

1 **ACADEMIC SENATE**

2 **UNIVERSITY OF SOUTHERN CALIFORNIA**

3 Meeting of January 18, 2023

4 Hybrid Meeting

5 2:00 - 4:00 pm PST

6  
7 **Present (Senate Members):** S. Altman, M. Apostolos, N. Ashe-McNalley, D. Becker,  
8 D. Beltran, L. Bernsten, K. Carlson, M. Chatterjee, J. Clements, J. Dopheide (alternate  
9 for T. Church), S. Dughmi, A. Foster, L. Perin Gallandt, S. Gruskin, L. Hoffman, N.  
10 Houser (alternate for S. Iqbal), K. Imagawa, C. Jones, S. Kim, T. Kirkland, G. Kung  
11 (alternate for D. Armstrong), R. Labaree, J. Lantz, L. Lewis, F. Liley, T. Mayfield, P.T.  
12 McNiff, S. Schepens Niemiec, C. Neuman, S. Nye, J. Nyquist, L. Olvera, R. Pacula, T.  
13 Patel, D. Pecchenino, S. Rao, A. Rutkowski, B. Salhia, A. Sanchez, A. Siegel, C. Smith, K.  
14 Subramanyam (alternate for N. Jia), A. Tzoytozyrakos, A. Uyeshiro, J. Walker, E.  
15 Warford, R. Watanabe (alternate for C. Soto), K. Wilber, C. Young

16  
17 **Absent:** C. Barrio, M. Bodie, D. Brooks, R. Cislowski, D. Cole, S. Faris, S. Fereshteh, d.S  
18 Grimes, E. Grossman, S. Hsu, E. Jonckheere, R. Jubran, W. Mack, J. Matsusaka, M.  
19 Nadim, C. Pantano-Rubino, A. Parra, J. Pynoos, C. Resnik, T. Tambascia, O. Trujillo, A.  
20 Van Speybroeck

21 **Guests (Senate Members alternates & invited guests):** P. Cannon, E. Johnson, H. Kaslow, R.  
22 Lemarchand, M. Levine, J. Moore, M. Thom, M. Vicedo, N. Warren

23  
24 **AGENDA**

25  
26 **Call to Order**

27 Academic Senate President Pecchenino called the meeting to order at 2:03 pm.

28 **Approval of Minutes**

29 Secretary Young presented the December Academic Senate meeting minutes for approval.

30 ***Motion to approve December minutes.*** Seconded and passed. 25 in favor, 0 opposed, 2  
31 abstentions.

32 **Faculty Awards Nominations: Julie Nyquist, Chair of the Faculty Awards Committee**

33 Julie Nyquist, Chair of the Senate Awards Committee, announced the [Call for Nominations](#) for two  
34 awards for this year. Senator Nyquist encouraged councils to nominate colleagues from their  
35 schools who may have been previously overlooked but have done great service on behalf of the  
36 faculty within their respective schools. The Distinguished Faculty Service Award honors faculty  
37 service related to governance through a life-time of service (typically 10 or more years). The  
38 Walter Wolf Award is bestowed upon a USC faculty member for defense and advocacy for  
39 academic freedom or other manifestations of social conscience. Nominations are due March 3.

40 **Academic Administrative Assistant Position**

41 Initial phone screens have been completed and interviews will begin soon to fill the position of  
42 Academic Administrative Assistant. Connie Roque will return temporarily as a resource employee  
43 for limited hours per week.

44 **Discussion with Interim Provost Elizabeth Graddy**

45 This semester, the Provost office will continue to focus on supporting the faculty toward  
46 advancing academic goals. Provost Graddy is working with her leadership team around the  
47 beginnings of a set of projects:

- 48 1. Semester at Tech: The Provost's office is looking to leverage space at the Silicon Beach  
49 Campus. They would like to look at developing a program for students focused on  
50 technology and innovation. Senior VP for Research and Innovation Ishwar Puri will lead the  
51 project.
- 52 2. Student Success: This project will answer the questions: "What are we doing and what can  
53 we do more to support the success of our students at USC?" This includes academic  
54 achievement, career outcomes, retention and graduation rates. VP for Academic Programs  
55 Andy Stott will lead this effort and President Pecchenino will also serve on this group.
- 56 3. Postdocs: The goal of this project is to improve our support of postdocs including  
57 compensation, benefits, career planning, etc. Interim Vice Provost Kelvin Davies will lead  
58 this program along with the Postdoctoral affairs office.
- 59 4. Data Management and Governance: This team will take a hard look at how we manage  
60 data within the Provost's office and across schools including ways to improve efficiency  
61 and operations, and will consider how to develop a robust data governance structure.  
62 Mark Todd will lead this effort.

63 **Q&A:**

64 Q1: A senator asked whether the data management project would include more data  
65 transparency to the schools. The senator stated that one of the most difficult tasks for many  
66 Senate committees is to collect data that the Provost's office might already have.

67 A1: Provost Graddy explained that one of the challenges is that, often, no one has the data readily  
68 available. Part of the issue is that we don't have good data systems and another is ensuring that  
69 the data they do have is in the format that is needed. Provost Graddy acknowledged that her  
70 office should do a better job about communicating what they do have.

71 Q2: A senator asked for additional details about leveraging our space at the Silicon Beach campus.

72 A2: There is another building and that we want something of substance there and the  
73 "something," we're still developing.

74 Q3: A senator asked about seeing an announcement for a new Vice President for Research and  
75 Innovation.

76 Q3: Provost Graddy did not have any additional information and deferred to Senior VP Of  
77 Research and Innovation, Ishwar Puri.

78 Q4: A senator asked whether the USC Silicon Beach campus was intended to be just an additional  
79 site or whether it is an opportunity to network with existing businesses in the Silicon Beach area  
80 that will allow students to get engaged in projects where faculty are already networked with some  
81 of those companies.

82 A4: The intent is to take advantage of those organizations. Provost Graddy shared that the idea is  
83 a collaborative structure, a place to introduce our students to industry through internships, and  
84 other kinds of experiences. The senator added that there are a number of faculty already engaged  
85 part time in the community and that it seemed to be a natural fit to pull in those faculty who are  
86 already working with the businesses in those areas.

87 Q5: President Pecchenino asked if we would see a change in the kind of relationship between the  
88 Provost office and Research.

89 A5: Provost Graddy's office already works closely with the Office of Research around areas where,  
90 for example, faculty affairs would overlap with research. Provost Graddy also shared that she,

91 Senior VP for Health Affairs, Steve Shapiro, and Senior VP Puri will meet regularly around issues  
92 that would normally have been solely in the Provost office.

93 Q6: A senator asked if the low number of postdocs was intentional and whether the project would  
94 expand the number of postdocs.

95 A6: One of the President's goals is to double research. It would be impossible to double work-  
96 funded research without substantially increasing the number of postdocs. It's time to lift our  
97 conversation and elevate our focus and part of that will be that we'd like this to be a good place to  
98 be for postdocs to come.

99 Q7: A senator asked about an update on the GE revamp.

100 A7: VP of Academic Affairs Andy Stott is working on it. Provost Graddy recommended bringing in  
101 VP Stott to provide an update.

102 Q8: How are we addressing holistic admissions for sustainability? Is this short term or will we be  
103 doing it for a while?

104 A8: There are no plans to change and we are 100% committed to that. The only change is adding  
105 early action as an option but nothing else will change. We've received for Fall 2023 over 80,000  
106 for undergraduate first year students. Provost Graddy recommended bringing Kedra Ishop to  
107 speak about admissions.

108 Q9: How is our enrollment looking? Are we concerned about enrollments?

109 A9: Our enrollment continues to be strong within the context. We had two unusually large  
110 undergraduate classes that came through during Covid and we are in the process of getting them  
111 through the system and leveling back out at approximately 20,000 undergraduates and 28,000  
112 graduate students. We did see some fluctuation in graduate enrollments in some schools during  
113 the last 2 years but that has stabilized.

114 Q10: President Pecchenino asked post-Covid, are we seeing any trends within the health system  
115 that we should be talking about?

116 A10: We have been upgraded from negative to stable in outlook by two bond rating agencies,  
117 Moody's and Standard & Poor's. That's a strong signal in support of our financial performance.  
118 This was based on 1) how we managed Tyndal, 2) how we managed the pandemic, and 3) the re-  
119 engineering that we did around institutional governance with relationship to the board. Relative  
120 to the industry, we are doing well. The Health Care System is currently underperforming and  
121 they're watching it closely.

122 Q11: Are there any updates for graduate applicants?

123 A11: Provost Graddy didn't have any updates for Fall 2023 but Spring compared to last year, looks  
124 good.

125 Q12: What issues do you need Senate input on?

126 A12: Provost Graddy expressed that there's not much she wouldn't need faculty input but nothing  
127 immediately comes to mind.

128 Q13: Do you feel that the mechanisms that are in place for faculty input are sufficient and  
129 appropriate?

130 A13: We need multiple avenues. The right forums and right avenues depend on the questions that  
131 are involved.

132 Q14: Do you feel there is sufficient input on your leadership team from the Medical School?

133 A14: There is no direct connection nor does there need to be. Senior VP Shapiro and Provost  
134 Graddy are both committed to making sure that nothing falls through the cracks with this new  
135 structure. It's important that we move toward an implementation of this new structure where the  
136 health schools are reporting to Senior VP Shapiro.

137 **Updates from Faculty Councils on their Fall activities and discussions**

138 **Cinematic Arts:** Richard Lemarchand - The duties of the Council is to discuss paid leaves,  
139 promotions of RTPC. They are in the process of the internal reviews of their division chairs. They  
140 are also forming a committee to review and potentially revise and update their process for  
141 reviewing the chairs of the divisions. They have been getting oriented to the work that the Senate  
142 is doing in bringing together Faculty Council leadership across the schools. They've begun to look  
143 back at the bylaws. They recently established a system of co-chairs. These appointments will be  
144 staggered. The goal is to increase continuity of knowledge about how the FC works and what it  
145 does. They've been discussing matters of equity in salaries with the SCA dean's office. The deans  
146 office has been working proactively to address disparities in compensation across faculty at  
147 equivalent levels.

148 **Gould:** Scott Altman - The council has spent a considerable amount of the year trying to revamp  
149 their review process. This has been a tense topic that they've been working on for a couple of  
150 years. There's never been any public guidelines and the faculty saw it as unduly discretionary and  
151 insufficiently transparent. Faculty are never told their merit scores at the end of the merit review  
152 process in the law school and, that too, the faculty found insufficiently transparent. Like many  
153 review processes, they don't go visit people's classroom and observe their teaching. For that  
154 reason, some faculty thought that it was an insufficiently accurate process. At the same time,  
155 other faculty believe that raises are often small, differences between raises are often small, and  
156 that devoting a huge amount of faculty energy to revamping their process and to conducting merit  
157 review was a waste of time that they ought to better spend their time on doing teaching and  
158 scholarship and not evaluating it. They have submitted a proposal to make small improvements  
159 which they are experimenting with this coming year.

160 President Pecchenino asked why the merit review had not been shared. Senator Altman stated  
161 that the process has been this way since he began 35 years ago. The thought behind it was to  
162 think clearly about ideas rather than simply to give faculty a number. It was meant to be a helpful  
163 process in which faculty would hear from the Dean constructive suggestions about how to make  
164 improvements, based on discussions of the committee. The faculty mostly thinks that sharing  
165 scores is a good idea.

166  
167 **Keck:** Grace Kung - One challenge is that there are over 2000 faculty and it's very heterogenous to  
168 different departments.  $\frac{2}{3}$  faculty council is clinical,  $\frac{1}{3}$  in basic science. They are not involved with  
169 merit reviews and are not involved in budgetary decisions. They have a website that is somewhat  
170 updated and if someone wants to submit anonymous feedback, there is a section on the website  
171 page that is anonymous by default that only the FC sees. This past year, they conducted a faculty  
172 survey about teaching responsibilities to their faculty. They are working on coming up with faculty  
173 recognition awards to recognize faculty in different areas such as teaching, mentoring, etc.

174 President Pecchenino suggested that the FC think about what are the questions that are emerging  
175 from the faculty administratively around how this is working moving forward.

176 **Thornton:** Sean Nye - They are currently awaiting the announcement of their new Dean. They  
177 conducted a climate survey in the Fall to identify different aspects to be working on. There is a lot  
178 of transition with losing staff and concerns regarding tech support. They have been considering  
179 more communication between the staff council and faculty council to make sure that those  
180 activities are ongoing.

181 **Dworak-Peck:** Tracie Kirkland - The Council has had great support from the interim Dean and the  
182 Dean's office. They have prioritized work on their Faculty guidebook over the past year. The  
183 current 2021 guidebook was approved by faculty but not by the Provost office. As such, they are

184 working to finalize their governance document. The Council is also trying to assimilate as they  
185 prepare to transition under the Health Science. There is uncertainty about next steps.

186 **Sol Price:** Rosalie Pacula - This year, the Council is largely focused on reviewing the government  
187 documents and bylaws and updating them to reflect some of the new processes that the Dean  
188 would like to implement that they support as well as fix things in light of the new structure within  
189 the school. One of the biggest things that they are tackling is more memory within the FC. The  
190 term is currently a single year for everyone so there is not a lot of institutional memory from year  
191 to year. The FC is seeking to improve transparency on some of the processes related to the Dean's  
192 decisions on budgeting, and to some extent his strategic initiatives. The Dean has instituted a  
193 faculty newsletter which he seeks feedback from the Council before distribution.

194 **USC Libraries:** Andy Rutkowski - There are over 60 librarians spread out across the university. The  
195 Council's goal is to bring together these librarians across these various locations. Their number  
196 one priority this year is conducting work around the new library leader search. They conducted an  
197 activity with their faculty to generate a report to share with the search committee in terms of  
198 what they're looking for in a new leader and ensuring that the process in transition to a new Dean  
199 would be smooth. They are also strategizing to work more closely with the Dean's cabinet in this  
200 process. Other goals for this year include improving their faculty mentoring program and general  
201 onboarding resources. They've centered discussions around equity, diversity, inclusion at their  
202 faculty meetings. There is an EDI tracker to encourage faculty and staff to share with others and  
203 center that discussion at their meetings. They seek to collaborate, as regularly as possible, with  
204 the Libraries Staff Council. Other goals include salary benchmarking, merit review process, and  
205 improving how they share information. The Libraries is anticipating work with/in the Big 10  
206 Academic Alliance, as the Libraries already have a big connection.

#### 207 **Updates on Fall activities of Executive Board**

208 The Senate's Compensation and Benefits committee launched and met earlier this month. It is  
209 chaired by Paul Adler and TJ McCarthy. They discussed goals and processes and what the  
210 committee would do, especially in relation to faculty compensation, and especially now given  
211 SB1162.

212 Jim Clements shared that the Dornsife committee met to discuss goals and their concern is  
213 getting this information. He suggested it's a good time to ask the Administration to make it  
214 standard to release this information for all jobs and titles within their department. President  
215 Pecchenino stated that the resolution should be clear and have a concrete ask that acknowledges  
216 the complexity that exists within any given school.

217 President Pecchenino began a conversation regarding ChatGPT concerns from faculty across the  
218 university. He asked what, if anything, are senators hearing within their schools about concerns  
219 about the technology? What do we actually want said or done in relation to this? The CIS  
220 Committee has begun to look at ChatGPT and academic integrity. A conversation ensued around  
221 events and conversations happening around campus to discuss these ChatGPT and other AI  
222 concerns. Another question was posed about what we are using writing to assess. President  
223 Pecchenino shared a concept that former Provost, Chip Zukowski talked about in terms of de-  
224 stressing education and assessment and what are we actually using different assessment tools  
225 for?

#### 226 **Discussion to generate Senate questions for Provost search**

227 There are 2 EB members on the Provost search. President Pecchenino will participate later in the  
228 process. President Pecchenino started a conversation to gather questions that we'd like the  
229 committee to ask potential candidates.

- 230 1. Moving into the Big 10, what is the importance of the graduate and postdoc programs. In  
231 terms of standins as a research institution, does the provost view it as an important part of  
232 their job to consider the standing of doctoral programs not just undergraduate because  
233 that's where we get a lot of our revenue.
- 234 2. What do they think the Administration's role is in handling the decline and interest in  
235 humanities and arts and sciences degrees. In particular, humanities.
- 236 3. Support for faculty, and training.
- 237 4. Intentionality with recruiting and retaining diverse faculty.
- 238 5. Addressing the role of nursing in the current climate. Level of commitment to  
239 compensation and support for the faculty.
- 240 6. CTAL report - perspective on teaching and how to reward it.
- 241 7. What disruptive innovations does this future provost have to bring faculty together across  
242 schools, ie. translational sciences.
- 243 8. Working with faculty and faculty governance. Experience and reflections on previous  
244 relationships.
- 245 9. Ideas on strengthening faculty councils and faculty governance with novel ideas they bring  
246 from their experience elsewhere
- 247 10. Reviewing and assessing tenured faculty contracts. Compare to their own contracts.  
248

249 **Closing Remarks**

250 A senator asked about revisions to the Faculty handbook. The committee is working on it and  
251 they are thinking about it from a bigger perspective of how to improve the process.  
252

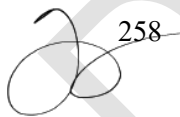
253 **Adjournment**

254 President Pecchenino adjourned the meeting at 4:01 pm.

255  
256 Respectfully submitted,

257  


259 Christal Young

258  


260 Secretary General of the Academic Senate