

USC Strategic Vision: Matching Deeds to Ambitions

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As the influence of the Pacific Rim rises, demographic trends, unprecedented health, social and economic challenges, revolutions in communication and technology, growing diversity, evolving concepts of democracy, and changing ideas surrounding creativity and individual expression are transforming the global landscape. Nowhere is this clearer than in cities, where grand challenges and globalization intersect, where the problems of our day are made visible, and where efforts to find solutions arise. And in no city is this more the case than Los Angeles, which has emerged as the creative capital of the Pacific Rim and the world's primary gateway between East and West. Today's great universities are called to address global challenges, spark creativity, invent and innovate, connect peoples and help improve the quality of life.

USC is uniquely positioned to answer this call: the right university at the right time. Our breadth, size, diversity, location, international character and global reach have positioned USC as the intellectual, creative and cultural wellspring for the Pacific Rim and emerging societies of Asia and Latin America. The next leg of our journey charts three paths.

1. ***Transforming Education for a Rapidly Changing World:*** We must create a transformative faculty whose scholarship crosses disciplinary boundaries and whose energy sparks intellectual creativity across our campuses. New modes of learning and societal needs require that we reinvent undergraduate, graduate and postdoctoral education. Changing demographics and public demands require we provide greater access to, and accountability in, higher education.
2. ***Creating Scholarship with Consequence:*** We must increase our commitment to translational research, creative work and practice in order to address grand challenges, notably in health care, life sciences and engineering, but also in the arts, humanities, professions and social sciences. Collaboration among scientists, clinicians, artists, teachers, humanists, researchers and other professionals should be a defining feature of research universities.
3. ***Connecting the Individual to the World:*** We must promote global and local engagement to foster mutual understanding and encourage citizenship in a global context. As the world grows more interconnected, so does the need for self-reflection and critical thought, appreciation of diversity, aesthetic sensibility, civility, reconciliation and empathy across all spheres of life. The quest to understand others begins with self-knowledge and adherence to the value of human wholeness.

These objectives are grand and must be, for universities hold too much cultural authority and promise to strive for less. Their pursuit will require the commitment of the whole Trojan Family.

This strategic vision is a call to action, a call to think boldly and to enact the transformations envisioned here. It is a call to faculty, who must be the engines of creativity and ingenuity. It is a call to every school, every department, every institute and every program to transform in ways that will create a university emulated by others. It is a call to all members of the Trojan Family to suggest steps both large and small that will allow the University of Southern California to match its deeds to its ambitions. This Strategic Vision will be the touchstone by which we measure progress as a leading voice in academia for the 21st Century.