


**MEMORANDUM**

To: Academic Deans, Faculty, and Staff

From: Elizabeth Garrett   
Interim Senior Vice President for Academic Affairs  
and Provost

Date: September 27, 2010

Subject: Appointment of Strategic Planning Committee

**Office of the Provost**

**Elizabeth Garrett**  
Interim Senior  
Vice President for  
Academic Affairs  
and Provost

Frances R. and  
John J. Duggan  
Professor of Law,  
Political Science and  
Public Policy

On behalf of President Nikias, I am pleased to announce formation of the faculty committee that will lead in the creation of USC's next strategic plan. The process will take about 18 months. The final proposal will be presented to the Board of Trustees. A complete roster of the committee, which the Provost will chair, accompanies this memorandum.

This is an auspicious time for a new strategic plan. The academic year begins under the leadership of a new president and with the excitement of students and faculty returning to campuses that have undergone a remarkable physical transformation, mirroring their intellectual vibrancy. One feels the promise of a new era together with a strong sense of continuity with our past as a foundation for continued excellence. The next strategic plan will play an important role in charting a path forward.

Our current strategic plan was adopted in 2004; much has changed in the last six years. The world of higher education is being reshaped by internationalization, the growing diversity of faculty and students, the communications revolution and emergence of new technologies, dissolving boundaries between disciplines (even as we recognize their importance), public calls for greater accountability, and changes in the economic and financial climate in which universities operate. We must respond to these forces in ways that distinguish USC from all other elite research universities while holding firm to our fundamental academic commitments: the role of liberal arts in shaping the next generation, the intrinsic value of the arts and humanities, the pedagogical and intellectual benefits of interaction between a vibrant College and engaged professional schools, the desire to produce basic and translational research that has the power to transform society, and the importance of an uncompromising quest for truth.

USC strategic plans have become important ways our community comes together to face new challenges and spur innovation. The success and influence of the next plan will depend on the active participation of our

faculty, students, staff and alumni. Accordingly, the planning process will include many opportunities for participation, such as subcommittees, forums for various constituencies, a website where individuals can submit their ideas, and other options designed to tap the inventiveness of the entire USC academic community. We will not only welcome your input, we will depend on it.

As we move forward, I want to thank the faculty who served on the Strategic Plan Working Group with President Nikias, then Provost, from the Fall of 2008 through the end of the Fall of 2009. They produced a series of “white papers” that put in place a foundation for this strategic planning process. Those papers will be made available on a website dedicated to the strategic planning process (<http://strategic.usc.edu> – to be launched early next month). I know that the members of this group will continue to participate in the formulation of USC’s new plan in meaningful ways.

Members of the Strategic Planning Committee represent an exceptional cross-section of the university’s talented faculty. I look forward to working closely with each of them and with many of you as we create the future of our University together.

cc: C. L. Max Nikias  
Robert Abeles  
Al Checcio  
Todd Dickey  
Martha Harris  
Jean Morrison

## STRATEGIC PLANNING COMMITTEE 2010-2011

**Elizabeth Garrett**, *Chair*, Interim Senior Vice President for Academic Affairs & Provost; Frances R. and John J. Duggan Professor of Law, Political Science, and Public Policy

**Jean Morrison**, *Vice Chair*, Executive Vice Provost of Academic Affairs; Professor, Earth Sciences, College of Letters, Arts & Sciences

### Members:

**James Brecher**, Secretary General of the Academic Senate; Associate Professor (Teaching), The Writing Program, College of Letters, Arts & Sciences

**Roberta Diaz Brinton**, R. Pete Vanderveen Endowed Chair in Therapeutic Discovery and Development, School of Pharmacy

**Alexander M. Capron**, Immediate Past-President of the Faculty; University Professor and Scott H. Bice Chair in Healthcare Law, Policy and Ethics, Gould School of Law, and Keck School of Medicine

**Peter Conti**, President of the Faculty; Professor, Radiology, Clinical Pharmacy, and Biomedical Engineering, Keck School of Medicine, School of Pharmacy, and Viterbi School of Engineering

**Steven E. Finkel**, Associate Professor, Biological Sciences, College of Letters, Arts & Sciences

**Margaret Gatz**, Professor, Psychology, Gerontology, and Preventive Medicine, College of Letters, Arts & Sciences, Davis School of Gerontology, and Keck School of Medicine

**Stephan W. Haas**, Professor, Physics and Astronomy, College of Letters, Arts & Sciences

**Thomas N. Habinek**, Professor, Classics, College of Letters, Arts & Sciences

**Ange-Marie Hancock**, Associate Professor, Political Science, College of Letters, Arts & Sciences

**Selma R. Holo**, Director, Fisher Museum of Art; Professor, Art History, College of Letters, Arts & Sciences

**Priyadarshini Jaikumar**, Associate Professor, School of Cinematic Arts

**Martin Kaplan**, Norman Lear Chair in Entertainment, Media and Society, Annenberg School for Communication and Journalism

**Deborah MacInnis**, Charles L. and Ramona I. Hilliard Professor of Business Administration, Marshall School of Business

**Oliver Mayer**, Associate Professor, School of Theatre

**Donald E. Miller**, Leonard K. Firestone Professor of Religion, Religion and Sociology, College of Letters, Arts & Sciences

**Michalle Mor-Barak**, Lenore Stein-Wood and William S. Wood Professor of Social Work and Business in a Global Society, School of Social Work and Marshall School of Business

**Manuel Pastor**, Professor, Geography and American Studies & Ethnicity, College of Letters, Arts & Sciences

**Margaret Russett**, Professor, English, College of Letters, Arts & Sciences

**Jonathan M. Samet**, Professor, Preventive Medicine, Keck School of Medicine

**Kevin Starr**, University Professor and Professor of History and Policy, Planning, and Development, College of Letters, Arts & Sciences and School of Policy, Planning, and Development

**William G. Tierney**, University Professor and Leslie Wilbur and Norma Lash Wilbur-Evelyn Kieffer Professor of Higher Education, Rossier School of Education

**Priya Vashishta**, Professor, Materials Science, Viterbi School of Engineering

**Robin Romans**, Associate Provost, *ex officio member*