacks on academic freedom,  
178 tenure, curriculum, science, and books, along with declining enrollments and regard for the value  
179 of post-secondary education, have real implications for the future of our work. We need to  
180 continue building our own capacity for leadership at USC, she suggests, which means saying yes to  
181 service both within one's own academic unit and at the university, and to opportunities to learn  
182 and ask questions. She asked Senators to recommit to mentoring, not just in their own style and  
183 mold but in ways that will ensure career sustainability and longevity for faculty colleagues that will  
184 succeed us. "The whole is stronger than our respective parts," Tambascia asserted, "we don't have  
185 to agree but we are stronger as a faculty when we seek to elevate and support our collective  
186 work, regardless of rank, track or department." She ended by thanking everyone for their service,  
187 time, laughter, and great insight and critique.

188 **Adjournment**

189 Before adjourning the meeting and transition to the 2022 Academic Senate Awards ceremony,  
190 Tambascia thanked the Awards Committee, including Julie Nyquist (Chair), Jody Armour (Co-  
191 Chair), Paula Cannon, Ginger Clark, Mike Nichol, Jessica Parr, and Nick Stoubis. She asked for a  
192 round of applause for everyone on the Senate and adjourned the meeting at 3:40 pm.  
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194

195 Respectfully submitted,

196



197

198 Devon Brooks

199 Secretary General of the Academic Senate

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