

MEMORANDUM

To: Academic Deans, Faculty, and Staff  
From: C. L. Max Nikias *C. L. Nikias*  
Date: October 24, 2008  
Subject: Working Group – Strategic Planning Process

Office of the Provost

C. L. Max Nikias  
Executive Vice President  
and Provost

Malcolm R. Currie Chair  
in Technology and  
the Humanities

On behalf of President Sample, I am pleased to announce the Working Group of faculty that will deliberate and make preliminary recommendations for USC's next strategic planning process. As you know, USC adopted its current strategic plan in 2004, and these documents traditionally carry a life span of six to seven years. Therefore, the time has come to begin laying the groundwork for the next version.

A complete roster for this Working Group of faculty, which I will chair, accompanies this memorandum. The group will meet throughout the academic year and perform three tasks as part of its charge. Namely, it will devise a timetable for developing the next strategic plan, and it will recommend a process that ensures university-wide participation, including the Academic Senate, faculty, staff, and students, as well as all academic units and faculty councils, alumni, and other stakeholders. The Working Group will also develop several focus areas, including:

- (1) The benefits to students of a strong College coupled with the university's unique combination of professional schools, many of which are very interdisciplinary; as well as the ways in which these partnerships form the foundation of the signature features that make the USC education distinctive.
- (2) The future of knowledge creation, representation, preservation, and translation.
- (3) Academic Culture – enriching intellectual community and our educational environment through our commitment to the arts and humanities, campus and residential life, and multiplying forms of learning beyond the classroom.
- (4) Structures of Learning – including inquiry-based and hands-on learning, distance learning, and technology enhanced learning.
- (5) USC's unique position with respect to internationalization/globalization, including the increasing diversity of our student body, our location here in Los Angeles, the capital of the Pacific Rim, and the changing realities of international competition related to the "business" of education.
- (6) USC's local connections and interactions with the community, service learning by our students, and economic initiatives and philanthropic efforts in neighborhoods adjacent to the university.

These areas will serve as starting points for our exploratory discussions and work. As you know, USC has enjoyed tremendous momentum in its growth over the past two decades, and we will look for new ways to accelerate our ascent and ensure our continued leadership in the coming century. The Working Group for this process represents an exceptional cross section of the university's talented faculty, and I very much look forward to working closely with each member.

cc: Steven B. Sample  
Todd R. Dickey  
Martha Harris  
Elizabeth Garrett  
Michael Jackson  
Barry Glassner  
Randolph Hall  
Marty Levine  
Jerome Lucido  
Michael Preston  
Ilee Rhimes

## **Working Group Strategic Planning Process**

### **Chair**

C. L. Max Nikias, Executive Vice President and Provost, Malcolm R. Currie Chair in Technology and the Humanities

### **Members**

Sarah Banet-Weiser, Associate Professor, Annenberg School for Communication  
Raphael Bostic, Professor, School of Policy, Planning, and Development  
Alex Capron, President-elect of the Academic Senate, University Professor, Scott H. Bice Chair in Healthcare Law, Policy and Ethics, Gould School of Law and Keck School of Medicine  
Iris Chi, Golden Age Association/ Frances Wu Chair for the Chinese Elderly, School of Social Work  
Geoff Cowan, University Professor, Annenberg Family Chair in Communication Leadership, Annenberg School for Communication  
Joanna Demers, Assistant Professor, Thornton School of Music  
Suzanne Edmands, Associate Professor, College of Letters, Arts and Sciences  
Philip Ethington, Professor, College of Letters, Arts and Sciences  
Margaret Gatz, Professor, College of Letters, Arts and Sciences  
Peter Jones, Distinguished Professor of Biochemistry and Molecular Biology, H. Leslie Hoffman and Elaine S. Hoffman Chair in Cancer Research, Keck School of Medicine  
Thomas Jordan, University Professor, William M. Keck Chair in Geological Sciences, College of Letters, Arts and Sciences  
Robin Kelley, Professor, College of Letters, Arts and Sciences  
Doe Mayer, Mary Pickford Chair, School of Cinematic Arts  
Michael Nichol, President of the Academic Senate, QSAD Centurion Professor in Pharmaceutical Sciences, School of Pharmacy  
Manuel Pastor, Professor, College of Letters, Arts and Sciences  
Nandini Rajagopalan, Capt. Henry W. Simonsen Chair in Strategic Entrepreneurship, Marshall School of Business  
Hanna Reisler, Lloyd Armstrong, Jr. Chair for Science and Engineering, College of Letters, Arts and Sciences  
Jonathan Samet, Chair of the Department of Preventive Medicine, Keck School of Medicine  
Hilary Schor, Past President of the Academic Senate, Professor, College of Letters, Arts and Sciences and Gould School of Law  
Kevin Starr, University Professor, College of Letters, Arts and Sciences and School of Policy, Planning, and Development  
William Tierney, Past President of the Academic Senate, University Professor, Wilbur-Kieffer Professor of Higher Education, Rossier School of Education  
Priya Vashista, Professor, College of Letters, Arts and Sciences and Viterbi School of Engineering  
Carolee Winstein, Professor of Biokinesiology and Physical Therapy, School of Dentistry  
Janelle Wong, Associate Professor, College of Letters, Arts and Sciences

### **Ex-officio members**

Jerome Lucido, Vice Provost for Enrollment Policy and Management  
Michael Preston, Vice Provost for Strategic Initiatives  
Robin Romans, Associate Provost, Undergraduate Programs