



We are using a long time frame, looking to USC a decade ahead. We will then be graduating students and producing scholarship that will have impact long after that. The world will be very different later this century. The Strategic Vision notes, "As the influence of the Pacific Rim rises, significant demographic trends, unprecedented health, social and economic challenges, revolutions in communications and technology, growing diversity, evolving concepts of democracy, and changing ideas surrounding creativity and individual expression are transforming the global landscape." Also important to USC are the generational changes and changes in the professions that we face.

For USC to be a leader in that future, major transformations are required. The faculty have a collective responsibility for the intellectual tone of the university. To achieve our aspirations, we should expect more of ourselves and take the lead in thinking about those transformations.

While we hope that our discussions at the retreat will have real payoffs, we invite participants to be visionary and idealistic, free of conservatism and incrementalism.

## **BACKGROUND.**

Background readings are the [Strategic Vision](#) and also the following subcommittee reports of the Strategic Planning Committee. (All reports are available at <http://strategic.usc.edu/subcommittees/subcommittees.html> or by pressing Ctrl and clicking the subcommittee name in an on-line version of this document.)

***Academic Culture and Faculty Profile:*** *What will be the characteristics of leading research universities in 10 years? Given these characteristics, what should be the profile of USC's faculty? What is the nature of the academic culture that will foster and be fostered by such a university? Co-chairs: Tom Hollihan and Wendy Wood.*

***Research and Innovation:*** *What new roles will research universities be expected to perform in response to emerging societal needs? What can USC add to the world of research, creativity, and scholarship that will be of service to society, discovery, and understanding? Co-chairs: Andrea Armani and Larry Swanson.*

***Undergraduate Education:*** *What should be the characteristics of an undergraduate education - in terms of content, methods of delivery, and innovations in learning - at an elite private research university in 10 years? Given these characteristics, what should be the profile of USC's undergraduate student body? Co-chairs: Chi Mak and Tara McPherson.*

## AGENDA.

### ***Friday, January 27***

- 3:00 Welcome and outline of the day: Sandeep Gupta
- 3:05 Video: Creativity & Collaboration in the Academy
- 3:10-3:55 Panel: Outtakes from the Strategic Planning Subcommittees
- 3:55-4:25 Group discussion
- 4:25 Break
- 4:30-5:00 Panel: Health Care and Biomedical Science
- 5:00-5:45 Group discussion
- 5:45 Break
- 6:15 Reception
- 7:00 Dinner. The Ideal USC Ten Years On. Manuel Pastor

### ***Saturday, January 28***

- 8:00 Breakfast
- 8:55 Outline of the day: Sandeep Gupta
- 9:00-9:45 Panel: Student Learning – The Fundamentals
- 9:45 Break
- 9:55-10:40 Panel: Student Learning - The Professions
- 10:40-11:25 Break out groups on Student Learning (both panels)
- 11:25-11:40 Reports from the break out groups
- 11:40-11:50 Overview: Student Learning: Ed Finegan
- 11:50 Break
- 12:00 Lunch. Blue Sky Thinking. Interview with Warren Bennis.
- 1:00-1:40 Panel: Intellectual Leadership
- 1:40-2:15 Break out groups on Intellectual Leadership
- 2:15-2:30 Reports from break out groups
- 2:30-2:45 USC in 2022: Patti Riley
- 2:45 Envoi: Elizabeth Garrett
- 3:00 Adjournment

#### **Panel: OUTTAKES FROM THE STRATEGIC PLANNING SUBCOMMITTEES.**

For each of the three subcommittees whose reports are background reading for this retreat, what were the three most important or intriguing ideas that are not discussed in the Strategic Vision?

*Moderator:* Oliver Mayer.

*Panelists:* Andrea Armani. Tom Hollihan. Tara McPherson.

#### **Panel: HEALTH CARE AND BIOMEDICAL SCIENCE.**

What characteristics of health care enterprises make them academic medical centers -- providing tertiary care, developing innovative treatments, being leaders in biomedical science and innovators in health care reform? How do we need to change to better realize those missions?

Because of technological, financial and policy changes, will the traditional missions of an academic medical center – and a medical school -- be sustainable in a decade?

How will new discoveries and technologies transform biomedical science change in a decade? What is our strategy if NIH funding levels and priorities change the research support we have become accustomed to?

*Moderator:* Peter Conti.

*Panelists:* Alex Capron. Yang Chai. Yves de Clerk. Laurie Deleve. Judy Garner. Alexander Judkins.

**Friday Dinner speaker: THE IDEAL USC 10 YEARS ON.**

*Speaker:* Manuel Pastor.

**Panel: STUDENT LEARNING – THE FUNDAMENTALS.**

How do we conceptualize a curriculum that helps us prepare students in unique ways for leadership, for citizenship, and for problem solving? Since we know the world will change, but can't know exactly how, should we emphasize teaching the fundamentals and the ability to learn? As the Strategic Planning Working Group said, "Student learning today focuses of *how to learn* as much as it does on *what to learn*." Should we care less about "coverage" and more about encouraging curiosity and ambition? How do these approaches impact thinking about general education, disciplinary cores, and capstone experiences?

To enhance the liberal arts education of our students, how can we help them achieve a deeper understanding of global traditions, the roots of world civilization beyond Europe and North America, and the distinctive ways of thought of East Asia and South Asia? The report of the Undergraduate Education subcommittee said, "We should recast the diversity requirement as 'diversity and global perspectives' to extend the scope of diversity classes beyond a rigid American context."

*Moderator:* Leo Braudy.

*Panelists:* Judith Hirsch. Sherman Jackson. Robert Rueda. Duncan Williams.

**Panel: STUDENT LEARNING – THE PROFESSIONS.**

How will the professions be different decades from now? To better meet the needs of society in the middle of the 21st century, what kind of graduates should our professional schools be educating? And what should our schools be offering beyond the traditional flagship programs?

*Moderator:* Geneva Overholser.

*Panelists:* Dominic Brewer. Ed Kleinbard. Amy Murphy. Nandini Rajagopalan. Shanghua Teng.

**Break out groups: STUDENT LEARNING (both panels).**

*Discussion leaders:* Leo Braudy. Geneva Overholser. Nandini Rajagopalan.

**Saturday Lunch program: BLUE SKY THINKING.**

Patti Riley interviews Warren Bennis.

**Panel: INTELLECTUAL LEADERSHIP.**

What conditions will encourage faculty, especially those who are tenured, to attempt high impact scholarship, and to address challenges that others have not yet even identified? The Strategic Vision declares, “We must create incentives \*\*\* which favor risk-taking over incremental gains.” As President Nikias has said, “Unknown frontiers are waiting to be conquered.”

In a world where funding is tight, how can we promote novel approaches and risk taking? The Research and Innovation subcommittee identified this challenge: “Risky, high-payoff research and innovation are very difficult to fund through traditional government, industry and foundation channels – and this is especially true for promising young faculty without a proven track record.”

*Moderator:* Maja Mataric.

*Panelists:* Erica Muhl. Scott Soames. William Vega. Arie Warshel. Simon Wilkie.

**Break out groups: INTELLECTUAL LEADERSHIP.**

*Discussion leaders:* Charles Gomer. Tom Hollihan. Erica Muhl.

**USC IN 2022.**

What are the steps needed to continue imagining the future? What process will foster the capacity for foresight in USC's faculty and administrators to prepare for the futures envisaged by retreat participants?

Patti Riley.

**ENVOI.**

Provost Elizabeth Garrett offers closing remarks.