

ACADEMIC SENATE CANDIDATE INFORMATION FORM

SPRING 2024

Academic Rank: Professor Emeritus, retired from USC May 15, 2022.

Department/School: Nominally, I believe that I am part of the Emeriti Center, but in June of 2015 the Provost's office eliminated four full-time and two part-time staff positions from the Center, leaving a single full-time position to support the Retired Faculty Association and all other Emeriti Center functions. This has substantially limited the scope of both the Emeriti Center and the RFA, which makes the department/school designation of retired faculty members difficult to characterize, my own included.

Prior to retiring, my faculty appointments were in the Epstein Department of Industrial and Systems Engineering (ISE, 75%), the Astani Department of Civil and Environmental Engineering (CEE, courtesy); and the Price School of Public Policy (25%, former Department of Public Policy). I was at various times tenured in all three units--the Price School (then Urban and Regional Planning) in 1993, the Astani Department in 1999, and the Epstein Department 2003. I study transportation systems.

Graduate degrees (with year, university, and discipline):

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|-------------|---|
| 8/86 | Doctor of Philosophy, Program in Infrastructure Planning and Management, Department of Civil and Environmental Engineering, Stanford University. |
| 8/83 | Master of Urban and Regional Planning, McCormick School of Applied Science and Engineering (formerly the Technological Institute), Northwestern University. |
| 6/82 | Master of Science, Industrial Engineering, Department of Management Science and Engineering (formerly the Department of Industrial Engineering and Engineering Management), Stanford University. |
| 6/81 | Bachelor of Science in Industrial Engineering (Operations Research), Department of Industrial Engineering and Management Science, Northwestern University.

Bachelor of Science (Urban and Regional Planning), McCormick School of Applied Science and Engineering (formerly the Technological Institute), Northwestern University. |

Major academic responsibilities:

Referees probably account for 50 % of the people who read refereed work, and maybe as much as 90 %. Unrefereed contributions reach far more people, so I doubt I will ever write for the refereed literature again. All my work going forward is for the unrefereed literature. My primary writing interests are university culture, public policy, and society.

I serve as a panelist for a few multi-year research projects sponsored by the National Research Council's Transportation Research Board. These activities are residual, commencing before I retired. They are sunsetting. Some travel to Washington DC is required.

I continue to serve as an award and scholarship referee for the Southern California Association of Governments, the California Transportation Foundation, ITS-California, and the USC Office of the Provost.

I will not be recalled to teach going forward. I was recalled to service by two Deans to teach during the fall, 2022 semester, and then officially unrecalled at the direction of the central administration on June 20, 2022.

Previously:

9/86-	5/22	Probationary and tenured faculty member, University of Southern California, Los Angeles, CA 1988-2022, and special and probationary faculty member, Northwestern University, Evanston, IL, 1986-88.
9/90-	8/22	<u>Founding Director</u> , Graduate Program in Transportation Engineering, Sonny Astani Department of Civil and Environmental Engineering.
7/13-	6/19	<u>Director</u> Graduate Program in Systems Architecting and Engineering, Viterbi School of Engineering.
5/94-	10/10	<u>Founding Co-Director</u> , Construction Management Program, Sonny Astani Department of Civil and Environmental Engineering, and the Price School of Public Policy.

Previous service on USC, Senate, or school committees:**Standing Committees**

5/11-	7/11	Academic Senate Executive Board Elected at large, but required by the Dean of Engineering to decline as a condition of appointment as Vice Dean.
5/03-	5/04	At large member
6/03		Committee on Selection (Committee on Committees)
7/21-	6/22	Committee on Research (joint Provost / Academic Senate Committee)
9/97-	1/98	
7/19-	9/19	Committee on Information Services (joint Provost / Academic Senate Committee) Appointed and agreed to serve, but was not seated. I contend that, "I accept. I shall calendar," was a sufficiently unambiguous response on my part, but I confused the President of the Executive Board and the USC Chief Information Officer when they invited my questions by asking, "Why is this the only major committee to which I am ever assigned?" This was interpreted as a declining to serve.

9/11-	8/14	
9/08-	9/09	
7/03-	6/04	Liaison to the Academic Senate
11/14-	5/15	University Academic Calendar Committee (convened by the Registrar)
11/12-	5/13	
8/10-	8/11	Committee on Probationary Deadlines (joint Provost / Academic Senate Committee)
		Chair, Faculty Handbook Committee (joint Provost / Academic Senate Committee)
7/05-	12/05	Profs. Levine (Philippa, or “No Relation,” as she used to say) and Nosco precluded most of the University’s proposed <i>Handbook</i> changes when they served as Executive Board Presidents from 2001 to 2003. I extended their practice. Academic Senate Representing the Viterbi School of Engineering
7/21-	6/22	
7/20-	6/21	
9/00-	8/03	
9/02	1/03	Committee on Nominations
9/94-	6/95	Representing the former School of Urban and Regional Planning
9/97-	1/98	Special Committee on Promotion and Tenure Policy (joint Provost / Academic Senate Committee)
9/97-	1/98	Graduate Program and Studies Committee (University Committee)
		Social Science Panel
9/95-	9/99	Faculty Tenure & Privileges Appeals Committee (University Committee)
9/95-	9/96	Budget Advisory Committee (University Committee disbanded by Provost Lloyd Armstrong in 1996, presumably for the sin of giving advice)
9/91-	8/93	
9/94-	9/95	Undergraduate Studies Curriculum Committee (University Committee)
		Social Science Panel
9/90-	7/95	Student Behavior Appeals Panel (University Committee)
Ad Hoc Committees		
2/21-	6/21	Review of the Viterbi School Dean (convened by the Provost)
4/20-	12/20	Zoom Task Force (convened by the Chief Information Officer)
1/17-	12/17	Committee to Review Transfer Credit Practices for Overseas Studies Programs (convened by the Registrar)
12/12-	5/13	Committee on In-Class Human Subjects Research Not Rising to the attention of the Institutional Review Board (convened by the Executive Vice Provost)
11/12-	8/13	Online Degree Advisory Group (convened by the Associate Provost)
9/12-	1/13	Review Committee for the USC Division of Student Affairs (convened by the Executive Vice Provost)
9/10-	1/11	Learning Management Systems (LMS) Assessment Working Group (convened by the Deputy Chief Information Officer)

2/10-	4/10	Traffic Safety Task Force (convened by the Vice President for Auxiliary Services)
8/09-	12/09	Strategic Plan Subgroup on Athletics
4/06-	12/07	Conflict of Interest in Research Advisory Committee (convened by the Vice Provost for Research Advancement)
5/05-	12/05	Intellectual Property Committee (convened by the Academic Senate)
1/00-	12/00	Computing Policies Committee (convened by the Chief Information Officer)
7/96-	9/97	Undergraduate Computer Literacy Committee (convened by the Vice Provost for Academic Programs)
1/95-	7/95	Commission on Undergraduate Professional / Liberal Arts Initiatives (convened by the Vice Provost for Academic Programs)
9/91-	7/92	Student Affairs Committee (convened by the Vice President for Student Affairs)

USC Viterbi School of Engineering

		Engineering Faculty Council
7/22	6/24	Ex-Officio, Immediate Past Chair of the Faculty
7/20	6/22	Representing the Department of Industrial & Systems Engineering
7/00-	8/04	Representing the Department of Civil & Environmental Engineering
7/20	6/22	Chair of the Faculty of the Viterbi School of Engineering (Chair of the Engineering Faculty Council)
9/01	8/03	
5/16-	7/19	Schoolwide Website Rebuild Working Group
8/11-	5/16	Convener, Engineering Curriculum Committee (ECC).
8/11-	5/16	Convener, Division of Engineering Education (DEE).
9/07-	7/19	Viterbi Information Technology Advisory Committee (VITAC)
6/04-	9/07	Departments Website Policy Committee
8/05-	9/06	Departments Website Template Vendor Selection Committee
9/05-	12/05	Faculty Campaign Chair, USC Good Neighbors Campaign, Viterbi
9/04-	12/04	School of Engineering, the Institute for Creative Technology, and the
9/03-	12/03	Alfred Mann Institute for Biomedical Engineering, raising \$205,000.
		Appointment, Promotions, & Tenure (APT) Committee (representing ISE)
9/03-	8/04	Chair
7/03-	8/04	As a full professor representing the Epstein ISE Department
7/99-	6/02	As an associate professor at-large representative
1/00-	9/05	Computer Committee
7/01-	9/05	Co-chair
10/91-	1/92	Undergraduate Engineering Education Committee
5/00, 5/02		EFC/APT Merit Evaluation Review Subcommittee
1/93-	6/01	Transportation Strategic Initiatives / CATT Administration Committee
		Center for Risk and Economic Analysis of Terrorism Events (CREATE)
8/03-	9/10	Economics Committee

8/03- 8/07 Organizing Committee: 1st, 2nd, 3rd, and 4th Summer Symposia on Terrorism and Economics

National Center for Metropolitan Transportation Research (METRANS)

1/05- 10/11 Organizing Committee: 1st, 2nd, and 3rd National Urban Freight Conferences

METRANS Executive Committee

5/98- 7/11 Required by the Dean of Engineering to resign as a condition of appointment as Vice Dean. I later concluded that the Dean of Public Policy prevailed on the Dean of Engineering to weaken Engineering's role in the center Engineering had founded. It worked.

Daniel J. Epstein Department of Industrial and Systems Engineering

2/20 6/20 Chair, Appointment Committee – *****
 9/19 3/20 Chair, Promotion Committee – ****
 10/18 3/19 Chair, Promotion Committee – **** (Engineering Writing Program)
 10/18 3/19 Chair, Promotion Committee – **** (Engineering Writing Program)
 7/18 10/18 Chair, Promotion Committee – ****
 7/10 5/11 Chair, Department Chair Search and Recruiting Committee
 7/10 4/11 Chair, Appointment Committee - ****
 7/10 9/11 Appointment Committee - ****
 9/03 5/04 Chair, Appointment Committee - ****
 9/03 5/04 Faculty Recruiting Committee
 9/03 2/04 Chair, Promotion Committee - ****
 4/03, 3/04 Faculty Merit Review Committee
 4/20 Chair

Sonny Astani Department of Civil and Environmental Engineering

1/16 5/22 Merit Review Committee - Adjunct Lecturers
 12/10 8/11 Faculty Recruiting Committee
 7/10- 7/11 Department Chair Search and Recruiting Committee
 9/07 7/10 Chair, Promotion Committee - ****
 9/06 12/07 Construction Faculty Recruiting Committee
 9/01- 12/02 Ad Hoc Committee on the PhD Program
 1/01- 6/01 Faculty Recruitment Committee
 9/97- 12/02 Student Affairs Committee
 9/98- 6/00 Strategic Planning Committee
 9/97- 1/98 Undergraduate Recruitment Committee
 9/96- 1/98 Grad Admissions / Scholarship Committee
 9/96- 9/97 Cooperative Engineering Education Committee
 1/93- 12/02 Computer Committee
 9/93- 5/95 Student Affairs / Retention Committee

9/92-	9/93	Long Range Planning / Strategic Planning Committee
9/89-	5/94	Department of Education Fellowship Committee
9/88-	9/92	Curriculum Committee

USC Price School of Public Policy / School of Policy, Planning, and Development / School of Urban and Planning and Development / School of Urban and Regional Planning

9/00-	12/00	Professional Masters Programs Committee
9/00-	12/00	Centers Committee
9/99-	10/11	Master of Real Estate Development Program Committee Subcommittee on the Master of Construction Management Program
7/99	10/99	Tenure-track Faculty Third Year Review Committee – ****
9/99-	12/99	Undergraduate Programs Committee Subcommittee on Quantitative Methods
9/97-	12/97	Master of Planning and Development Studies (Program) Committee Subcommittee on the Master of Construction Management Program
1/97-	6/97	Promotions Committee
6/96-	9/97	International Initiatives Committee
6/96-	9/97	Masters (Programs) Committee Subcommittee on the Master of Construction Management Program
9/94	6/95	Academic Senate
9/94-	12/95	Metrics Committee
9/94-	6/96	Building Committee (Lewis Hall)
1/93-	7/93	
8/93-	5/94	Architect Selection Committee (Lewis Hall)
8/93-	9/97	Undergraduate (Program) Committee
1/90-	8/91	
9/92-	11/93	Strategic Planning Committee
9/91-	7/93	Ph.D. (Program) Committee
9/90-	9/92	Budget Advisory Committee
1/90-	9/96	Environment Committee (chair)
9/88-	9/96	(ad hoc) Computer Committee
1/88-	7/95	Master of Planning / Master of Science in Planning Studies Comprehensive Examination Committee (in rotation with other faculty)

Information Technology Services / Information Services Division / University Computing Services

1/03-	5/06	Strategic Information Technology Forum (convened by the Chief Information Officer – CIO))
7/01-	9/02	
9/01-	9/02	Blackboard/Course Info Advisory Group (convened by the CIO)
9/97-	1/98	Academic Technology Advisory Committee (convened by the CIO) Instructional Technology Subcommittee

1/95-	12/95	Information Technology Strategic Planning Committee (convened by the Vice Provost for Computing)
9/89-	1/92	University Academic Computing Advisory Committee (convened by the Vice Provost for Computing and Research)
9/90-	1/92	User Services Subcommittee
9/89-	5/90	Instructional Services Subcommittee

USC Division of Student Affairs

9/05-	5/06	Faculty Observer, Board of Trustees Student Affairs Committee
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Office for Residential Education (formerly the Office of Residential and Greek Life)

4/13-	6/13	Committee on Residential College Strategic Directions
6/11-	9/12	Greek Life and Residential Education Communication Committee
3/10-	9/12	Greek Life and Residential Education Collaboration Committee
9/00-	2/01	Parkside Residential International College Resident Faculty Selection Committee.
9/96-	6/98	Annenberg Residential College Working Group.
9/95-	6/18	Nonresident Faculty Fellow, Birnkrant Honors Residential College.
9/95-	6/96	Residence Hall Computerization Working Group.
9/94-	9/95	North Residential College Senior Commons Room Committee.
1/94-	7/94	Birnkrant Residential College Steering Committee.
9/93-	6/18	Nonresident Faculty Fellow, North Residential College.
9/91-	2/94	Nonresident Faculty Fellow, Embassy Residential College.
5/89-	6/15	Resident Faculty Affairs Working Group / Resident Faculty Council.

USC Graduate School

11/16-	12/18	Working Group on English Language Competency
12/08-	8/11	Graduate School Student Termination Appeal Panel

Previous *administrative* responsibilities at USC:

7/11- 6/17 Vice Dean for Academic Programs, Viterbi School of Engineering.
Responsible for academic programs at all levels across all departments and academic programs, including graduate, undergraduate, and joint curricula; WASC accreditation of all programs and ABET accreditation of all undergraduate programs; and active learning and related pedagogic initiatives.

5/04- 7/10 Chair, Daniel J. Epstein Department of Industrial and Systems Engineering.

Academic and nonacademic personnel, student affairs, space, academic programs in industrial engineering, systems engineering, operations research, engineering management, manufacturing engineering, and product development engineering at all levels, including graduate, undergraduate, and joint curricula; ABET accreditation of industrial and systems engineering programs.

9/97-	12/02	<u>Associate Chair</u> for Computing and Curriculum, Sonny Astani Department of Civil and Environmental Engineering.
7/94-	6/96	<u>Assistant Dean</u> for Computing and New Program Development, School of Urban Planning and Development (now the Sol Price School of Public Policy).
8/95-	7/15	<u>Resident Faculty and Senior Tutor</u> , USC Honors House Residence (2710 Severance St., Los Angeles).
8/89-	7/94	<u>Faculty in Residence</u> , USC Greek Honors House (729 W. 28 th St., Los Angeles).

Live-in faculty advisor, advocate, counselor, guide and coach serving *in loco parentis* for sophomores and upperclassmen and -women living in undergraduate student residence halls organized as small residential colleges. Responsible on a day-to-day basis for all academic matters, student welfare, and pastoral care in coordination with the Division of Student Affairs; Housing, Dining, and Transportation Services; and the Department of Public Safety.

Previous service to scholarly or professional associations:

4/16-	3/17	<u>Immediate Past President</u> , Board of Trustees, Institute of Industrial and Systems Engineers (IISE, formerly IIE)
4/15-	3/16	<u>President</u> , Board of Trustees, Institute of Industrial Engineers (IIE, now IISE, national leadership of the field's largest professional society)
4/14-	3/15	<u>President-Elect</u> and <u>Chief Financial Officer</u> , Board of Trustees, IIE
4/09-	3/12	<u>Senior Vice President</u> – Continuing Education, Board of Trustees, IIE (lead for the IIE Annual Conference and Exposition)
1/17-	12/22	<u>Board Member</u> , California Transportation Foundation (CTF, Chair of the Scholarship committee, member of the Awards, Forum, and Education Symposium committees)
1/10-	12/15	
1/10-	12/10	<u>Immediate Past President</u> , TSL
1/09-	12/09	<u>President</u> , Transportation Science and Logistics Society (TSL), Institute for Operations Research and the Management Sciences (INFORMS)
1/08-	12/08	<u>Vice President</u> , TSL
5/09-	5/10	<u>Immediate Past President</u> , Council of Industrial Engineering Academic Dept Heads (CIEADH)
5/08-	5/09	<u>President</u> , CIEADH
5/07-	5/08	<u>Secretary</u> , CIEADH
1/04-	12/22	<u>Board Member-at-Large</u> , WTS Los Angeles (WTS-LA)
7/09-	11/14	<u>Board Member</u> , Los Angeles Women's Transportation Scholarship Foundation (LAWTSF)

Personal statement: why I want to serve in this role for the Senate.

I am pursuing an at-large position on the Senate Executive Board because I remain committed to the interests of our University. The best way for me to serve these interests, including the students' interests, is to focus squarely on the USC faculty; whose collective role at USC is being steadily diminished in counter-productive ways. I want to undertake this work out of a sense of continuing and profound obligation to an institution that has defined the best parts of my professional and personal life for the past 36 years.

Executive Board service by an Emeritus faculty member is unusual. I do not believe this has happened before, but I am more qualified for service now than at any point in the past. The Academic Senate constitution permits Executive Board service by any member of the Faculty Assembly, which at USC includes all retired faculty members. I retired from USC in May of 2022 and have remained current these past two academic years with respect to Senate and Engineering School affairs. I was a member of the Senate from 2020-22, and periodically before then. I attended all of the regular Academic Senate meetings as a guest 2022-24, and am grateful for the opportunity to be heard in that forum.

I am a recent past chair of the Viterbi School of Engineering Faculty Council, serving two consecutive terms, 2020-22, and two previous terms some years ago. I continued to serve on the EFC during 2022-23 in the *ex-officio* capacity afforded all immediate past chairs, working closely with the EFC leadership. The EFC had two different chairs in 2022-23 (one in fall and another in spring), and both did excellent work. I continued to serve on the EFC during 2023-24 in an *ex-officio* capacity by virtue of a vote of the council. Since I am not a full-time faculty member, I am not eligible to serve on the EFC as a departmental representative, nor would I seek to.

I served once previously on the Senate Executive Board in an at-large capacity. I was elected to the Board twice, the second time just prior to appointment as Vice Dean for Academic Programs in Engineering. As a condition of this appointment, and at the behest of Martin Levine, the Engineering Dean precluded me from serving a second term on the Executive Board. My exclusion from the Executive Board contradicted the past practices of the school and university administrations, but in retrospect I understand why it happened. At the time, 2012, Prof. Levine was about to shepherd the first substantial revision to the Academic Senate constitution in several years. The School of Engineering's faculty governance and culture were very substantially impacted by the changes he was pursuing, and I expect that Prof. Levine wanted me nowhere near the Senate Executive Board while his plans were in play. I expect he still does not.

I know what to expect in an Executive Board role and I pledge to deliver very well if elected to serve.

It is important that the interests of the USC faculty be served by a collective board voice that reflects a large dose of collegial skepticism. I have many disagreements with the central administration's choices and intentions, particularly with respect to the rights and responsibilities of the faculty. Still, I believe they mean well, so I keep an open mind. We have a relatively new Provost, so I am ready to be pleasantly surprised.

One of the most compelling uses of tenure is standing up for my colleagues, and on occasion (before my Deans were forbidden to offer me any) for my students. Retirement is even more effective than tenure in this respect. The fact that I have no professional future at USC removes most and perhaps all of the administration's leverage with respect to my opinions and choices. I am influenced by reasonable arguments, and I listen, but I do not, for example want to advance my career interests by becoming a

third-tier administrator. Bovard Hall really has nothing that I want other than what the USC administration is prepared to do or can be persuaded to do to support my faculty colleagues.

I think the Senate has a very good Executive Board in place right now, 2023-24, but the strengths of our boards have fluctuated greatly over the years. We have had some very weak boards in the past that probably should have been called a "Capitulation Board" instead of an "Executive Board." I think the returning Board members have good ideas that I want to see realized, and I want to be positioned to assist them.

There is much work to be done.

1. It is shameful that faculty contracts do not include language calling out retirement benefits, while the contracts of senior administrators call out bonuses. When then Provost Zukoski was queried early in 2022 about the 2021 bonuses paid to members of the senior leadership, his verbal response was, "We paid the bonuses we were contractually obligated to pay." USC should be (and in fact is) contractually obligated to pay faculty members the retirement contributions that faculty members were offered at their times of hire, representations on which faculty members relied when they accepted employment, but this is something we have allowed the administration to maneuver to try and avoid.
2. It has taken too long to replace the emergency language that Human Resources drafted to replace Chapters 6, 7, and 8 of the *Faculty Handbook*. The Senate was consulted and concurred in this step, but a previous Executive Board should have more strongly supported imposition of a working time limit on the administration's language. Too much time has elapsed. I believe that the delay in agreeing on new language is the result of administrative inaction. I am told the ball is in the administration's court. This problem might yet be rectified this spring, but I expect it will fall to next year's Executive Board to press the administration for progress.
3. The WASC Senior College and University Commission (WSCUC) 2021 accreditation report for USC calls out the need for substantive improvements in USC faculty governance. These recommendations are repeated and numerous. My favorite is

"In order to ensure that the faculty exercises effective academic leadership, it is critically important to clearly define and understand shared governance roles, rights and responsibilities. It is also critically important that faculty robustly engage in the shared governance process. The team recommends that the faculty and the administration at USC undertake an effort to clearly define and document the shared governance roles, rights and responsibilities of the faculty (CFR 3.10)." pp. 37-38

Barbara Gross Davis, the Vice President for WSCUC indicated in an email on March 3 that

"USC is expected to report on its progress through an interim report, due by November 1, 2025. We will monitor USC's progress and the changes that have been made."

USC enjoys an unusual faculty presence among the officers of this accrediting commission, but the language in USC's WSCUC report still presents an important opportunity for the Senate and the faculty generally. I would like to help us take fullest advantage of it.

I look forward to the prospect of serving the faculty at-large and their representatives in the Academic Senate in the 2024-25 academic year. I have the knowledge, time, attention, and skepticism that effective Board service requires. The faculty deserves an effective Executive Board.