




MEMORANDUM

To: USC Community

From: Michael W. Quick 
Provost and Senior Vice President for Academic Affairs

Date: November 6, 2015

Subject: A New Strategic Planning Process

Last week I wrote to you about striving to be *the* global private research university that also serves the public good – a goal that will require that we face internal challenges with the same intelligence, energy and ingenuity we deploy in addressing global challenges. In this second in a series of communiques, I want to announce the beginning of the process to produce a new strategic plan to move us forward to that goal.

The new strategic plan will build on the *USC Strategic Vision: Matching Deeds to Ambitions* approved by the Board of Trustees in December 2011. The Strategic Vision has inspired several university-wide initiatives: supporting transformational teaching, programming and research; attracting new talent; broadening USC's global reach; extending governance opportunities and improving academic support, notably to faculty on research, teaching, practice and clinical tracks; and, redesigning General Education and the Residential Colleges. But the vision has done *less* as well. Rather than initiate all planning from the center, it began by charging academic units – their deans, faculties and staff – to pursue innovative programs that make the most sense for their respective academic contexts. As a result, more people across our campuses have participated in academic planning.

The programs and initiatives pursued in the units are truly impressive. They are captured in a best-practices inventory available here: <https://strategic.usc.edu/strategic-planning-across-academic-units/>. That document, and many others available at the website, were prepared by the Provost's Committee for Strategic Transformation, which has now completed its work. Please join me in thanking committee chairs Debbie MacInnis and Oliver Mayer and all the committee members for their efforts. Their thoughtful work provides an excellent start for thinking about future university-wide initiatives.

Work on the new plan will be guided by a faculty committee – see the attached roster. I will co-chair the committee with Vice Provost for Academic and Faculty Affairs, Elizabeth Graddy. Associate Vice Provost Robin Romans will assist the committee. I expect the new plan to be completed by the end of the academic year. It is a tight timetable but one I think achievable since the new plan will build on the current Strategic Vision and the strong base of planning and initiatives developed in the academic units.

In keeping with past practice, the strategic planning process will include opportunities for broad participation by faculty, students, staff, alumni and all other members of the Trojan Family. We will seek your input through a series of upcoming roundtables and open meetings across our campuses and online at the strategic planning website (<https://strategic.usc.edu/>).

Discussions will revolve around issues and challenges outlined in these communiques, including access and opportunity, value and affordability, how to address – and prepare our students to address – wicked problems, and what it means for USC to have global impact and to serve the public good. I encourage all members of our academic community to participate.

cc: C. L. Max Nikias, President
Academic Senate
School Faculty Councils
Graduate Student Government
Undergraduate Student Government
Academic Deans
President's Cabinet
Provost's Cabinet

Provost's Strategic Planning Committee, 2015-2016

	<p>Michael Quick, <i>Provost and Senior Vice President for Academic Affairs and Professor of Biological Sciences</i></p>		
	<p>Elizabeth Graddy, <i>Vice Provost for Academic and Faculty Affairs; Jeffrey J. Miller Chair in Government, Business and the Economy; and Professor of Public Policy</i></p>		<p>Robin Romans, <i>Associate Vice Provost, Academic Affairs, ex officio</i></p>

Members

	<p>Lina Bahn, <i>Assistant Professor of Violin and Chamber Music, USC Thornton School of Music</i></p>		<p>Caroline Betts, <i>Associate Professor of Economics, USC Dornsife College of Letters, Arts and Sciences</i></p>
	<p>Raphael Bostic, <i>Judith and John Bedrosian Chair in Governance and the Public Enterprise, and Professor of Public Policy, USC Price School of Public Policy</i></p>		<p>Paula Cannon, <i>Professor of Molecular Microbiology and Immunology, Biochemistry and Molecular Biology, and Pediatrics, Keck School of Medicine of USC</i></p>
	<p>Ginger Clark, <i>Professor of Clinical Education, USC Rossier School of Education, President of the Academic Senate</i></p>		<p>Theda Douglas, <i>Associate Vice President of Government Partnerships and Programs, ex officio</i></p>



Shantanu Dutta, *Dave and Jean Tappan Chair in Marketing and Professor of Marketing, USC Marshall School of Business*



Robeson Taj Frazier, *Associate Professor of Communication, USC Annenberg School for Communication and Journalism*



Tracy Fullerton, *Associate Professor of Cinematic Arts, USC School of Cinematic Arts*



Sofia Gruskin, *Professor of Preventive Medicine and Law, Keck School of Medicine of USC and USC Gould School of Law*



Christian Gunning, *Associate Vice President of University Communications, ex officio*



Sarah Hamm-Alvarez, *Professor of Physiology and Biophysics, Ophthalmology, and Pharmacology and Pharmaceutical Sciences, USC Keck School of Medicine and USC School of Pharmacy*



Jae Jung, *Distinguished Professor, Fletcher Jones Foundation Professor, and Professor of Molecular Microbiology and Immunology, Keck School of Medicine of USC*



Darius Lakdawalla, *Quintiles Chair in Pharmaceutical Development and Regulatory Innovation and Professor of Public Policy, USC School of Pharmacy and USC Sol Price School*



Rebecca Lemon, *Associate Professor of English, USC Dornsife College of Letters, Arts and Sciences*



Akira Lippit, *Professor of Cinematic Arts, Comparative Literature, and East Asian Languages and Cultures, USC School of Cinematic Arts and USC Dornsife College of Letters, Arts and Sciences*



Rebecca Lonergan, *Professor of Lawyering Skills, USC Gould School of Law, Administrative Vice President of the Academic Senate*



Oliver Jai'Sen Mayer, *Associate Professor of Dramatic Writing, USC School of Dramatic Arts*

Eduardo Molina, *Director of Institutional Research, ex officio*



Brighde Mullins, *Professor of the Practice of Writing, USC Dornsife College of Letters, Arts and Sciences*



Shri Narayanan, *Professor of Electrical Engineering, Computer Science, Linguistics, Psychology and Neuroscience, USC Viterbi School of Engineering and USC Dornsife College of Letters, Arts and Sciences*



Manuel Pastor, *Turpanjian Chair in Civil Society and Social Change, Professor of Sociology and American Studies and Ethnicity, USC Dornsife College of Letters, Arts and Sciences*



Eric Rice, *Associate Professor of Social Work, USC School of Social Work*



Oliver Rizk, *Lecturer of Biological Sciences, USC Dornsife College of Letters, Arts and Sciences*



Jonathan Samet, *Distinguished Professor, Flora L. Thornton Chair, and Professor of Preventive Medicine, Keck School of Medicine of USC*



John B. Slaughter, *Professor of Education and Engineering, USC Rossier School of Education and USC Viterbi School of Engineering*



Varun Soni, *Dean of Religious Life, ex officio*