



Policy Board Meeting Minutes - DRAFT

October 19, 2022, 3:30 - 5:30 pm

Meeting on Zoom:

Reps Present:

Mike Webber, President		Leigh Meredith, Arts	✓	Justine Withers, Gleeson	✓
Cathy Gabor, Vice President	✓	Nina Samaco-Samora, Arts	✓	Genevieve Negron-Gonzalez, SOE	✓
Rachel Beth Egenhoefer, Secretary		<i>Open Seat, Arts</i>		Desiree Zequera, SOE	✓
Michael Goldman, Treasurer	✓	<i>Open Seat, Arts</i>		Zah Burns, SOM	✓
Jane Bleasdale, Sgt. of Arms	✓	Sarah Camhi, Sciences	✓	Tony Patino, SOM	
Rachel Brahinsky, Arts	✓	Thomas MacDonald, Sciences	✓	<i>Open Seat, SOM</i>	
Lilian Dube, Arts	✓	Herman Nikolayevskiy, Sciences	✓	Elena Capella, SONHP	✓
Is this seat open ?		Milka Nikolic, Sciences	✓	Alice Fiddian Green, SONHP	✓
Nicole Gonzales Howell, Arts	✓	Randy Souther, Gleeson	✓	Janice Mark, SONHP	✓

USFFA Members & Guests:

Called to Order: 4:14

Reports

Board of Trustees Committees Faculty Rep Reports

Kourosh Dadgar, IT Strategies

- Discussion revolved around the “Digital Campus” initiative
- Updating the transfer portal has been helpful in assisting transfers in uploading transcripts and has increased the number of transfers overall;
- Dadgar reported that he asked the committee whether mental health can be integrated into the digital campus initiative. Pres. Fitzgerald added that more telehealth will be provided to students. ITS staff also said that they are looking into digital mental health providers. Digital initiatives can be both a solution and a problem (in terms of isolation) for mental health.

Q&A Following Report:

Q. Were there any questions about funding for the Digital Campus initiative?



A. No, but I can ask about that.

Q. You mentioned that they want to increase the number of hyflex classrooms. Do you know what the larger vision of this is? Are faculty being consulted?

A. The administration will be working with the faculty once the information is needed, but for now, the strategy is just to increase the number of hyflex classes. There will be a survey and we will hear more about it soon.

Q. Transfer portal allows transfer students to see what will count and which won't, but this information disappears and isn't actually used for credits once students arrive. Was there any discussion of letting chairs have access to this information so they don't have to do all the extra labor of making these decisions all over again?

A. It wasn't discussed but I will ask about this next time.

Q. Can we align the language we use in the JUCC in terms of modalities with the language we're using for the infrastructure of the classroom? Since the JUCC has decided that "hyflex" is not a modality, but instead an ad-hoc classroom *strategy*. We need to make sure that all entities are informed about what other committees are doing.

Comment. This process of consulting faculty *after* the infrastructure has been put in place reflects the difference between input and information. The faculty are often consulted AFTER the main decisions have been made. What's necessary is to change this process so that the faculty are consulted as decision-makers. This was a critical aspect of the WASC report. We need to bear this in mind and bring it to the attention of the BOT and other groups.

Tom Grossman, Academic Affairs

Overall, it's a big and well-organized committee. The questions coming from the BOT are very high level. There's lots of interest in DEI and anti-racism, new programs. There's some awareness of a revenue challenge, some awareness of degrees that don't articulate well with job market and career opportunities, but primarily interest in building the mission-focused approach.

Q&A Following Report:

Q. In the conversation, did the reduction in faculty numbers come up, or the increase in workload?

A. That did not come up. But if you wanted it to, I would need some prep, such as talking points and data.

Q. Was there data shared around degree outcomes? I think it's important to push for data because certain ideas about which programs are "useful" take hold (ideas that aren't data-driven), and then have big implications.

A. It was in the conversation, but it wasn't part of the agenda - no data was presented.

Comment: This came up in the BOT meeting as well; we do need to push back on the idea of education as a consumer product related to life chances on the marketplace. This market focus contradicts the more liberal arts/jesuit focus of the institution. We need to push for empirical data because this can be dangerous for the university.



Q. Revision of the Core - and the addition of programs in the new engineering program. Were those discussed?

A. Engineering and Core didn't come up, but the new mission statement is of great interest.

Q. What was the discussion around retention?

A. Very much in the context of revenue and graduate programs

Q. Was anything mentioned about the Provost's new under-enrollment policy?

A. Not mentioned - the topics generally seem bigger picture than this.

Comment from Tom Grossman: Great that there is interest in a report, since in the past there was no audience for any information coming out of my participation in these type of meetings.

Marcelo Camperi, Development

Not that much happened, it's a nice group of people getting together to brainstorm how to raise money. This committee also includes alumni who are not trustees, including the president of the alumni association. Brian Waley and I are faculty representatives. The first meeting included the following topics:

- Previous campaign: this raised 312 million (goal was 300 million). And ~55 donors who gave \$1 mil or more. These are both records for USF. Discussion of the main donors, the amount they gave, their interests;
- Next campaign: goal of 500 million dollars. A number of alumni will be interviewed to see which items, on a list of priorities, will resonate with them. This campaign will be based on funding for specific "buckets": e.g, "Empowering Humanity," "Transforming Our Home". More practically, these buckets involve student scholarships, endowed chairs, capital projects (buildings, etc; i.e, Blood Bank and Harney). Other questions in terms of capital projects included what will happen now that we won't have the AI buildings/arts facility. Additional "buckets" include reserve funds for emergencies. Generally, these buckets align with the Strategic Plan.
- Much of the discussion focused on major donors.

Q&A Following Report:

Q. The efficiency of development revenues is a question - how much are we spending in order to get money in? Was there a conversation about the associated increase in costs as we ramp up the campaign?

A. I can bring the numbers next time. There was a discussion about return-on-investment. For every dollar that development brings in, the amount they spend is significant. But I was surprised that we are now doing better. We don't pay development officers a competitive rate, so we depend on people who really want to work for a university.

Q. Is there a strategy for encouraging more "big" donors, since we've struggled with this in the past?

A. The fact that we can't go back to the same portfolio is on the radar. Relatively recent alumni who have done very well are now being reconnected with the university. So I



think this is beginning to change - there is a very clear understanding that we can't make ½ billion dollars unless we look for different people.

Q. Is there talk of increasing international outreach?

A. Yes, there is work on strengthening the international alumni network. That's part of the reason the President went to Asia.

President's Report

- Under-Enrolled Course Policy: The deans were disgruntled that they weren't consulted more deeply in regards to the under-enrolled course policy change. One issue had to do with the language of "discontinued" vs "suspended" - but, in fact, the policy WILL be "discontinued" when we have a new policy in the Spring. So don't get wrapped up in debates with Associate Deans about the language - the goal is to renegotiate the new policy. Thanks for sharing names for the new committee that will help craft the new policy.
- State of the Faculty and Librarian Questionnaire. You will soon be receiving this survey; thanks to Nicola and Karen for their work on this. We've added a few more questions on faculty burnout, and some questions related to the upcoming negotiations and what members would like to see. Please urge the members to fill out this survey.
- USFFA Secretary Nominations: We need someone who can take on this position until 2024. This is a matter of urgency. If we don't have a secretary, it distracts from our larger efforts.
- Please come to the wine mixer tomorrow to meet new faculty and encourage them to join the Policy Board.

Open Comment

Eboard Question: What are the challenges round nominating a secretary?

- October is a difficult time for asking faculty to take on additional workload
- Eboard should recruit specific people
- Concern over upcoming bargaining and negotiations as being incredibly stressful and time-consuming, like it was during the last negotiations
 - Response (Mike Webber): That is a concern, but we have to remember that the last negotiations were in emergency conditions. We need to set the dial back away from "crisis negotiation" and to a more regular and regulated process. I'm in favor of moving negotiations from the Summer to the Fall - the Summer is advantageous to the administration because no one is here. I'm also interested in having a secretary who isn't part of the divisions currently represented on Eboard

PB-Member Raised Issue:

- Concern that Fall Break doesn't overlap with Indigenous People's Day, which is a real issue for child care



- Response: Yes, this is difficult for faculty and I will raise this in the next meeting with the Provost.

Announcements

- JUCC meeting tomorrow, October 20, 11:45-12:45 - open to all USFFA members. To see the upcoming JUCC schedule, please click here.
<https://myusf.usfca.edu/provost/svpaa/jucc/meetingsandminutes>
- USFFA Reception for New Faculty tomorrow. This will take place at CORX Wine Cafe (on Geary and Parker) beginning at 6pm. Wonderful opportunity to meet our new USFFA members!
- USFFA Policy Board +1 at the Beach Chalet (Great Highway, San Francisco) on November 5. Dinner for all Policy Board members plus a guest. Great opportunity to meet everyone in person!

Minutes submitted by Leigh Meredith