University of Southern California Staff Assembly
General Assembly Meeting
Thursday, December 6, 2018
Herklotz Seminar Room, Zilkha Neurogenetic Institute @ Health Sciences Campus (HSC)

2018-2019 Members

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Call to Order:
President Jeffrey De Caen called the meeting to order at 9:06 am

December Staff Recognition Award:
Jeff introduced December awardee Allan Weber, Computer Systems Engineer, Senior and Gloria Halfacre, Research Administrator in Verterbi School or Engineering, who shared some of the kind things about Allan. Jeff presented Allan 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 Allan with a check in the amount of $100 on behalf of the USC Staff Club.

Approval of Minutes:
Katie coordinated the approval of November’s General Assembly meeting minutes, which had been distributed to Assembly members in advance of the meeting. On a motion by Erin Jebavy (seconded by JaBari Brown), the meeting minutes of November 1, 2018 were unanimously approved.

Associate SVP for HR Report- Janis Mc Eldowney
Janis reported that we are more connected than she is and that she didn’t have anything to report.

Personnel Council Report- Awilda Bregand
Awilda reported that open enrollment ended and that there was an 86% participation. December 14, 2018 is the final day to do the BIOIQ health screening. Renee Almassizadeh asked what percentage of people did the health assessment. Awilda said she wasn’t exactly sure but thought it was more than 60%. Katie Boeck asked about the Concierge Doctor program and why they were charging so much for it. Katie thought it was rather elitist to charge $500 a month to see a doctor on top of the medical premium we are already charging. Awilda said it is a choice of the doctor and not of the University. Jeff asked Katie to send an email detailing it and he would ask Prateek.

Committee Reports

Communications – Erika Chesley, Chair
Erika reported that there are the three web templates that departments are being encouraged to use. The committee will roll out the new Staff Assembly web page at the end of January 2019. The committee is also launching Five Things where they will put on their Facebook page five things that are going on around campus that are for staff but not social. These might be lectures or opportunities for staff to network. If there is something that anyone would like to contribute, please send an email to USC Staff Assembly with Five Things in the subject line and then it will be forwarded to the committee. It was asked if this could be on the web page and the new web page will have a live feed to Facebook, but the hope is to get more people to look at the Facebook page.

Environment & Safety – Naomi Martinez, Chair
Naomi reported that they had the environmental fair at HSC last month. The committee was meeting after the General Assembly meeting to debrief and see how it went. The Daily Trojan has been doing a series on Sustainability. https://dailytrojan.com/projects/green/. A student representative wrote a letter to the editor about USC doing more for sustainability. There is a letter from the Academic Senate and the Student Body government (the links are on the bottom of the page). The University is paying attention and she is not sure how long the series will continue. The Academic Senate did a mini retreat last year with the Provost about sustainability and they are hoping there will be another one this year.

The Sustainability Steering Committee- the notes from the committee is on the USC sustainability web page. https://green.usc.edu/2020-plan/committee/. They are looking at a new program called Sustainability Solutions that would house everything sustainability related on campus. They believe more courses are needed on sustainability but they will not push departments to create more classes. They will let the academic departments decide. Dornsife, Price and Verterbi at this point do offer classes. One thing they are thinking about removing from the report is the measure of education because there is no real way to get that number and have reports to back it up. The Academic Senate would like it removed until it can determine how to calculate that number. Renee asked if there will be funding available for departments to do classes and lectures. Naomi said that the Sustainability Solutions would just house the research and showcasing the areas where it is happening. There is no funding and they have reached out to two Deans, Provost, and corporate investors to help fund activities that they want to do. Right now they are in the proposal stage. Naomi reminded us about the Traveler app which will help give people other options for transportation.

Staff Appreciation – Paul Lee, Chair
Paul reported that Universal Studios approached us to do a family day either of the next two weekends. It would be $79 per person for one of the next two Sundays and it would be no cost to us (it is a $175 value). People thought that December 16th might be better since it was so close to this weekend. He will send more information out to the assembly after the meeting. Paul also said that they have talked about moving the Staff Appreciation Week to the end of April. Employee Engagement and Communication is responsible for the Presidential luncheon on April 4, 2019 and they are thinking about doing another luncheon
that same week for the employees that have won awards over the past year. Renee brought up that fall registration starts April 1st and that student advising might be really busy that week. Mark Malan asked what would be the benefit of having a luncheon with the President’s luncheon since they only recognize the 10, 20, 30 etc. year anniversaries. Jeff had met with President Austin and Diane Schrader (Diane is responsible for the luncheon) and they talked about how all kinds of awards are given around the University to Staff and no one knows about them. Jeff would like to find a way to amplify the efforts and recognize people. There is an interest for the larger part of the University to help with what we do now with SAP week and it would help align all of the areas together. In the short term, we may not see a benefit but the hope is that in the long term it will help recognize more staff members. The second luncheon would work to help recognize all of the award winners from all over the University. We’d still have the ice cream social, but the luncheon might help build more momentum. Paul asked that we send pictures of past awards to the Staff Assembly email and then they will get forwarded to him. They are hoping to put together a presentation of pictures recognizing the winners and hopes it will be played in the background at the President’s luncheon.

Liaison’s Reports –
Jeff talked about how the Staff Assembly have never been asked to serve on so many committees. It is awesome but it has also exposed some things such as when the faculty serve on committees they can put it toward their service requirement and they get a load reduction in their teaching. There is also no impact on their salary. This of course doesn’t exist for staff. For example the more time that he himself spends doing things for Staff Assembly, the less time he is focused on his own job. Jeff did talk to Dr. Austin and David Wright about the differences when a faculty vs a staff member are of service to the University. Jeff would like to see more staff get involved but there is a glass ceiling. Some of the things they talked about was a leave (30%) that was like a medical leave where your job was still there, but it would allow the department to hire a temp to help cover the time a staff member isn’t there so the job doesn’t suffer especially if the staff member is asked to serve. Jeff asked the assembly how many people felt pressure in doing their job while serving and that their supervisor was putting pressure on them because they were serving. Jeff created a liaison structure but isn’t sure how to get the information back once the liaisons go to the meetings so maybe every six months we can have people report on things and then the assembly can take that information back out.

Academic Senate- Sarah Fried-Ginis, Rosemarie Tellez
Sarah reported that she is having trouble getting on the SA email list. There were some faculty concerns. In September, there were questions about shared governance and they were talking about the faculty having a bigger role in the Presidential search. The faculty weren’t notified about the Dean of Marshall being asked to step down. There is also concern about the top down from the Provost about teaching. They are talking like the Staff Assembly of being more involved in the Presidential search. They did approve a write in policy for the Executive Board. It will allow any faculty to write in for positions and they don’t just have to be elected. There is a push for faculty to be more a part of the decision making. There is also concern about the part time faculty not being compensated for service. The meeting this week focused on the issue of romantic relationships between faculty and students. They recognize it is a broader discussion and the current policy is ambiguous. They aren’t sure if they should ban it and if the University has the right to ban it. They were also discussions about parental leave for faculty women. Women who give birth are considered on disability and why when they aren’t disabled. And while they are on leave they can’t go into the lab and there is a big concern about part time faculty who may not get pay since their disability leave is different. The Academic Senate does have a way for people to participate remotely but they have no voting rights.
JaBari reported that he is an ex officio member. JaBari promoted that the first year of membership at the University Club is free. They are starting a program for faculty and staff where the Deans can nominate faculty to have artifacts and research on display in the University Club. Six schools have nominated 15 people and their work will be displayed for an entire year. They would like to extend it to staff next year so they need help getting the word out to nominate staff members who have contributed to an area with articles in journals or other areas.

University Staff Club- Jackie Mardinrossian
Jackie was absent but Jeff said that he and Wade have been meeting to connect Staff Assembly and Staff Club.

Staff Retirement Association- James Johnston
James was absent, but Katie was able to report that the Emeriti Center having its 40th Anniversary celebration next Monday. One of the great things that the retirees have been able to do is be advocates and get things changed such as ADA hearing compliance and getting 47 room across the University to be updated to allow for hearing devices.

Provost Diversity & Inclusion Council-Renee Almassizadeh, Jeffrey de Caen
Renee reported that the roll of the council is to advise the Provost in what schools are doing with their diversity and inclusion reports. Colleges have been submitting plans to the council and then they are reviewed and feedback is given. They are reading second or third iterations of the reports and they are providing the second level of feedback. Each school is at a different level of the process. Jeff said the Diversity and Inclusion week is going to be the second week of January and they are hoping to do another mini retreat in the spring. Renee said that the council has representatives of both exempt and non-exempt staff as well as faculty and students. Jeff said that both the Staff Assembly President and the Academic Senate Presidents are on the council.

Task Force on Sexual Harassment- Jeanne Weiss
Jeanne was absent but she had sent her report to Jeff and Renee, who reported on it for her. Jeanne did say that she was not able to give as much staff input as she thought she would be able to. She was put on the Faculty Mentoring Committee. Sarah said that it was also brought up in the Academic Senate meeting that the faculty brought up in their topic of relationships that it changes the feel of the department and could lead to the view of favoritism. The staff might not be able to point out the fact that things aren’t as subtle as people think and that it really changes the dynamics of the department. Here is Jeanne’s report: The Joint Provost/Academic Senate Task Force on Sexual Harassment met during the Fall 2018 semester to develop “actionable items” requested by the Provost’s office. The charge was to present these “actionable items” to the Provost’s office by the end of the Fall 2018 semester.

The full committee was divided into subcommittees, which included the subcommittee on Gender Harassment, chaired by Prof. Shafiqa Ahmadi; the subcommittee on Communication/Transparency, chaired by Prof. Devon Brooks; and the subcommittee on Faculty Mentoring/Supervisor Issues, chaired by Prof. Ruth Wood. I served on this last subcommittee, which was devoted to the issue of faculty mentoring specifically as it relates to the relationships between faculty and graduate students.

Although I am not at liberty to share the proposals of our subcommittee at this time (and am not personally aware of the proposals developed by the other two subcommittees), I can say that the task force is meeting during today’s USC Staff Assembly meeting (12/6/2018) to discuss the proposals of all three subcommittees and to prepare the final document to be submitted to the Provost’s office.

Provost’s Advisory Task Force on Immigration Issues- Steve Adcook, Bryan Ortiz
Bryan reported that the group hasn’t met yet and they haven’t been assigned tasks. They are not sure how many people are on the task force. There is some concern about people having to renew their status in 2019 for people from El Salvador. They need to come up with options to help people stay and maybe they can talk about it in an orientation.

**Provost Minors on Campus Policy Advisory Committee- Erin Jebavy, Mark Malan**
Katie was asked to forward the report to the assembly. They found that the lack of affordable childcare near UPC was the main reason people were bringing their children to campus. Mark said one of the issues was when the schools have a holiday but USC doesn’t have that same holiday that people bring their children with them because they don’t have an affordable option. Dr. Reisler who was the chair of the committee to time to hear what Mark and Erin had to say. The addendum was sent to Dr. Austin and Elizabeth Graddy and it talked about the concerns about the lack of affordable childcare around UPC. Janis said that Elizabeth had sent the policy to HR without additional comments which usually means she agrees. David Wright and Janis talked about affordability and maybe even funding availability like scholarships. Renee pointed out that the lack of availability of good early childhood teachers was an issue in LA County and not just a USC issue. The report is at the end of the notes.

**Employee Benefits Committee- James Johnston, Jeffrey de Caen**
Jeff reported that the committee went dark during open enrollment and that his hope is to get the group involved at an earlier point in the process.

**Sustainability Steering Committee- Naomi Martinez**
Naomi had reported on this earlier.

**Employee Communications Advisory Committee- Erika Chesley**
Erika reported that communications is a challenge and that people say they don’t always hear things. One new change is that the Radisson is going to become the USC Hotel. Questions that have been asked are how do we get communication out to everyone and how do we improve in departments and across the University. There are two communication groups. One is the Communications and Media Relations which does press releases and USC in the news and primarily external stories. There is also Employee Relations which is more HR and under Diane. There will be more from Diane in January when they have their first meeting. Erika said the challenge is how do we share information with the people we represent in the Staff Assembly.

**Good Neighbor’s Campaign- Sarah Fried-Gintis**
Sarah reported that this hasn’t started yet.

**Ombudsman Selection Committee- Anette Jacobs**
Anette was absent, but Jeff reported that two ombudsman have been hired, one for UPC and one for HSC. The question is where to house them as they have to be accessible but also allow for people to see them confidentially. The Ombudsperson position will start on January 7, 2019. Katherine Greenwood - UPC (last position held at UC Davis) Thomas Kosakowski - HSC (last position held at UCLA)

**President’s Award for Staff Achievement- Gloria Halfacre, Kathleen Boeck**
Gloria and Katie reported that this hasn’t started yet.

**President’s Culture Council- Jeffrey de Caen, Renee Almassizadeh, Erika Chesley**
Jeff said that this council had started after Puliafito and then everything happened with Tyndall. They have started up again and it includes faculty, staff, Deans, students, and Senior Administration. Renee and Erika also are on the council and the sub groups will be starting up soon and will be handing out work. Jeff will co-chair the committee with Paul Rosenbloom who
he co-chaired the Task Force with. Jeff is excited that he was able to sit and talk to the President about this when he met with her recently.

**New Members**
Since Rosie was absent, Renee introduced several of the new members.

**Adjournment:**
A motion to adjourn the current Staff Assembly was made by JaBari Brown and was seconded by Mary Trujillo. The motion was passed unanimously. The meeting adjourned at 10:30.

**Next Meeting:**
Thursday January 10, 2019 9:00-10:30 am. Location: Michelson Hall (MCB) 101 at UPC

Minutes submitted by Secretary Katie Boeck.

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**Report of the Provost Advisory Committee on Minors on Campus**

**I. Introduction**

**I.1. Background**

The Advisory Committee was established by Executive Vice Provost Elizabeth Graddy to offer advice on revisions to the 2012 Minors on Campus policy posted currently on the USC website. The Committee was created after the Provost had retracted a new policy posted in June 2018. In his letter to the USC community explaining the retraction, the Provost stated that there was no intention of banning minors from campus, but that we should ensure their safety while on campus and avoid disruptions.

The posting of the 2018 policy in June created a firestorm of responses from faculty, staff and students, which continued well after the Provost retracted it. The chair of this Advisory Committee, Hanna Reisler, received scores of emails, mostly from faculty, protesting the inhospitable environment at USC for employees with children. Moreover, more than 70 faculty signed a letter to the provost on the topic of faculty and staff bringing their children to campus. Our Committee solicited additional responses from the staff and student representatives on the committee, and the combined inputs informed our thinking on the policy that USC should adopt with respect to minors who visit the campus occasionally and are not enrolled in organized activities.

We emphasize upfront that students, staff, and faculty at USC prefer to have their children in school or external care, and not to bring them to campus during working hours. When they do so, it connotes that alternative childcare arrangements were not available, and rather than missing an important lecture, canceling a large class, or neglecting an important task, they decided to bring their child to campus for a short time. Below is a summary of the common themes in the inputs that we received:

-- Allowing parents to bring their children occasionally to campus is perceived as an important manifestation of the Trojan Family and an indication of how family friendly USC aspires to be.

-- Single parents, low-income employee parents, students who are first in their family to go to college, and graduate students and postdocs are some of those most affected when their regular childcare arrangements become temporarily unavailable.

-- The situation at USC is particularly problematic given the dearth of affordable childcare at or near USC. Therefore, the issue of minors on campus is closely related to the problems we still
have with affordable and sufficient childcare facilities on our campuses. As this is beyond the charge of our committee, we expand on this issue in an Appendix to emphasize its importance.

-- Bringing children to campus also serves an educational purpose. To our students, the university is a model world, and they benefit when they witness first hand that career and family go hand in hand. Students often comment that seeing faculty with their children on campus enriches their educational experience and informs them as to what they can expect when graduating. Students see employees with children on campus as role models for how to balance life and work; this is particularly important for female students.

-- It is well documented that there is a “baby penalty” in academia that affects mainly women faculty. The USC WiSE leadership collected many studies that confirm this finding, and we suspect that women outside STEM fields are similarly affected.

-- Finally, many USC employees commented that in light of the recent scandals that particularly affected female students, they find it ever more important to demonstrate our commitment to the Trojan Family and the spirit of inclusivity.

I.2. Additional Relevant Information

One of the questions that our committee asked was whether there were specific problems related to employees or students bringing their children to campus occasionally during working hours. The Vice Provost for Undergraduate Programs is not aware of any disruptions to classes caused by children of students or instructors. The representative of the staff assembly is not aware of widespread issues with staff, and the academic senate similarly does not see an issue here. We assume that there are anecdotal cases of disruption but nothing that cannot be handled by HR, like other complaints about employees. We do not see this as a significant issue.

I.3. Creating a Comprehensive Policy on Minors on Campus

After examining the history of these policies at USC since 1989, we realized that at some point USC went from a single policy to a split one. However, we found that this created a problem of coordination between the two policies. We looked at similar policies at peer institutions, and after considering different models, came to the conclusion that the best model for USC would be an overarching Minors on Campus policy that includes 3 sections:

(1) Minors enrolled in organized activities (now called “Protecting Minors”); (2) Minors on campus who are supervised by parents ("Minors on Campus"); and (3) List of locations that are defined as hazardous for one or both groups. In this way all the information will be under one umbrella, with Human Resources (HR) Administration as the responsible office. Our committee is charged with addressing item (2), but we hope the Provost and the President will seek advice also on parts (1) and (3) from the appropriate USC offices. The goal is to create a policy that is specifically tailored to USC needs. Such a policy should also designate clearly who is a mandatory reporter.

II. Suggestions for a Revised Minors on Campus Policy

The Advisory Committee recommends that the revised policy allow minors to be present on campus, provided that they are safe and their presence does not cause disruption. We agree with the sentiments expressed in the USC community comments summarized above and believe that HR can deal with sporadic cases of disruption. Recognizing that on the days that local schools are on holiday but USC is in session USC employees have a greater need for alternative childcare arrangements, we call on the USC administration to have special supervised locations and activities for children on these dates.

Because our committee is composed mainly of parents and not those with expertise in crafting policies, Janis McEldowney’s office took the first step in drafting a policy that adhered to the principles agreed upon at our first meeting. Our committee then revised and added to this policy.
We recognize the need to add details and to vet the policy by the appropriate offices (e.g., compliance, legal counsel, etc.), but we urge you to keep all the items listed in the draft policy below. We also recommend that the draft policy be sent for comments to those charged with implementing it or are affected by it before finalizing it (e.g., deans, department chairs, the Academic Senate and Staff Assembly, faculty councils, the GSG and USG, etc.). As stated recently by so many in our USC community, we need to demonstrate compassion and empathy, not only compliance. It is in the spirit of renewed commitment to our core values that we offer the revised policy below. We believe it will make USC a better place for all.

III. Proposed Policy

Children and Minors on Campus

Recognizing that children and minors can be inspired and motivated by an introduction to campus life, USC welcomes them to our campuses in a variety of situations. At the same time, as a research university, our campuses and facilities are especially designed for matriculated students. In some locations, such as laboratories, allowing unauthorized or untrained personnel (of any age) may also violate federal and state law. Therefore, the university is committed to:

- Welcoming children and minors to campus under appropriate conditions;
- Protecting the welfare and safety of children;
- Avoiding disruptions to employees and students;
- Reducing liability to the university; and
- Maintaining a professional working and learning environment.

All situations involving children and minors on campus will take these commitments into consideration. For purposes of this policy, children are defined as those under the age of 13, and minors as those under the age of 18. The university requires children visiting campus to be supervised by an adult (line of sight supervision); requirement for minors may be more lenient in certain cases (see below).

Children who live on campus (with resident faculty, for instance) are expected to be supervised to the extent appropriate by age, which generally means that minors who live on campus do not require line of sight supervision. Likewise, minors from our neighboring communities sometimes come onto campus. If they are not disruptive, they will not as a matter of policy be asked to leave our public areas. The university values its openness to the community, and many employees and their children come to campus during weekends and to participate in activities. Occasionally, employees or students need to bring their children to campus for a short period of time, such as when they have a childcare emergency. In such situations, the parent holds sole responsibility for supervision and must supervise the child or minor at all times. These children may be present in some limited-access areas, like offices and classrooms. The overseeing department or school is encouraged to welcome accompanied children when their presence poses no safety risk or disruption to the learning or work environment. Students who bring their children to the classroom need first to get permission from the instructor. Departments or schools are authorized to develop their own requirements and guidelines around minors in their learning and work environments, with particular attention to high-risk areas such as labs, shops, athletic areas, and other areas designated by the university as high risk. Any departmentally stipulated special requirements and guidelines should be approved by the HR unit responsible for this policy.

Bringing a sick child to campus is strongly discouraged, except to see a medical provider. Ultimately, whenever a child or minor is on campus, the child’s parent/guardian is responsible for the child’s welfare and safety and must ensure the child does not access restricted locations or pose a disruption to the learning or work environment. It is emphasized that employees bringing children to campus should not be a long-term substitute for childcare.

In cases when it is inappropriate or impractical to bring a child to campus, departments and units should exercise as much flexibility as possible. For example, departments and units may designate specific safe areas where children may stay for a short period of time while supervised.
by a parent or designated guardian. Alternatively, they may choose to allow the employee to work from home or take the day off. Federal Holidays that do not correspond with University Holidays are designated as “Trojan Days” when employees are welcome to bring their children to work.

IV. Examples of Minor on Campus Policies at Peer Institutions

**Princeton University:**
https://www.princeton.edu/hr/benefits/worklife/child/ (also:
https://www.princeton.edu/hr/benefits/worklife/backup/)

**Stanford University:**
https://adminguide.stanford.edu/chapter-1/subchapter-8/policy-1-8-1#anchor-24675
https://cardinalatwork.stanford.edu/benefits-rewards/worklife/children-family

subsidy info: https://cardinalatwork.stanford.edu/benefits-rewards/worklife/financial-assistance/childcare-subsidy-grant-program

**University of California:**
NYU: https://www.nyu.edu/employees/life-wellness/family-care/child-care.html
subsidy info: https://www.nyu.edu/employees/life-wellness/child-elder-care.html
NYU does not have a separate policy for children of employees
Caltech, MIT, Harvard, Emory, Georgia Tech: Only minors in organized activities.

Appendix

The Issue of Affordable Childcare at USC

While not part of the charge of this committee, many respondents emphasized the close connection between affordable and accessible childcare at USC and the presence of children on our campuses. We decided to comment specifically on this issue because it has been a problem for such a long time. For example, the WiSE program leadership has alerted the provost office for the past 18 years that we do not perform as well as our peer institutions when it comes to providing our employees and students with accessible childcare.

This situation hurts our ability to recruit diverse faculty and reduces the productivity of our employees. At the same time, one of the first programs that the WiSE program initiated was giving childcare subsidies to students and postdocs. The GSG followed suit by instituting their own subsidy program, but the combined programs do not meet the affordable childcare needs of our most vulnerable populations: single mothers and students and staff of low income. Employees at other universities benefit from decent and affordable childcare on campus or in the vicinity of campus. Our neighborhood does not provide many childcare opportunities close to the UPC or HSC campuses. This fact increases the need for adequate childcare facilities on our campuses.

Below are additional suggestions of what we can do:

On both UPC and HSC campuses, we need to make the childcare more affordable by providing subsidies and a sliding pay scale, as is done by many of our peer institutions. As many of our faculty and staff do not live in the immediate vicinity of USC, we hope that childcare subsidies would also be available for non USC-affiliated childcare providers. For example, The Viterbi School of Engineering has responded to the extremity of the current situation by offering childcare subsidies while faculty wait for a childcare facility slot at USC.

At UPC we need to solve the long-term problem of finding a suitable provider, and replace the current provider as soon as possible, because this provider has not met the promised standards of childcare. We need a senior full time HR person to deal with these issues at least until the UPC childcare situation stabilizes, at which time the job may be less than full time. This person should
work together with a parent standing committee to find solutions to problems and deal with cases of dissatisfaction by parents. We need to make sure that the childcare facility staff is well paid and has similar benefits to those of USC employees, such that experienced staff members do not leave. We need to develop a resource website that provides names of childcare centers close to our campuses, and information about what parents can and should expect from our USC centers.

To meet the demand, USC centers should be open exclusively to USC faculty, staff, and students. There should also be a childcare facility dedicated to drop-off childcare at reasonable prices to deal with temporary and unexpected childcare needs. Issues of unionization should not prevent USC from hiring the best childcare providers. USC should devote the financial resources needed to solve the childcare issue. It may be a good idea to involve the trustees in creating an endowment that provides childcare subsidies. Childcare at USC should not have become the “wicked problem” that it has turned out to be. USC can solve it with sufficient financial resources, dedicated personnel, and a strong commitment by the Provost and the President.

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