

Academic Senate
Meeting of December 14, 2011
University Club, Banquet Room
University Park Campus

MINUTES

Present: R. Ben-Air, D. Blaine, J. Brecher, R. Brinton, N. Chopiuk, P. Conti, J. Goad, C. Gomer, S. Gupta, K. Howell, J. Kagan, R. Labaree, D. Larsen, A. Lynch, V. Marmarelis, O. Mayer, E. McCann, K. Murphy, J. Nyquist, G. Peters, P. Riley, J. Silvester, S. Wenzel, W. Wolf

Absent: P. Cannon, L. Carver, Y. DeClerck, E. Dipprey, G. Ehresmann, J. Farver, L. Feters, R. Flick, H. Greenwald, V. Marx, E. McCaffery, E. Muhl, T. Morgan, J. Orr, R. Pancheva, P. Pattengale, S. Smith, J. Steele, K. Venegas, D. Yett

Guests: C. Zachary, E. Finegan, E. Garrett, M. Levine, B. Maceo, C. Pastore, K. Raspe, M. Todd, D. Yudacufski

President Gupta called the meeting to order at 2:06pm.

1. Dialogue with Provost Garrett

Provost Elizabeth Garrett was introduced:

I am providing copies of the USC 2012 Strategic Vision: matching deeds to ambitions. It has been adopted unanimously by our trustees and will be sent out immediately. I want to thank all who participated.

It is a vision, a call to action for all units to align with the vision of the university. There will be a Provost's strategic vision committee to assess our progress. And it will form the basis for our joint retreat.

Admissions are going well in this, the first year in use of the common application; we are watching the results closely.

We have visited more than 2000 high schools in 44 states and 9 countries. January 10 is the final deadline.

So far, there have been 26,900 applications, a 19 percent increase by December, the deadline for scholarship determination.

We are seeing increases in the areas we were searching for, one of the reasons we went to the common application.

40 So far, the SAT is about 6 to 7 points higher than last year.

41
42 Please review the recent memo on internal sources of funding. We are stressing
43 transformative hires, but we want to have the most outstanding faculty for them to
44 join. We want to provide sufficient support. We have set aside \$6.7 million for
45 faculty to focus on the critical points in their careers.

46 The deadline for early sabbatical applications was November 30; February is for
47 other deadlines. Please consider applying; these are meant to reward excellence.

48 There have been a number of awards won by our professors; we are making an
49 effort for our faculty to receive these prestigious prizes.

50
51 Q: There has been lots of talk in the press about job prospects for University
52 graduates. What are our concerns and views?

53 A: We take them seriously, but we are different from many schools, which are
54 reported in the aggregate. As in pathway one in the strategic vision, we are
55 accessible and have the largest financial aid pool in country, \$220 million for
56 undergraduate education. We are seeing increased need and seeing a reduction in
57 government aid. We will continue to develop additional resources, since we meet
58 100 percent of need, and we continue to contact the individual students to make
59 USC possible for them. Debt burden presently is no more than \$25,000 per student.
60 As we raise more money in our campaign, this endowment will add to these grants
61 to meet more of the need through grants alone. We are continually conscious of
62 affordability. What happens at USC is special and it is still cheap, even the full
63 freight price still does not cover the whole cost of education here. Tuition increase
64 will be very modest this year.

65
66 Q: With the vision and the campaign, what is the changing role of the Deans,
67 especially in the fundraising area; how is the balance being met as academic
68 leaders and as fundraisers?

69 A: We do not see a difference since fundraising articulates the academic vision of
70 the Dean. Perhaps they will spend more time than in the past on fundraising, but
71 this should not be a limitation on academic vision. The Dean must be a good
72 manager of time and the vision must align with the financial needs. We do not see
73 the role changing, but an emphasis will always be on fundraising at a modern
74 private research university.

75
76 Q: How is the progress on Dean searches?

77 A: Both are on the same timetable, Gerontology and the Dornsife College. Pools
78 are being developed, and these are strong pools in all the ways we would want.
79 Luckily, people want to come here. Confidential interviews will be at first of year;

and we will interview finalists during spring break, with the announcements after that.

Dean Soni's review is completed; the Keck Dean review begins in the spring.

Q: How do we compare with our peers in terms of tuition and in escalation factors; higher education has increased faster than the consumer price index?

A: We are about average, but are always reviewing that data. Our debt burden is slightly lower than others. In tuition, relative to our peers, we are in the top 10, but have a bigger aid pool. Sixty percent of our students receive some sort of aid. If we add in housing, we fall some because some schools have higher housing costs. But we look at our diversity of students in so many ways and continue to meet our enrollment plans. We need to continue to be conscious of this in the future; we must be proactive to stave off government intervention.

Q: When we make these comparisons, do we compare time to degree?

A: Our degree time is going down; 90 percent graduation in 6 years. But we are paying close attention; we want a realistic 4-year plan unless there is a real reason for the student to extend.

2. Approval of November Senate Meeting Minutes

Giving the members a moment to review them, the minutes of the November 16, 2011, Senate meeting were approved unanimously.

3. Discussion of Tentative Program for Provost-Senate Retreat

President Gupta reminded that the Provost-Senate retreat would be held in January: The plan is for the Senate to help position each school generally in making plans within the requirements of the new strategic vision; but the medical enterprise is so big, we felt it needed all of us to discuss this specifically as part of our future. Many ideas were captured in the subcommittee reports, so we wanted to highlight these and other issues that can be explored to help us in the vision. There will be required reading before the retreat.

The panels are driven by the vision that society and professions have changed attitudes; and we need to see how our educational landscape will change, especially what the skill-sets needed will be and what knowledge will be necessary for our future leaders.

We will continue to discuss the plan; please let us know any ideas you might have about this.

Q: Is this the first of its kind?

A: It has become an annual event, but the topic or theme changes every year.

Q: What should we be thinking about in advance?

A: Doing the background readings is very important. You will receive an e-mail message with the readings, and you will be asked to sketch in advance what our university will look like in the next 10 to 20 years. And this idea will be discussed at lunch with Warren Bennis.

4. Report on “What’s happening at the Village”

Kristina Raspe, Vice President for Real Estate Development and Asset Management, was introduced:

Planning for the new University Village was finished over one and one-half years ago. We are now in the City of Los Angeles entitlement planning. The entire project includes academic space on campus and three million square feet in the Village. It is a very comprehensive, including amenities for a true residential university.

Over 90 percent of our students now live near the campus. There are, however, groups in the community opposing the plans, and we are dealing with these objections. The third Cinema building has been entitled, and we are moving forward with Social Sciences, and Annenberg begins in February. All this information will become very public as soon as we move forward.

Q: Is the City Council supportive?

A: Very supportive because there is no city fund subsidy, and this will create 12,000 jobs.

Q: Are there union objections?

A: The on-campus construction is 90 percent union labor because of the skills required. But, at the Village, this is not possible based on the community usages, and we are negotiating with the unions.

Q: So we need a large public relations campaign?

A: We are putting together an informational team to express our message.

And the new development will generate taxes, which we normally do not do, of over \$8 million a year. And we cannot forget we have an over \$4 billion impact on the economy each year.

Q: What is relationship of the USC student housing and the new private housing?

A: We can charge less per bed.

Q: But how are you going to manage this image difference?

A: We will never be building to this extreme upscale housing idea. Ours will be high-quality and apartment, not dormitory style, but not upscale as the other apartment complexes are.

Q: If any of these privates came to USC, would we be interested?

A: We would not be interested in this as an investment; we would want someone else to provide the funding.

Q: What percentage of students will live in USC housing?

A: We will still need private developments in our community.

Q: Is Superior remaining?

A: Groundbreaking is now scheduled for May, 2013, and the plan has a full grocery store; Superior Market can compete for the space. And Trader Joe's is seen as a sub-grocer.

C: Rebecca Weintraub and Jerry Swerling in Annenberg can help with communication in the community.

5. Discussion of 2012 Festival of Books at USC

Brenda Maceo, Vice President, Public Relations and Marketing, and Daria Yudacufski, Managing Director, Arts and Humanities Initiative, were introduced.

The *LATimes* Festival of Books was on our campus last year for first time. It was a huge success, and we want to do even better going forward.

We are still expecting 140 to 150,000 over the two full days; and we want to encourage campus involvement, also.

There will be venues throughout the UPC campus and the event is earlier this year than last year.

There are two main areas of staging for USC, and we also have community outreach and will continue to involve the neighborhood schools. If you have any ideas, please let us know; if there are ideas that need to be showcased, let us know.

The *LATimes* coordinates the majority of the events, but we have the two stages to showcase our university, mostly through a variety of 20 to 30 minute

performances. There will be arts and entertainment on the outdoor stage, kicked off by Trojan marching band. The indoor venue is yet to be determined; but we want it bigger than last year, and that is where the real showcase of our USC faculty for panels and conversations will be. We have an academic advisory committee to help fill this venue; but please contact us with any ideas and suggestions. The first priority is USC faculty, but other ideas can contribute to the festival.

Q: There are two other large pools of opportunity, USC Stephens for Innovation and our campus science engineering opportunities, as in global medicine and global health, and the information and communication in these areas.

A: The times available are very amenable to broad ideas for presentation, and panels are a great way to express this.

We will re-circulate ideas with you as we go forward.

Q: The dearth of food providers was mentioned last year.

A: There was a track meet last year, but this year Cromwell field will be dedicated to food.

Q: There were parts of the campus which seemed empty last year despite the number of attendees.

A: We will look into this. We would like to increase attendance by about 10 percent over last year which was the highest attendance ever.

Q: Will the expo line be completed?.

A: Hopefully; the grand opening is scheduled for that weekend.

6. Announcements

Professors Jordan-Marsh and Tilson, co-chairs of the Committee on Information Services will give a report at the January meeting.

There was a memo a few months ago about not using certain large commercial services for storage. The Executive Board explained to them that a memo saying what not to use was not as helpful as describing what should be used. This will be the subject of their presentation next month, and we will include questions about encrypted e-mail. Much is going on in compliance, but we need faculty feedback on what we really do in our work that needs consideration and testing.

C: And we need cloud storage for students to save and share research information; we cannot forget this.

A: We are hoping we can build a best practices of sharing files.

240 C: Are we not out of touch with the capabilities that can assist us?
241 A: We must tell them what we need, and then they need to make this work.
242 C: There is a commercial program called Central Desktop being used in areas of
243 HSC.
244 C: Bring all these comments and questions for the next meeting.

245
246 Again, the Provost-Senate Retreat will be January 27 and 28, 2012, at the Fairmont
247 Miramar Hotel in Santa Monica.

248 C: There appears to be a lack of gender diversity in some of the panels; are we still
249 working on those?

250 A (Marty Levine): Some people turned us down; we are still working on them.
251 Thank you for the observation; the subject has been noted.

252
253 **7. Report from University Committee for Oversight on Academic Athletic**
254 **Affairs**

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256 Ed Finegan, Professor of Linguistics and Law and Chair of OAAA, Clare Pastore,
257 Professor of the Practice of Law and NCAA Faculty Athletic Representative, and
258 Mark Todd, Associate Provost for Academic Affairs, were introduced.

259
260 Professor Finegan:
261 We are pleased today to come to talk about the work of the Committee for
262 Oversight on Academic Athletic Affairs, which includes faculty, students and staff,
263 and a number of ex-officio members. Many of the concerns of the committee
264 involve matters of admission or come from the Registrar's office. Our role is to
265 provide the Provost oversight in academic matters for student athletes and to be
266 available to the university president for consultation. The committee is trying to
267 protect academic integrity with respect to the athletes as well as all our students
268 and to meet our responsibility to help all our athletes succeed academically. We
269 also take an oversight role in the enrollment of athletes in all classes; after each
270 semester, we take a look at the distribution of grades in undergraduate classes.

271
272 We meet once a month and have several subcommittee which meet when needed;
273 we attempt to resolve the implementation of university policies that are fair to both
274 athletes and faculty members when conflicts occur.

275 We are starting a program next term of team meetings where faculty will speak to
276 the athletes to assure their education across the entire campus and the university
277 experience.

278

279 We are beginning to revise the committee website and would like to link the site in
280 order for faculty to find answers to questions that might arise.

281 We are very keen on the concept that faculty feel comfortable with the policies for
282 student athletes, and there is a committee to monitor the academic involvement of
283 our student athletes.

284
285 Professor Pastore:

286 There is a Faculty Athletic Representative at every university to meet with the
287 conference and the NCAA for governance. The purpose is to have someone whose
288 primary activity is academic but is linked to athletic compliance. In the past year,
289 we have staffed up compliance, now with about a dozen people; we now have a
290 university vice-president for compliance, and the FAR now answers to him. That
291 will allow the FAR to still have involvement but transition to a traditional faculty
292 representative role: working at the intersection of academic and athletics and with
293 the health and welfare of our athletes. I am trying to be more visible to the student
294 athletes to help with their problems and remain involved with the Student-Athlete
295 Academic Services program.

296
297 There have been recent changes in NCAA procedures. The NCAA executive board
298 this fall raised standards for incoming freshmen and transfers for participation, and
299 these changes may have some unintended consequences. We did a study, and these
300 students would have graduated from USC, but these new rules seem not to serve
301 the appropriate purposes; but these do not appear to be possible to be overruled.
302 Other changes included multi-year scholarships and raising the amount of aid to
303 student athletes to meet the full cost of admission.

304
305 Q: How is the relationship with our athletic director?

306 A: This really is a new day; there is a high priority on the academic side of our
307 student athletes. He has been fantastic to work with and is very concerned that our
308 athletes stay on track to graduate and that the athletes have a real university
309 experience. He is not a member of the committee, but we are in touch with him
310 constantly for his vision. The athletic director is invited to all the meetings, and he
311 makes a yearly report to us.

312 We meet regularly with him and have a very open line of communication.

313
314 Q: What do you want us to know?

315 A: Athletes do have conflicting commitments, not different from many of our other
316 students. There are practices in place; and we want faculty to know these
317 guidelines, and we want to work with the faculty for the academic integrity and
318 academic well being of our student athletes.

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320 The meeting was adjourned at 4:07pm.

321

322 Respectfully submitted,

323

324 James Brecher, J.D., Ph.D.

325 Secretary General of the Academic Senate