**University of Southern California Staff Assembly**  
General Assembly Meeting  
**Thursday, May 3, 2018**  
University Village (UVF), Room 1100 @ University Park Campus (UPC)

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Call to Order:
President Jeffrey De Caen called the meeting to order at 9:09 am.

May Staff Recognition Award:
Jeff introduced May awardee Se Chang, Program Analyst in Information Technology Services, and Uvaldo Montano, MIS Manager, ITS-SIS who shared some of the kind things about Se. Jeff presented Se with a certificate signed by the Presidents of the Staff Assembly, Staff Club, and University and an award letter for one free month of parking, courtesy of USC Transportation, and introduced Wade Thompson Harper, who presented Se with a check in the amount of $100 on behalf of the USC Staff Club.

Approval of Minutes:
Michelle coordinated the approval of April’s General Assembly meeting minutes, which had been distributed to Assembly members in advance of the meeting. On a motion by Jackie Mardirossian (seconded by Vicki Young), the meeting minutes of April 5, 2018 were unanimously approved.

Associate SVP for HR Report- Janis McEldowney
Janis reported on the Staff Pulse Survey Results. There was a refresher training with Human Resources in April. Access to the survey results was given to managers who had a lot of results in their area. We got the highest response rate ever of 44%. This year there was a bigger response from facilities and auxiliary with pin cards for those who didn’t have access to a computer. There were certain areas that they looked at: A) Engagement was a strength compared to other peer universities but it dropped compared to past years. B) Alignment saw an improvement this year due to better communication from managers. C) Continuous Improvement as also above our peers in higher education. At this point, we don’t have tools in place to share information like other institutions. D) Agility was horrible and went down. They would like to see if other peer schools went up and why. Agility is the ability to be flexible, process improvements, and the ability to do things quickly with less bureaucracy.
The scores for the university went up and the trends between schools and divisions was interesting. In the clerical/administrative areas, the scores across the board were not good and lower than they’ve been in the past. For the managers and executives, the work/life balance was low. Engagement scores are good and people still like working at USC. Jeff asked who this information was shared with and it was sent to Todd Dickey earlier in the day. Managers can see it and it was discussed with the Senior VP’s but not the cabinet. Another question was asked about what the typical response is. Janis said the third party vendor who did the survey typically gets 80% response but that is mainly corporate. Higher Education usually returns about 60% and USC is higher than it has been in the fast. 44% is average across the schools and divisions. Some schools did better than others. Dillon is on the team and is helping people determine what the scores mean. There is also online assistance for Human Resources to help determine what the best practices are.

Human Resources is also working on adding a module in Workday on onboarding new hires. They will start with the hiring of staff and this module will help make it easier for new hires to do I-9s, training etc. They are also creating a video to present on Trojan Learn about USC Policies and it would be rolled out annually as a refresher. This should be ready in July. They are also working on Electronic Personnel Files. Sometimes people have worked in multiple areas so there are multiple files for the same person. They are trying to get the information in one, central and secure place. The plan is to have this done by the end of June. James asked about Workday and if there was a way to track phones and keys that are given to employees so when they leave they know what they need to get back. Janis said that it is in the financial side of Workday and not the HR side and we don’t have that yet.

**Staff Retirement Association (SRA)/Emeriti Center Report – Bill Givens**

Bill reported that the Emeriti Center will be going on a tour of Dauterive Hall on May 22nd. It is free and open to everyone, but people need to sign up on the Emeriti Center web page as they are almost at capacity. The Distinguished Lecture series run by the Retired Faculty Association (RFA) has been packed and the next one will be held at the Huntington Library and it is on Global Warming. Usually they are in the Fishbowl from 12-1 and they are open to everyone. They had the Caldwell Scholars Luncheon and this scholarship is funded by retired faculty and staff and it funds first generation scholars from the neighborhood around USC. The Emeriti Center is sponsoring a Cyber Security workshop on June 12 [http://bit.ly/Cyber6-12-18](http://bit.ly/Cyber6-12-18). They are offering a Trojan Encore Volunteer Meeting – May 18 special training to make welcome calls [http://bit.ly/5-18-18](http://bit.ly/5-18-18) Noon to 1 PM in URC 108. They are sending volunteers to Dorsey High on May 22 from 2 to 4:30 to help Juniors with their college essays [http://bit.ly/Dorsey5-22-18](http://bit.ly/Dorsey5-22-18) and they are sponsoring a Physical Therapy Workshop on the HSC August 14th [http://bit.ly/PT8-14-18](http://bit.ly/PT8-14-18).

**Committee Reports**

**Communications – Lali Acuna, Chair**

Lali reported they are working on the Scholarship, Staff Appreciation and the newsletter for next month. Please send Lali photos from events that happened over the last 18 months or stories to share. The deadline is the end of May. Jeff mentioned about collaborating with the Employee Gateway and that they are trying to limit the emails he sends out so there isn’t a lot of white noise. It limits us from getting information out and he is using it as reminders. We are still trying to see what success we are having with the emails just being reminders. Jeff is aware that we need to send an email out about the Scholarship. James said Diane is looking at the site and seeing what kind of traffic they get.

**Environment & Safety – Naomi Martinez, Chair**
Naomi reported that the Sustainability Celebration last week went well and it was a good place to have it during the Farmers Market and the band helped attract people. The Steering Committee met. FMS hired a new Waste Management Manager, Gina Whisenant. Auxiliary Services is hiring a sustainability coordinator. There was a motion by the Academic Senate to say what the plan is after 2020 and the answer was that the main focus was for the Olympics in 2028 so there may not be a plan for 2030.

**Rights and Responsibilities – Renee Almassizadeh, Chair**

Jeff reported for Renee that they have things to send to the Provost Diversity committee. There were programs they could find information or but also programs they couldn’t find information on at peer universities regarding the inclusion and diversity at each university. They also found that most of the programs were focused on faculty and not staff.

**Rules and Elections – Rosemarie Tellez, Chair**

Rosie reported that there was an IT issue with the nominations. There are 27 new members coming in to serve the Staff Assembly and it’s the most new members we’ve had in a while. 25 of those 27 have already agreed to serve. 11 current members were reelected. 22 current members are continuing to serve and there are 24 alternates.

**Scholarship – JaBari Brown, Chair**

JaBari reported that the Scholarship was launched on April 23rd on the Gateway. As Jeff had reported, we are trying to get an email out. We need reviewers to help read the applications and depending on the numbers we get, each person will be asked to read 10-15 of them. There will be a training on June 6th and it will be recorded in case people can’t attend in person. The applications will close May 25th. As of today, there are 23 applications that have been submitted.

**Staff Appreciation – Felicia Felton, Chair**

Felicia reported that Staff Appreciation Week will be May 29-June 1 and she thanked the committee members who have secured benefits, discounts and gifts. Felicia has been talking to Anne McGilvray, Director of Organizational Effectiveness, who runs the Hospital Week at Keck. Unfortunately Hospital week is next week the same week as Commencement, so it won’t work to collaborate this year. She is still interested and hopefully the weeks will line up next year. The committee was able to secure new giveaways. The Nail Garden will give 2 gift cards plus discounts for the week. The Improv came through with 25 pairs of tickets and we will pay for half. Lisa is donating four ipads and there is still one from last year. Several hotels such as the Double Tree, Radisson, and hotels in Marina del Rey, Burbank and Hollywood are giving discounts. The University Club is also participating but they don’t know how yet.

For the Ice Cream Social, we are going with the Baked Bear in the Village for UPC. We can either pay before and pay for 1200 or we can pay after and then only pay for those who participated. They are looking at having volunteers standing at the door and counting as they let 10 people in at a time. There will be a Staff Assembly backdrop for photos, and they are working on getting a copy of President Nikias’ speech from the Staff Appreciation Luncheon that can play. James was able to get cardinal ropes to help with the line. For HSC, they have gotten the Broad lawn but there are not sure of how they are going to do the ice cream yet. They are talking to Baskin Robbins in the Marina and it would be about $3.25 per scoop for HSC, Alhambra and Verdugo. The problem is that we have to pay for 1500 scoops and if we didn’t get that many it would be $6 per scoop. T-Mobile is willing to partner with us so we are not sure which sites they will partner with us for and help pay for the ice cream. Felicia is also looking at purchasing ice cream at Costco for the smaller sites. HSC would be about 800
scoops. Flyers were sent to Staff Assembly members and she is asking for help in printing them out and hanging them up around your buildings and areas.

**Transportation – Ted Low, Chair**

Ted reported that there was no CRB this month as there were no appeals. Naomi and Ted have been working with the Academic Senate and there is a safety plan. The Gibson recommendations are coming out and some have already been approved and implemented. The challenge is the cost. It costs $1 million a year for the CSC officers and when DPS is used they are pulled from other security jobs. When DPS was ticked for bike enforcement, SJacks didn’t have enough staff to process them. And there was also an issue when VIPs were ticketed.

For the fall of 2018 there will be a Comprehensive Safety Campaign. It was discovered that in SCampus pg 71-74 there is already a safety plan for bikes, skateboards and motorized devices. The issue is the enforcement of it.

**President’s Report – Jeffrey De Caen**

President De Caen reported next month’s meeting will be when we elect the next group of officers. If you are interested in any of the four positions they you should reach out to Jeff. The next meeting is also an afternoon meeting and it is the transition meeting.

**Guest Speaker: Todd Dickey, Senior Vice President, Administration and James Staten**

**Senior Vice President, Finance and Chief Financial Officer**

James talked about the Comprehensive Review of Operations formerly known as Project Renewal. In December 2017, Moody’s issued a report on Higher Education business sector. It changed the outlook of what we do from stable to negative. Also in December 2017 USC’s annual Financial Report came out. USC is in financial strength but saw trends happening in other Universities. Harvard mentioned in their report that revenues were under pressure as tuition goes up and student numbers have plateaued. Moody’s reported that annual increase in revenue will soften to 3.5% increase while expense growth will grow to 4%. USC revenues have been increasing 5% over the last couple of years.

There are several contributing factors:

1. Expected Subdued Tuition Revenue Increases- USC is increasing 3.5% which is the lowest since 1969.
2. Affordability Concerns- an increased sensitivity from students and parents versus the perceived value of the degree. Federal financial aid programs are coming under pressure and scrutiny.
3. Necessary Competitive Investments- the cost to run programs, facilities, and infrastructure
4. Fiscal Concerns in Individual States- Health care is the biggest concern in the state budget
5. Stagnate Research Funding- minimal contract and grant growth
6. Uncertainty about Tax Reform- there is an excise tax on endowment. If it is higher than the threshold than don’t have to pay tax. We didn’t have to pay the $2 million tax because we were higher than the threshold. We were taxed on tuition and benefits and there was $3.5 million bill that the university wasn’t expecting.
7. Rising Labor Costs- The cost of labor is 60% of the budget and we have improved employment.
8. Immigration Policies in Flux- immigration concern with international students and who is allowed to enter the US.
9) Moderation of Margins in Academic Medical Centers- cost is going up
10) Weaker Investment Performance
11) Underfunded Pension Plans- we are funding pensions but many universities in the state are underfunded.

There was a comprehensive review of USC operations to identify efficiency savings and margin growth opportunities. The savings are to be reinvested in USC’s strategic priorities. Health care costs have had double digit increases in the last 5 years.

Todd talked about business as usual and that this is a continuation of what we have been doing
1) 2008- Staff Hiring Freeze
2) 2009 – Restriction on Merit Increases (no one making over $57,000 was given an increase)
3) 2010 – Budget Review and Reduction (6.5% reduction of administrative and benefits
4) 2012 – Middle Management Review. (streamline and simplify Middle Management)
5) 2017 – Comprehensive Review of Operations (to be more efficient and move funds where needed. As the University grows, staff continues to grow and reallocation of funds is needed for growth)

Leadership: 18 member Steering Committee focused on multiple areas of university operations
Campus Collaboration
- Provost’s Retreat
- 30+ SBO Small and Large Group Meetings led by CFO, Vice Provost for Academic Operations, Vice President for Finance, etc.
- Finance and Business Leadership Meeting
- Travel Advisory Committee Meetings
- Project Renewal Advisory Council Meetings
- University-wide Project Renewal Memo
- HR Partners Meetings
- University Technology Council Meetings
- SBO Forum
- 25+ Organizational Assessment Interviews
- 25+ IT Specific Interviews

Additional Outreach
- Health System interviews and communications
- Academic Senate Executive Board
- Provost’s Council
- Research Deans Meeting
- Staff Assembly

Areas of Opportunity
- Workforce, Benefits and Compensation.
  o To hire someone, they have to go through central committee to see if the position is needed. They are looking at central compensation because there are discrepancies of what departments and schools pay. They are considering early retirement. The goal is 5% of university. They didn’t do layoffs and they asked groups to come up with ideas of where we could cut.
- Administrative Costs & Services
  o Right now we take credit cards for tuition and this costs us $11-12 million a year so we are no longer accepting credit cards.
  o Pharmacy plans
  o LED lighting to save on electricity
- Procurement & Information Technology
- New travel program
- Office supplies

- Health Systems
  - Revenue cycle
  - Special deals with physicians

- Shared Services
  - Very decentralized
  - Have duplication
  - Seeing if HR can do more shared services

Assessment phase is complete and opportunities have been identified and many policies will be circulated over the next year. Implementation will take place during the next 1-3 years (FY19-FY21). Academic departments and business unites expected to adopt continuous efficiency improvement in standard operations.

Questions
1. Randy asked about different departments having different pay raises for new jobs. The answer was that going forward there would be more specific job discrepancies. They got rid of ranges but they are not sure how to make standard pay across the board.
2. Question was asked about the tuition benefit and the tax cut. Right now the benefit for undergrad is tax free and grad is taxed.
3. Jackie asked about people taking on more duties that are in the job descriptions. Janis answered that they are rewriting the job descriptions and right now there are 2,200 difference jobs and maybe it will be closer to 4,000 when they are done. There are some jobs that have unique job descriptions and others that don’t. Could see more pay for the more specific jobs.
4. Randy asked if people on the lower ends have good job descriptions and pay and the answer was that it is market level.
5. Lisa said that she has always liked the questions that we ask for the justification (who, what, when, where, how) but where do we go to ask questions if help is needed. Janis said that there is an infrastructure to help look at things.
6. James Staten said that we are replacing the entire network and cyber security and that it is costing us millions of dollars that that money has to come from somewhere. 1.5% that is coming out of budgets will help with the HR systems, Computer systems etc.
7. Randy asked about the Diversity and Inclusion and it seems like it more for faculty than staff. There is more of a focus on equity (gender and race) then level of job.

Next Meeting:
Thursday, June 14, 2018 from 2:00 pm - 4:00 pm. Location: (TBD), at the University Park Campus

Adjournment:
A motion to adjourn was made by James Johnston and was seconded by Randy Zuniga. The meeting adjourned at 10:36 am.

Minutes submitted by Secretary Katie Boeck.