Academic Senate
Meeting of November 16, 2011
ZNI, Herklotz Conference Room
Health Sciences Campus

MINUTES

Present: R. Ben-Ari, D. Blaine, J. Brecher, N. Chopiuk, E. Dipprey, R. Flick, J. Goad, C. Gomer, H. Greenwald, S. Gupta, K. Howell, E. Jonckheere, R. Weinberg, A. Lynch, M. V. Marx, O. Mayer, E. McCann, E. Muhl, T. Morgan, J. Nyquist, J. Orr, G. Peters, J. Silvester, S. Wenzel, W. Wolf, D. Yett

Absent: R. Brinton, P. Cannon, L. Carver, P. Conti, Y. DeClerck, G. Ehresmann, J. Farver, L. Fetters, D. Larsen, V. Marmarelis, E. McCaffery, K. Murphy, R. Pancheva, P. Rattengale, P. Riley, J. Steele, K. Venegas, R. Weintraub

Guests: E. Kohan, J. Landolph, M. Levine, M. Quick, T. Studdert, D. Suite

President Gupta called the meeting to order at 2:02pm.

1. A Moment of Silence and Reflection for Professor John Beierle

We begin again on another sad note, the passing of Professor John W. Beierle.

Professor Walter Wolf:
Jack Beierle was an Associate Professor in the Ostrow School of Dentistry and President of the Faculty Senate in the 1988 to 1989 term. He passed away a few weeks ago, and he had just retired after teaching for over 40 years. He was very active in the old Faculty Senate and with our trustees, and I suggest a moment of silence for him and in memory of all he did for our university.

The Senate has sent flowers to the services and to his wife Deborah.

2. Discussion on Continuing Education

Michael Quick, Executive Vice-Provost, and Eileen Kohan, Associate Provost and Executive Director for Continuing Education and Summer Programs, were introduced.

Vice-Provost Quick:

We are in the midst of completing our strategic vision; it now goes to the Board of Trustees and, when adopted, will be rolled out.
There are three basic paths:
One is transforming higher education, which includes both transformative faculty and access to learners. We have the largest financial aid budget in country and want to grow it; but access really means continuing to believe in bringing in transfer students, especially from community colleges. And we can make a big push in lifelong learning, from pre-high school to seniors on both the credit and non-credit sides, including our leadership in continuing education.

Associate Provost Kohan:

And all this is supplementary to what is being done in the schools themselves.
Our challenge, since the last year, was infrastructure for the adult learner. There were no management systems, so we needed to consider we wanted to be and how to differentiate ourselves, that is, how to redefine in the markets that will build on the core strengths of USC. We partnered with the *New York Times* knowledge network and announced in June the first courses for September. Initially, there are thirteen courses with four more planned for 2011, and these include 172 students from eleven states and six countries, none with prior USC connections.
The model is short courses of two to ten weeks for the adult learners.
There will be high school courses, starting with a communications course.
Most courses have three live one-hour sessions per week, and we are open to any ideas for future courses.
We will continue to grow this and offer courses outside the *New York Times* network, because we now have the infrastructure in place.

Summer will become the time for pre-college programs; this last year we provided 25 courses for 528 students, a 53 percent growth over 2010.
We want to be responsive to the changes in education. But we, also, want to use this vehicle to allow the best and brightest to sample USC and to consider coming here.

Q: One of the areas which should be developed more actively is second and third careers, as an opportunity for us to explore a niche not covered.
A: It is very important that continuing education can provide a bridge to later degree programs.

Q: Is the on-line platform separate from our system?
A: Yes. The *New York Times* has its own platform.

Q: What can you tell us about the *Times* network?
A: They have always, in the past, dealt with pre-college courses, and they were looking for new ways to extend their brand and began to partner with universities. We began our relationship in continuing education as their partner. They do the marketing and instructional technologies which we are moving back to USC, and they even provide journalists is the professor requests them.

Q: Are we their only university partner?
A: We are the only school for non-credit continuing education, not specifically career oriented; the average student age is 33 to 45, and almost all professionals. There is a social networking component which, for this adult audience, is really important, and it helps our brand grow.

Q: Are there specific types of courses which will work?
A: All types are possible if they are built broad enough for people to want to discuss and the *New York Times* is covering the issue. People want depth in topics; for example, the New York Opera is doing the "Ring" cycle, and we are going to do a few courses based on that.

Q: If we have ideas, should we contact you directly?
A: Yes, kohan@usc.edu.

3. Special Election Results

Our vacancy has been filled by the special election. We would like to thank Don Yett and Brad Williams who agreed to serve and would like to introduce Erica Muhl, Professor of Composition in the Thornton School of Music, as the new Administrative Vice-President of our Academic Senate.

Professor Muhl:
Thank you all, and I am here to help be of service.

4. Approval of October Senate Meeting Minutes

Giving the members a moment to review them, the minutes of the October 19, 2011, Senate meeting were approved unanimously (21 yea).

5. Update on Smoke-Free Campus from the Faculty Environment Committee

Professor Jeffery Goad, co-chair of the faculty environment committee was introduced:

First, I want to thank Ann Crigler, co-chair last year.
The USG Student Senate and the Graduate and Professional Student Senate have both passed resolutions about the campus smoking policy. So, I come here today to update the Senate on the smoke-free campus initiative.
Currently, over 1000 campuses are smoke free or smoke restricted.
We are going to try to incorporate our program into the "We are considerate. We are USC" campaign.

We know cigarette smoking is dangerous.
Our timeline has been:
In 2009, there was a smoke-free resolution by the Academic Senate, and in 2010 by the Staff Assembly;
Undergraduate student government, in 2010, passed a resolution for smoking only in designated areas; and
In 2011, the graduate student resolution was not in support of a smoke-free campus.

As your faculty environment committee, we began with the undergraduate resolution to begin a process of real designated areas and for the funds for coordinated smoking cessation services.
The Marshall School has a successful peer program called, "It's cool not to smoke."

Our goal is a no smoking campus by August, 2015.

C: As a faculty master on campus, I do see our students smoking. We must recognize that our international students often come from a culture of smoking from freshman year on. So we need to begin as early as in orientation before they come to campus to live. And, if you do not have a place to put the trash from smoking, it will be dropped and become unsightly very quickly. We will always still need places for the butts and other debris.
A: All of these problems will be part of the health promotions here, but the new students are going to have to be acculturated, also.

Q: Does non-smoking mean smoking restricted?
A: It is across the spectrum; the faculty environment committee is for total non-smoking, eventually.

C: Graduate students are unique, because many come from a smoking culture. Is there insight into how to talk to graduate students to make them feel differently about this issue?
A: Our recommendation is the phased-in approach in the hope of finally moving to a smoke-free campus.

Q: There are at least three issues here: public health, sanitation, and changing behavior. The fundamental question is whether part of our mission is to change individual health behavior.
C: Part of the question is whether the third thing has value in the first issue.
C: But the literature shows we can protect non-smokers without a ban.
C: But a fourth issue is whether we are forcing our students off campus in order to smoke without us providing a safe environment for them, which is why I favor designated areas.
C: Our graduate students' concerns are consistent with designated areas.
C: Even in nuclear submarines with nuclear missiles, they have designated smoking areas.
C: Is it not impractical to go entirely smoke free?
C: Are not designated areas safer for your students?
A: It sounds like there are lots of support for designated areas, and then we can review how that is working in two years.

Q: If there are designated smoking areas, how would it be enforced?
A: As part of the considerate campaign, we hope to enforce this.
C: But second-hand smoke dangers are an important consideration no matter what we decide.

6. Discussion of "We Are Considerate. We Are USC" Campaign

Denzil Suite, Associate Vice-President for Student Affairs, and Thomas Suddert, Director of Orientation Services, Student Affairs, were introduced.

Vice President Suite:

We are here today to talk about bicycles. We, with DPS, have begun a comprehensive campaign to change behavior of bike riders and to change the culture here. Tom Studdert is the point person on this.

Director Studdert:

We have launched the program beginning with bike and bike safety but more specifics and details are coming. The official launch was on November 1, and we know we are not going to change the culture immediately, but we are beginning to have the appropriate conversations. And the guidelines are being built as positive and educational messages. Our goal is to educate so students know what is expected from them.

We are beginning signage on the UPC campus and handouts, 10,000 on November 1. It is estimated that there are 15,000 bikes on UPC campus. So, on November 7, we began campaigning more visually with an event. We are working with a consultant firm to look at the big picture: first, to meaningfully measure the bike traffic on campus, and then, to present recommendations over the next year. Nothing is off the table, including bike bans or specific lanes. We do know the basic bike rack problem is location.

Next step is a student organization blitz to students to present the guidelines, not in a punitive way; but the rules are important as members of a considerate family.

Vice-President Suite:

We have been getting surprisingly positive feedback from the students. They want us to do something. We are trying voluntary compliance at this point, but there are limited enforcement pieces in place. Our hope is, eventually, we will have full enforcement.

Q: Are skateboards a problem?

A: Yes. We are working with the consultants, but will add more information in the future.

C: Fast bikes are the problem.

A: We are looking at all issues involved in this, including LAPD enforcement.

Q: Do bikes actually stop at stop signs?

A: We will enter the ticketing phase, but we hope education will help with this before that happens.

C: Skateboards are a problem, as is distracted biking.

C: It is a question of consideration; we need to consider the banning of bikes and skateboards on some of the very narrow sidewalks.

A: We are looking at this.

C: And this needs to be looked at in certain intersections at HSC, also.

A: Please send all comments to us, and we will add them to the discussion.

C: Students do not know they are covered by the vehicle code.
C: Perhaps there should be training for bike riders.
A: There may be time for this during registration.
A: And they have forgotten how to ride well; the consultants are looking at this.
C: Maybe this should be included in orientation as an actual biking activity.

C: The consultant group will meet with members of the faculty, and this meeting will be coordinated.

7. Update from the Committee on Teaching and Academic Programs

Professor Oliver Mayer was introduced:

I have been newly named to CTAP. It is a small committee but active for its main charge of ways to cross-pollinate between schools and campuses for students and faculty and for the assessment of trans-disciplinary study and in also looking at ways to develop capstone experiences.
There are two big questions: the “means” question, how to make it easier to work across campus, and the “ends” question, how do we make people want to cross the campuses.
There are financial considerations, but there is also defensiveness in some schools.
We looked at best practices from Harvard with the mandate to develop a system that is more curricularly fluid.
Another idea is to see Los Angeles as a laboratory, for both capstones and as a center of interdisciplinarity; and for global health, we can touch the globe right here.
We also talked about the global health initiative; bureaucracy is always a problem, but solutions can be seen in the Shoah project; solutions can come from independence and endowments as alternatives to tuition can achieve this independence. We have the opportunity to keep global health joined through UPC and the other schools along with the medical school; students are really into this idea. We need to make it available for them to work interdisciplinarily, with the opportunity to use global health or other cross-campus work as their capstone, again, in the city as a laboratory.
One question is should we be asking our students to start early in building this interdisciplinarity as a capstone; and, then, are there ways to provide the funding.
We now intend to talk to others who have done real interdisciplinary work.

Q: Anyone from Children's Hospital.

Chuck Gomer volunteered.

Q: Is there recognition in teaching and in appointments and promotion; is interdisciplinarity considered by UCAPT? Or is everything secondary to dollars and publications and is teaching an important element in judging faculty members and is this in the scope of your committee?
A: Yes; that is the goal: to find transformative faculty not outside, but also among us.
A (Marty Levine): If people are not good teachers, UCAPT is very concerned; people have been turned down for promotion because they were not successful teachers.
C: Ultimately, the barriers need to be identified and then we need further discussions as soon as possible.

Please send any ideas for capstone and inter-disciplinary projects to omayer@usc.edu

8. Comments on the Fall and Spring Retreats

President Gupta:

Since the fall retreat, talking point themes have been discussed in the Senate and we have met with Beth Meyerowitz and have given her the notes with our recommendations. We are now in the process of converting the ideas into programs for follow-up. It seems self-evident we would want to invest in faculty excellence; but the tone has begun to change: transformative now includes growing our own and hiring as two prongs. Now we are trying to convert these ideas into programs for the administration and the deans.
Some of the themes are trans- or cross-pollination, but there still is an isolation of the UPC and HSC campuses. On the persuasion side, we need to find ways to get more of the faculty involved, including all new associate professors and to really work across all the campuses. The next steps are on the policy side where there are issues that can be the most quickly developed.

From these ideas, the question arose about who is thinking about the future, about ideas which are not yet in the conversation. So, the January retreat will be about this "blue sky" – now called the imagining of the USC of 2022. There are many documents from the strategic vision, but there are many interesting ideas we need

to consider in looking forward. And the Senate can, like the schools, develop its own strategic plan as faculty-centric: what are the challenges of the future, curricularly and research-wise, and certainly from the medical enterprise side.

C: Do not forget it is the Health Sciences, not just the medical, Campus.

C: Many of the children now being born will face jobs that do not even have names today. The main question is what concerted efforts can we create that will change the university; like the 1978 American wine tasting in Paris, we need to envision success and consider what plans will take us there. Do not be shy; forward to us any suggestions or ideas.

9. Closing Announcements

Kristina Raspe, Vice President of Real Estate Development and Asset Management, will attend the December meeting to report on "What's happening at the Village."

The holiday celebration will be on Wednesday, December 7, at the Altadena Town and Country Club.

There will be a Provost-Senate Retreat on January 27 and 28, 2012,

The meeting was adjourned at 3:42pm.

Respectfully submitted,

James Brecher, J.D., Ph.D.
Secretary General of the Academic Senate