1. **A culture of transformative scholarship** (via transformative faculty, mentoring, support for innovative and prolific faculty, elevating the scholarly influence of doctoral and expanding post-doc programs, and interdisciplinary teams)

**Architecture**

**Current**

- Preparing the support for graduate and post-doctoral research by providing teaching assistantships for graduate students within the School.
- Utilizing joint research proposals with Viterbi and Dornsife to fund shared graduate students that can support SoA faculty research.

**Future: Expand on and invest in top faculty talent**

- Hire a Director for the Landscape Architecture program.
- Recruit (a) transformational Provost Professor(s) in a research area.
- Raise funds to endow 2 Faculty chairs.
- Raise program support funds by naming the School.

**Business (Marshall)**

**Current**

- Marshall has partnered with other schools to hire two University Professors (Wendy Wood and Matt McCubbins).

**Future**

- We developed a strategic document related to a hiring initiative on Big Data/Analytics this summer (the initiative also envisions a master degree). A committee is leading the effort. We have a rough draft of at least one more potential transformative initiative. The Thought Leadership Initiative stood at +15 net faculty as of January 1.

**Cinematic Arts**

**Current**

- In recent years, we have hired several new faculty members including Alex McDowell and Mike Fink, leaders in the transformation of the film industry via the integration of digital technologies, visual effects and virtual world building. We have also hired Dennis Wixon, a pioneer in human-computer interaction, who is fostering a culture of rapidly iterated design in our school.
- We have partnered with Dornsife to create the Andrew W. Mellon Digital Humanities Ph.D. Fellowships to provide training for scholars – two Ph.D. students, two post-docs – in emerging
digital technologies via coursework in our Division of Media Arts + Practice and through access to our labs and technicians.

**Future**

- We have begun a search for a senior scholar, a theorist of digital media and art, to provide additional leadership in the Division of Media Arts + Practice.
- As a pilot program, the faculty will be devoting the ninth week of the fall 2014 semester to work on a collectively chosen project from multiple perspectives. Alternative assignments or on-line components will free faculty from normal teaching obligations for that week.

**College (Dornsife)**

**Current**

- Recruitment of Internationally Renowned Senior Scholars such as Scott Fraser, Jake Soll, Joshua Aizenman, Wayne Sandholz, Nayan Shah.
- Centers and Institutes: Center for Dark Energy Biosphere Investigations (C-DEBI) NSF STC, Loker Hydrocarbon Research Institute, Center for Applied Mathematical Sciences, Center of Excellence in Genomic Sciences, Center for Economic and Social Research, Center for Quantum Information Science and Technology, Southern California Earthquake Center, Space Science Center, Spatial Sciences Institute, Southern California Population Research Center

**Future**

- Organize hiring according to domain structure (humanities, social sciences, natural sciences) to build excellence in scholarship within and across discipline
- Prepare 3-year strategic hiring plans with department chairs
- Recruitment of Transformative Scholars such as Arie Kapteyn (Econ), Norbert Schwartz (Psych), John Hawthorne (Phil)
- Retention of top faculty in the face of aggressive outside offers
- Flexible development of laboratory space in trailers
- Partnered with VP office to purchase a new next generation instruments: next gen gene sequencing platform and a new super-resolution microscope that will be available to faculty across schools.
- Develop a culture among graduate students of applying for NSF graduate fellowships
- Create and grow innovative quantitative social science research centers in Dauterive, including the Center for Mind & Society & the Center for Economics and Social Research
- Develop marine sciences collaboration with Qatar. This has the potential to create the world's foremost Center for the Study of Coastal Cities and Marine Sustainability in the world. Will provide large scale enablement of marine research programs as well as summer research opportunities for undergraduates. Will also provide platform for online and hybrid masters programs
- Advancement strategy has donor pipeline for increase numbers of endowed chairs, especially in economics, sciences and history.
**Communication and Journalism (Annenberg)**

**Current**

- Appointment of Mark Lloyd, director of New America Foundation’s Media Policy Initiative, to the Wallis Annenberg Chair in Journalism
- Have engaged in an energetic effort to hire a cohort of young Ph.D.s in public relations, an area historically staffed with practitioners drawn from industry; we expect to take advantage of a cluster of recent retirements and departures to build up our junior tenure-track faculty in Journalism in similar fashion.

**Future**

- Appointment of an interdisciplinary scholar to the Jayne and Hans Hufschmid Chair in Strategic Public Relations and Business Management
- Appointment of a nationally celebrated practitioner with outstanding achievements as a scholar and an impressive record as an institution-building administrator as Director of our School of Journalism.

**Dentistry (Ostrow)**

**Current**

1. Investing in faculty.
   a. Successfully compete for training grants to foster professional development; currently have five on-going training grants, recently awarded a sixth one. Will pursue renewals.
   b. Sustain and increase seed grants and pilot grants to support junior faculty in initiating research and competing for external funding

**Future**

- Establishing the FaceBase Consortium to develop a data repository for craniofacial researchers worldwide.
- Collaboration with Keck School of Medicine on submission for an interdisciplinary T90/R90 training grant to support postdoc and graduate students.

**Dramatic Arts**

**Current**

- Newly-formed Artistic Initiatives Committee is devoted to bringing national and international “leaders-in-the-field” to SDA for interaction with students and faculty. SDA is actively seeking to build $2 million Visiting Artists Endowment.

**Future**

- Strengthen support for transformative faculty at SDA, e.g. Dr Sharon Carnicke [world-renowned specialist on Stanislavsky]; Meiling Cheng [influential research into performance art, politics and culture]; Andre Belgrader [nationally and internationally acclaimed director and master teacher with high profile productions in New York including *The Master Builder* (BAM) and *The Cherry
Orchard (Classic Stage); Luis Alfaro [recently appointed inaugural Writer-In- Residence at Oregon Shakespeare Festival, past recipient of MacArthur “Genius” Award]; and others.

Education (Rossier)

Future

- To produce the highest quality translational urban education research. We will take an entrepreneurial approach that leverages technology to engage in research that reflects a scientific industry model of "research and development." Our research will be driven by the mission of our School and reflect the five characteristics that inform our work.
- We value strong academic, collaborative interdisciplinary research teams that engage in the development of new innovations, ideas and solutions to urban education issues and directly impacts practice.
- We will bring proven interventions to the field at greater agility and scale that will continually engage in development of measurable outcomes that will evaluate how our own research and teaching impact practice and educational outcomes.
- We will significantly increase the amount of externally funded research and support faculty in their effort to secure this funding.
- We will build a stronger infrastructure to support research active faculty with funding and project management.

Engineering (Viterbi)

Current

- Last year, we employed a thematic hiring strategy for the first time across computer science, aerospace engineering and mechanical engineering that resulted in multiple hires in autonomous systems.
- We have had more of our junior faculty recognized by the MIT Technology Review’s TR35 over the past five years than any other university in the country.
- We have an ongoing faculty mentorship program in which every one of our junior faculty members has a senior faculty mentor assigned by the time they arrive on campus. In addition, we have provided independent proposal reviews, prior to submission, for the NSF Early Career awards program.
- We have for several years now recognized the support and mentoring of PhD students in our faculty teaching load assignments.
- We have long standing significant corporate partnerships. CiSoft celebrated its 10th anniversary last year. This program involves both research and a classroom education component. We also have significant partnerships with Lockheed Martin on the Quantum Computation Center located at ISI as well as with Airbus and Pratt and Whitney.
- Viterbi has a School Awards Office staffed with two individuals who focus on major external national and international awards, and fellow nominations. Nominations for USC awards and smaller external awards are expected to be handled at the department level, but the Awards Office maintains a database of faculty nomination materials that departments can draw from. This office has been very successful.
There is also an electronic system for faculty and department chairs to inform the Dean's Office when faculty receive external recognition. This information can then be used in our communications group.

Future

- We have an ongoing search for 3-4 transformative faculty members. We have recently hired Jong-Shi Pang from the University of Illinois to fill the Epstein Chair in Industrial and Systems Engineering.
- We have a fundraising campaign goal of raising $50M to endow 14 Grand Challenges Chairs. In addition, we are fundraising for additional early career chairs.
- In response to the Provost's initiative on Postdoctoral Scholar training and with funding from the Provost's Office we are planning to implement this fall a small prestigious postdoctoral fellowship program targeted to have a significant impact on the research mission of the School and also play an important role in helping us place additional researchers at faculty positions at top academic institutions.

Fine Arts (Roski)

Future

- HIRING: Plans are in place to hire faculty in strategic areas (3D Design, Critical Studies, Cross-Disciplinary Studio Practice in AY 2013-14) Recruit 1-3 transformational hires and 1-2 Provost Professors.
- CORPORATE AND CIVIC PARTNERSHIPS activated through Roski internships, the Iovine and Young Academy, and the Roski Design Projects Class (FADN 432)
- INTERDISCIPLINARY HUB OF EXCELLENCE: Iovine and Young Academy.
- THRIVING COMMUNITY OF POST-DOCS: Roski has plans to initiate an innovative post-MFA residency program in Berlin

Gerontology (Davis)

Future

- Invest in transformative senior faculty and in young and innovative tenure-track assistant professors engaged in transformative research. Increase the number of post-doctoral fellows and PhD/MS students engaged in active research. Invest in and expand programs, centers, and institutes in emerging growth areas, including: Biodemography, Longevity, Mitochondrial Biology & aging, Free Radicals & Oxidative Stress, Economics of Aging/Global Aging, Healthcare Outcomes for the Elderly, and Aging & Nutrition. Raise funds for new endowed chairs in important research areas. Establish strong mentoring programs in research and research funding for young, middle, and senior faculty, as well as post-doctoral fellows.

Law (Gould)

Current

- Expanded senior faculty and will continue to expand on and invest in top faculty talent.
- Recently hired two senior faculty from Northwestern Law School and are recruiting 2 senior faculty from Duke Law in Fall 2013.
- Created a Center for Law & Social Sciences (CLASS) and an ongoing Center for Law, Culture, and History (CLCH). Both centers are important for the Gould faculty's interdisciplinary work, and for recruiting key senior faculty over the next several years.

Future

- Plan to recruit 1-3 transformational hires and 1-2 Provost Professors

USC Libraries

Current

- Developed bioinformatics program of software, staff, and consulting services to support data organization, retrieval, mining, and re-use in USC health sciences research
- Increased library collections related to exile and genocide studies in support of USC’s expanded research into the Holocaust and Rwandan genocide
- Brought to USC Libraries the ONE Archives, the world’s largest LGBTQ research collection to support multidisciplinary research in the history, culture, and activism of the lesbian, gay, bisexual, transgender, and queer communities; also complements and extends USC Libraries’ collections strengths in regional history, cinematic arts, and the performing arts
- Enrolled two library faculty members in the Association of Research Libraries’ Leadership Fellows Program
- Endowed the Valerie and Ronald Sugar Dean's Chair of the USC Libraries
- Launched the USC Digital repository in partnership with ITS and the Shoah Foundation Institute; the Digital Repository preserves and makes accessible USC research and generates revenue by providing metadata and access services to academic institutions and corporate clients, such as Warner Bros. and the Academy of Motion Picture Arts and Sciences
- The Digital Repository also will support future expansion into data curation, preservation, and related services for USC researchers

Medicine (Keck)

Current

- With the assistance of the Provost's office and central administration, we have been able to recruit some truly transformational hires in areas we have targeted as high priority. Our high priorities include but are not limited to the following: Neuroscience, genomics, stem cell and regenerative medicine, personalized medicine, vision and hearing research. In addition, since we have so many departments that were undergoing leadership changes, the dean has been able to link recruitment of department chairs to the recruitment of some of the top, transformative, people in the field, using the resources available within the clinical departments and practices. The Hospitals have also been excellent partners in this.
- Global Medicine. We have started to develop educational and outreach programs for Global Medicine. This has resulted in one of the first global medicine master's degree programs in the country that has been highly successful.
• Individual faculty have developed programs of medical outreach to needy inhabitants of Haiti, Liberia, Kenya, Honduras, Chile, etc., Some departments (e.g., Radiology and Otolaryngology) have developed strong "sibling" relationships with their counterparts in China and India.
• The School is working with Russia to develop a comprehensive interchange program sharing medical lectures and expertise with multiple medical school departments.

Music (Thornton)

Current

• Transformative hires of world-renowned artist faculty, including Distinguished Professor of Strings and Jascha Heifetz Chair in Violin, Midori Goto and Ralph Kirshbaum, Piatigorsky Chair in Violoncello
• Completion and implementation of formalized mentoring guidelines
• Distinguished Professor of Composition Stephen Harke named to American Academy of Arts and Letters; Distinguished Professor of Composition Morten Lauridsen received the National Medal of Arts
• Endowed chairs in Strings and Chamber Music; endowed professorships in Jazz, Winds and Voice
• Innovate programs that were the first of their kind in the country: 1) Music Industry, 2) Popular Music
• Thornton Mentorship Program (where Thornton students are mentored by members of our Board of Counselors) and partnerships with other music organizations across Los Angeles such as the Los Angeles Chamber Orchestra-USC Thornton Strings Mentorship Program

Future

• We are continuing a tradition of transformative hires, including former New York Philharmonic Concertmaster Glenn Dicterow, first holder of the newly created Robert Mann Endowed Chair in Violin and Chamber Music, two important new faculty hires in composition – Andrew Norman and Ted Hearne and legendary jazz pianist and composer Patrice Rushen, chair of the Popular Music Department.
• We will continue to develop the resources in the form of endowed chairs and professorships that will enable us to draw the most outstanding and innovative faculty to Thornton.
• Thornton Faculty Recruitment Initiative – building the faculty for the next generation. Over the next 5-10 years, the faculty at Thornton will undergo a generational transformation. We will insist that all new faculty are not only outstanding artists and scholars, but are innovative, prolific and respected. We will develop a long-term strategy for building the faculty that will ensure that every hire will engage with and contribute to our strategic vision.
• Our Music Education faculty are partnering with the Brain and Creativity Institute. We will encourage our scholars (a small minority of our faculty) to partner with other units across the University; this will also be an important factor in choosing new faculty.
Pharmacy

Future

- Expanded expertise spanning the entire spectrum of drug discovery development; from basic laboratory research through to the market and regulatory principles that affect healthcare delivery in practice.
- Recruited new faculty capable of contributing to core graduate disciplinary training but with the capability and interest in interdisciplinary work across traditional boundaries and with the capability of strengthening multiple graduate programs.
- Pursued a variety of civic activities
- Novel pharmaceutical care sites such as the Safety Net Clinics, sites for treatment of indigent and homeless Angelenos
- Outreach programs including a fotonovella series that seeks to educate underserved and literacy-challenged population in medication adherence, and healthy living.
- Expanded corporate partnerships
- Life Sciences Industry Council (LiNC) alumni group of industry professionals, a subcommittee of the School’s Board of Councilors whose purpose is expose our students to the industry and reverse. They are eager to advance the SOP’s research and graduate training mission and effectiveness at placing our graduates into industry positions.
- Allergan Pharmaceuticals to create post-graduate industry experience for PhDs, which may serve as a model for our future collaborations with industry partners.
- Development of the Schaeffer Center for Health Policy & Economics to expertise and leadership to our efforts to collaborate more effectively with private industry and the broader healthcare market.

Public Policy (Price)

Current

- Continued support of Schaeffer Center, Metrans, and CREATE, joint and interdisciplinary areas of excellence in health policy, transportation, and homeland security.

Future: Increased investment in new faculty

- Develop a new process to identify and successfully complete transformative faculty and provost professor hires.
- Raise funds for and recruit a new chair in Social Innovation and complete search for the Keston chair in global commercial real estate (joint with Marshall).
- Complete pending faculty hire in international urban development, and new searches to strengthen public administration and nonprofit areas within Price.

Office of Religious Life

- N/A
Social Work

Future

- Lead the national Grand Challenges effort in social work to build the future professoriate of the profession and establish organizing frameworks for interdisciplinary teaching and research
- Create research collaborations within the school designed to promote early mentoring of PhD students, postdoctoral students, and junior faculty
- Establish strengthened mechanisms in the school for review of PhD, student, and faculty research proposals
- Build internal capacity for mentoring faculty to achieve improve learning outcomes in the classroom, and establish new systems for measuring learning outcomes at the graduate level.
- Implement new systems for annual performance review that more accurately and effectively reward faculty, both NTT and tenure line, for teaching and research achievements.
- Establish new department for PhD and postdoctoral education with senior TT Associate Dean that will monitor progress, productivity, and career trajectories of these students.
- Fully implement the cluster concept to include interdisciplinary and inter-institutional relationships and continue development of the new faculty Research Council to monitor development.

Office of Student Affairs

Current:

- Hire key faculty in Division of College Health. Focus on innovative and translational research in the area of student health and wellness.
- Lecture in leading hospitals and conferences on health care of young adults at state, national and international level.
- Contribute in leadership roles in associated professional associations (e.g., National Association of Student Personnel Administrators (NASPA), National Association of Colleges and Employers (NACE))
- Making contributions to the literature in scholarly journals and books.

Future:

- Collaborate with the Schools of Public Policy, Education, and Business to launch a multi-disciplinary degree program or institute in educational leadership and management.
- Become a national leader in college student mental health research, theory and practice.
2. **Transformative modes of education** (role of the classroom, interdisciplinary fluency, cross-disciplinary dialogue on contemporary problems and topics, competence in new literacies)

**Architecture**

**Current**

- Streamline professional degree options, using different entry points to the same path. eg four year degree, 5 year degree, 3 year masters, 2 year master
- Increase interaction between internal programs, eg impact of Building Science and Heritage Conservation programs are visible in the Architecture and Landscape Design program studio classes.
- Let other schools at USC know the broad value of courses offered within Architecture and provide clear and user-friendly ways to sign up for courses.

**Future:**

- Increase interaction between internal programs, eg impact of Building Science and Heritage Conservation programs are visible in the Architecture and Landscape Design program studio classes.
- Design and offer courses which integrate with the university, including GE courses which are responsive to the needs of the university as a whole.

**Business (Marshall)**

**Current**

- Marshall has interdisciplinary programs with Viterbi (technology commercialization), Annenberg (minor in advertising), Dornsife (business/International relations joint program, minor in biotech, minor in consumer behavior,), Cinema (business/cinematic arts joint program, Roski (new product development and branding course also include Viterbi students); Courses appear in curriculum of Price (real-estate); Masters degrees in medical management, long-term care administration (with Price and Davis)

**Future**

- Re #1, have added to the bench strength in advising (N=4) and career services (N=1) and established a tutoring program. Have enhanced career services by developing a career course an UG Corporate Advisory Board, and a set of career videos as well as a career class. Hired new Executive Director and Assistant Dean of MBA Career Services to add strength in advising and career development. Re #2, have developed new programs with Viterbi; potential specialized masters degree with computer science and math on big data; We are partners in the Iovine Young Academy and have developed business and interdisciplinary courses relevant to this interdisciplinary degree program; Re # 3 We have held two day-long faculty development workshops on enhancing students' critical thinking skills. We are developing stricter admissions standards around language requirements for admissions, have invested in utilizing Native Accent to enhance articulation, and are holding specialized workshops from the writing program; Reconceptualized core courses emphasizes team skills; Enhanced emphasis on case competitions which emphasize critical thinking, communication and team building; Re #4- Assistant Dean of Experiential Learning will work with faculty to enhance experiential learning in the classroom; Seminars for faculty on new modes of instruction, Faculty participation in USC Teaching with
Technology conference will hire an instructional designer to work with faculty on course development; Teaching coach will work 1-1 with faculty needing additional help in teaching. The Online Learning team has expanded its personnel and offered faculty workshops in Blackboard, GoToMeeting, and Lecture Tools to faculty. The team has also trained faculty and re-conceptualized three classes for online delivery. Team members are currently partnering with faculty to provide five additional online classes. All of these faculty members have integrated collaborative technologies into their class's activities and will be able to use some of the tools in their residential classes as well as in their online classes.

**Cinematic Arts**

**Current**

- We have been creating authoring platforms, curricula and pedagogy at the intersection of emerging media forms and the humanities for more than a decade.

In 2013, we launched a new division in the School of Cinematic Arts, Media Arts + Practice that includes a PhD program, a Minor in Digital Studies, an Honors Program in Multimedia Literacy, a Graduate Certificate in Digital Media and Culture, and a new undergraduate major. The goal of these programs is to create an environment that fosters interdisciplinary critical making, creative inquiry and arts-based research, and to help scholars engage in acts of experiential, embodied learning.

Cinematic Arts has developed new forms of scholarly communication for more than a decade. The School is home to the first peer-reviewed, online interactive scholarly journal, *Vectors: Journal of Culture and Technology in a Dynamic Vernacular*, which pairs scholars with interactive designers to create unique forms of interactive scholarship.

The *Labyrinth Project*, dedicated to creating interactive documentary essays, established new formats for expressing and experiencing scholarship.

The School is home to *Scalar*, a free, open source authoring and publishing tool designed to enable authors to write long-form, born-digital scholarship online. *Scalar* is a semantic web-authoring tool launched under the auspices of the Alliance for Networking Visual Culture and is currently being used in collaboration with seven academic presses to explore new forms of digital scholarship.

SCA is also home to *Critical Commons*, a platform that addresses the challenges of navigating between fair use and copyright law by providing an archive of shared teaching materials (e.g., clips from films), contextualized and with critical commentary, that functions both as a shared resource and a nexus point for communities of practice to design guidelines for fair use.

Through the Institute for Multimedia Literacy, SCA has hosted workshops designed to facilitate the professional development of faculty and graduate students in the area of digital scholarship. The workshops include the following: The Future of Digital Scholarship; New Tools for Writing and research; Copyright, Fair Use and Media; Information Visualization; GIS and Mapping.
• Cinematic Arts has developed a culture of flexible curricula, developing courses quickly in order to respond to changes in our rapidly evolving field. The Interactive Media and Games Division created a new minor in Game Entrepreneurism to support students who want to launch a new company or take their projects to market.

Future

• We are experimenting with offering modular (rather than semester-long) teaching units on fundamental skills in production to free up units that can be devoted to learning new modes of practice and collaboration, building student teams across divisional lines devoted to world-building or creating/understanding immersive environments.

College (Dornsife)

Current

• Moving out of the classroom with Block Semester (Catalina, D.C., Madrid), Spring Break, Winter Break, Maymester, PwP and enhanced summer departmental offerings in L.A., across the U.S. (new D.C. program) and around the world
• Interdisciplinary fluency in new and evolving program with cross-school offerings: Law, History and Culture, Philosophy, Politics and Law Environment Studies, Environmental Science and Health, and Geodesign
• Academic experiences in the community with JEP, CALIS and The Writer in the Community (English 404)
• Curricular collaborations with universities abroad;
• New literacies emphasized in the Narrative Studies degree and in the Writing Program’s 340’s
• Undergraduate Research: Provide over $1m. in funding for undergraduate research over the last five years.
• Online Masters Programs in GIST

Future

• Develop online interdisciplinary MA in Environmental Science
• projected documentation project on endangered languages and cultures
• New Interdisciplinary honors program
• Increased aggressiveness in IGERT and Training Grant submissions
• 2013-2014 launch of online Masters Programs in ALI and Applied Psychology (Human Behavior)

Communication and Journalism (Annenberg)

Current

• identified and defined a set of core competencies (leadership, entrepreneurship, community engagement, diversity) and reviewed every one of our course syllabi to be sure that our classes are devoting time to developing these competencies in our students
• we have sought to provide a set of "common experiences," curricular and extracurricular, for our Communication and Journalism students to share
Future

- we are building an innovative alternative curriculum, Annenberg X, a model for university-level learning that will provide Communication and Journalism students with cutting-edge, personally meaningful content that also prepares them for the real world challenges of the 21st century
- we will offer a new, streamlined, Master's degree in Journalism, focusing on quickly supplying working journalists with the tools, techniques and practices that will best enable them to respond effectively to revolutionary changes in contemporary media industries and be competitive in the emerging global marketplace.

Dentistry (Ostrow)

Current

3. Emphasize a learner-centered education.
   a. Utilize and continually update case-based learning modules incorporating biomedical, behavioral and clinical sciences which foster critical thinking and problem solving skills.
   b. Provide immersion experiences allowing students to immediately begin applying in clinical settings what they have learned.

5. Mentor students interested in research.
   a. Support the Student Research Group and Research Day where students develop and present their own research projects.
   b. Facilitate publication of The Explorer, the award-winning, student published research journal.
   c. Summer Research Fellows Program for incoming DDS students, includes a stipend and funding for laboratory supplies and materials

Future

- Develop Interdisciplinary Professional Education program.
- Establish inter disciplinary experiences with outside health care professionals at external clinical sites (URM, JWCH clinics) with other USC Schools (Keck (MD and PA Programs), Pharmacy, PT, OT, Social Work) taking place at both USC clinical sites and external sites: (e.g. Geriatric program at Encanto Court; LA County Adult Protective Services Clinic; Pharmacy rotation in SPC Dental Clinic).

Dramatic Arts

Current

- Continue to refine the SDA mentoring culture at both UG & MFA level that offers a holistic approach to education that supports academic, emotional, and artistic growth of students. (NB Four members of SDA faculty have recently been awarded Faculty Mentor Awards.)
- Continually expand models of student learning that already range from academic research to embodied practice. Sustain financial support for Independent Student Productions and Independent Student Research projects that enable students to deepen their engagement with the art-form. Sustain support for far-reaching and fast-growing Internship program, providing opportunities for students to gain professional experience and academic credit with industry-leaders such as Center Theatre Group, William Morris, Dreamworks.
- Support growth of MFA Acting Three Play Repertory, ground-breaking thesis-model epitomizing SDA commitment to creativity through embodied practice.
Future

- Investigate further curricular cross-school programs [current examples include w/Thornton (Music Theatre Minor, Sound Design Minor, Song Writing Minor); w/SCA (MFA in Dramatic Writing, undergraduate and graduate Acting for Camera classes); w/other Art Schools (BA in Visual & Performing Arts Studies)]. Explore new initiatives that are currently in concept stage.
- Encourage interdisciplinary fluency at the faculty level; plans to employ a new think-tank model among FT faculty to develop new ideas in response to the Strategic Vision of the University.

Education (Rossier)

Future

- Continue to develop and strengthen our hybrid and online programs: Global EdD (hybrid), online EdD in Organizational Innovation and Leadership, MAT-TESOL, ME Advanced instruction, MAT, ME School Leadership, ME Learning and Design (all online)
- global study tours

Engineering (Viterbi)

Current

- Our iPodia program has now expanded to include seven partner institutions and now spans four continents. [http://dailytrojan.com/2013/02/27/ipodia-global-program-expands-distance-learning/]
- Our Division of Engineering Education has an ongoing initiative that started as a flipping the classroom initiative and now more broadly represents an effort in engaged learning. This initiative has resulted in changes to many of our undergraduate courses.
- We have a large number of undergraduates involved in research through our Merit Research program.
- We have developed and implemented interdisciplinary MS degree programs in Green Technologies and Financial Engineering.
- All of our departments have been working with Professor Gigi Ragusa to develop meaningful assessment of student learning. (This is also required as part of our ABET accreditation.)
- Last year a new academic program in Informatics was announced. Informatics has a faculty steering committee made up of faculty from electrical engineering, computer science, and industrial and systems engineering. This year, Informatics is offering its first degree, an MS in Cybersecurity. We expect Informatics to begin offering a second MS in Big Data Analytics next Fall.
- We are a founding member of universities offering an NAE Grand Challenge Scholars program for undergraduates. [http://viterbi.usc.edu/students/undergrad/involvement/nae-grand-challenges-scholar.htm]
- Associate Deans, Raghu Raghavendra, Vice Dean for Global Academic Initiatives, and Joe Qin, Vice Dean for Academic Initiatives (East Asia and China) have worked out collaborative partnerships with a number of Asian universities
- The Klein Institute for Undergraduate Engineering Life (KIUEL) was established in 2005 to provide Viterbi undergraduates a variety of personal and professional activities that will enhance
undergraduate engineering student life experiences outside the classroom.
http://viterbi.usc.edu/students/undergrad/kiuel/

- We have been running for many years the Freshman Academies in engineering.
- We have an ongoing initiative in Viterbi student innovation, the VSI2 program.
  http://vsi2.usc.edu/

**Fine Arts (Roski)**

**Future**

- PEER MENTORING PROGRAMS strengthened among students with the continued growth and prominence of the Roski Student Connection
- PROMOTE CROSS-DISCIPLINARY ACTIVITIES: Roski and the Bio-Medical Imaging Department are seeking to build an experimental educational experience that involves art faculty and students working in imaging labs at the Broad Stem Cell Research facility

**Gerontology (Davis)**

**Future**

- through increased financial and faculty time investments in advising, mentoring, tutoring, and career services. Develop new interdisciplinary graduate and undergraduate courses in expanding areas such as demography, nutrition, free radicals & oxidative stress, evaluation of healthcare outcomes, and economics of aging. Develop several of these courses as joint ventures with other USC schools, including: Pharmacy, Medicine, the College, Social Work, Engineering, etc. Explore international educational programs with Asian and European universities.

**Law (Gould)**

**Current**

- Collaboration with schools across the University. a. Continue developing our 2 undergraduate majors, in order to connect the law school with undergraduates interested in law. b. Investigate a "progressive degree" that enables talented undergraduates to "submatriculate" at Gould in their 4th year of college. c. Continue our "mixer" for international students located in Gould, Price, and Marshall.

**Future**

- Enhance the quality of teaching through innovative new techniques. In a recent faculty retreat, we discussed new classroom and technological techniques and plan to continue working on classroom innovations going forward.
- Investigate potential interdisciplinary programs at the graduate level with both the Marshall School of Business and the Viterbi School of Engineering.
USC Libraries

Current

- Developed and launched the USC Sidney Harman Academy for Polymathic Study to support integrated, interdisciplinary inquiry among undergraduates, graduate students, and junior faculty
- Secured endowment to ensure the academy's long-term contributions to multidisciplinary inquiry at USC
- Developed the Academy for Polymathic Study's first for-credit course, an interdisciplinary inquiry into the history and meaning of Los Angeles as a Pacific Rim metropolis
- Developed extensive programming tracks within the academy dedicated to undergraduates, graduate students, and exploring historical pillars of polymathic modes of intellectual exploration
- Reorganized library-instruction personnel and services to reach more students, introduce additional media-literacy and instructional-design expertise into the libraries, and provide services specifically designed to support development of research skills among first-year students
- Developed a tutorial on academic integrity to support awareness and comprehension of plagiarism issues, citation, and fundamental concepts of attribution

Medicine (Keck)

Current

- Reform and reorganization of Graduate programs (PhD and MS)
- Stabilization, curriculum reform of PA program
- Creation of undergraduate Minor in Health Care Studies for students interested in health related careers (in collaboration with Dornsife).
- Establishment of the Health Technology in Education program pairing medical students and PhD Engineering Students,
- We are developing a simulation education initiative linking efforts to provide educational content to medical students, residents and fellows, using various technical simulation, as well as role-playing actors,

Music (Thornton)

Current

- Innovative programs that were the first of their kind in the country: 1) Music Industry, 2) Popular Music, 3) Film Scoring
- Implementation of one of the most unique, customizable and innovative DMA programs in the country
- Implementation of Graduate Certificate and Artist Diploma for more performance-intensive study

Future

- We will rearticulate the purpose and objective of each degree in light of the enormous changes in the world of music, and the new skills/perspectives that are demanded.
- We will create a curricular framework that allows for the optimal level of flexibility and individual tailoring for cross-disciplinary work – both within Thornton and across USC - while upholding the rigor of fundamental musical training at the highest level.
We will explore opportunities for the creation of new programs, particularly in areas that join music with other disciplines at USC. The new Arts Leadership is one such program.

We recognize that advances in technology have fundamentally changed the nature of teaching and creative work. We will develop a plan for boosting faculty access to, and knowledge about technology in its myriad application. The artistry, vibrancy and ingenuity of our faculty should infuse our digital presence.

Our newly created Arts Leadership will be launching in fall of 2014.

**Pharmacy**

**Future**

- Expand opportunities for Graduate Students and Postdoctoral Scholars by educating our graduate students more generally in the ethics and the philosophy of science.
- Increase training of our students in leadership and management skills, which will be valuable in both academic and corporate environments.
- Develop industry placement internships as part of the PhD experience to better acquaint our students with the needs and culture of industry research
- Develop GLP facilities that will not only enhance our capabilities in pre-clinical drug development, but will provide a unique and highly valuable training environment for our students.
- Enhance our Pharmaceutical Sciences, Molecular Pharmacology & Toxicology, and health economics M.S. programs by blending scientific and professional development training to prepare our students more effectively for various career options.
- Continue to build out non-traditional training for students in industrial and government settings
- Better utilizing our extensive alumni network
- Expand informal workshops and seminars to better prepare our students for the variety of careers and opportunities in the biomedical & pharmaceutical industries.
- Develop alternative revenue streams for sustaining our graduate training and research endeavors through the expansion of M.S. programs and the development of undergraduate courses.
- Pharm.D. Curriculum Retreats
- Revise Pharm.D. entry prerequisite requirements to enhance background and enable greater focus on medication management training
- Revise Pharm.D. Curriculum to
- Provide hands-on clinical training in the first semester
- Expand time devoted to therapeutic modules to increase training in basic and clinical therapeutic background
- Increase focus on medication therapy management training
- Modernize teaching methods and delivery
- Upgrade lecture halls for video capture, wi-fi and electrical access
- Enhanced utilization of Blackboard
- Increase emphasis on problem based learning, small group activities
- Developed a translational Clinical and Experimental Ph.D. program
- Course requirements and research opportunities for graduate students matriculating in this program provide both basic science and disease-focused experiences that complement the graduate’s respective research focus.
Each predoctoral fellow is supervised by lead and co-advisor(s): one representing clinical and the other bench science components to instill a translational point of view when monitoring student progress and prioritizing the student’s research efforts.

- The program’s unique interdisciplinary approach has garnered notable recognitions in the short span since program inception
- Developed and expanded programs in regulatory sciences
- Launched M.S. in Regulatory Sciences
- Launched first professional doctorate in regulatory sciences (DRSc)
- Launched M.S. in Management of Drug Development
- Formed the International Center for Regulatory Sciences

**Public Policy (Price)**

**Current**

- N/A

**Future:**

- Invest in technological innovations in the classroom to ensure that we are using state-of-the-art technology to enhance education in both our online and resident modalities.
- Invest resources, including new staff, to support the development and transfer of innovative teaching methods and technology from our distance programs to our resident classes.
- International partners. Developing educational partnerships with universities in Asia (HKUST and SNU) and Europe (Hertie and LSE) to encourage student and faculty exchanges and to explore dual degrees

**Office of Religious Life**

**Current**

- The ORL is now instituting SOULJOURNERS, a not-for-credit certification program. To our knowledge this is the only program of its kind at any college or university in the country. It offers students a rich experience in exploring world religions, reflecting on interfaith encounters, and putting faith into action for service. It gives them a “resume-building” certification at the end of the one-year program.

**Social Work**

**Future**

- Disseminate and continue development of use of avatars in the classroom to promote teaching and learning of work with veterans and other populations suffering from trauma.
- Build and implement concept of team science in the School to promote interdisciplinary fluency.
- Introduce new opportunities for social work interns to learn collaboratively with other disciplines in the field - eg TeleHealth Clinic, where pharmacy and IT students will also be placed.
• Introduce new competencies through Social Work and Business Concentration, expanding range of social.
• work roles in the for-profit sector.
• Introduce new advanced professional doctorate designed to promote expanded roles for social workers in the leadership of large social programs and clinical settings.

Office of Student Affairs

Current:
• Provide fieldwork experiences – practical experience while conducting a theory based project – through APASS, SJACS, and the LGBT Resource Center for graduate students enrolled in Rossier School of Education PASA Master's program.
  • Led multidisciplinary training sites for medicine, pharmacy, psychology, social work, physical therapy and health promotion from the Engemann Student Health Center.
• Partner with schools to launch the Undergraduate Plan for a Career through faculty taught professional pathway courses.

Future:
• Development an interdisciplinary research project in Higher Education Administration to revolutionize the practice of college administration.
  • Integrate USC’s key interdisciplinary themes into the Residential College system of the 21st century.
• Build a new platform for providing student support services to online learners.
3. **Enhancing Access** *(stability of financial aid, connections to community colleges and commitment to transfers, online professional and continuing education courses)*

**Architecture**

*Current*

- Create team to institute online classes and programs
- Expand joint DEN offerings with Viterbi
- Expand XED and EKADI programs for foreign nationals to take courses at USC.

*Future:*

- Enact recommendations of "online team" to offer courses and degrees, joint with other schools as well as completely within Architecture.
- Pursue options with Dornsife (eg Geospatial Design) and Viterbi (eg Construction Management) as well as mounting SoA offerings.

**Business (Marshall)**

*Future*

- New Vice Dean of online learning; new online Masters in Accounting; Involvement in Masters in Library Science. The MMLIS program anticipates accepting international students. It begins in May 2013.

**Cinematic Arts**

*Current*

- We have begun to move the graduate certificate in Digital Media and Culture online.
- We have developed an online games class for American University in Dubai.
- From 2011-12 to 2014-15, student support funds increased by 146%.
- The newest and most significant contribution to student support is the Steven & Alexandra Cohen Fund for Student Support. The $5 million fund is need-based and will provide financial assistance to 15 to 25 undergraduates from all undergraduate programs.

*Future*

- We are in discussions to develop additional online courses for universities and institutions in the Middle East.
- We are exploring the development of courses on media-making skills with Linda.com.

**College (Dornsife)**

*Current*

- Built the Office for Diversity and Strategic Initiatives to ensure the fundamental commitment to the benefits of a diverse USC Dornsife community is effectively translated into best practices.
- Represent USC at the California Forum for Diversity and the Society for the Advancement of Chicanos & Native Americans in Science (SACNAS) to recruit more diverse graduate student and postdoctoral fellows
- Support for the Young Researchers Program, created by USC Dornsife graduate students for local high school students interested in the sciences to participate in a six-week intensive summer research experience
- Dornsife supports a large Office of Academic Advising to provide students with professional services towards their degree goals and with direct connection to career services and tutoring programs
- Implementing American Language, Culture and Society Program during the summer for international students

Future

- Creation of a Task Force for First Generation College Students to identify best practices and areas for improvement from educators working with first generation college students from throughout the university
- Creation of the new Howard Gillman Fellows program to prioritize research support for first generation college students in Dornsife
- Creation of the Trojan Guardian Scholars program to assist students who have emerged from the foster care system through personal and academic adjustments to success at USC leading to graduation
- Taking the university lead on the Posse Scholars program which brings undergraduates to USC from New York City public schools for success leading to graduation from the institution
- Creation of the HSBC Fellows program which provides first generation college and racial minority students with research support to develop skills appropriate for employment post-graduation
- Take the lead administrative role for the Mellon Mays Undergraduate Fellowship program to increase the minority presence on university faculties by encouraging underrepresented undergraduate students to pursue Ph.D.s in fields that currently lack diversity
- Enhance access from professional, alumni, and international markets through online programs in: GIST, ALI, and Applied Psychology
  8) Development of "Second Year Inquiry" program to facilitate retention and improve out placements and time to degree

Communication and Journalism (Annenberg)

Current

- The Annenberg School for Communication has recently launched, in partnership with Embanet, its online Master's of Communication Management degree; enrollment was 131 students one year after launch.
- The Knight Digital Media Center provides grant-funded training and resources in several formats including self-directed web-based learning modules, instructor-led virtual classes as well as conferences and workshops throughout the country.

Future

- N/A
Dentistry

Current

- Extensive CE courses both in-person and online with continued expansion of CE course offerings to include new interdisciplinary courses and hands-on workshops.

Future

- Online Masters program in Oro-facial Pain and Oral Medicine in 2011, and an additional online Masters program in Geriatric Dentistry launching in Spring 2014.
- Development of a Masters program in Dental Hygiene: launched fall term 2013.

Dramatic Arts

Current

- N/A

Future

- Through development initiatives, expand gifts/scholarships at both undergraduate and graduate levels with a goal of increasing our scholarship endowment from approx $10 million to $45 million
- Commit to investigating Continuing Ed and Online courses through exploratory meetings with 2u.com and EMBNET.
- Pursue dialogue with other USC Professional Schools re: “value-added” SDA classes that would integrate with their online degree programs.
- Identify a new leader for Summer High School program.
- Continue partnering with “feeder” high schools on admissions outreach; continue working with potential students on plans to help facilitate transfers.

Education (Rossier)

Future

- Identify potential sources of scholarship funds to support more student in both on-line and campus programs. Expand language academy and PD. Access for international students can be enhanced with the language academy. Implement the planned articulation between the on-line masters degrees and Ed.D. Bring 85% of Masters programs on line. Also look at articulation between PD and credit bearing programs. explore competency based programs.

Engineering (Viterbi)

Current

- Our DEN program celebrated is 40th anniversary and was ranked #1 by the USN&WR in their rankings of on-line graduate engineering education. Over 40 different MS degree programs are
available through DEN. We also ranked #1 in the on-line Computer Information Program rankings.

- We have made a number of significant investments in DEN to improve the technology and expand the number of rooms available to DEN courses over the past three years.
- iPodia as mentioned in #1 immediately to the left is also relevant here.
- The Viterbi School of Engineering partners closely with several local community colleges by developing 2+2 agreements articulating pre-requisite coursework to be completed prior to applying for transfer. This provides an opportunity for transfer students to work directly with staff at the Viterbi School in developing their academic plan as they are attending their community college in preparation for transfer. In addition, the School has designated specific scholarships aimed at supporting the educational expenses of transfer students once they are admitted to the Viterbi School. During all presentations to community college partners, complete information is provided both on both the transfer process as well as ways of paying for college.

**Fine Arts (Roski)**

**Future**

- Roski has as a goal the development of low residency Mas and also one-off courses in art available to the general public

**Gerontology (Davis)**

**Future**

- Increase enrolment in several on-line Masters degree programs offered by the School. Engage and strengthen community and alumni relationships with the Davis School via lifelong learning programs and events such as 'What's Hot in Aging.'

**Law (Gould)**

**Current**

- Collaboration with schools across the University. a. Continue developing our 2 undergraduate majors, in order to connect the law school with undergraduates interested in law. b. Investigate a "progressive degree" that enables talented undergraduates to "submatriculate" at Gould in their 4th year of college. c. Continue our "mixer" for international students located in Gould, Price, and Marshall.

**Future**

- Enhance the quality of teaching through innovative new techniques. In a recent faculty retreat, we discussed new classroom and technological techniques and plan to continue working on classroom innovations going forward.
- Investigate potential interdisciplinary programs at the graduate level with both the Marshall School of Business and the Viterbi School of Engineering.
USC Libraries

Current

- We have an increased number of transfer students and will continue our commitment to this group
- Our financial aid to admitted students has been notably increased.
- We have developed a series of online classes to assure that students (both inside and outside the legal profession) will be able to access legal training.
- New programs. a. We are exploring a new program that would allow "Licensed Legal Technicians" to provide legal services without having a JD degree.

Medicine (Keck)

Current

- (1) Creation of On-Line MPH program.
- Fundraising centered on medical student scholarships has already led to 8 full scholarships
- Continuing Medical Education (CME) has new leadership and on-line presentations and symposia are being broadcast asynchronously and synchronously to local and national physicians,
- (4) Dean's Distinguished Lecturer Series allows interviews and personalized discussions with nationally recognized figures of interest in health care

Music (Thornton)

Current

- 25 million dollar naming gift by Flora L. Thornton

Future

- 10 million dollar gift by Alice Schoenfeld; 3 million for Alice and Eleonore Schoenfeld Symphonic Hall and 7 million for string scholarships
- We are placing a major emphasis on scholarship funding as integral part of Thornton role in The Campaign for USC
- We will continue to offer two continuing education programs: our MAT (Masters in Teaching) and Arts Leadership. The MAT program is being redesigned to be more urban-based, serving a population that is the greatest need.
- As a result of our Popular Music program, the student population at Thornton has become much more racially diverse. We have also received a one million dollar gift for the endowment of scholarships for African-American Students.

Pharmacy

Future

Graduate Retreat and UCAR Self Study – Goals

- Develop new support mechanisms for graduate education and research, while helping faculty to succeed in obtaining traditional and non-traditional grants
- Improve traditional grant success
• Enhance industry alliance and startup efforts; c) Secure key data access
• Develop new revenue streams to stabilize fiscal support for graduate education research through offering new courses and programs
• Provide undergraduate courses for TAP and other USC students in pharmacology, pharmaceutical sciences, drug development, good laboratory practices, pharmacoeconomics that can
• Accelerate their pursuit of graduate and professional degrees and/or
• Open up employment opportunities
• Enhance diversity fellowships to enable
• Underrepresented groups to attend Pharm D programs
• Facilitate recruitment and retention of underrepresented minorities to graduate programs

Ongoing Activities

• Dean’s Summer Fellowship Program
• Offers a summer stipend funded by the School of Pharmacy to give USC undergraduate and PharmD students hands-on research experience in the School’s research labs.
• This science outreach program, initiated in 2006, has been very successful in attracting students into graduate programs within and outside of the School and has expanded from 8 to 17 fellowships each summer.
• Dean’s Graduate Fellowship Program
• Two year awards funded by the School of Pharmacy that cover stipend, fees and tuition and do not require teaching. The latter allows fellows to devote greater effort to research during their initial years in the program.
• Provides tool for School’s graduate programs to aggressively recruit the best domestic applicants by offering them internal Dean’s Fellowships.
• Increased involvement in off campus recruitment for Pharm.D. and graduate programs

Public Policy (Price)

Current

• Online courses. Continued support for the growth of our two online masters programs (Master in Public Administration, Executive Master in Healthcare Administration), and for courses in the online modality that support students in our other degrees.

Future:

• Cross-school partnerships in distance education. Developing joint certificates with Marshall to provide broader access for Price students to business courses and for Marshall students to nonprofit courses.
• Arts Leadership. Developing educational products (certificates and specialization within the MPA) with Thornton to expand opportunities for Price students in the arts and for Thornton students in administration.

Office of Religious Life

Current

• N/A
Social Work

Future

- Expand scholarships through Yellow Ribbon and other specialized, federally funded programs.
- Expand scholarships through collaboration with our for-profit partner, 2U.
- Expand access through national and international development of our Virtual Academic Center.

Office of Student Affairs

Current:

- Provide programs and services to aid in transfer student access and success through the Transfer Success Program (TSP).

Future:

- Ensure access to the full USC Experience is available to ALL USC students including transfer students, spring admits, minority students, veterans, online learners, and international students.
- Employ technologies (e.g., apps, websites) to improve service delivery to previously unreached populations.
4. **Enhancing Accountability** (commitment to ethical conduct and transparency in education programs, student services, research centers, promotion and tenure, clinical outcomes, patient care and administrative offices, learning objectives and assurance of learning)

**Architecture**

**Current**
- Review, revise and reissue Studio Culture document (see above) annually.

**Future:**
- N/A

**Business (Marshall)**

**Future**
- 1) Continue to enforce the Marshall MBA Code of Professional and Academic Integrity through student-run Honor Committee. (2) Continue offering notable guest speakers to MBA students to fulfill the requirements of signing the MBA Oath upon graduation. (3) Conduct research studies throughout the student lifecycle through alumni including MBA Skills Assessment Research Study with second year MBA students and Corporate Advisory Board which will provide direction for more relevant electives and enhanced skill development and student services. (4) Initiated pre- and post-diagnostics in selected MBA Core courses to determine improvements in competencies learned during the courses. (5) Developed standard practices manuals for key

**Cinematic Arts**
- All our undergraduate students must take a safety seminar prior to their gaining access to equipment or engaging in creative production of any sort. Taught by the director of physical production, the safety seminar outlines the essential “do’s” and “don’ts” of workplace safety given that media production frequently involves the use of electrical power, heavy equipment and machinery. We also want students to understand safety concerns arising from the use of props in public places. Prop guns, for example, are banned. We teach students about the need for permits when shooting on or off campus. One by-product of the permitting procedure is a heightened awareness of the potential real world impact of creative activities on the lives of others. We also want students to understand the ethical dimension of media production including giving some thought to the potential impact of one’s creative work on all sorts of audiences – in short social responsibility not just a focus on popularity or marketplace success. What, for example, are the possible effects of one’s documentary film on the subjects whose stories are being told? How does one properly share the benefits of one’s creative labors including sharing credits or even income? Here the skills of thoughtful collaboration are essential. Each of our degree programs takes up the ethical dimension of media production in its own proper context from writing and producing to animation, games, apps and on-line product creation and critical studies.
**College (Dornsife)**

**Current**

- Undergraduate Program Reviews with external referees-four departments and programs per year. This involves the evaluation of all undergraduate programs through published learning outcomes, statistically valid data and, in the near future, Dornsife-wide procedures and instruments to measure student achievement (capstone courses and examinations, exit surveys and an eportfolio system)
- Implementation of Oral and Writing standards aligned with ACTFL national standards in all Dornsife foreign language programs
- Rigorous faculty merit evaluation process and third year review
- NTT Faculty Guidelines that outline promotion Assessment through multi-tiered faculty committees assessing dossiers.

**Future**

- Continue development of pre-Health program with metrics of success
- Establish clear annual metrics for success in centers and institutes, focusing on extramural grant activity
- programs and events administered by the Full-Time MBA Program.

**Communication and Journalism (Annenberg)**

**Current**

- We have actively sought feedback from stakeholders, including alumni, faculty, students, administrative staff, center staff, parents, and our Board of Councillors to determine our strengths and weaknesses.
- We have made considerable strides in creating detailed guidelines for third year reviews, tenure and promotion, as well as policies on support for proposal preparation and allocation of office space.
- We have created new and transparent policies on administrative stipends, merit review, and hiring and retention of contingent faculty. We monitor our compensation processes carefully to make sure that there are no inequities related to gender and ethnicity.
- We consistently "consult up" on personnel matters, and consult extensively with our faculty council on proposed changes that might have a major impact on the life of the School.

**Future**

- N/A

**Dentistry (Ostrow)**

**Current**

- Prepare students to behave ethically and professionally.
  - Specific ethical situations incorporated in the case-based learning modules with clinical faculty trained to model the ethics and professionalism taught in the module during clinic sessions.
Support the student-initiated and run Student Professionalism and Ethics club, originated at Ostrow and now a national student club.

Future

- Clinical evaluation of competency now includes specific assessment criteria for professionalism and ethics.

**Dramatic Arts**

**Current**

- N/A

**Future**

- Deepen the existing work of the Faculty Council in its role of advising the Dean in the annual measurement of faculty teaching and research activities (merit review).
- SDA has newly articulated in writing the metrics by which faculty of Theatre Practice can move from Associate to Full Professor; continue compiling written criteria of the standards in the field for tenure and promotion for SDA Design faculty, to be filed in the Provost's Office.

**Education (Rossier)**

**Future**

- 100% of Rossier graduates will enter their profession fully prepared and able to improve learning in urban education - through their research, ability to leverage technology, program or curriculum development, teaching, policy development or counseling and intervention.
- The curriculum for every degree program will be based on Rossier's four academic pillars: Accountability, Learning, Diversity and Leadership, and will demonstrate a valuing of integrating multiple perspectives by building a community of stakeholders who advocate for high academic achievement for all learners in any educational setting.
- Every Rossier degree program will establish a measurable outcome goal that articulates what it expects its graduates to be able to do with respect to improving learning in urban education as a result of completing the degree program.
- We will commit to helping our graduates improve learning in urban education by creating a monitoring and support system to track our graduates' progress against the outcome goal, and if a graduate does not meet that goal, we will, by request, work with that graduate until she or he meets the goal or leaves the profession.

**Engineering (Viterbi)**

**Current**

- The USC Viterbi School tracks proposals submitted, and research funding for each of our faculty members. In addition, a Space Committee was constituted a few years ago that recommended a space policy that has since been implemented as guidelines to how research space is allocated to productive researchers and periodically reviewed for reallocation.
• We have for many years had Associate Professor and Professor of Engineering Practice titles with posted guidelines on the expected qualifications for these positions
• We have modified the effort profile of several of our faculty members using either individual faculty development plans or simply a discussion between the faculty member and the department chair to increase the teaching load for faculty whose research efforts have declined.

**Fine Arts (Roski)**

**Future**

• Roski plans this year to revise the NTT guidelines and the Mentoring Guidelines

**Gerontology (Davis)**

**Future**

• Develop ethics courses and counseling for all undergraduate and graduate students, and for post-doctoral fellows. Expand mentoring programs for undergraduate and graduate students, and for post-doctoral fellows

**Law (Gould)**

**Current**

• Create flexible faculty profiles than can vary over career stage and across campus, but with clearly articulated metrics for accountability. Includes opportunities for NTT faculty to seek promotion and advancement and criteria for evaluation. Develop criteria for measuring and evaluating the success of university activities; Showcase greater programs. Include strategic priority movement as part of Deans' evaluations.
• Transparency for students. We provide an unusually detailed accounting of both the costs and the professional opportunities that our students will have when they matriculate at USC Gould.
• Auditing our success in the classroom. One measure of our success is the student bar passage rate. We have worked to assure that the number of students passing the bar is and remains very high.
• Transparency for untenured faculty. We have annual meetings that provide a space for tenured faculty members to discuss, evaluate, and provide detailed feedback to our untenured faculty.

**Future**

• N/A

**USC Libraries**

**Current**

• Formalized responsibility for library support of research skills, information literacy, and the general education curriculum at the assistant dean level
• Replaced previous survey instrument and implemented new means of evaluating the libraries' effectiveness for students, faculty, and staff
• Formalized responsibility for financial administration, including audit compliance, at the assistant dean level
• Reorganized the libraries' Public Services unit to reduce reliance upon middle-management and improve availability of library services and collections
• Migrated to cloud-based technical infrastructure where possible to improve accessibility and discoverability of library resources and to support disaster recovery and business continuity programs; to date, the USC Digital Library and search tools have migrated to the cloud

**Medicine (Keck)**

**Current**

• In the interest of greater accountability, the Keck School has, for the first time, initiated and executed comprehensive department chair reviews that seek input from faculty, staff, trainees, and School and Hospital Leadership. Feedback from these sources is used to develop goals and criteria for future success for reappointed department chairs. We have performed 5 in the first year, and 4 in the second year of this initiative.
• Clinical faculty, through the efforts of the Office of Compliance and the "Disclose" program are now disclosing all potential financial or other conflicts of interest.

**Music (Thornton)**

**Current**

• Implementation of a clearly established path for promotion and advancement by NTT faculty with creation of two career paths: 1) Lecturer/Senior Lecturer and 2) Professor of Practice. Eligibility of NTT faculty for Dean’s Awards in Teaching, Scholarly/Professional and Service Areas.
• Specific and clearly defined criteria for evaluation for both TT and NTT faculty
• Implementation of online, anonymous faculty questionnaire for evaluation of department chairs
• Achievement of a 4 year graduation rate of 90%

**Future**

• We will endeavor to engage all members of our faculty – regardless of profile – with the mission of the school and to include all in the Thornton creative community. At a time when innovation, creativity and collaboration are essential, we will develop ways to support these attributes in our faculty.
• Creation of Faculty Development Initiative – to update the frameworks that support faculty in their careers at Thornton, clarifying University and Thornton standards for promotion and tenure. We will implement more flexible load profiles as teaching becomes more varied, and we will foster connections, creative work and teaching across disciplinary boundaries, developing a culture in which innovation in teaching, research and creative activities is supported.
• Focus on Musician’s Health and Wellness. We will develop resources to support the physical, mental and emotional vitality of our students, drawing on the rich resources available at USC, with its medical and other professional schools.
We will re-think the role of advisement and mentorship. Our advisement efforts must go beyond ensuring student’s good progress towards graduation. We will also tap a wider range of mentorship resources, including our vast and rich array of alumni.

**Pharmacy**

**Future**

**Graduate Retreat and UCAR Self Study – Goals**

- Develop and maintain a comprehensive plan for faculty mentoring and evaluation
- Develop and implement a comprehensive plan for curriculum outcome measurement, monitoring and evaluation
- Develop and implement a comprehensive plan for evaluating the viability and success of graduate programs and the return of School of Pharmacy graduates into academic programs nationally and internationally
- Develop and implement a comprehensive individual development program for each graduate student

**Ongoing Activities**

- Established and filled the position of Associate Dean for Assessment and Curriculum to spearhead and lead the development of assessment programs identified above
- Increased attention to faculty mentoring and development at the Departmental and School levels
- Departmental – regular reviews of meetings with junior faculty by Department Chair
- Vice Dean for Research and Graduate Affairs; Mentoring Committee and Department Chair co-chair a mentoring committee for each pre-tenure, tenure-track faculty member that includes other tenured USC faculty.
- School’s Research Office provides a regular series of faculty development activities aimed at improvement of grant writing skills, introduction to new grant mechanisms and funding agencies, guides to generation and protection of intellectual property, entrepreneurship and use of new technology tools for development of more efficient research approaches.
- School provides a variety of venues for NTT faculty to advance their careers by providing them with mentored management projects, such as the management of core facilities and supervision technical staff.

**Public Policy (Price)**

**Current**

- Support the growth and development of our full-time teaching faculty, including defined paths to promotion and advancement, and active involvement in school governance processes.

**Future:**

- N/A
Office of Religious Life

Future

- Our new SOULJOURN program will be monitored for effectiveness by a graduate student at the Rossier School of Education.

Social Work

Future

- Expand Salesforce system to connect online and onground programs for monitoring of progression to degree and continuous quality assurance.
- Develop and implement new system for monitoring and assessing educational outcomes of the MSW program, with plan for continuous improvement.
- Complete monitoring and evaluation system for the School's research initiatives, including research productivity, cluster performance, and mentoring of PhD, post-doctoral appointments, and junior faculty.
- Complete revision of School's Faculty Guidebook, including new statement of the School's expectations for progression and profiles.

Office of Student Affairs

Current:

- Evaluating social-life policies to determine adequacy, impact, and relevance.
- Maintain accreditation by Accreditation Association for Ambulatory Health Care, Department of Health Services, as well as review by American Psychology Association (teaching program), State Board of Pharmacy and COLA (lab accreditation).

Future:

- Conduct multi-year, division-wide Program Reviews of each department in Student Affairs over the next 3-5 years.
- Train division leadership on program assessment and student learning outcome tools.
- Implement web-based Annual Reporting system for all departments in Student Affairs.
- Install a post-adjudication satisfaction survey for students who have gone through the student conduct process.
- Collaborate with the Office of Institutional Research and Schools to gather data on USC students’ after-graduation plans.
5. **Translational Research, Creative Work and Practice** (that includes the arts and humanities and the health/medical enterprise)

**Architecture**

**Current**

- Use the Flux Home / Zero Net Energy / Solar Decathlon entry as an experiment, a catalyst, a community outreach and a "design-build" experience. The Solar Decathlon addresses carbon footprint, climate change, affordable housing and makes a clear statement of USC SoA's commitment to key global issues. It engages other units on campus, the construction industry, DOE, DWP, SCE, and major manufacturers. It also intends to engage the community.(See also community outreach.)

**Future:**

- Incentivize and support large grants for continuing research foci: a. Use RIC to reimburse continuing research expenses and support developing areas of expertise. b. Establish an endowment to support graduate students. c. continue connections with Architectural process and design software firms, such as Autodesk. d. Find funds to build a digital fabrication lab.
- Engage and strengthen the USC Trojan Family and its ties to USC School of Architecture. a. Improve the utilization of the Architecture Guild, b. expand the Guild career day to include Landscape Architecture and Building Science and Heritage Conservation.

**Business (Marshall)**

**Future**

- We continue to move forward with plans to bring a Census Research Data Center to USC. Construction will begin soon. We have acquired three campus partners at this point: Dornsife, Price, Viterbi. Having a CRDC at USC will put us in the same West Coast group as UC-Berkeley, UCLA, and Stanford, will enable existing faculty and doctoral students to work at the research frontier, and will help our recruiting. (1) Connected to local and global corporations and alumni through the development of marketing plans for selected companies. (2) Invited global executives to speak at MBA Core classes for students to gain global leadership perspectives regarding selected business disciplines.

**Cinematic Arts**

**Current**

- The Creative Media & Behavioral Health Center is one of the most active labs in the School of Cinematic Arts with three major initiatives linking the Cinematic Arts with the health sciences: Sports & Exercise for Wellness; Healthy Brain Architecture; and Social & Sensorimotor Play. The Center has completed three registered clinical trials, two of which were randomized and has published several new papers. Some of the Center’s interventions are used in the field already.

**Future**

- In the future, the Creative Media & Behavioral Health Center will continue to develop and test new interventions for education, health promotion, diagnostics and therapeutics. We plan to expand more into working in clinics, as well as continue working in health research. We are
preparing a commercial release of the Brain Architecture game, a clinic-based observation study, while continuing development on Watergait, a walking meditation for balance and mindfulness with broad applications.

Two doctoral courses have already been offered in translational research and interactive media with the school of social work. We are planning a new MFA emphasis in this area, as well as a non terminal MA that can be combined with social work, public health, neuroscience, and bio kinesiology and physical therapy.

**College (Dornsife)**

**Current**

- The new Bachelor of Arts in International Relations and the Global Economy was designed for students whose aspirations require a substantive grounding in the economic and political determinants of international trade and finance.
- Students interested in Environmental Science and Health can pursue either a Bachelor of Arts or Bachelor of Science degree.
- Building on the strength of our major in Philosophy, Politics, and Law, USC Dornsife has added this year a new major in Law, History and Culture, expanding our collaboration with the Gould Law Center.
- As the attention of the international community focuses on Iran, Dornsife has created a new minor in Iranian Studies.
- Students with an interest in preventing genocide around the world can sign up for the new interdisciplinary minor in Genocide Resistance, drawing upon the resources of the Shoah Foundation and the Holocaust Studies Collection in Doheny Memorial Library.

**Future**

- Develop expansive and inclusive Sustainability Program via Dornsife-wide task force to build excellence in research and teaching and to address pressing environmental problems
- Leverage foundation support to build department excellence—for example, INET Collaboration with Economic
- Provide shared lab and equipment facilities such as the social behavior labs in psychology, LABEL in economics, the Census Research Data Center (in conjunction with Marshall and Price), chemistry department core instrumentation, and gene sequencing facilities
- Establish advancement plans within departments to engage alumni and identify opportunities to promote scholarly and teaching excellence
- Developing significant postdoctoral training program in economics of financial systems with funding proposal to the Institute of New Economic Thinking.
- Shoah Foundation Institute has nucleated the formation of the Center for Advanced Genocide Studies to provide an academic platform to access the Visual History Archive.

**Communication and Journalism (Annenberg)**

**Current**

- With respect to translational research and practice, the Annenberg School has provided extensive support through both its development and sponsored research offices to obtaining external
funding for work in two significant areas: health promotion and healthcare services, and community journalism.

- With support from the California Healthcare Foundation and the California Endowment, Annenberg is training journalists in reporting on healthcare issues of importance to Californians, for example, understanding the new insurance exchanges coming online with Obamacare.
- Researchers supported by NIH, NSF, CDC, Gates Foundations, USDA and others are researching community-based solutions to malnutrition, prevention of HIV and cervical cancer, and cancer survivorship.
- Our Metamorphosis project looks at the communication ecology of diverse communities in the Los Angeles basin, focusing on the ways stories about health and wellness are told through multiple channels including ethnic media

Future

- N/A

**Dentistry (Ostrow)**

**Current**

Create and support opportunities for high-impact research.

a. Continued support of multiple research facilities on both campuses which merge innovative research with cutting-edge clinical practice (CCMB, Bice, OPTT-RERC).

b. A continuing and concerted effort to hire additional tenure track faculty, since 2009 have added more than 15 to date with at least 2 more planned.

- Engage in collaborative research projects through working with USC Clinical and Translational Sciences Institute.

**Future**

- Grow the newly established Ostrow Clinical and Translational Research Center
  a. Renovate space in the Norris Dental Science Center
  b. Establish new collaborations within SC CTSI, and national and international institutions.

**Dramatic Arts**

**Current**

- N/A

**Future**

- Further support for SDA’s newest master’s degree, the MA in Applied Theatre Arts (ATA), which invites community-based artists, educators, therapists, social workers and political activists to explore how theatre can be applied to non-traditional theatrical settings and, through an ethics of engaged scholarship, creates partnerships at local, national, and international levels in the interests of liberatory education and social, political or therapeutic change.

- Strengthen commitment to Visions & Voices Initiative.
**Education (Rossier)**

**Current**

- To produce the highest quality translational urban education research. We will take an entrepreneurial approach that leverages technology to engage in research that reflects a scientific industry model of "research and development." Our research will be driven by the mission of our School and reflect the five characteristics that inform our work.
- We value strong academic, collaborative interdisciplinary research teams that engage in the development of new innovations, ideas and solutions to urban education issues and directly impacts practice.
- We will bring proven interventions to the field at greater agility and scale that will continually engage in development of measurable outcomes that will evaluate how our own research and teaching impact practice and educational outcomes.
- We will significantly increase the amount of externally funded research and support faculty in their effort to secure this funding.
- We will build a stronger infrastructure to support research active faculty with funding and project management.

**Future**

- Explore the assets and responsibilities of the NTT faculty, many of whom have histories of extensive grant-supported work and significant organizational leadership experience. Strive for full, active participation of the NTT in the life of the school.
- Continue to develop capacity in learning sciences
- Develop academic capacity/resources around strategic management of human capital in learning organizations (harness the non-traditional resources, like TfA). Translation of high end quantitative analyses into practical, school-based applications re human resource allocation, management. Develop response to school district requests for help with using real time data re teacher effectiveness -- putting research into practice.

**Engineering (Viterbi)**

**Current**

- There are significant research efforts underway in the broad area of energy and sustainability. These include a national DoE Frontiers in Energy center on solar cells and efficient indoor lighting, the CiSoft partnership with Chevron, an effort on efficient diesel engines, a joint effort with LADWP on the smart grid, and shale gas research
- Viterbi is home to the National Center for Risk and Economic Analysis of Terrorism Events (CREATE). [http://create.usc.edu/](http://create.usc.edu/)
- We have very large proposed efforts in digital manufacturing and cyber security under consideration for funding.
- The school has invested in the Astani Department of Civil and Environmental Engineering in sustainability and infrastructure. This has resulted in several new faculty hires.
- We have an ongoing partnership with the Keck School of Medicine of USC in HTE@USC. http://hte.usc.edu/. HTE@USC aims to augment the training of select doctors and engineers through project-focused collaboration resulting in the most effective and efficient solutions to real-world healthcare problems.
- The Viterbi School is home to the BMES NSF Engineering Research Center. http://bmeserc.usc.edu/
- We have significant interactions with the Alfred E. Mann Institute at USC.
- There are many more research centers in the USC Viterbi School that are relevant here: http://viterbi.usc.edu/research/centers/
- The School runs a business entrepreneurship competition supported by a gift from Fariborz Maseeh. The teams compete for a $50,000 grand prize and all teams are assisted by mentors in the process.

**Fine Arts (Roski)**

**Future**

- Roski is planning to begin developing a community outreach program. To that end, we have hired in a new position (Undergraduate Coordinator) with responsibility in this area and have had meetings with DPS regarding partnerships here.

**Gerontology (Davis)**

**Future**

- Increase fundraising to support endow high-impact research. Create new centers and Institutes that cross traditional disciplinary lines, especially in areas that can be investigated collaboratively with other Schools. Establish bi-annual competitions for seed funds so that faculty can explore new areas of research. Increase fundraising to establish endowments to support the School's research infrastructure. Increase research cooperation and collaboration with other USC schools and with outside entities, such as the Buck Center for Aging Research. Increase shared research space and shared equipment facilities, and facilitate collaborative and technology-enabled research opportunities. Establish two new cores within the USC Davis Schools that are meant to serve the entire university, including 1) A Novel Assay Development and Aging Biomarker Core that is driven by the new model of the multiplex MSD instrument and 2) a mitochondrial Biology Core, currently driven by the FX96 SeaHorse instrument.

**Law (Gould)**

**Current**

- Encourage the activities that assure our research and legal ideas are available for wide consumption. a. The school encourages and recognizes the value of congressional testimony provided at both the state and federal levels. b. We encourage our faculty to present their ideas to professional and lay groups and speak widely to the media.
- Continue our commitment to poor individuals' access to justice through our clinical legal programs.
• Continue our programs that enable students, faculty and citizens to discuss and debate legal and policy ideas. a. Programs include: the Supreme Court Preview, the Roth Lecture, the Neiman Seiroty Lecture, and Conversations with the Dean (where our Dean converses with local leaders in an "armchair setting."

Future

• N/A

USC Libraries

Current

• Developed library-education curriculum designed to prepare the next generation of library leaders to succeed in three areas of global importance: digital librarianship, academic librarianship, and librarianship in urban environments
• Librarianship in urban environments track includes investigations of information access for an engaged citizenry, the evolving nature of public libraries as civic institutions, and related financial, policy, and political issues

Medicine (Keck)

Current

• Create and support opportunities for high-impact research: Use fundraising as an opportunity to establish endowment for our Research institutes: particularly the Norris Comprehensive Cancer Center, the Eli and Edythe Broad Center for Stem Cell Biology and Regenerative Medicine, the Zilkha Neurogenetic Institute, the Institute for Emerging Pathogens and Immune Disorders, the USC Institute for Urology, the USC Institute for Neuroimaging and Informatics, the USC Institute for Vision Research.
• Partner with the Keck Hospitals of USC and USC Care in the development of clinical satellites, practice groups, and the establishment of a community network of physicians for whom we can provide tertiary care.

Music (Thornton)

Current

• The performance of music is inherently translational. With the vast availability of recorded music, there is no logical reason to perform live music. But the human experience is profoundly impacted by such performance and we continue to re-interpret works of art through society’s eyes, needs and desires.
• We have a tradition of such scholarship, including groundbreaking joint research in music education and neuroscience, major commissions of Thornton composers by eminent ensembles such as the New York Philharmonic, important premieres of new operas and concert tours by Thornton performing faculty.

Future

• We will continue to raise the bar for the creative work of the faculty, especially in the careful selection of new hires.
Pharmacy

Future

Graduate Retreat and UCAR Self Study – Goals

- Develop a strategic plan for expanded recruitment of translational scientists, to enhance research potential of existing clinical faculty, and to build upon innovation and discovery through basic scientific enquiry.
- Provide the breadth of hard and soft skill training and research experience required to prepare a graduate student for today’s marketplace.

Ongoing Activities – See transformative modes of education above

- Developed a translational Clinical and Experimental Ph.D. program
- Developed a series of dual degrees in the PharmD and PhD programs that allow students to broaden their backgrounds to make them more competitive in research and in the academic, industrial and government job markets
- Reorganize the School’s departmental structure to enhance the strategic plan for interdisciplinary research; a) Merged 4 departments into 2; b) Generated the impetus to develop a common research infrastructure supported by all investigators, an integrated basic science graduate curriculum sequence serving PPSI, MPTX and CXPT students, and the hire of 3 new faculty, each unanimously supported by the faculty of the merged department.
- Developed and continue to expand core facilities that provide quality, validated supporting data for the drug development process, and also providing value-added professional skill development for students. No such capabilities are currently available on the entire USC campus; a) GLP-certified animal toxicology, GLP-validated pharmacodynamics, drug and metabolite analysis; b) High throughput screening capabilities for drug development.
- Expanded our graduate program to encompass disease mechanisms, basic drug discovery and delivery, translational and clinical research, outcomes and policy research, and regulatory sciences
- Established the Schaeffer Center for Health Policy & Economics, together with our clinical pharmacy faculty and staff, to engage both industrial partners and local community groups to identify and implement better health care strategies and outcomes in practice.

Public Policy (Price)

Current

- Expanded research staff support to help faculty in obtaining and managing funded research projects.
- Support and development of research centers that directly connect research to policy makers at all levels of government and to industry (e.g., Schwarzenegger Institute, Center on Philanthropy and Public Policy, Bedrosian Center, Lusk Center, Metrans, and CREATE)

Future:

- Spatial and Visual Analysis Lab. Funding the development of a new lab that will support research and provide training for our students in spatial and visual analytic skills.
- Center on Social Innovation. Searching for a director for our recently funded new research center focused on identifying new solutions to complex social problems.
Office of Religious Life

Future

- This academic year, the ORL will offer the second annual SOULSCREEN Film Festival as a much higher-profile event than our trial event in Spring 2013. It will bring together filmmakers with faith leaders and interfaith activists, bridging the realms of religion, spirituality, and film.

Social Work

Future

- Develop national recognition for translational research in behavioral health, children's well-being and protection, and organizational transformation through development of research clusters and international practice networks.
- Expand funding from National Institutes of Health, NIMH, Department of Defense, and Department of Health and Human Services, with emphasis on behavioral health research.
- A collaboration with the Department of Neuroscience and a consortium of child mental health providers to explore strategies for using brain science research evidence to influence policy and practice related to delivery of mental health services in Los Angeles County. The focus of this would be on the neurobiological effects of trauma-focused cognitive behavioral therapy.
- An interdisciplinary collaboration examining the human dimensions of global climate change, including "ecological refugees" and victims of natural disasters related to climate change.

Office of Student Affairs

Current:

- Evaluation cross-sectional and longitudinal data related to USC student health and wellness through National College Health Assessment.

- Form collaboration with faculty members from sociology and education to conduct research on gender-related harm, including research that looks at those who work in the field.

- Employ best practices in technology through USC Career Center.

Future:

- Under development
6. **Creating Conditions for Success** (through flexible structures that allow faculty to move swiftly into new areas, enhanced collaboration on a massive scale, new types of research facilities, incentives that reward collaboration, seed funding to jumpstart research, outstanding libraries and their ties to academic programs, reimagined and upgraded classrooms conducive to how students learn, communicate and gather information, build the digital university)

**Architecture**

**Current**

- Faculty research funds are provided to each tenure track faculty ($6,000 p/a) and tenured faculty ($2,000 p/a) as seed money for new research, travel money for conference attendance and modest equipment purchases. Additional funds are available to faculty based on proposals submitted to the Human Resources committee, which evaluates them and recommends funding levels to the Dean. ($40,000 per cycle, plus the Dean's Initiative Fund.)

**Future:**

- (See Digital Fabrication Research Lab under Research column.) Construct a large enough fabrication facility to allow access for didactic purposes.
- Endow 2 named chairs and professorships to recognize USC SoA’s distinguished emeritus faculty. (Knowles, Harris, perhaps Ambrose.)

**Business (Marshall)**

**Future**

- Funding has been secured for a new UG building that will involve a state of the art technology-enhanced space and will allow program offices to be housed together. An undergraduate library will be part of the facility. The proximity to the graduate building will provide more opportunities for UG and Grad students to interact and attend common events. The Census Research Data Center is being brought to USC, which will facilitate collaboration of faculty members and PhD students across multiple schools.

**Cinematic Arts**

**Current**

- The School of Cinematic Arts is built on a culture of collaboration. All freshmen enroll in a class, CNTV 101, that introduces them to some of the cutting-edge questions that propel research across all areas of specialization in the school and its programs: the development of new storytelling forms; the role of interactivity and immersive technologies in a changing entertainment environment; how to mobilize social change through media. The class requires students to pool resources and team up to make projects responsive to a game engine devised by the faculty – the more team members from across the divisions, the more points can be scored. The class also meets a number of SCA faculty who share with them their research and hear about the various labs in which they may some day participate.
- The School of Cinematic Arts is a member of Cine-Grid, a non-profit organization based in California that began in 2006 in order to distribute 1 Gigabit and 10 Gigabit digital networks,
utilize grid computing to manage digital media applications, and increase the demand for digital media exchange among remote participants in science, education, research, art and entertainment. SCA has been a partner from the beginning under the leadership of Professor Richard Weinberg. Cine-Grid links universities in the U.S. including UC San Diego and the University of Illinois with universities abroad (Keio University [Japan] and the University of Amsterdam) with corporate groups such as Sony Electronics and Lucasfilm Ltd.

**College (Dornsife)**

**Current**

- Dornsife has three Faculty Development Directors (Humanities, Soc Sci, Nat Sci) whose mission it is to mentor faculty, particularly junior faculty moving toward tenure
- Dornsife offers all meritorious faculty without extramural funding $2500-$3500 annual Faculty Development Awards in support of their scholarly endeavors
- NTT professional development funds and opportunities for NTT promotion.
- Unique space off campus at the USC Wrigley Institute for Environmental Studies

**Future**

- Work with faculty and students to find what kind of spaces work best for in classroom and out of classroom learning in new areas and enable those types of learning environments, however varied they may be
- Build further support for disciplinary clubs and encourage interaction on important themes with funded events on themes that transcend the disciplines and teach students to lead and practice team-work in addressing problems
- Facilitate advising and respond readily to new initiatives
- Improve web sites that feature research and internship opportunities across Dornsife
- Investing in three core services on UPC campus - genomics, CEMMA (imaging for biology and materials science) and machine shop
- Case statement for CMSE building emphasizes donations to support science infrastructure and programming.

**Communication and Journalism (Annenberg)**

**Current**

- Conditions for success in addition to the extensive support provided to faculty seeking external funding include the availability of seed funding, summer research scholarships for all doctoral students, and a culture of team science which encourages faculty-student collaboration.
- Collaborations with other units are actively sought through hosting small meetings of faculty with common interests; partnerships with units as diverse as marine science and electrical engineering have resulted in proposals for external funding.
- The School's buildings, facilities and technology must foster the highest quality of innovative and interdisciplinary research and practice. Our Annenberg Innovation Lab, partnering with industry giants including Intel and Verizon, offers students and faculty from the School and other units an environment for doing creative work in new digital technologies. We are in the final stages of construction of a new, 85,000 square foot building, made possible by a $50 million gift from Wallis Annenberg, that will feature a state-of-the-art integrated news room for the school’s broadcast, digital and radio news outlets, laboratory space for research teams, and flexible and collaborative workspaces for research and study.
**Dentistry (Ostrow)**

**Future**
- Invest in classroom, lab and clinical facilities.
- a. Renovated two auditoriums in the Norris Dental Science Center to utilize state-of-the-art technology to enhance the learning experience
- b. Bring cutting-edge dental technology and techniques to students including chair side CAD/CAM restorative systems, Cone Beam CT Imaging and implant placement experience at the pre-doctoral level; iPads in classrooms.

**Dramatic Arts**

**Current**
- N/A

**Future**
- The School is working to raise annual and endowment funds to support faculty special initiatives and research projects that radically expand the work of our scholars and practitioners, both Tenure-track and NTT, and expose students to cutting edge practice/programs.
- SDA to continue providing support (travel expenses, course-relief) for both TT and NTT faculty to present at conferences.

**Education (Rossier)**

**Current**
- N/A

**Future**
- Continue to exploit the resources we have built in ATT; Develop a model for research promotion that exploits social media outlets. Continue collaborative team-built programs rather than individually initiated programs. (i.e., Global EdD with HKUST and HKU). Continue to create interesting teaching opportunities (like Global) that stimulate faculty curiosity.

**Engineering (Viterbi)**

**Current**
- At the recommendation of the school's research committee, Viterbi is investing in creating interaction spaces on each floor of RTH. This will be finished this fall. The effort will continue with interaction spaces subsequently created in at least three more of our buildings.
- The school has held jointly organized research retreats with the schools of gerontology, social work, and medicine in the past years to foster and enhance collaborative research.
- The Vice Dean for Research runs a call for proposal program that awards seed funding to new research directions.
- Viterbi has jointly invested, with the Dornsife School, in a new staff member for the CEMMA core facility.
• The Viterbi School has invested in supporting an additional staff member in the Keck Photonics Lab (cleanroom) core facility.
• The Viterbi School is actively working to raise funds for the new Center for Molecular Science and Engineering building. This facility will house significant new research space as well as upgraded and expanded imaging and nanofabrication core facilities.
• The Viterbi School is actively fundraising to upgrade the iPodia space.
• In addition to, or as part of, VSI2, mentioned earlier in column 2, the Viterbi School has invested in a new incubator space located at the Information Sciences Institute. This program is called the Viterbi Startup Garage. The initial program is a ten-week program in which ten companies are provided $20K in addition to mentoring and other resources. http://vsi2.usc.edu/vsg-about/

**Fine Arts (Roski)**

Future

• The Garage planned for the Iovine and Young Academy will be opening this year and will be this kind of research facility. The entire premise of the Academy involves students and faculty moving through different academic areas and breaking down pre-existing barriers.

**Gerontology (Davis)**

Future

• Build an entire new biology of aging wet-lab suite in the Davis School basement. Raise funds to completely refurbish and modernize the Davis School third-floor biology wet labs. Increase fundraising for essential and transformative new research equipment. Increase shared research space and shared equipment facilities. Build new smart classes and interactive classrooms/lab spaces. Increase mentorship at all student, post-doc, and faculty levels. Facilitate collaborative and technology-enabled learning experiences. Establish the Davis Teaching Fellows program to foster and even institutionalize innovative and effective teaching and learning techniques.

**Law (Gould)**

Current

• Complete our renovations to assure that every classroom and meeting room in the Gould Law School is updated with state of the art technology.
• Continue to recognize the best teaching and mentoring activities through a series of awards and student/faculty appreciation events.

Future

• N/A
**USC Libraries**

**Current**

- Established the Dean's Challenge Grant program to encourage and enable informed risk-taking, experimentation, and innovations within the libraries that lead to tangible improvements for the USC community
- Became the first North American research library to join 11 Pacific Rim institutions in the Outstanding Academic Papers by Students program, which showcases USC research excellence on a global stage; integrated the OAPS program with the Undergraduate Writers Conference program
- Have continually expanded support for disciplinary and interdisciplinary study through librarians working as dedicated subject liaisons and research specialists, development of curated research resources for schools and individual programs, and development of research resources to support reflective component of Visions and Voices programming
- Became administrative home of Phi Kappa Phi honor society in order to cultivate more substantial connections with accomplished faculty and their academic programs and highlight the libraries' role in academic success through PKP student-recognition programs
- Realigned library exhibitions and events to demonstrate and cultivate library ties to discovery, creativity, and academic excellence throughout the entire university; recent programs have focused particularly on engaging students at the intersections of math, science, and art
- Completed architectural feasibility study for the renovation of Leavey Library

**Medicine (Keck)**

**Current**

- Research space is critical: Establish Guidelines for assignment of Research Space, adhering to the basic criteria of funding and FTEs. Implemented with roll out in Cancer Center, Broad Institute and ZNI, to be followed with older research building remodeling and reassignment.
- Establishment of research cores: BSL-3 laboratory, Epigenome Center, Imaging (neuroimaging) and informatics, Biorepository of samples, a comprehensive consent form for patient participation in broad based research studies
- Obtaining endowment for and support for building a state of the art medical education building, with room for simulation education, laboratories, meeting rooms, conference room, simulated patient experience and small group discussion rooms.

**Music (Thornton)**

**Current**

- A long-standing tradition of excellence in classical music performance, creation and study that has been energized by its more recent expansion into a diverse range of music study, becoming one of the country’s most comprehensive and forward-looking schools of music.

**Future**

- The success of our students largely depends on the ‘fit’ of the student with the programs and objectives of the Thornton School and the University. Students need to have the academic profile, the creative spirit, and the musical talent to be successful at Thornton. We will shape our recruitment and resource allocation to ensure that we recruit students who will thrive at Thornton.
• We will put into place structures, infrastructures and resources that support our strategic objectives. Increases in student aid are vital in assembling a body of outstanding students in the competitive marketplace of top music programs.

• We will work to remedy facilities, technology and equipment that are deemed insufficient to support teaching in existing programs, much less new programs.

• Additional staffing will be implemented to better support our internal activities and promote our external image.

• We will work to improve cross-departmental cooperation and strengthen internal communication.

**Pharmacy**

**Future**

**Graduate Retreat and UCAR Self Study – Goals**

• Develop new support mechanisms for research, while helping faculty to succeed in obtaining traditional and non-traditional grants, and to cultivate new resources for data access

• Coordinate our admissions and curricular efforts to present our programs in ways which emphasize the unique interdisciplinary opportunities at the SOP and enhance the national recognition of our individual and interdisciplinary programs

**Ongoing Activities**

• Developed new programs aimed at moving swiftly into new areas of research and technology.

• Secured additional administrative and office space, which has been used to establish new programs such as Regulatory Sciences, Medication Therapy Management, and to expand the footprint of Pharmaceutical Economics and Policy within the Schaeffer Center.

• Established a Vice Dean for Research and Graduate Education and the Office of Research and Graduate Education to develop new and novel approaches to secure research funding in an uncertain Federal environment: a) Build on our success as the University's first unit to fund a research campaign through crowdfunding; b) Continue to develop fee-for-service and other forms of income generation through research services, as we open our facilities to a more collaborative mode of operation and collaboration; c) Continue to develop high quality core facilities to support our research programs in translational science, histology and lentivirus production, and GLP-certified capabilities as we;; as an array-based high throughput screening.

**Public Policy (Price)**

**Current**

• Expanded research staff support to help faculty in obtaining and managing funded research projects.

• Support and development of research centers that directly connect research to policy makers at all levels of government and to industry (e.g., Schwarzenegger Institute, Center on Philanthropy and Public Policy, Bedrosian Center, Lusk Center, Metrans, and CREATE)

**Future:**

• Spatial and Visual Analysis Lab. Funding the development of a new lab that will support research and provide training for our students in spatial and visual analytic skills.
• Center on Social Innovation. Searching for a director for our recently funded new research center focused on identifying new solutions to complex social problems.

Office of Religious Life

Future

• In 2012, the ORL took control of the URC building for the first time since the building was constructed in the 1960’s. This academic year we intend to continue our vigorous efforts to make the building attractive and functional for our over 90 student religious clubs whose meetings are conducted here. This entails working with the Provost’s Office to get dingy rooms painted, placement of improved signage, doors and other facilities repaired, and rooms decorated in a manner that is inviting, inspiring, and reflective of the special purpose of the building.

Social Work

Future

• Create new platforms for research collaborations through our partnership with 2U, using new applications of virtual technology to promote research relationships and datasharing
• Increase faculty role in decision making regarding school research policies, allocation of research resources, and new research program priorities through the newly constituted Faculty Research Council, comprised of elected members of the faculty including NTT.
• Extend governance and participatory rights to our NTT faculty nationwide through a new system of enhanced technology support.
• Expand research facilities to support faculty research clusters, institutes and centers, using the AT&T Building and the San Diego Academic Center.
• Continuously provide and evaluate incentives for faculty research and recruitment of highly productive new faculty through endowed Larson funding in the School, allocations of research support to the clusters by the Dean, and revisions to the annual performance review system relating to merit increases.
• Upgrade classrooms to allow classroom conferencing with scholars from across the world
• Improve data collection within the school on research productivity and build on new systems now provided by the Office of Research Advancement
• Develop capacity to work with "big data" through collaboration with the Viterbi School of Engineering
• Lead the field of social work in a national dialogue about the science of social work, reshaping MSW and PhD classes to provide distinctive analytic, theoretical and philosophical perspectives on this question and contributing to a redefinition of the field itself

Office of Student Affairs

Current:

• Utilize innovative technologies such as webinars, podcasts, online mock interviews, online career access resource library, extensive online career-related resources to extend access to Career Center services to USC students and alum.
• Integrate best-in-class technologies so that career services and academic advisement databases and information are shared, easily accessible, and so that career progression can be tracked and maintained in a manner similar to academic progression.

• Employing current technologies to assist student with disabilities.

**Future:**

• Create high tech - high touch environment in which Student Affairs through the use of digital technology.

• Recognize Division staff and faculty engaged in teaching and clinical research studies.

• Create a state-of-the-art educational platform for students participating in Residential Colleges.

• Implement a multi-year plan to upgrade Recreational Sports facilities and outdoor fields.
7. **Global and Local Engagement** (building institutional ties and collaborations across the city, student learning through engagement in the local community, city and state, nation and world, strengthen ties to international students, draw local and global communities through research and learning, symposia, study abroad, volunteer activities, professional and clinical practice, residential education, internships, experiential learning and service)

**Architecture**

**Current**

- Engage the community directly by working on neighborhood housing issues. a. The School is doing a studio with Clifford Beers Housing to design a historically sensitive adaptive reuse of the Casa De Rosas buildings at 2600 Hoover St. that will provide up to 50 affordable, permanent housing units for homeless women. The studio will take place on site. b. The Solar Decathlon is expected to be donated to a needy family in the local community.

**Future:**

- Ensure that every undergraduate and 3 year Masters degree student has a full semester abroad before graduating. a. expand special scholarship endowments for living expenses for students of limited financial means
- Establish continuing relationships with the top schools in China and South America.
- Provide additional summer abroad experiences for all students.

**Business (Marshall)**

**Current**

- Approximately 100 UG students have an international internship each year. 80% of freshmen travel internationally on GLP/LINC; Students participate in international case competitions, MBA Students participate in PRIME, PM Globe

**Future**

- Re # 1 and 3: 3 new courses in preparation- (a) Exploring Global commerce in Los Angeles, (b) Transfer International Program- LINC type class for transfer students; (c) global consulting project as capstone experience for seniors; Received Lord Foundation Funding for Re #2, Global Bachelors in business program to be launched in 2013 (with HKUST and Bocconi), Re #4: faculty encouraged to use technology to connect globally with companies. Re # 7- Established a 20 member Marshall Undergraduate Corporate Advisory Group. Expanded the Dean's CAB (Corporate Advisory Board). We are launching the WBB, a significant partnership with HKUST (a key Asian partner) and Bocconi (an important European partner that also has links to the Gould School). The program is engendering creation of a significant amount of organizational capital linked to the partners that will help us in expanding our cooperation with both schools. If we succeed in launching team-taught courses in the fourth year of the program, it will allow individual faculty members across the schools to build relationships. CTM and the Grief Center partnered with the film school to offer the USC Silicon Beach venture capital competition and seminar.
- CTM provided an identity and privacy seminar which included several local and international business attendees. The keynote speaker's address was streamed into the BUOCO 458 class. Students in the class tweeted their responses to the speaker. (1) Continue to provide meaningful international experiences through PRIME and new elective offerings that include international
travel and work with selected organizations in international locations (2) Conduct second Global Leadership Forum with presentations by best practice PRIME projects and global speakers from associated industries to increase awareness and appreciation for conducting business globally. (3) Launch Global Leadership Fellows Program to enhance global leadership skills of selected fellows and provide them experience with coaching first year MBA students. (4) Expand International Exchange Program offerings. (5) Increase volunteer hours of MBA students to better serve the local community through Challenge for Charity organizations working with Special Olympics, Junior Achievement and a Better LA. (6) Provide advising and development of business plans for local and global organizations through electives, faculty-led consulting projects, and the Net Impact organization. (7) Utilize case competitions as a vehicle for MBA students to learn about global business issues by competing in over 30 annually and hosting the 11th annual Global Consulting Challenge with 10 ranked global and domestic universities.

Cinematic Arts

Current

- For the past three years, the American Film Showcase (AFS), a partnership between the School of Cinematic Arts and the Department of State’s Bureau of Educational and Culture Affairs via a multi-million dollar grant, has been responsible for sending American documentary films and filmmakers to countries in the developing world. AFS is the major film diplomacy program of the U.S. Department of State. With the cooperation of select American embassies and consulates, AFS brings award-winning contemporary American documentary and independent feature films to audiences around the world (35 person-to-person trips in this the third year of the grant), highlighting the value of film in fostering understanding and cooperation, dialogue and debate.

- The School of Cinematic Arts consults for or is in partnership with media production and education ventures in Pakistan, Saudi Arabia, Russia, Turkey, China, India, Malaysia, Dubai and Brazil. In some instances, we provide assistance in curriculum, in others we consult on physical facilities. We occasionally send SCA faculty as short-term visiting faculty or to offer workshops for working professionals.

- The Media Institute for Social Change is a not-for-profit organization housed within the School of Cinematic Arts that focuses exclusively on promoting the use of media for positive social change through the provision of scholarships, education and research to present and future media content creators. Through its initiatives, MISC creates an awareness of the social issues by teaching, studying and measuring how these issues can be woven into the narratives of the media we create. During the past year, MISC has, among other things, produced three Public Service Announcements (PSAs) for CBS on gun violence, on cyber security and on PTSD among returning veterans that earned a local Emmy.

- The School of Cinematic Arts hosts more than 200 public programs with an audience in the thousands. We are also the only non-commercial site in Los Angeles for a series of six simulcast operas from the Metropolitan Opera Company in New York. The typical format for the public programs features screenings with the filmmaker present followed by a moderated discussion.

Future

- MISC is in discussion with the Tesla Foundation to make a series of films on drone safety.
The School of Cinematic Arts will be entering into a second three-year cycle for the American Film Showcase with a $1.489 million State Department grant for the first year.

**College (Dornsife)**

**Current**

- Third oldest School of International Relations in the world with over 800 majors and an extensive internship program in LA, Washington, D.C. Geneva and Brussels
- Internships in Scottish and Australian governments
- 84 Dornsife Study Abroad Programs in over 60 countries
- Special departmental international courses in Spain, Italy, China, Hong Kong and Singapore.
- Extensive Centers and Institutes focusing on Global and Local Engagement: Program for Environmental and Regional Equity; Center for Religion and Civic Culture, Shoah Foundation Institute, Center for International Studies, Center for Diversity and Democracy, Center for Japanese Religions and Culture, Center for Law, History and Culture, Jesse M. Unruh Institute of Politics, Korean Studies Institute, Max Kade Institute for Austrian, Swiss and German Studies
- USC Dornsife/Los Angeles Times Poll is a series of statewide public opinion polls in California, designed to survey voter attitudes on a wide range of political, policy, social and cultural issues.

**Future**

- Legislators in Residence Program
- Center for Population Research
- Center for Social and Economic Research
- exploring the possible establishment of Center for Islamic Thought, Culture and Practice
- Center for Mind and Society.

**Communication and Journalism (Annenberg)**

**Current**

- With respect to local and global engagement, Annenberg graduate students earning their Master’s degree in Journalism, Strategic Public Relations, Communication Management, Global Communication, or Public Diplomacy have the opportunity for a summer internship abroad. Undergraduate students can study abroad for a summer, fall or spring semester, or full year. We offer programs in London, Hong Kong, Sydney, Auckland, Amsterdam, and our ICS program in China. Journalism students may take a "Maymester" course in Cuba where they engage in a media mapping project. Other notable programs of the School include our unique Public Diplomacy MA program and its associated Center for Public Diplomacy, as well as our recently acquired US-China Institute. Annenberg has one of the largest if not the largest cohort of China scholars on campus. Programs like Intersections and the Alhambra Project take students and faculty into local communities where they provide training and resources for producing "hyperlocal" or community-based journalism in multiple languages. Students take on "real-world" clients through TriSight, our student-run public relations agency, and break local stories through our news agencies including the innovative "Neon Tommy".
Future

- N/A

**Dentistry (Ostrow)**

Current

- Service learning in local and underserved communities throughout California.
- a. Operate and/or staff multiple community-based stationary and mobile dental clinics exposing students to diverse populations and instilling a spirit of volunteerism.
- b. Arrange educational opportunities in community health care sites for pre-doctoral and graduate students.
- 17. Host International CE programs and Symposia providing an international audience with training and research exchange.
- 18. Invest in international research partnerships.
- a. Joint dental research grants with international institutions in Canada, Japan and the UK.
- b. Assist UK NIH in adopting USC’s Lifestyle Redesign Program for healthy aging and collaborate on stroke research.

Future

- Engage with global faculty and students through International educational exchange programs; current programs are with universities in El Salvador (Endodontics), Saudi Arabia and Beijing (BK/PT). Planned programs are in Russia (Endodontics), Hong Kong (OS/OT) and South Korea (OS/OT).

**Dramatic Arts**

Current

- N/A

Future

- Complete collation of global database of contacts, collaborators, facilities and institutions that can host and partner with SDA students and faculty worldwide. Refine and develop new SDA Global Initiatives web-pages; increase support for SDA Global Committee.
- Pursue partnerships and relationships with organizations, facilities, and educational hubs across the globe (Asia, South America, Europe, Australasia), creating opportunities for faculty/student exchange, collaborative research and artistic collaborations.
- Create protocol for assessing visiting scholar applications to SDA; seek further connections with potential visiting scholars and encourage their interest in SDA. Pursue and expand upon existing efforts to publicize USC’s International Artist Fellowship and bring more international students into our MFA population.


**Education (Rossier)**

**Current**

- GOAL 3: Identify, create, and maintain partnerships that are sustained, deliberate and strategically integrated with our degree programs and research efforts. We recognize that we cannot reach any of these goals alone. We have a long standing history of meaningful partnerships through the local, national, and global community. Over the coming years, we will work closely to refine and deepen these purposeful relationships. A. We will determine criteria for partnerships that will match both our mission and values, reflect local, national and global perspectives and utilize various technologies to better track and maintain partnerships through online database and records management. B. Using those criteria, we will determine whether to end or continue current partnerships as well as to target new strategic partnerships. We anticipate partnerships in the following areas and to include more areas as needed:a. K-12 districts, charter management organizations b. State level higher education systems and institutions c. Greater Crenshaw Educational Partnership d. USC Schools (Viterbi, Keck, Cinema, Annenberg, Marshall, etc.) e. Nationally and Internationally Recognized Institutions of Higher Education and Schools of Education (e.g. HHKUST, APRU, Yang Pu) f. USC's OFfice of Community Engagement, USC’s Family of Schools; g. Funder-led collaborations (e.g. 100kin10). C. Using an alumni portal and leveraging other technology including open source platforms, we will facilitate the continued exchange of ideas, including providing access to newly created asynchronous and synchronous materials that will provide content on previous and current Rossier priority projects at all stages of development from pilot through scale internally, to key partners in the academic, research, and practitioner fields as well as the greater community at large. Current key priorities for research and development include, but are not limited to: a. Access, Equity, and Quality b. STEM Education c. Teaching with Technology d. Teacher Education and Preparation e. Professional development for Teachers, Education Professionals, Principals, Administrators and Superintendent.

**Future**

- We recognize that we cannot reach any of these goals alone. We have a long standing history of meaningful partnerships through the local, national, and global community. Over the coming years, we will work closely to refine and deepen these purposeful relationships.

**Engineering (Viterbi)**

**Current**

- Our iPodiaprogram, mentioned in column 2, creates a global classroom with seven partner institutions. So far, at the end of the course, the students have travelled to one of the partner institutions for several weeks to complete team projects.
• The Viterbi School hosts undergraduate students from India each summer as research interns. The goal of this program is to attract some of the best and brightest students in India to apply to our PhD programs.

• We have summer overseas programs in which students participating in this program can make progress towards their engineering degree by taking two major related courses while also exploring cities in Europe.

• Viterbi and Tsinghua University in Beijing are partners in a seven to eight week program that provides an opportunity for an exchange of undergraduate students between the Viterbi School of Engineering and Tsinghua University in Beijing, China to participate in research with faculty at each institution. Other exchange opportunities are described here: http://viterbi.usc.edu/students/undergrad/overseas/

• Viterbi is home to a student chapter of Engineers Without Borders. http://ewb-usc.org/

• As mentioned in column 2, Associate Deans, Raghu Raghavendra, Vice Dean for Global Academic Initiatives, and Joe Qin, Vice Dean for Academic Initiatives (East Asia and China) have worked out collaborative partnerships with a number of Asian universities. More information can be found here: http://viterbi.usc.edu/academics/globalization/

• USC Viterbi and Tsinghua University hold an annual joint faculty workshop that alternates between Los Angeles and Beijing. The goal of these workshops is to foster research collaborations between faculty at the two institutions.

• Viterbi maintains offices in Bangalore, Mumbai, and Shanghai to help with student recruiting and in furthering our relationships with institutions in India and China.

• The Viterbi School has instituted advisory boards in both India and China.

• This past spring, the Viterbi School hosted on campus a group of students from the MASDAR Institute of Science and Technology in the United Arab Emirates. http://viterbi.usc.edu/news/news/2013/masdar-institute-meets.htm

**Fine Arts (Roski)**

**Future**

• Post-MFA residency in Berlin. International scholars fellowship.

**Gerontology (Davis)**

**Future**

• Expand local, national, and international research and educational cooperative programs. Create summer courses in Asia and Europe. Expand Davis School Associates (community based) program. Use technology to expand international research and internship opportunities as well as international exchange opportunities. Strengthen existing partnerships with schools abroad. Increase research collaborations with the Buck Center for Aging Research and establish a new joint PhD program in the Biology of Aging. Strengthen existing collaborative research and service institutes and centers, such as the Alzheimer Disease Research Center, the USC/UCLA Center on Biodemography and Public Health, the Long Beach Longitudinal Study, and the Emotion and Cognition lab; and support and encourage new institutes such as the Free Radical Institute and the Longevity Institute. We will also work towards the creation of a collaborative
NIH-funded Nathan Shock Research Center for Aging together with other institutions such as the Buck.

**Law (Gould)**

**Current**

- Continue encouraging students to participate in "street law," which involves law students teaching in local schools in and around the Los Angeles area.
- Continue to provide students with externships that offer opportunities to teach and work with low-income individuals.
- Continue to build connections and cement our global footprint. a) We are expanding our LLM program by increasing the size of our residential program and by offering the classes online. b) We are investigating an "accelerated LLM" to be offered in the summer months. c. We continue to support our International Human Rights Clinic.

**Future**

- N/A

**USC Libraries**

**Current**

- Established USC Libraries as the long-term host institution for L.A. as Subject, an organization of 250 libraries, museums, archives, and private collectors that support research and discovery related to Los Angeles and Southern California
- Became the first California research institution to partner with the Digital Public Library of America; USC Libraries' digital collections more than quadrupled the DPLA’s holdings related to the history and culture of Southern California
- Expanded participation in the Pacific Rim Digital Library Alliance, including hosting the group at USC for the first time, to engage major Asian and North American research institutions in critical dialogues about the future of libraries in the Pacific Century
- Brought the annual conference of the PrestoCentre Foundation, a European non-profit that supports and studies digital preservation of cultural heritage, to USC and the United states for the first time
- Established USC Sidney Harman Academy for Polymathic Study partnerships with the Legatum Institute, a U.K. public-policy think-tank, and the University of Cambridge
- Established program to provide research assistance for the USC Marshall School's Learning about International Commerce and other Marshall international-study programs

**Medicine (Keck)**

- The Clinical Translational Science Institute (CTSI) (funded by the CTSA from NIH) has a significant arm of community and civic engagement. The purpose of this group is to help educate in health promotion. Outreach is to local school districts and community groups. Meetings, lectures and Newsletter,
- CME has new leadership and new programs that are being disseminated to local physicians ,
- Global Health initiatives as described previously
- The Dean's Community Council has been established to bring the concerns of local community leaders into the conversations between USC and LAC+USC Medical Center
• Medical Care for LA County Jail inhabitants: we have established local medical care at the Jail which now no longer requires that prisoners be brought under guard to LAC+USC. This saves the county money, and provides better quality of medical care for inmates.
• LA Marathon: The Keck Medical School provides support and medical care for participants in the annual Los Angeles Marathon (new for the last two years)
• The Keck Medical School students and faculty (along with the School of Pharmacy and the Ostrow School) provide free health care screening annually at health fairs
• The Keck School of Medicine has recruited a renowned team of dedicated researchers, teachers and audiologists to work in partnership with the local John Tracy Clinic to work with children who have suffered hearing loss (Center for Childhood Communication)

Music (Thornton)

Current

• We offer a rich, robust and varied outreach program to the local community, including the Gluck Fellows program, Jazz Reach and Guitar Masters. It is the largest outreach program at the University.
• Thornton faculty and alumni have been featured prominently across the globe as composers, scholars and performers.

Future

• We will make even more robust ties with the global metropolis in which we are located, through expanded opportunities for students to engage with the city’s arts organizations, expanded outreach programs and performances.
• We will continue to expand the global profile of our faculty through strategic and transformative hires.

Pharmacy

Future

Ongoing Activities

• Formalized relationship with several universities in Asia and Europe to bring their students here for course work in clinical therapeutics and pharmaceutics as well as hands on research experience in our research laboratories.
• Hosted a number of international interdisciplinary partnerships, which enhance the value of our research and quality of teaching in several key areas, including the Leonard Schaeffer Center for Health Economics & Policy, the International Center for Regulatory Sciences and the Daniel Tsai USC-Taiwan Center for Translational Research - These activities demonstrate our commitment to pursuing the highest standards of research, within a training environment that exposes graduate and professional students to the full spectrum of competencies necessary for the development and economic assessment of new drugs in industry and practice.
• Faculty and students have enhanced our School’s engagement through access to novel pharmaceutical care sites such as the Safety Net Clinics, sites for treatment of indigent and homeless Angelenos, which are at the forefront of new approaches to improve healthcare access to all Americans.
- Our students play an active role in engaging with the wider community through a number of initiatives, including the annual Moving Targets conference, a unique, student-organized conference that brings together global leaders in themed areas at USC to discuss future trends and opportunities in healthcare.
- We have a formal relationship with several universities in Asia and Europe to bring their students here for course work in clinical therapeutics and pharmaceutics as well as hands on research experience in our research laboratories.

Public Policy (Price)

Current

- International labs. Continue to support and expand these courses, which provide our masters students the opportunity to spend time abroad providing foreign clients with professional expertise. We have on-going relationships in China and Brazil, and are developing institutional ties in other countries.
- Diversity initiatives. Price is currently supporting 3 programs designed to promote increased diversity in our fields — urban planning (pre-doctoral workshop), healthcare (summer enrichment program), and real estate (Ross program).

Future:

- Washington Initiative. Developing a strategy of partnerships and activities that will provide opportunities for greater engagement by our faculty and our students with the national policy arena and the federal government (including the recently completed Mount Vernon partnership).
- City Heights. As part of our new Center on Social Innovation, developing community engagement opportunities for our students in the City Heights community of San Diego (practicum, internships, research projects).
- Undergraduate capstone experience. Teams of students work with an organization to analyze a specific real-world problem. Projects are initially based in southern California institutions, but will be expanded nationally and internationally to help our students prepare for global leadership.
- Sao Paulo. New MOU to support research addressing urban issues in transportation, housing, and sustainability.

Office of Religious Life

Future

- The ORL publishes the INGAGE newsletter, which features interfaith news and events in Southern California. It is received by about 2,000 faith leaders in the region. This year we plan to add more editorial content from USC scholars and students to INGAGE in order to translate the intellectual assets of USC into a form that is engaging and useful to faith leaders in the wider community.
Social Work

Future

- Expand global immersion programs from Asia to South America with the introduction of new global social work courses in Chile and Brazil.
- Extend the schools highly successful military global immersion course from Western Europe to the Middle East and Asia.
- Introduce population focused national immersion experiences in Washington, DC.
- Continue the school’s expansion of teaching institutions in field education placements throughout Southern California. These clusters of 20-25 students in each agency are transforming the professional social work practicum and bringing ‘best practices’ to area agencies through evidenced based practice.
- Continue development of partnerships to support community based research led by faculty and teams of MSW students.
- Development of virtual field education using advanced technology with avatars, virtual patient and 2nd life field agencies
- Increase the USC footprint and educational impact in communities throughout the U.S. by increasing the field placement MOUs (currently 3,700) for students in the Virtual Academic Center.
- Introduce and expand the embedded student/employee cohort in large human service organizations across the U.S. through the Virtual Academic Center.

Office of Student Affairs

Current:

- Ensure international students and J-1 scholars have a smooth transition into the university community by providing advising and immigration processing support.
- Build relations with employers throughout the state, nation, and world in support of the internship and employment pursuits of our students and alumni.
- Coordinate the USC Career Center Global Fellows Program to support 25 undergraduate students fully-funded internship experience in cities in East Asia (e.g., Taipei, Tokyo, Shanghai, Hong Kong, and many others).
- Maintain the USC Career Center USC Dream Dollars Program to fund 12+ students each year with an award of $1200 to pursue work in non-profit internships.
- Provide alternative break trips for students to serve and learn in other parts of the world and United States.

Future:

- Expand programs to assist international students and scholars in making professional connections, learn about American culture, and fully engage with the local and campus community.
- Apply for one Good Neighbors Grant as collaboration between Engemann Student Health and local community in a health care related area.
- Integrate academic content into a fully developed service learning curriculum.
8. Enhancing Human Wholeness and Mutual Understanding through discourse on ethical questions and conversations on aspects of life that provide meaning and inspiration, expanded opportunities for participation and volunteerism, support and counsel to student athletes

Architecture

Current

- Paul Williams, an early and significant African-American architect from USC, a graduate of Viterbi, is being celebrated as part of Visions and Voices, this coming year.

Future:

- N/A

Business (Marshall)

Current

- Marshall students participate in the Global Business and Microfinance Brigades- travel to Panama, Ghana and Honduras. ThinkImpact Summer program has students involved in social entrepreneurship efforts in Kenya, Rwanda, South Africa, and Ghana. Students participate in LACI project; Students in the management consulting class develop a business plan for a local business. Society and Business Lab provides opportunities for students and faculty to use business principles to solve world problems. Lab activities include courses, research projects, student-led projects, events, and career development. Marshall as dedicated ethics courses and ethics is widely incorporated into the curriculum.

Cinematic Arts

Current

- The School of Cinematic Arts operates an award-winning campus television station, Trojan Vision, now in its 17th year. Trojan Vision produces live, original programming while offering an educational experience open to all USC students through a 400-level practicum that enrolls over 100 students each semester from diverse schools: the Dornsife College, Annenberg School for Communication and Journalism, Marshall School of Business, Roski School of Fine Art and Design, and Viterbi School of Journalism.
- Historically student athletes have enrolled in several of our large courses, especially CTCS 466, Theatrical Film Symposium, in which not yet released Hollywood films are shown with a writer, director or producer present to discuss creative choices and business strategies related to the film’s production and release. The discussion is moderated by the instructor, Leonard Maltin, an esteemed film critic and television personality.
**College (Dornsife)**

**Current**

- Leadership in USC’s role in Imagining America, a consortium of colleges, universities and organizations focused on strengthening the public and civic purposes of humanities, arts and design through campus-community partnerships that advance democratic scholarship and practice
- In partnership with the Association of American Colleges and Universities, participation in LEAP activities that promote national advocacy, campus action, and research that champions the importance of a twenty-first century liberal education for economic creativity and democratic vitality
- Participation in the Ford Foundation Transformative Leadership Working Group to formulate new directions for research funding to tackle issues of inequality and justice for the United States in the 21st century
- Levan Institute for Humanities and Ethics
- JEP Joint Education Project

**Future**

- Increase current emphasis on a wide variety of languages and cultures up to intermediate level on our home campus as essential to the understanding of others around the world
- Create further experiential research-based course and other programs focusing on theme areas built around transnational problems and mutual understanding
- Further incorporate international students into our Study Abroad and other programs and events; 4) Expand opportunities for service in study abroad programs
- Active promotion of faculty and staff participation in the Good Neighbors grant program involving reciprocal partnerships between community-based organizations operating in the surrounding neighborhoods and Dornsife employees to improve the quality of education, health, safety, and economic development in the USC neighborhood
- Creation of new internship sites in non-profit organizations through the Sophomore Year Experience (SYI) to provide greater exposure to USC Dornsife undergraduates of career options that directly connect to neighborhood development and community enrichment

**Communication and Journalism (Annenberg)**

**Current**

- The Annenberg School hosts hundreds of special events annually including many forums and exhibitions focusing on mutual understanding which are open to the public, such as the Annenberg Laboratory on the Social Frontier discussion "Perspectives on South LA;” “The Hollywood Shuffle: Exploring Race and Ethnicity Behind and in Front of the Camera;” and "The Practice of Cultural Relations in a Conflict Zone" with Paul Smith, British Council USA Director.
- Current executive education programs focus on understanding between individuals and among nations, including the public diplomacy Summer Institute, designed for professionals in foreign affairs and defense ministries, non-governmental and multinational organizations, private-sector companies, universities and others working in this vital field, and the World Bank Summer Institute, designed for strategists and advisors in the public sector and civil society, senior development professionals and seasoned communication specialists who want to strengthen critical competencies in providing implementation support to change agents and reform leaders in developing countries.
Future

- N/A

**Dentistry (Ostrow)**

**Current**

- Incorporate cultural competency modules into classroom training and clinical experiences. Collaborate with Keck School of Medicine to improve methods and understanding of cultural competencies as they pertain to patient care.

**Dramatic Arts**

**Current**

- N/A

**Future**

- The Robert Redford Engaged Artist Award epitomizes SDA’s commitment to service and global citizenship; the School is pursuing further nominations for the award.
- Because theatre is a cultural prism for human experience at every level, SDA feels especially committed to engaging in the new Gen Ed program, to build the discourse on all aspects of culture among students at USC – and not just theatre majors.
- Develop profile of Applied Theatre Arts program, whose students complete international externships, using tools of theatre arts to empower disenfranchised populations and marginalized communities in India, Brazil, Rwanda.
- Through further commitment to excellence in scholarship and practice, promote and deepen engagement of students, faculty, and community (local, national, international) with universal ethical questions posed by great playwrights across eras and cultures, influencing micro and macro societies and inspiring change through creativity.

**Education (Rossier)**

**Current**

- N/A

**Future**

- Expand the (2U) partnership model with school districts nationally.
- Expand implementation of the Commitment to all programs.

**Engineering (Viterbi)**

**Current**

- As mentioned previously, at the student level, we have ABET mandated ethics modules integrated into our Freshman Academies and Senior Design Courses.
- iPodia, also mentioned earlier, provides students access to participate in a global classroom.
- In Writing 340, students write detailed consulting reports to solve engineering-related problems for NGOs.
**Fine Arts (Roski)**

**Future**
- Outreach Program to be begun by Roski; Artletics is an annual exhibition in the Galen Center that Roski sponsors for student athletes

**Gerontology (Davis)**

**Future**
- Increase USC Davis School commitment to community health and well being through our USC Fall Prevention Center of Excellence, our Tingstad Older Adult Counseling Center and Human Relations Center, and our newly reinvigorated Los Angeles Caregiver Resource Center. Increase student involvement in their school, their own education, and their well being through enhanced support and encouragement of the Davis School Student Gerontology Association. Bring seminars, workshops, and counseling to community members on vital age-related topics such as death and dying, estate planning, and lifelong learning.

**Law (Gould)**

**Current**
- USC Gould's Law's student-run Public Interest Law Foundation (PILF) offers myriad volunteer opportunities in partnership with Los Angeles' leading public interest organizations. a. PILF also provides more than 25 summer grants that enable students to work for a variety of public-interest agencies each summer—gaining practical legal experience while providing desperately needed legal aid to the poor.
- Gould's Office of Public Service (OPS) supports all student-driven service projects. a. The OPS also coordinates public-service externships. Approximately 100 students annually earn academic credit and develop their advocacy skills while working for public interest organizations, government agencies, and judges.

**Future**
- N/A

**USC Libraries**

**Current**
- Increased outreach to community schools in ways that create inspiring experiences for student using library collections; programs have included introducing K-12 students to rare books among our special collections and bringing students to the annual Los Angeles Archives Bazaar so that they can learn about the history of their communities from many perspectives; additional programs are under development with the 32nd Street School in which students will use materials drawn from library collections to inspire and inform creative projects
- Dean Quinlan co-chaired the Academic Advisory Committee for the L.A. Times Festival of Books
- Expanded media partnerships, such as those with KCET TV and Los Angeles Magazine, that draw upon USC Libraries' and our partners' collections and expertise to inform and contextualize
contemporary issues, complicate historical preconceptions, and inspire in-depth exploration of the history and meaning of Los Angeles and Southern California

**Medicine (Keck)**

**Current**

- There has been an overarching effort to promote the Keck Medical Center of USC as a recognized and preferred medical entity in the Los Angeles County metropolitan area. The Keck Medical Center is developing satellites in the San Gabriel Valley, Beverly Hills and the west side, as well as having an increasingly more robust representation in Orange County. This outreach continues into the inland empire
- a number of our faculty are involved in helping develop health and wellness policy at the state and national level (particularly the Air Quality Management Board and the efforts to limit or eliminate effects of smoking, diabetes and obesity in local populations).

**Music (Thornton)**

**Current**

- Through the performance and creation of music, we are at the forefront of enhancing human wholeness by our art form.

**Future**

- ‘Licks on Route 66’ – a series of concerts by Thornton faculty, students and alumni along the famous corridor, much of which (as today’s Interstate 40) passed through the areas most devastated by recent tornadoes. Many of the performances were given to raise money for the tornado victims.
- Joint program between Thornton and the Paris Conservatory in Chamber Music

**Pharmacy**

**Future**

**Ongoing Activities**

- Active engagement with community groups and partners across Los Angeles for the betterment of our community; a) Students are engaged in volunteering at local the Safety Net Clinics; b) PharmD community pharmacy programs provide opportunity for our students to serve patients in our local area as a key element of their training.
- We have and continue to develop programs to insure that all of our professional and graduate students are knowledgeable about the ethical and social aspects of their future of professional and scientific activities: a) Increased emphasis on educating our graduate students in the ethics and the philosophy of science; b) Increase training of our students in leadership and management skills, which will be valuable in both academic and corporate environments; c) Our goal is for graduates of our program to be not only superb scientists, but also significant contributors to the core values of their establishment, which may be academic, industrial, or government institutions.
- We are continually expanding our International connections: a) Recently formalized a research program that includes USC-Taiwan graduate researchers working shoulder-to-shoulder on specific cancer projects; b) Formal relationship with China Pharmaceutical University to host
their best undergraduate students for a 6 month research experience to obtain a first look at their abilities as many of them apply to our graduate programs.

- We are changing our (and hopefully the Universities) metrics for merit review, promotion and tenure to recognize contributions to team science, translational investigations, development of intellectual property (i.p.) in the form of new methods, biomarkers and therapeutics for the prevention and treatment of disease

Public Policy (Price)

Current

- International labs. Continue to support and expand these courses, which provide our masters students the opportunity to spend time abroad providing foreign clients with professional expertise. We have on-going relationships in China and Brazil, and are developing institutional ties in other countries.
- Diversity initiatives. Price is currently supporting 3 programs designed to promote increased diversity in our fields – urban planning (pre-doctoral workshop), healthcare (summer enrichment program), and real estate (Ross program).

Future:

- Washington Initiative. Developing a strategy of partnerships and activities that will provide opportunities for greater engagement by our faculty and our students with the national policy arena and the federal government (including the recently completed Mount Vernon partnership).
- City Heights. As part of our new Center on Social Innovation, developing community engagement opportunities for our students in the City Heights community of San Diego (practicum, internships, research projects).
- Undergraduate capstone experience. Teams of students work with an organization to analyze a specific real-world problem. Projects are initially based in southern California institutions, but will be expanded nationally and internationally to help our students prepare for global leadership.
- Sao Paulo. New MOU to support research addressing urban issues in transportation, housing, and sustainability.

Office of Religious Life

Future

- In 2012-13, the ORL was instrumental in establishing, with the Center for Excellence in Teaching, the new Contemplative Pedagogy Faculty Interest Group. This academic year, we will propose The Mindful University – a USC-wide initiative to instill a campus-wide culture of mindfulness by offering trainings in basic meditation practices throughout the institution.
Social Work

Future

- Create symposia series through Hamovitch Research Center and the School's research clusters that build intellectual excitement and debate around key philosophical and scientific issues in the field of social work;
- Participate in the Provost's Global Conversations and the Asia Conference, contributing substantive content and engaging colleagues from Europe and Asia.
- Explore possibility of establishing new program initiatives that connect social work and the arts, particularly museums.
- Support the Vice President for External Relations and provide leadership for place-based research in Los Angeles.
- Further strengthen virtual and campus-based student membership groups in the school, encouraging collaborations with similar student groups in other schools across campus and across the Los Angeles community.
- Encourage growth of the The Flynn Cup, an annual inter-school baseball competition engaging all graduate social work programs in Los Angeles.
- Open TeleHealth counseling services to all students on campus, including student athletes.

Office of Student Affairs

Current:

- Provide students with opportunities to engage in holistic educational experiences through cultural center programming.
- Unravel issues affecting marginalized communities (i.e. law and policy, wellness, stereotypes, dating and relationships in the media)
- Provides training, educational workshops and seminar on topics that affect the LGBT community.
- Deliver a counselor-based, holistic approach to career and life development through Career Center services and partners.

Future:

- Under development